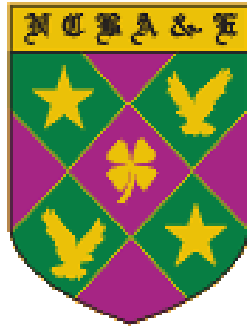


*National College of Business  
Administration & Economics  
Lahore*



**LINKING PASSION TO PERFORMANCE  
AND ORGANIZATIONAL CITIZENSHIP  
THROUGH WORK ENGAGEMENT**

**BY**

***AFTAB AHMAD***

**MASTER OF PHILOSOPHY  
IN  
BUSINESS ADMINISTRATION**

**APRIL, 2013**

# **NATIONAL COLLEGE OF BUSINESS ADMINISTRATION & ECONOMICS**

## **LINKING PASSION TO PERFORMANCE AND ORGANIZATIONAL CITIZENSHIP THROUGH WORK ENGAGEMENT**

**BY**

**AFTAB AHMAD**

**A dissertation submitted to  
School of Business Administration**

**In Partial Fulfillment of the  
Requirements for the Degree of**

**MASTER OF PHILOSOPHY  
IN  
BUSINESS ADMINISTRATION**

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*In the name of ALLAH,  
The Most Beneficial,  
The Most Merciful,*

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**Dissertation Committee:**

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**Chairman**

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**Member**

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**Member**

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**Rector**

National College of Business  
Administration & Economics

## **DECLARATION**

This is to certify that this research work has not been submitted for obtaining similar degree from any other university / college.

**AFTAB AHMAD**  
**April, 2013**

***DEDICATED TO***

*My Wife*

*Yasmin*

## **ACKNOWLEDGEMENT**

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I must express my heartiest gratitude to Yasmin, my wife, for her continued support and encouragement. Without her support, completing this work would have been all the more difficult. In the end, a special word of acknowledgement for my daughter Maryam, for conceding time, reserved for her.

## **RESEARCH COMPLETION CERTIFICATE**

Certified that the research work contained in this thesis entitled **“Linking Passion to Performance and Organizational Citizenship through Work Engagement”** has been carried out and completed by **Aftab Ahmad** under my supervision during his **M.Phil. Business Administration** Programme.

*(Dr. Faisal Qadeer)*  
*Supervisor*

## SUMMARY

The improvement in employees' performance has been a vital issue for the organizations. They are also interested in a meticulous behavior during the task performance, which yields the maximum productivity for them, commonly recognized as organizational citizenship behavior (OCB). Harmonious passion is considered a strong predictor of performance in the non work related activities e.g. romance, sports, etc. However, its impact on employee's job performance in a work context and other organizational behaviors is yet to be fully explored. Work engagement as an outcome of passion may further help us understand the relationship. This study attempts to investigate the impacts of harmonious passion upon employee's performance, which is a work related activity and organizational citizenship behavior (OCB), which is a non work related activity through the mediating mechanism of work engagement.

The empirical results have been drawn through a questionnaire based survey among the Lahore based employees and supervisors of a large commercial bank of Pakistan. The data is collected from 237 employees (210 employees and 27 managers) comprising the entire staff of the 27 business units (10 branches and 17 departments at the Head office). The employee's performance is rated by the respective managers. The data is aggregated at individual's level, which is subsequently analyzed through cross tabulations, descriptive statistics and bi-variate correlations. The study hypotheses are analyzed through several liner regression models and the frequently used mediation steps proposed by Barron and Kenny, (1986).

Overall, the study finds empirical support for most of the hypothesized relations. The study finds that harmonious passion has a direct and positive impact on work engagement, OCB and employee's performance. Similarly work engagement positively relates with OCB employee's performance. However, the hypothesized indirect linking of harmonious passion with OCB, and with employee's performance, via work engagement is partially supported. The study discusses the results and draws several insights of being harmoniously passionate about one's job in terms of the performance benefits and creating a conducive, environment for efficient and effective functioning of the organization. The study also provides implications for theory and practice; limitations and future directions.

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# CHAPTER 1

## INTRODUCTION

### 1.1 STUDY BACKGROUND

The improvement in employees' performance has been a vital issue for the organizations and Managers. They are also interested in a meticulous (care prompted by conscience) behavior of employees, during the task performance, which yields the maximum productivity for them, commonly recognized as organizational citizenship behavior (OCB). In accordance with Organ (1988), OCB is a behavior of individuals, which is optional and not admitted for prescribed reward structure and as a whole, one that prop up the effective and efficient operations of the organization. The previous research shows that passion as well as OCB can affect performance of an employee (Organ, 1997, Ho et al. 2011). There is an implied understanding in the prior literature that job passion is a precious quality that organizations should search to build up among employees which in turn is eventually vital for the employee's job performance (Ho et al. 2011).

The concept of passion toward activities has been derived partially from the *Theory of Self-Determination* by Deci and Ryan, (1985) that describes motivational role of psychological needs in development and growth of a person. It further elaborates that for the purpose of psychological growth, people require to satiate their basic psychological requirements of autonomy (a feeling of personal endeavor), competence (aspiration for effective interaction with surroundings), and relatedness (a wish for establishing relations with other important). In this manner people interact with the surrounding and engage in events to fulfill these needs and in this manner they develop a sense of self i.e. central human inclination toward upper-order organization. As a result of this interaction with environment, the elements from the environment are internalized and the self becomes composite with the passage of time.

The process of internalization can take two forms; either it is an autonomous process or a controlled one. In case of autonomous internalization the individuals accept activity freely without any contingency, meaning thereby that individuals are not forced to do the activity and the internalization is the result of intrinsic and integrative tendencies of the self. The controlled internalization on the other hand originates, because of certain contingencies i.e. intra or interpersonal pressure like feeling of societal recognition or self-respect (Hodgins and Knee, 2002).

Based on the self determination theory, Vallerand et al. (2007) develops a dual model of *harmonious* and *obsessive* passion. The former is autonomous internalization, while the later is controlled internalization of the activity. The concept of job passion corresponds to the energy underlying a continuous participation. The individuals who have, passion for an activity are driven to devote themselves completely to that activity, and they keep on striving despite of obstacles in their way, and ultimately they achieve excellence (Vallerand et al. 2007).

The concept of passion has long been a subject of interest for researchers, but its main focus remains on the non-work activities, e.g. romance sports gambling etc and only a few studies investigate the impact of passion towards work in the context of organizations (Ho et al. 2011). From the interviews of some managers, educators, and students it is observed qualitatively that workers encompass passion for the job activities, which in turn drives success of the work (Marques, 2007; Neumann, and 2006 Hill, 2002;). However, these studies lack the conceptualization of job passion and it is frequently portrayed having love for the job (Marques, 2007), as having individual's meaning of the job (Boyatzis et al. 2002), but it is not established as an emotional psychological or behavioral construct.

The only prior study that relates job passion and employees' psychological adjustment in the work context is by (Vallerand and Houliort, 2003). A recent study by (Ho et al. 2011) investigates that performance of employees having harmonious passion are better at work, and cognitive absorption primarily mediates this relationship (the experience of immersion and intensity of focus while performing job). The study only observes the impact of passion with performance and not other individual's organizational behaviors e.g. organizational citizenship, absenteeism, and turnover etc. The question however remains that whether employee's passion has a link to his task engagement or other behaviors at workplace e.g. OCB, which in turn are predictors of performance. Task engagement is a constituent of work role and work engagement.

Kahn (1990) describes work engagement as a condition, whereby employees make investment of their personal self, emotional connections and energies during performance of their work role. Similarly work engagement is described by Kanfer (1990) and Rich et al. (2010) as a motivational concept, which encompasses the lively investment of personal resources toward the tasks related with role of the job. Engagement relates to performance of the job and exhibits augmented strength over other job attitudes in the performance forecast. It also aligns with task-specific motivation, and equally relates with

task as well as contextual performance. The employees who are connected to work, experience greater association with the work tasks. They go extreme for the task-related objectives, which are entangled with their job description, showing way to elevated task performance (Christian et al. 2011). Engagement mostly associates with extra-role behaviors (Macey and Schneider, 2008).

Work engagement is a construct, which is conceptualized by different researchers differently. May et al. (2004) conceptualize work engagement embracing three elements as components i.e. emotional, physical and cognitive components. The three elements stand for; working whole heartedly, utilizing energy to execute the job and absorption in the job so much that forgets everything else. Schaufeli et al. (2002) conceptualize and define work engagement as a motivational construct, which, fulfills job-related condition of mind and is exemplified by dedication, vigor, and absorption. Salvano et al. (2005) defines the three dimensions in following way. The feature of dedication for work engagement represents logic of importance, eagerness, motivation, and delight, at work. The feature of vigor represents greater energy, mental toughness, readiness for investing effort in the work, and perseverance despite obstacles. Absorption aspect of work engagement represents the attentiveness, contentment, and engrossment in the work whereby one cannot detach himself from work and time lapses quickly.

OCB is a construct and defined by Organ (1988), OCB is a behavior of individuals, which is optional and not admitted for prescribed reward structure and as a whole, one that prop ups the effective and efficient operations of the organization. Later Organ (1997) goes on to say that OCB is a meticulous behavior (care prompted by conscience), which makes indirect contributions to the organization through the preservation of social system of an organization that holds up task performance. It is in fact discharging of one's obligations in the organization beyond the norm, without wasting time, or other organizational resources. It is an attitude of tolerance and forgiveness that does not complain or file grievances. Overall it is an attitude of responsible partaking in the organizational activities. However based on the prescribed role obligations this behavior can neither be enforced nor extracted by agreement assurances of compensation. The motive behind this behavior may be a legitimate desire of helping the organization or creation of positive interpersonal relationships for imparting some influence and to be perceived as a good citizen.

Organ (1988) proposes categorization of OCB comprising, altruism (conduct intending to aid a particular person, when face-to-face), conscientiousness (compliance to standards, which defines a good worker), sportsmanship (does not complain for minor issues), courtesy (consults others

prior to action), and civic virtue (continue with affairs that impact organization). The researchers operationalize the five dimensions of OCB (Podsakoff et al. 2000), which form the base for measurement of OCB in various studies. Now the challenge for the organizations and for the managers is how to inculcate this behavior in the employees to obtain optimum productivity or employee's job performance.

We have learnt that passion is a strong tendency towards an activity. It is the task to whom the individual is passionate about. Similarly work engagement is also a motivational concept, which allocates personal resources towards the task. The attributes of the passion towards task are comparatively similar, therefore, this study theorize that passion has a positive relationship with work engagement. According to Christian et al. (2011) work engagement is well placed as a mediating variable located between its antecedents and outcomes. This also is in line with the Kahn's (1990) theory of engagement, which States that individual and organizational factors influence the psychological experience of work, which in turn drives work behavior. Therefore it is theorized that work engagement will mediate the relationship between harmonious passion and performance as well as between harmonious passion and OCB.

This study offers a mechanism through, which the harmonious passion is translated into performance as well as in a meticulous behavior of employees at the work place. This study also adds valuable contribution in explaining the role of work engagement as a predictor of employee's job performance and OCB. In the study, we conceptualize harmonious passion in the work context as a job attitude, which is related with the physical, emotional and cognitive aspects of work engagement. The individuals who are physically, emotionally and cognitively motivated are more focused on their work task and therefore engagement is positively related with employee's job performance. Similarly individuals who invest their personal selves into their work role are presumed to conceive a broader idea of that role and resultantly cross the prescribed limits to facilitate the people as well as the organization at large (Kahn, 1990).

Based on the above elaborations, the purpose of this study is to empirically investigate relationship of harmonious passion to work engagement, which in turn is a predictor for OCB as well as employee's performance. The study also enables us to test the validity of the relationship.

## 1.2 STUDY CONTEXT

This study context is the financial sector of Pakistan, which is well established, modern and competitive internationally. The banking sector of Pakistan is progressive, having worldwide network of branches and providing all types of financial services to its customers and clients. The banking sector of Pakistan comprises 38 scheduled banks as on December, 2012. This includes 5 public sectors, 22 private sector, 4 specialized sector and 7 foreign banks (Banking Review, 2012). The deposit and advances size of the banking sector as on December, 2012 is Rs-6683 billion and Rs-3857 billion respectively. Major share of the banking sector i.e. 53% is held by five large public and private banks (ABL Annual Report, 2012).

Allied bank is the oldest bank on the soil of Pakistan, established in the year 1942. The bank is among the five largest banks of Pakistan with a rapidly growing network of branches and business across the country. The bank has extensive outlets of 875 branches spanning both urban and rural areas of Pakistan. The branches are distributed among four zones and each zone further has five to eight regions. The branches work under the administrative control of regions. The bank's deposit base and advances volume as on December, 2012 is Rs-514 billion and 290 billion respectively, which constitutes approximately 8% and 7.5% of the total deposits and advances of the banking sector in Pakistan (ABL Annual Report, 2012).

Allied bank manages affairs of the staff through a well organized Human Resource Management Group headed and run by highly qualified and experienced personnel. The Group realizes the importance of its human capital and considers it a key asset and an essential contributor in fulfilling its growth strategy. The bank provides a challenging work environment and rewarding the dedicated team members for their performance. The bank has a well established and market-oriented employment system. In the present study, the dynamics of the external as well as the internal environment provides a suitable organizational context for investigating employees' passion, work engagement and employee's outcome. The survey has been conducted among the staff working in the bank's branches and Head office located at Lahore, conducting, corporate banking, personal banking, E-banking, risk management, and international business (ABL Annual Report, 2012).

### **1.3 SIGNIFICANCE OF THE STUDY**

The present study is significant, both for the academia as well as for the Managers. The research scholars are interested in exploring the concept of harmonious passion at work place and the mechanism through which this passion is transformed into employee's performance and other individual behaviors at work place, which may promote the organizational output. Similarly organizations are interested in exploring the phenomenon, whereby they can achieve best performance of their employees. They also seek an environment of harmony and cooperation among the coworkers during the job performance.

This study empirically substantiates the relationship of harmonious passion with employees job performance, which is a work related behavior and to the employee's organizational citizenship behavior a non work related behavior through the mediating mechanism of work engagement. The study extends earlier research on social psychology into organizational context and conceptualizes job passion as an attitude that organizations need for the meticulous behavior of employees during the task performance and enhancement in the overall employees performance.

There is no prior study that empirically relates harmonious passion with employee's work engagement and or OCB. The empirical support to the simultaneous mediating role of work engagement with OCB and employee's work performance is also a unique feature of this study. It also provides that work engagement simultaneously leads to task as well as contextual performance.

### **1.4 OBJECTIVES OF THE STUDY**

- a) To investigate the impacts of passion upon performance and organizational citizenship behavior (OCB) directly and through the mediating mechanism of work engagement
- b) To extend earlier research on social psychology into organizational context and conceptualizes job passion as an attitude that organizations need for the meticulous behavior of employees during the task performance and enhancement in the overall employees performance.

## **1.5 RESEARCH HYPOTHESES**

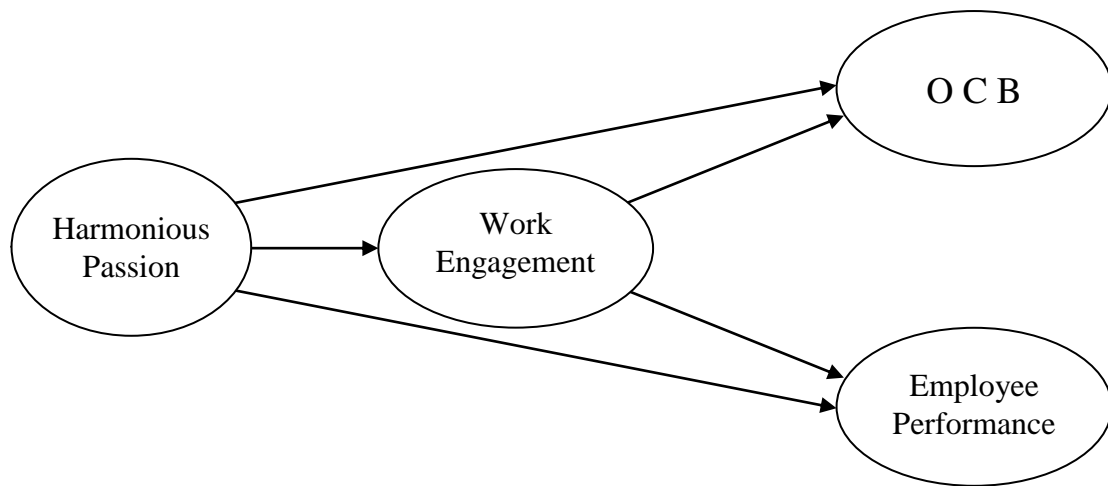
Therefore based on the above deliberations, the prior theoretical and empirical research and the connected logic, this study develops the following hypotheses:

- Hypothesis 1: Harmonious passion is positively related with  
a) work engagement,  
b) OCB, and  
c) employee's performance.
- Hypothesis 2: Work engagement is positively related with  
a) OCB and  
b) Employees' performance.
- Hypothesis 3: Work engagement mediates the relationship between harmonious passion and OCB
- Hypothesis 4: Work engagement mediates the relationship between harmonious passion and employees' performance.

The justification and rationales of the above hypotheses, more technically known as 'hypotheses grounding' is provided in the next chapter (i.e. literature review).

## **1.6 ANALYTICAL FRAMEWORK**

The figure 1 shows the relationship of harmonious passion with OCB and performance via the mediating mechanism of work engagement.



**Fig. 1.1: The Theoretical Framework**

## **1.7 METHODOLOGY**

The study conducts a questionnaire based survey among the Lahore based employees and managers of a large commercial bank of Pakistan to achieve co-relational as well as analytical objectives in ascertaining the characteristics of the study variables. This is a descriptive field study conducted in a non-contrived setting (i.e. natural) with a minimal interference of the researcher to the participants. The data collection design of the study is cross sectional. The study employs cluster random sampling of the business units (branches and departments) and employs optimal size of the sample based on Cochran's (1977) sample size formula.

The data is collected from the employees and managers through a self administered questionnaire, which includes study variables relevant to our analysis. Before collection of data the questionnaire is tested for its language and relevancy of measures in a pilot study by some employees and managers of the sample bank. It is observed that questions are clear and easy to understand, as such no item in the questionnaire is customized. Detailed methodology has been discussed in Chapter 3.

## **1.8 DATA ANALYSIS**

Primary data collected from 210 employees and 27 managers from the Head office and Branches of the sample bank is aggregated at the individual's level with due care and diligence. Data is analyzed using SPSS module 19<sup>th</sup> version and Excel 2007. The study employs various statistical tests to examine the data through cross tabulation and descriptive analysis separately. For the

purpose of inter-item consistency (reliability analysis), Cronbach's Alpha is estimated. The study measures Pearson Bi-variate Correlations for all the study variables. The study employs Hierarchical Linear Modeling and the three steps mediation analysis prescribed by Barron and Kenny, (1986). The detailed analysis and interpretations are discussed in Chapter 4.

## **1.9 FINDINGS**

Findings of the study are consistent with the hypothesized relations. The methodology undertaken and techniques of data analysis employed appears to be appropriate enough to fulfill the objectives of the study. The empirical results of the hypotheses testing give a clear presentation of the relationships of independent variable with dependant variables as well as that of the mediating variable. The hypotheses that harmonious passion has significant positive relationships with work engagement, OCB and employee's job performance are supported by the empirical results. The research scores for the hypotheses that work engagement has positive relationships with OCB and employee's job performance are also fully substantiated. However mediating role of work engagement between harmonious passion and OCB and harmonious passion and employee's job performance is only partially supported. A detailed discussion on findings, implication and limitations with future direction are given in Chapter 5.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 HARMONIOUS PASSION

The concept of passion is old and derived from the Latin word ‘*passio*’ which means sufferings. Researchers are interested in exploring the concept of passion, but in two different perspectives. The first describes that suitable ideas originate from reason and unacceptable ideas originate from passion. The second on the other hand describes passion as strong sentiments with inborn behavioral inclinations, required to attain highest points of accomplishment (Vallerand et al. 2003). The concept of passion has long been a subject of interest for researchers, but its main focus remains on the non-work activities, e.g. romance, sports, gambling etc and only a few studies investigate the impact of passion towards work in the context of organizations (Ho et al. 2011).

The concept of passion towards activities is derived partially *Theory of Self-Determination* by Deci and Ryan, (1985) that describes motivational role of psychological needs in development and growth of a person. It further elaborates that for the purpose of psychological growth people require to satiate their basic psychological requirements of autonomy, competence, and relatedness. In this manner people interact with the surrounding and engage in events to fulfill these needs and in this manner they develop a sense of self i.e. central human inclination toward upper-order organization. As a result of this interaction with environment, the elements from the environment are internalized and the self becomes composite with the passage of time. The process of internalization can take two forms; either it is an autonomous process or a controlled one. In case of autonomous internalization the individuals accept activity freely without any contingency, meaning thereby that individuals are not forced to do the activity and the internalization is the result of inherent and integrative propensity of the self. The controlled internalization on the other hand originates, because of certain contingencies i.e. intra or interpersonal pressure such as sense of social recognition, self respect or egoistic self-formation (Hodgins and Knee, 2002).

In pursuance of the idea of two forms of internalization, Vallerand and Houliort, (2003) propose a *Dualistic Model of Passion* in the work context and define passion as a strong inclination toward an activity that individuals like (or even love), that they find important, in which they invest time and energy.

They extend the Self-Determination Theory by suggesting that an enjoyable activity people like and to which they are connected regularly internalizes in a manner that they value it very much. This further prescribes that connection of the people with different activities in a bid to fulfilling fundamental psychological requirements of autonomy, relatedness and competence, the activities become self-defining and symbolize identity of that person e.g. person having passion for playing cricket does not merely play cricket; he is cricketers. The passionate activity symbolizes his identity of who he is. In the event that an enjoyable activity internalizes and symbolizes one's identity, it subsequently escorts to a passion for that particular activity.

The Dualistic Model of Passion further envisages two different kinds of passion that are developed due to the process of internalization of the activities. The past research shows that activities are internalized in the person in either in a controlled manner or independent manner (Deci and Ryan, 2000; Sheldon, 2002). The two types are obsessive passion and harmonious passion.

The *obsessive passion* is a controlled internalization of the activity into one's identity. It results from internal or external pressure like sense of social recognition or self-respect. The individual feels a wild urge to connect with the passionate activity. Since such a connection with activity is uncontrollable, therefore it ultimately acquires out of proportion space in the individual's personality and creates conflict with other life activities. Individuals having obsessive passion develop egoistic self-formation (Hodgins and Knee, 2002), which ultimately exhibits an inflexible perseverance for that activity and leads to less than optimal performance. The pressured connection to the task deprives the individual to have a full focus on the task and often create negative impacts during work accomplishment. Subsequently at the conclusion of that particular job the individual's feelings are negative (feeling guilty to be engaged in the activity when one should not have engaged). The rigid persistence arises not only in absence of affirmative feelings, but also at the personal costs of damaged relationship and failed work commitments (Vallerand et al. 2007).

*Harmonious passion* on the other hand is an independent internalization of the activity into the person's identity. It crop ups where the individuals accept activity as significant to them with no contingency annexed. They engage in the job with a motivational force and create a feeling of preference and own approval for tracking the activity. They also find it important and significant to them. In pursuance of such kind of passion, the activity takes up a noteworthy, but not uncontrollable space in the person's identity and all other aspects of individual's life remain in harmony, moreover the individuals feel free to exercise their control in connecting with the job (Vallerand et al.

2003). In the state of harmonious passion the individual incorporates authentic self to play, which leads to his or her full contribution in the passionate activity as well as other obligations of life with a candidness, favorable to positive experiences (Hodgins and Knee, 2002).

In comparison with obsessive passion the harmonious passion has greater positive affect instead of negative affect and guides the individual to connect with the activity in a flexible way with improved attention, assimilation, flow and with a feeling of immersion in the activity. Harmonious passion contributes positive affect even where the individual is stopped from connecting in the passionate activity (Vallerand et al. 2007). Vallerand et al. (2003) demonstrate that even when intrinsic and extrinsic motivations are controlled, the passion results in affective outcomes. It would therefore suggest that passion is a different construct from intrinsic as well as extrinsic motivation. Passion is distinct from intrinsic motivation in that, it shares the feature of liking for the activity, however that intrinsically motivated activity does not seem to be internalized in individual's identity (Deci and Ryan, 1985). On the other side, in case of extrinsic motivation, the individual undertakes the activity to gain something outside the activity and not for the pleasure from the activity. Therefore the extrinsic motivation differs from passion in not having a liking for the activity.

## **2.2 WORK ENGAGEMENT**

In the context of organizations, employees are highly diversified in term of their job commitment and cognitive involvement. Kahn (1990) describes work engagement as a construct, which measures variations in the amount of energy and dedication towards the job across individuals. He defines work engagement as a condition, whereby employees make an investment of their personal self, emotional connections and energies during performance of their work role. It implies that job roles encompass prospects for individuals and they can express themselves energetically and behaviorally in a comprehensive and concurrent manner. Therefore, work engagement envisages emotional, cognitive and physical dimensions and represents more than a single aspect of the self, so that the experience is concurrent and comprehensive (Kahn, 1992; Rich et al. 2010).

Although there is a common agreement on the construct of work engagement, yet the researchers conceptualize it in different manners. May, et al. (2004) conceptualize work engagement embracing three dimensions as components: a *physical* component (the energy applied to execute the job), an *emotional* component (performing job whole heartedly)

and a *cognitive* component (absorbed in task in a manner that everything else is forgotten). Schaufeli et al. (2002) conceptualize and define work engagement as a motivational construct, which, fulfills job-related condition of mind and is exemplified by dedication, vigor, and absorption. Salvano et al. (2005) defines the three dimensions in following way. The feature of dedication for work engagement represents logic of importance, eagerness, motivation, and delight, at work. The feature of vigor represents greater energy, mental toughness, readiness for investing effort in the work, and perseverance despite obstacles. Absorption aspect of work engagement represents the attentiveness, contentment, and engrossment in the work whereby one cannot detach himself from work and time lapses quickly. Work engagement is a psychological relation with the execution of job tasks instead of an approach to the elements of the job or the organization (Maslach, et al. 2001).

The important factor in defining work engagement is its conceptualization, as a “state” versus as a “trait.” The previous research explains engagement as a comparatively steady entity difference variable, which fluctuates between individuals (Schaufeli et al. 2002; Schaufeli and Salanova, 2007). Work engagement is a state, which varies intra individual and inter individuals, as it contains both trait like as well as state like situations. Some recent research shows that engagement fluctuates moderately during the day about an average level (Sonnentag, 2003). Engagements fluctuates both intra person and inter persons like many other constructs of organizational behavior (Thoresen, et al. 2003). Therefore, work engagement is a comparatively ‘durable state of mind’ submitting to the concurrent investment of personal energies in the task execution. (Christen et al. 2011).

Kahn, (1990) suggests that organizational and individual aspects influence the psychosomatic know-how of the work, which in turn influence work behavior. Macey and Schneider, (2008) identify various distant antecedents which may affect the desire level of an individual for investing his personal energies in the execution of work at a high level and provides that leadership, job characteristics and personality traits are directly related to work engagement and, indirectly to performance.

### **2.3 ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)**

OCB is a construct and has been defined by Organ (1988), OCB is a behavior of individuals, which is optional and not admitted for prescribed reward structure and as a whole, one that prop ups the effective and efficient operations of the organization. Later Organ (1997) goes on to say that OCB is a

meticulous behavior (care prompted by conscience), which makes indirect contributions to the organization through the preservation of social system of an organization that holds up task performance. It is in fact discharging of one's obligations in the organization beyond the norm, without wasting time, or other organizational resources. It is an attitude of tolerance and forgiveness that does not complain or file grievances. Despite more than 100 empirical works on OCB since its initiation, its taxonomy remains inconsistent all over the years (LePine et al. 2002). The Constructs, which overlap's with OCB are prosocial organizational behavior, contextual performance, organizational spontaneity and extra role behavior. Similarly behavioral aspects of OCB are also inconsistent.

Organ (1988) proposes a classification of OCB consisting of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. These five dimensions of OCB classification are operationalized by many researchers for the measurement of OCB in empirical research (Podsakoff et al. 2000). Podsakoff and colleagues provides dependable and legitimate measure of the five dimensions by Organ (Lepine et al. 2002).

Podsakoff et al. (2000) explain that researchers have identified various kinds or dimensions of OCB however; five dimensions are frequently examined. They go on to further elaborate and validate the five dimensions of Organ (1998). They provide that, *Altruism* stands for helping behaviors aimed at individual(s) within the organization that eventually help the organization e.g. helping a co-worker who falls behind in work. *Conscientiousness or Compliance* aims at to support organization, instead of individuals. It is the one's role in the organization beyond the norms e.g. no waste of time, attendance and punctuality beyond the norm. *Sportsmanship* stands for behavior of tolerance in the organizational life with no complaints and grievances. Sportsmanship is a positive attitude of employees towards organization and surrendering of personal interests to the organizational interests. *Courtesy* is informing others about the decisions that can impact them and their performance. *Civic Virtue* is the conscientious involvement in the political process of the organization. It promotes the firm's image consolidate its reputation, and favor its public profile (Podsakoff and MacKenzie, 1994).

OCBs are a “class of pro-organizational behaviors ‘that can neither be enforced on the basis of formal role obligations nor pulled out by conventional agreements of recompense ( Organ, 1988). The OCBs of employees are vital for organizational operations as all managers are unable to foresee the prospects for employee contribution, monitor behavior of all the employees, or force employees to go the extra mile’ for the organization” (Burris et al. 2008).

The motivators of OCB are either traditional i.e. a true desire of an individual to help the organization and his fellow worker (Organ and Ryan, 1995) or the individual's desire to be perceived as good worker and good citizen, which is a feature of impression management motivators (Rosenfeld et al. 1995). Therefore the performance of OCB may be an attempt on the part of those individuals to influence the interpersonal relationships and create a good image of them.

The primary beneficiaries or targets of an individual's OCB are his fellow workers, managers, and organization (Barr and Pawar, 1995). The OCB for individual is different from OCB for the Organizations (Williams and Anderson, 1991). The classifications of Williams and Anderson further develop to include, organization-oriented, individual oriented and mission-oriented behaviors (Coleman and Borman, 2000). From the three kinds of impression management behaviors (job-centric, supervisor-centric, and self-centric), only supervisor-centric behaviors have positive correlations with the employee's assessment by managers (Bolino et al. 2006).

The OCB of an employee is also affected by the internal motivating potential inherent in the job attributes e.g. job involvement. The job involvement is a psychological identification and at the same times is important to the identity of the employee (Lawler and Hall, 1970). Employees, who are more motivated, are more probable for their involvement due to their inner aspirations and to dedicate extra effort to their jobs (Brown, 1996). They are also inclined to enhance their self-respect through successful job performance and display of organizational beneficial behaviors (Burke, 1991). Organizational commitment is a simultaneous antecedent to work engagement, as well as to OCB (Hakanen et al. 2006).

In the context of culture, OCB may be influenced by the individualism, collectivism and power distance (Paine and Organ, 2000). *Individualism and collectivism* describe the link between community and the individual. In individualism there is a weak social link between members of society, where the members are responsible only for themselves and their immediate family members, whereas in collectivist culture there is a larger group altruistic behavior (Coyne and Ong, 2007).

## **2.4 EMPLOYEES PERFORMANCE**

Employee's job performance is defined as actions specified and required by an employee's job description and subsequently commanded, evaluated, and rewarded by the employing organization. It is the adeptness of the employees to perform their work activities and their work roles become an

essential basis of variation in job performance (Borman and Motowidlo, 1993; Motowidlo and Van Scotter, 1994).

Task performance is gauged from the efficiency and effectiveness with which the individual performs obligations of the job (Borman and Motowidlo, 1997). The practicing of job elements in order to achieve expertise and their automatic performance in an effective manner without any extra attention is induced by Performance goal orientations (Steele-Johnson et al. 2000). Task performance of an employee lies in the effectiveness of job performance by the holder of job task and which further contributes to the technical core of the organization (Borman and Motowidlo, 1997). Therefore practical importance of the task and its related behaviors are embedded in this classification.

Borman and Motowidlo (1993) has further classified the employee's performance as the, job performance and contextual performance. Job performance is the performance related to the task and contextual performance is that which is informal important for providing good context and smooth functioning of the organization. The individuals propensity to spend energy to the work roles they perform, and their behavior at the work place in the context of organizations provide a conducive environment, which in turn results in higher contextual performance.

The research on performance establishes that those people acquire exceptional levels of performance, which go through a long, active process of learning, refining and improving of their abilities and skills (Ericsson and Charness, 1994). Ericsson et al. (1993) propose that an obvious target of enhancing the performance may be achieved through deliberate practice; they further suggest that performance is a linear function of deliberate practice. Deliberate practice offers best prospects for skill acquisition and learning as it is a source of immediate feedback and performance results awareness. The relationship between deliberate practice and performance is supported in lot of research in the diversified areas of Arts, Science and Sports (Holmes, 1996, Winner, 1996 and Starkes et al. 1996).

According to (Jones, 2001), exercising of a correct balance in the usage of procedures and rules may provide a good prediction of employee's performance. This gives employees, the autonomy to impulsively adjust to the problems, to avail chances and to adapt to odd situations. Employees with outstanding ability have their own inherent interest in the tasks they accomplish (Van Yperen, 2003). Creativity is induced by the enjoyment provided by the tasks and the inherent features of work impulse is integrative impulsive base for the execution of the novel activities (Amabile, 1988 and Redmond et al. 1993).

## **2.5 HARMONIOUS PASSION AND EMPLOYEE OUTCOMES**

### **2.5.1 Harmonious Passion and Work Engagement**

In the work context, harmonious passion has a voluntary internalization of the activity into the person's identity. It crops up where the individuals accept activity as significant to them with no contingency annexed to it. They engage in the job with a motivational force and create a feeling of preference and own approval for tracking the activity. They also find it important and significant to them. In pursuance of such kind of passion, the activity takes up a noteworthy, but not uncontrollable space in the person's identity and all other aspects of individual's life remain in harmony, moreover the individuals feel free to exercise his control in connecting with the job (Vallerand et al. 2003). The cognitive state of absorption and attention are the consequences of passion (Vallerand and Houliort, 2003; Mageau et al. 2005).

The employee's harmonious passion positively relates with improved attention, assimilation, flow and with a feeling of immersion in the activity. (Ho et al, 2011). Further, passion creates energy and provides goals for engagement and also influence performance (Vallerand et al. 2007). Harmonious passion provides people with energy to have extensive and tiresome practice sessions, which in turn results in greater level of achievements (Vallerand et al. 2007). A strong input of harmonious passion in an activity is manifested in the committed involvement of the individual in a skilled way and it positively relates to absorption, stream, and positive affect during task execution (Vallerand et al. 2007). Performance of the employees who possess harmonious passion remains improved at work, and cognitive absorption, which is strength of focus and immersion of the employees during the work, primarily mediates this relationship (Ho et al, 2011).

The voluntary internalization of the job, results from harmonious passion, which in turns allows individuals to involve in the task with flexibility and in a comprehensive way. This should further facilitate better application, concentration and positive affect experience and a sense that one is fully absorbed in the job (Jackson and Marsh, 1996).

The research on work engagement has defined the concept as a condition, whereby employees make investment of their personal self, emotional connections and energies during performance of their work role. It implies that job roles encompass prospects for individuals and they can express themselves energetically and behaviorally in a comprehensive and concurrent manner (Kahn, 1992; Rich et al. 2010).

Therefore, work engagement envisages emotional, cognitive and physical dimensions and represents more than a single aspect of the self, so that the experience is concurrent and comprehensive (Kahn, 1992; Rich et al. 2010). Performance of the employees who possess harmonious passion remains improved at work, and cognitive absorption, which is strength of focus and immersion of the employees during the work, primarily mediates this relationship (Ho et al, 2011). Since employees with harmonious passion have autonomous internalization of the job and they engage themselves grossly in the task they find passionate about, therefore it is theorized that their passion is transformed into work engagement. As such our hypothesis would be that in the work context harmonious passion positively relates to the work engagement.

### **2.5.2 Harmonious Passion and OCB**

Despite our best efforts, we could not find literature on the subject link, as same appears to be not explored so far. However, we are able to find that citizenship performance is the consequence of cognitive ability and personality measures, which are Employees with harmonious passion also ingredients of passion.

The primary antecedent of job performance is cognitive ability and the citizenship performance is better predicted by personality measures rather than the task performance (Motowidlo et al. 1997).

Citizenship performance is the behavior, which is supported by the social, organizational and psychosomatic context and it goes afar from the task performance and scientific expertise, which in turn serves to support the tasks accomplishment. Therefore contextual performance or citizenship performance is described as the performance, which makes considerable contributions to the organizational value but does not fall in the ambit of task performance. For instance volunteering to undertake a task, which is not part of job description; making additional efforts for the task completion; helping coworkers; complying to the procedures and rules even if are not convenient personally; and extending full support and endorsement to objectives of the organization (Borman and Motowidlo, 1993).

There are two important differences between organizational citizenship and task performance. In case of task performance there are normally different activities for different tasks, on the other hand activities for the citizenship are similar for all the jobs. The features of the citizenship mentioned herein above, which inter-alia include volunteering, persevering, and extending help to other

are all vital for most of the jobs. The level of task performance of the people is predicted through their skills, knowledge and talent. The predictors of the citizenship performance probably are optional and pre dispositional. Therefore the personality is the primary predictor of the citizenship performance, inspirational attributes and dispositional variables.

### **2.5.3 Harmonious Passion and Employee Performance**

The individuals who have, passion for an activity are driven to devote themselves completely to that activity, and they keep on striving despite of obstacles in their way, and ultimately they achieve excellence (Vallerand et al. 2007). Harmonious passion relates to the extended involvement in activities, which in turn facilitates the growth of proficiency and the achievement of excellence (Vallerand et al. 2003).

The true integrating self is at play with harmonious passion, which allows the person to contribute fully towards the passionate activity as well as other activities of life in an honest and beneficial manner to enjoy good experiences (Hodgins and Knee, 2002).

Passion creates commitment to engage in deliberate practice, which in turn has a direct influence on performance (Vallerand et al. 2007). Further, passion creates energy and provides goals for engagement and also influence performance (Vallerand et al. 2007).

Harmonious passion provides people with energy to have extensive and tiresome practice sessions, which in turn attain high levels of performance. Harmonious passion creates commitment to engage in deliberate practice, which in turn has a direct influence on performance. Further, passion creates energy and provides goals for engagement and also influence performance (Vallerand et al. 2007).

Deliberate practice aimed at enhancing of performance is extensively structured activity. It provides best opportunity for acquiring of skills and learning as it receives instant feedback and awareness of relevant results of performance. It has a linear relationship with performance (Ericsson et al. 1993).

Harmonious passion induces a process, which is obviously focused on task attainment (Dweck, 1986). It also positively relates to attention, flow, and affirmative affect during execution of the task. Harmonious passion directs to a

process of adaptive achievement described by absorption and flow during task execution (Mageau et al. 2005; Vallerand et al. 2003).

Harmonious passion leads the individual to concentrate specifically in mastering of the activity. An exercise of mastering activities; helps the individual to connect to the activities fully and exclusively for the purpose of enhancement in performance. In this way, the performer is specifically centric to mastering of the activity and remains free from resulting performance itself. Nevertheless this process of mastering facilitates achievement of performance and creates positive task effects and flow (Vallerand et al. 2003). It is therefore possible to attain high performance as well as happiness for those individuals, which are harmoniously passionate for an activity (Vallerand et al. 2007).

## **2.6 WORK ENGAGEMENT AND EMPLOYEE OUTCOMES**

### **2.6.1 Work Engagement and OCB**

Chiu and Tsai, (2006) establish a negative relationship between burnout and OCB. Since burnout is opposite of work engagement as such the relation between work-engagement and OCB is believed to be positive. It is further suggested that in case the employees are absorbed more and devoted to the task may lead them towards altruistic behaviors underlying virtuous and the conscientious (Gonzalez-Roma et al. 2006).

Work engagement mediates the relation between job resources and organizational commitment, which is an antecedent to OCB, as such it is predicted that work engagement will be positively related to OCB (Ehigie and Otukoya, 2005).

### **2.6.2 Work Engagement and Employee Performance**

Employee's task performance is judged by the degree of health with which the employees perform the task required under the job (Borman and Motowidlo, 1997). The engagement as a motivational concept is supposed to impact the perseverance and strength with which individuals pursue the job performance (Ashforth and Humphrey, 1995; Rich et al. 2010). Since engaged employees; are more alert and attentive on the job tasks, which in turn lead to the notion that engagement positively relates to task performance and it also mediates the relations between antecedents and job performance (Kahn, 1990)

In order to achieve a superior level of performance, the personal traits and contextual factors impacts the individuals in making the investment of their personal self in the work role (Macey and Schneider, 2008).

The higher contextual performance is achieved by those individuals, who have vigor and energy in the job roles. It further facilitates an individual's tendency to exhibit a behavior that provides support to the social and psychological environment of an organization (Borman and Motowidlo, 1993). Engagement: tantamount to the willingness of an employee to extend help and make discretionary effort for the employer (Erickson, 2005).

Individuals who put in their personal selves into their work role are presumed to conceive a broader idea of that role and resultantly cross the prescribed limits to facilitate the people as well as the organization at large (Kahn, 1990). This implies that work engagement positively relates to contextual performance (Rich et al. 2010, Kahn, 1990)

## **2.7 WORK ENGAGEMENTS AS MEDIATOR**

### **2.7.1 The Mediation between Harmonious Passion and OCB**

Kahn (1990) and (Rich et al. 2010), suggest Individuals who put in their personal identity into their work role are presumed to conceive a broader idea of that role and resultantly cross the prescribed limits to facilitate the people as well as the organization at large (Kahn, 1990). This also implies that work engagement positively relates to contextual performance. Thus work engagement is expected to impact the contextual performance positively. Work engagement predominantly associates to extra-role behaviors (e.g., Macey and Schneider, 2008). The employees who are well connected to their work tasks are also presumed to be associated to the extra role behavior that are entangled with their job description, which in turn guides them to elevated task performance. The employees who are engaged consider that goals held by their coworkers are also part of their domain and they exceed their limits to help them and in this manner make contribution towards organization (Christian et al, 2011). Therefore, we predict that harmonious passion relates to the employee's work performance and OCB through the mediating mechanism of work engagement.

Some dimensions of work are inherently inspiring and impacts the individual's desire to self invest his own power in the tasks (Macey and Schneider, 2008). The job characteristics model includes various distinct motivational, social, and contextual characteristics i.e. autonomy (liberty to

perform one's work), task variety (executing distinct job tasks), task significance (impacts of job on others' lives), feedback (performance information), problem solving (innovative solutions for problems), and job complexity (versatility of the job), (Humphrey et al. 2007).

### **2.7.2 The Mediation between Harmonious Passion and Employee's Performance**

An employee, who is physically involved, emotionally motivated and cognitively absorbed in the job activity, shall contribute the extra role activity and enhanced performance. In the perspective of research on the characteristics of passion, that would be linked to performance through some mediator (Vallerand et al. 2003 and 2007). Harmonious passion is linked to performance through the mediating mechanism of absorption (Ho et al. 2011). Engagement mediates the relations between antecedents and job performance (Christian et al. 2011). Engagement ought to be linked to perseverance and strength with which individuals execute the task performance (Ashforth and Humphrey, 1995; Burke, 2008; Kanfer, 1990; Rich et al. 2010). Therefore, employees who are connected to their work are likely to be extra attentive and centric on their job tasks, which in turn are presumed to relate positively to the job performance. Work engagement relates to job performance and it appears to express additional validity over job attitudes in forecasting performance (Christian et al. 2011). Passion creates commitment to engage in deliberate practice, which further has a direct influence on performance (Vallerand et al. 2007).

The frame work that engagement mediates between distal antecedents and outcomes is grounded in the idea that job attributes, leadership, and temperamental character influence proximal motivational factors in order to affect job performance (Kanfer, 1990; Piccolo and Colquitt, 2006).

The individual and organizational aspects impact the psychological work experience, which onward drives work behavior (Kahn, 1990). From this notion of Kahn (1990), Macey and Schneider (2008) identify various distant antecedents which may impact the degree to which an individual feels a desire to make investment of his personal energies for the work performance.

Work engagement is a mediator between various antecedents and job performance (Christian et al. 2011). Since employees with harmonious passion have autonomous internalization of the job and they engage themselves grossly in the task they find passionate about, therefore it is theorized that their passion is transformed into work engagement. Harmonious passion activates the

process of mastering the achievement related activities (Dweck, 1986). This entails that there must be a mediating mechanism which translates passion into performance.

## **2.8 CONCLUSION OF LITERATURE REVIEW**

A detailed and in-depth review of the scientific literature on harmonious passion, work engagement, OCB and employee's performance reveals that though passion is considered a strong predictor of performance in the work related and non-work related activities, yet it has not been much explored in the work related environment behaviors of employees, let alone for a service/banking industry of a developing country like Pakistan. Only one study empirically relates harmonious passion with employee's performance through cognitive engagement at work place (Ho et al. 2011), however its relation with the work engagement, which is a motivational concept of investing personal energy and motivational connection and a predictor of performance also needs to be explored.

From the study of relevant literature, it is observed that engagement is a mediator between antecedents and job performance (Christian et al. 2011). Cognitive engagement mediates the relationship between harmonious passion and employee's performance (Ho et al. 2011). We may expect similar role of harmonious passion for job performance through work engagement in context of the present study.

Our study also follows the future direction of Ho et al. (2011), who suggests exploring the relationship of harmonious passion with other individual's behaviors of OCB, absenteeism and turnover etc. in view of the foregoing this study investigates the relationship of harmonious passion with work engagement, OCB and employee's performance. The study, therefore, attempts to investigate the direct impact of harmonious passion and work engagement upon job performance and also the mediating role of work engagement between harmonious passion and OCB and harmonious passion and employee's job performance.

# **CHAPTER 3**

## **METHODOLOGY**

### **3.1 RESEARCH DESIGN ELEMENTS**

#### **3.1.1 Purpose and Type of Investigation**

This study is *co-relational and analytical* in nature and its purpose is to test the hypotheses that how, harmonious passion is related to the activity being highly valued is transformed to the work engagement. The study also evaluates relations between harmonious passion and employee's outcome, while engaged in the passionate activity independently and through the mediating mechanism of work engagement. The researcher is interested in ascertaining the characteristics of harmonious passion as predictor of employee's performance and OCB of a large commercial bank of Pakistan.

#### **3.1.2 Unit of Analysis and Time Horizon**

The units of analysis of the study are *individual employees*. The explanatory variables are measures direction from the self report data while the data source for one of the response variables is the respective supervisors. The subject survey is conducted among the staff working in the bank's branches and Head office located at Lahore. The employees and their respective Managers from each branch and Head office department participated in the survey. The data is aggregated at individual level and for testing the study hypotheses. The data collection design of the study is *cross sectional*. The data has been collected in a simultaneous fashion at one point in time in about a month.

#### **3.1.3 Study Setting and Interference**

This is a field study, conducted in the *non-contrived* setting (i.e. natural) with a *minimal interference* of the researcher. The survey is conducted through distribution of a self administered survey questionnaires to the employees and their respective managers at their respective work places with the assurance to keep confidentiality of the information. The sampled participants fill in the questionnaires, and return back. Each survey questionnaire is assigned the

survey codes for each employee and his respective evaluation by the Manager for matching responses.

## **3.2 STUDY VARIABLES**

### **3.2.1 Dependent Variables**

There are two dependent variables in the study. *Employee's Performance* of bank's employees is the first dependent variable of the study. The main components of performance are job knowledge, work efficiency, initiative, commitment and execution of work.

*Organizational citizenship behavior* of the bank's employees is second dependent variable of the study. The dimensions of OCB measured include, altruism, consciousness, sportsman spirit, courtesy and civic virtues.

### **3.2.2 Independent Variable**

*Harmonious passion* of the bank's employees towards the job tasks they perform is the independent variable of this study. This variable contains the element of intense liking and harmony in life.

### **3.2.3 The Mediator**

*Work engagement* of the bank's employees is the mediating variable of this study. The variable includes elements of physical, cognitive and emotional connections with work.

### **3.2.4 Control Variables**

Individual differences in the socio demography may affect employee job performance and their citizenship behavior. The study therefore includes as control variables employees' *gender, age, marital status, education, tenure* with the supervisor, tenure in the branch and tenure with the bank.

### **3.3 POPULATION AND SAMPLE**

All permanent employees of a large commercial bank of Pakistan; posted at Lahore in the all 3 regions and the Head Office is the target population of this study. The 3 regions comprise on 83 *branches* and the Head office comprises on 13 Group offices. These group offices further divided into subgroups called 86 *departments*.

The population of study is broadly divided into two categories i.e. employees working in the branches and employees working at Head office. This population has been selected, keeping in view the variables of the study, which are passion, work engagement, OCB and employee's performance at the work place. Since personality factors are the main determinants of work engagement, OCB and employee's job performance. So the employees of a large commercial bank as the population for this study provide a suitable organizational context for investigating employees' harmonious passion, work engagement, OCB and performance. The population comprises both male as well as female employees, which further includes singles and married.

At the time of data collection, the bank has a total of 1780 *full time permanent employees* (target population) working at branches and Head office of the bank in the city of Lahore. Of the total 1780 employees 927 are working in the branches and 853 are at the Head office.

#### **3.3.1 Sampling Design**

The study assumes that characteristics of interest are normally distributed among the employees of the bank. The branches in the 3 regions and the departments in the head office shall be referred as business units in this study. The 83 business units (branches) of the commercial bank are very much similar in their working and functions. Considering these business units as clusters, the study employs *cluster sampling design*, which is one of the types of probability sampling designs where we randomly select suitable number of clusters according to our sample size.

Similarly, the departments at Head office are performing similar activities i.e. these are intergroup homogeneous and intra group heterogeneous. Considering the 86 business units (departments) under the administrative control of 13 Groups at the Head Office as clusters, cluster sampling design has been used.

### 3.3.2 Sample Size

The optimal size minimizes the sampling error (Hanif and Munir, 2004). In order to minimize the sampling error risk, we calculate the optimal size of the sample. Based on the type of data, we applied the Cochran's (1977), sampling size formula.

$$n = \frac{Z^2 * S^2}{D^2}$$

where  $Z$  is the confidence level, the sample is calculated at a confidence level of 95%, therefore  $Z$  is 1.96. The estimate of variance is represented by  $S$ . For a five-point scale and given that 2 to each side of the mean (i.e. 4 standard deviations), the value of  $S$  is 1.25, which is obtained dividing 5 by 4 (Bartlett et al. 2001).  $D$  stands for margin of error; we assume 3.15% is sufficient for this study. Therefore, by multiplying 0.0315 with 5 (scale points), we get the value of  $D$ . Putting the values of  $S$ ,  $Z$  and  $D$  in the above formula, the estimated sample size is 242. After iteration on the basis of our target population (i.e. by dividing 242 by  $1+242/1780$ ), the sample size becomes 213.

### 3.3.3 The Planned Sample

Based on our sampling design, sample size, average number of employees in the business units, 10 business units (branches) are randomly selected from 83 branches in the populations and 17 business units (departments) are randomly selected from 86 departments in the populations.

**Table 3.1**  
**Sampling Design for Branches Staff**

S#	Region	The Population		The Sample	
		Branches	Staff	Branches*	Staff**
1	City	31	375	4	48
2	East	26	269	3	31
3	West	26	283	3	32
<b>Total</b>		<b>83</b>	<b>927</b>	<b>10</b>	<b>111</b>

\* Simple Random Selection, \*\* Census in the Clusters

The region wise distribution of the bank employees and the sample for the 83 branches are shown in Table 3.1. Likewise, distribution of the

employees and the sample for the 86 departments of the Head Office are shown in Table 3.2. There are 111 employees in the 10 clusters of branches and 117 employees in the 17 clusters of the department. Therefore, the planned sample in the 27 business units is 228 employees. This may be mentioned here that 27 managers provide the data for the job performance of the employees.

**Table 3.2**  
**Sampling Design for Head Office Staff**

S#	Name of Group	Population		The Sample	
		Managers	Span of Control	Managers	Staff
1	A & RR Group	5	64	1	8
2	BSI Group	5	26	1	4
3	CRB Group	9	51	2	10
4	COMP-Group	6	48	1	8
5	C A Group	1	3		
6	FICM Group	1	9		
7	Finance Group	4	60	1	8
8	H.R Group	15	80	2	10
9	I T Group	9	140	2	16
10	OPS Group	10	129	2	16
11	RM Group	12	175	2	18
12	SAM Group	4	38	2	10
13	CRBG Field	5	30	1	9
<b>Total</b>		<b>86</b>	<b>853</b>	<b>17</b>	<b>117</b>

### **3.4 DATA COLLECTION**

The primary data of the study is collected through two separate questionnaires developed, one for the employees and the other for Managers.

#### **3.4.1 Instruments and Pilot Study**

The primary data has been collected through a self administered questionnaire from the employees and their supervisors. The instrument for employees has four sections, which inter-alia includes first section of personal information of the employees e.g. name, age, education, marital status etc. (covering all control variables). The second, third, and fourth sections include items for the measurement of work engagement, harmonious passion and OCB respectively.

The other questionnaire for Managers has four sections. The first section contains brief information of the manager e.g. name, age qualification etc. the second section includes name and working tenure under supervisor of the subordinate. The third and fourth sections comprise on items of the two separate scales of the employee's performance (one being used in the bank and other a construct for measuring job performance).

The language of both the instruments is English and keeping in view the educational level of the respondents of the study, there seems no problem in understanding of the questions that are put to them for their response.

In order to further examine the understanding of the instrument by the employee and Managers of the respondent bank a *pilot study* is conducted among employees and Managers of the bank other than the respondents. From the feed-back received, it is observed that there is no ambiguity in understanding of the items. Therefore no customization of the items is done.

#### **3.4.2 Administration Procedure**

The researcher obtains from the bank's Head office, a list containing numbers of employees working in the branches as well as working under different departments of the Group offices at Head office. Thereafter as per sampling plan of the study a questionnaire-based survey is conducted with entire staff of 10 branches and 17 departments.

The survey has been conducted through the personal visits of the researcher at the premises of the branches and Head office over a period of

approximate of one month. We take several sessions with the relevant employees and Managers at their branches and offices. Employees are assured that their participation is voluntary and responses would remain confidential. The questionnaires to each participant are distributed, who then completes and return it directly to the researcher on the following days and in some cases after laps of one week maximum.

The researcher distributes questionnaires to 228 employees and 27 managers, and receives back fully completed and usable 210 questionnaires (*the actual sample*) from the 10 branches and 17 departments. The response rate remained 92%. The data then is tabulated question-wise with a matching appraisal by the relevant manager for the purpose of its analysis.

### **3.5 MEASUREMENT AND SCALES**

Podsakoff et al. (2012) describes common method variance and common source as a problem in the process of measuring of constructs that may manipulate the results of the research. This study has taken the precautionary measure to minimize such biases.

The study measures the independent variable i.e. passion, mediating variable i.e. work engagement and one dependant variable i.e. OCB by the self ratings of the employees, whereas the other dependent variable i.e. employee's performance is measured through the supervisor's rating. In case of the dependent variable of OCB measured by the employee, the study employs reverse coding of six items. The questionnaires are designed in a manner that each section's format measuring a concept is different from the other concept's format. The secrecy of the respondents is also ensured. All these procedural remedies help us minimize the common source, common method variance biases. The detailed process of measurement is given in the following section.

#### **3.5.1 Organizational Citizenship Behavior**

Citizenship behaviors encompasses five dimensions of altruism, consciousness, sportsman spirit, courtesy and civic virtues. These five dimensions of OCB are measured with a *24 item* instrument developed by (Podsakoff et al. 1990). These items are used without any customization. Sample items include '*Attendance at work is above the norm*', '*Attends functions that are not required, but help the company image*', and '*Helps others who have heavy workloads*'. Six items in the construct of OCB are reverse coded. All items are scored on a 5-point Likert type scale ranging 1 (*strongly disagree*) to 5 (*strongly agree*).

### 3.5.2 Employee Performance

Employee Job performance includes the components of efficiency and effectiveness employed by the employee to perform job activities. Employees' job performance is rated by their immediate supervisors using 7 items instrument developed by the bank itself for the evaluation of their employees. The job performance is additionally measured with a 5 items instrument developed by Janssen and Yperen (2004). These items are used without any customization. The instrument of bank contains items 7 personal traits of the employee for e.g. '*interpersonal skills*', '*work efficiency*', '*commitment toward work*' etc. the instrument of Janssen and Yperen (2004) contains items e.g. '*This worker always completes the duties specified in his/her job description*', and '*This worker fulfills all responsibilities required by his/her job*' etc. One of the items in the construct of employee's performance is reverse coded. All the 12 Items are scored on a 5-point Likert type scale ranging 1 (*strongly disagree*) to 5 (*strongly agree*).

### 3.5.3 Harmonious Passion

Harmonious Passion contains the components of intense liking and finding harmony of work activities with other aspects of life. Employee's harmonious passion towards their job activity is measured by the passion scales developed and validated by (Vallerand et al. 2003). The instrument contains 7 items e.g. '*activity is in harmony with other activities in my life*' and '*for me it is a passion that I still manage to control*'. These items are used without any customization. All items are scored on a 5-point Likert type scale ranging 1 (*strongly disagree*) to 5 (*strongly agree*).

### 3.5.4 Work Engagement

Work engagement embraces three dimensions as components: a *physical* component, an *emotional* component, and a *cognitive* component. For work engagement, the study employs UWES (Utrecht Work Engagement Scale) the most frequently used measure by (Schaufeli et al. 2002) containing 17 items e.g. '*I find the work that I do full of meaning and purpose*', '*at my job, I feel strong and vigorous*' and '*I feel happy when I am working intensely*'. These items are used without any customization. All items are scored on a 5-point Likert type scale ranging 1 (*strongly disagree*) to 5 (*strongly agree*).

## CHAPTER 4

### DATA ANALYSIS AND INTERPRETATIONS

#### 4.1 RESPONDENTS CHARACTERISTICS

The study analyzes through cross tabulation, data of 210 respondents from Head office and the Branches of a large commercial bank, in an appetite of learning about their characteristics and their relevance to the study variables. The characteristics are analyzed from the perspective of gender, age category, marital status and designation. The complete frequency distributions of respondents' characteristics are given in the table 4.1.

**Table 4.1**  
**Respondents' Characteristics (Employees)**

Variables	Category	Business Units				Total (22)	
		Head Office (12)		Branches (10)			
		Freq	%	Freq	%	Freq	%
Gender	Male	106	90.6	52	55.9	158	75.2
	Female	11	9.4	41	44.1	52	24.8
Age Category	Below 25	8	6.8	26	28.0	34	16.2
	26-35	63	53.8	47	50.5	110	52.4
	36-45	17	14.5	11	11.8	28	13.3
	Above 46	29	24.8	9	9.7	38	18.1
Marital status	Single	31	26.5	45	48.4	76	36.2
	Married	83	70.9	46	49.5	129	61.4
	Divorced	2	1.7	1	1.1	3	1.4
	Widow	1	0.9	1	1.1	2	1.0
Designation	Executives	33	28.2	-	-	33	15.7
	Officers	84	71.8	69	74.2	153	72.9
	Tellers	-	-	24	25.8	24	11.4
<b>Total</b>		<b>117</b>	<b>100</b>	<b>93</b>	<b>100</b>	<b>210</b>	<b>100</b>

There are 117 (56%) and 93 (44%) respondents working in Head office and the branches respectively. Off the 210 respondents 52 (25%) are females. The analysis of age category reveals a good blend of youth and experience, amid 34 (16%) are below 25 years, 110 (53%) are between 26 to 35 years, 28 (13%) are between 35 to 46 years and the remaining 38(18%) are above 46 years. Off the 210 employees responding on the questionnaire, 129 (62%)

are married. The respondents include 33 (16%) executives, 153 (73%) officers and 24 (11%) tellers.

## 4.2 DESCRIPTIVE STATISTICS

### 4.2.1 Descriptive Statistics for Employees

The employees have diverse characteristics of age, education, experience and length of service. The descriptive statistics of the 210 participants are aggregated at individual's level and analyzed for distributions of characteristics of the study variables i.e. harmonious passion, work engagement, OCB and performance, among them as per Table 4.2a. Majority of the employees possess these characteristics. The properties of the four study variables are normally distributed among the employees with standard deviation less than 1. The employees of the bank are professional and experienced having on average about 16 years of formal education and bank tenure of about 9 years. The employee's business unit tenure and tenure under the current supervisors is about 3 years, and 2 years respectively.

**Table 4.2a**  
**Descriptive Statistics (210 Employees)**

<b>Variables</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>SD</b>
Education	10	21	15.65	1.52
Tenure-Buss Unit	0.08	30	2.76	3.23
Tenure-Bank	0.17	37	8.71	9.79
Tenure-Supervisory	0.08	10	1.97	1.69
Harmonious Passion	1.29	5	3.63	0.65
Work Engagement	2.24	5	3.76	0.50
OCB	2.79	4.63	3.85	0.40
Employee Performance	2.10	5	3.77	0.59

### 4.2.2 Descriptive Statistics for Managers

The performance evaluations of the employees are conducted through their respective managers. The managers are experienced, professional and mature as is reflected from the mean score of age and education, which are about 48 years and 16 years respectively with average service tenure in the bank of 19 years as given in the Table 4.2b. The tenure of business unit and

supervisory unit of about 4 years and 2 years are also significant for making them sufficiently experienced to evaluate performance of their respective subordinates.

**Table 4.2b**  
**Descriptive Statistics (27 Managers)**

<b>Variables</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>SD</b>
Age	28	58	47.56	8.78
Education	14	18	16.24	1.2
Tenure-Buss Unit	1	22	3.96	4.24
Tenure-Bank	4	34	18.8	11.97
Tenure-Supervisory	0.25	5	1.53	1.46

### 4.3 GROUP COMPARISON

The study conducts a comparative analysis of different groups, based on business unit, gender and marital status to assess distribution of properties of the four study variables i.e. harmonious passion, work engagement, OCB and performance among them.

#### 4.3.1 Comparisons between Head office and Branches

The total 210 respondents from the two business units i.e. 117 from Head office and 93 from branches are compared for the properties of study variables. The comparison shows no significant difference of these properties among the employees between the two business units as is shown in Table 4.3.

**Table 4.3**  
**Comparisons between Head office and Branches**

<b>S#</b>	<b>Variable</b>	<b>Business Units</b>				<b>P-Value</b>
		<b>Head Office</b>		<b>Branches</b>		
		<b>Mean</b>	<b>SD</b>	<b>Mean</b>	<b>SD</b>	
1	Harmonious Passion	3.68	0.63	3.57	0.67	ns
2	Work Engagement	3.79	0.50	3.72	0.49	ns
3	OCB	3.85	0.39	3.85	0.41	ns
4	Performance	3.83	0.54	3.69	0.65	ns

### 4.3.2 Comparisons by Gender Group

The respondents of the study comprise both males and female employees. In order to assess distribution of characteristics of the study variables among the two sexes, the study conducts a comparative analysis as shown in Table 4.4. The comparison reveals that properties of variables are evenly distributed with no significant difference except for the OCB, which is relatively higher among females as compared with males.

**Table 4.4**  
**Comparison by Gender Group**

Variable	Gender				P-Value
	Male (158)		Female (52)		
	Mean	SD	Mean	SD	
Harmonious Passion	3.62	0.69	3.66	0.49	ns
Work Engagement	3.75	0.53	3.78	0.4	ns
OCB*	3.81	0.4	3.96	0.37	0.02
Performance	3.78	0.6	3.72	0.58	ns

\* P<0.05

### 4.3.3 Comparisons by Marital Status

The study also conducts a comparison of the 210 study respondents based on marital status to analyze if there is any difference among the married and singles in having characteristics of the study variables. The comparative analysis shows no significant difference of these properties between both the groups. The details are given in Table 4.5.

**Table 4.5**  
**Comparisons by Marital Status**

S#	Variable	Marital status				P-Value
		Single (76)		Married (129)		
		Mean	SD	Mean	SD	
1	Harmonious Passion	3.61	0.64	3.66	0.65	ns
2	Work Engagement	3.75	0.47	3.78	0.51	ns
3	OCB	3.83	0.38	3.87	0.41	ns
4	Performance	3.71	0.61	3.84	0.54	ns

## 4.4 CORRELATION MATRIX

### 4.4.1 Correlation Matrix of Variables

A Bi-variate Pearson Correlation analysis of all the study variables is conducted to analyze the initial support for the stipulated hypothetical relationships among them as shown in Table 4.6. The results provide evidence that more educated respondents have significant tendency of OCB. They are more cooperative, conscious and consultative in their working and dealing with their coworkers as the education is significantly related with the OCB of employees (coefficient = 0.201,  $p < 0.01$ ).

The correlation results provide that harmonious passion of the employees has a significant positive relation with employee's work engagement (coefficient = 0.724,  $p < 0.01$ ). Similarly harmonious passion of employees also has a significant positive relation with employee's OCB (coefficient = 0.539,  $p < 0.01$ ) and employee's job performance (coefficient = 0.446,  $p < 0.01$ ). This justifies claim of the study and provides support to the Hypothesis H1a, H1b and H1c. The employee's work engagement is significantly related with employee's OCB (coefficient = 0.607,  $p < 0.01$ ) and employee's job performance (coefficient = 0.425,  $p < 0.01$ ), which also justifies claim of the study and provides support to the Hypothesis H2a and H2b. It is worth mentioning that employee's OCB is also positively related with employee's job performance (coefficient = 0.488,  $p < 0.01$ ).

**Table 4.6**  
**Correlation Matrix**

S#	Variables	Mean	SD	Alpha	1	2	3	4	5	6	7
1	Education	15.6	1.5	-	1						
2	Tenure-Buss Unit	2.8	3.2	-	-0.068	1					
3	Tenure-Bank	8.7	9.8	-	-0.331**	0.486**	1				
4	Tenure-Supervisory	2.0	1.7	-	-0.009	0.681**	0.319**	1			
5	Harmonious Passion	3.6	0.6	0.826	0.055	0.100	0.180**	0.063	1		
6	Work Engagement	3.8	0.5	0.868	0.055	0.149*	0.195**	0.072	0.724**	1	
7	OCB	3.9	0.4	0.858	0.201**	0.044	0.052	-0.004	0.539**	0.607**	1
8	Performance	3.8	0.6	0.942	0.108	0.128	0.077	0.155*	0.446**	0.425**	0.488**

\*  $P < 0.05$ , \*\*  $P < 0.01$

#### 4.4.2 Reliability of the Scales

In order to measure reliability of the scales, the study uses Cronbach's Alpha, the most suitable test to check the inter item consistency. The reliabilities of all the scales are excellent as the values of all Alphas are more than 0.80; whereas, the minimum acceptable limit of alpha for social sciences is 0.70.

**Table 4.7**  
**Reliability of the Scales**

S#	Scales	Items	Alpha
1	Harmonious Passion	7	0.826
2	Work Engagement	17	0.868
3	OCB	24	0.858
4	Performance Bank's criteria	7	0.938
5	Employee Performance	12	0.942

#### 4.5 HYPOTHESIS TESTING

##### 4.5.1 Harmonious Passion and Work Engagement

The study measures the affect of independent variables on dependent variables by involving the control variables at the first step and then comparing the additional explanations generated by other independent variables.

Prior to testing Hypothesis H1a the impact of control variables of age, education, and tenures is observed as exhibited in Table 4.8 Step 1a that work engagement is significantly positively influenced by tenure business unit ( $p < 0.05$ ), while it is significantly negatively influenced by tenure under supervisor. The age of employees is taken only as a dummy. In the second Step 2a the regression model tests the Hypothesis H1a. The null hypothesis is rejected here and the results shows that as per our expectations harmonious passion has a significant positive relationship with work engagement ( $\beta = 0.709$ ,  $P < 0.01$ ), which provides full support to the alternative Hypothesis H1a.

**Table 4.8**  
**Stepwise Regression Models for the Mediation of Work Engagement**  
**between Harmonious Passion and OCB**

Dependent Variable	Work Engagement		OCB		
	Step 1a	Step 2a	Step 1b	Step 2b	Step 3b
Constant	2.365	1.465	1.336	0.815	0.305
<i>Control</i>					
Age	0.021	0.009	-0.003	-0.012	-0.016
Education	0.096	0.022	0.228**	0.175**	0.165**
Tenure-Buss Unit	0.351*	0.213*	0.343*	0.243	0.150
Tenure-Bank	0.078	-0.012	0.086	0.021	0.027
Tenure-Supervisory	-0.288*	-0.151	-0.326*	-0.227	-0.161
<i>Independent</i>					
Harmonious Passion		0.709**		0.512**	0.204*
<i>Mediator</i>					
Work Engagement					0.435**
R <sup>2</sup>	0.052	0.536	0.080	0.333	0.420
Δ R <sup>2</sup>		0.484		0.252	0.088

\* P < 0.05 \*\* P < 0.01

#### 4.5.2 Harmonious Passion and OCB

Prior to testing results of the Hypothesis H1b, we observe from table 4.8 the impact of control variables of age, education, and tenures in Step 1b, education and business unit tenure are significantly positively relate with OCB, while supervisory tenure is negatively related with OCB. The Step 2b of regression model for testing the hypothesis, again the null is rejected and the results provides that harmonious passion has a significant positive relationship with OCB ( $\beta = 0.512$ ,  $P < 0.01$ ) and extends full support to H1b.

#### 4.5.3 Work Engagement and OCB

Results of the regression model (Step 3b in Table 4.8) show that we have to reject the Null Hypothesis and by observing the sign and significance of the figures we can infer that work engagement is significantly impacts

OCB. Work engagement has a positive relationship with OCB ( $\beta = 0.435$ ,  $P < 0.01$ ), and thus Hypothesis H2a is fully supported.

#### **4.5.4 Work Engagement as a Mediator between Passion and OCB**

The process of mediation is tested in three steps i.e. to establish the relationship of a) the independent variable with dependant variable; b) the independent variable with mediating variables; and that of c) the mediator with the dependant variable. Further to establish the mediating relationship path through the difference (dropping) of beta value of the independent variable, consequent upon the inclusion of mediating variable as proposed by (Barron and Kenny's, 1986; Harris et al., 2011).

Hypothesis H3 states that work engagement mediates the relationship between passion and OCB. From the Table 4.8 it is observed that first three steps proposed by Barron and Kenny, (1986) have already been established while testing Hypotheses H1a, H1b and H2a. After inclusion of the mediator in the Step 3b the beta value of the relationship of harmonious passion with OCB, the beta value is highly significant (0.512,  $p < 0.01$ ) has dropped to 0.204 and remain less significant also. Such a huge decrease of about 30% in the beta value of the explanatory variable (harmonious passion) after the inclusion of the mediator (work engagement) suggests that as predicted in our Hypotheses 3, the work engagement mediates the relationship between harmonious passion and OCB. However, still being somewhat significant beta value of the independent variable in Step 3b means that Hypotheses 3 is partially supported almost close to a full mediation.

#### **4.5.5 Harmonious Passion and Employees Performance**

Prior to testing results of the Hypothesis H1c, we observe from table 4.9 the impact of control variables of age (dummy), education, and tenures in Step 1c, bank tenure is significantly negatively relate with employee's performance ( $\beta = - 0.263$ ,  $P < 0.05$ ). The regression model in Step 2c is relevant testing the hypothesis, again the null is rejected and the results provides that harmonious passion has a significant positive relationship with employee's performance ( $\beta = 0.436$ ,  $P < 0.01$ ) and extends full support to H1c.

#### 4.5.6 Work Engagement and Employees Performance

Results of the regression model (Step 3c in Table 4.9) show that we have to reject the Null Hypothesis and by observing the sign and significance of the figures we can infer that work engagement significantly impacts employee's performance and expresses relationship as ( $\beta = 0.189$ ,  $P < 0.05$ ), therefore providing full support to the hypotheses H2b.

**Table 4.9**  
**Stepwise Regression Models for the Mediation of Work Engagement**  
**between Harmonious Passion and Employee Performance**

Dependent Variable	Work Engagement		Employee Performance		
	Step 1a	Step 2a	Step 1c	Step 2c	Step 3c
Constant	2.365	1.465	2.149	1.488	1.157
<i>Control</i>					
Age	0.021	0.009	0.290**	0.282**	0.281**
Education	0.096	0.022	0.093	0.048	0.044
Tenure-Buss Unit	0.351*	0.213*	0.258	0.173	0.133
Tenure-Bank	0.078	-0.012	-0.263*	-0.318**	-0.316**
Tenure-Supervisory	-0.288*	-0.151	-0.019	0.065	0.093
<i>Independent</i>					
Harmonious Passion		0.709**		0.436**	0.302**
<i>Mediator</i>					
Work Engagement					0.189*
R <sup>2</sup>	0.052	0.536	0.098	0.281	0.297
$\Delta R^2$		0.484		0.183	0.017

\*  $P < 0.05$ , \*\*  $P < 0.01$

#### 4.5.7 Work Engagement as a Mediator between Harmonious Passion and Employee's Performance

Hypothesis H4 states that work engagement mediates the relationship between harmonious passion and employee performance. From the Table 4.9 it is observed that first three steps required for the mediation process (Barron and Kenny, 1986) have already been established while testing Hypotheses H1a, H1c and H2b. After inclusion of the mediator in the Step 3c (Table 4.9) the

beta value of the relationship of harmonious passion with employee performance, the highly significant value (0.436,  $p < 0.01$ ) of the independent variable has dropped to 0.302 and still remain highly significant ( $p < 0.01$ ). The decrease of about 13% in the beta value of the explanatory variable (harmonious passion) after the inclusion of the mediator (work engagement) suggests that as predicted in our Hypotheses 4, the work engagement mediates the relationship between harmonious passion and OCB. However, still being highly significant beta value of the independent variable in Step 3c means that Hypotheses 3 is only partially supported.

## 4.6 SUMMARY OF THE RESULTS

### 4.6.1 Results of the Hypothesis

Results of the study hypotheses are presented in Table 4.10. Accordingly, the hypotheses No H1a, H1b, H1c, H2a and H2b are fully supported, where as H3 and H4 are partially supported.

**Table 4.10**  
**Results of the Hypothesis**

<b>S#</b>	<b>Description</b>	<b>Result</b>
H1a	Harmonious passion is positively related with work engagement.	Supported
H1b	Harmonious passion is positively related with OCB.	Supported
H1c	Harmonious passion is positively related with Employee's performance.	Supported
H2a	Work engagement is positively related with OCB	Supported
H2b	Work engagement is positively related with Employee's performance.	Supported
H3	Work engagement mediates the relationship between Harmonious passion and OCB.	Partially supported
H4	Work engagement mediates the relationship between Harmonious passion and Employee's performance.	Partially supported

# CHAPTER 5

## DISCUSSIONS AND CONCLUSIONS

### 5.1 DISCUSSIONS

The present study is undertaken to understand the mechanism, whereby harmonious passion is translated into employee's work engagement OCB, and job performance. It is also tried to find out the mediating role of work engagement between harmonious passion and OCB and between harmonious passion and employee's job performance. In the context of the study personality factors are the main determinants of work engagement, OCB and employee's job performance. So the employees of a large commercial bank as the population for this study provide a suitable organizational context for investigating employees' harmonious passion, work engagement, OCB and performance. The respondents of the study are professional and a blend of educated and experienced people, with good understanding of the questions that are put to them for reply. The respondents also include males and females as well as singles and married. The statistical tests provide no differences of gender and marital status on any of the variables.

The study, based on the assumption that characteristics of interest are normally distributed among the employees of the bank, adopts probability model of sampling. Moreover, the branches and the Group office's departments are intergroup homogeneous and intra group heterogeneous; as such cluster random sampling of the branches and Group offices departments is employed, which makes the sample more representative of the population. The study also employs optimal size sampling, which reduces the sampling size error risk.

The sources of data of the study are bank's employees and their respective Managers. The characteristics of the independent, mediating and one the dependent variables are measured by the self ratings of employees, while the employees performance is measured by the respective Managers. The two independent sources of data help reduce the common-source and common-method biases (Podsakoff et al. 2012).

In the study by Ho et al. (2011) the relationship of two types of passion has been investigated with the employee's performance through the cognitive engagement of absorption and attention. In the earlier studies on the impact of passion on performance, the researchers have investigated the relationship of

both types of passion i.e. harmonious as well as obsessive. According to the findings of these prior studies the obsessive passion has not been associated to the work related and non work related performance, as such in this study, we have focused only on the relationship of harmonious passion, but in a different context. We in this study have further enhanced the scope of study and investigated the relationship of harmonious passion with work engagement, with employee's organizational citizenship behavior at work place and with employee's job performance.

This study explores a new relationship of harmonious passion with work engagement, which is proposed to be a link that has not been empirically explored earlier. Work engagement is a relatively new concept of investing personal energies and emotional connection with work and is predicted to be an outcome of harmonious passion. The study provides empirical evidence to support the hypotheses that harmonious passion is positively related with work engagement. This finding is partially in line with the previous research e.g. Ho et al. (2011) finds that harmonious passion positively correlates with cognitive engagement and cognition is a constituent of work engagement. The study demonstrates that employees of the bank have harmonious passion, as majority of the respondents report having at least some harmonious passion for their jobs with a mean score of 3.63 and SD 0.65. These results suggest that individuals not only have the passion for the sports and other non- work, related activities, which are apparently more pleasurable as provided in the earlier research, but are also passionate about their jobs as well. Another significant achievement of this study is the support to the hypotheses that harmonious passion is the predictor of work engagement and positively relates to its physical, cognitive and emotional dimensions. The statistical analysis of the data finds that characteristics of work engagement are present among the respondents, with a mean score of 3.76 and SD 0.50. The beta value of the relationship between harmonious passion and work engagement is 0.709, which is significant at 99% level. Work engagement in turn is a predictor of employee's job performance as well as his citizenship behavior.

Our debate for the impact of harmonious passion on OCB has been inconclusive as there is no prior research or literature available on the link between these two variables. The earlier literature has discussed OCB and its various predictors as well; however passion has not been discussed as a predictor of OCB in the earlier literature. However from the prior research we come to know that cognitive ability and personality measures, which are ingredients of passion, are the predictors of citizenship performance, which inter-alia results from citizenship behavior. Based on this preposition we predict as H1b that harmonious passion positively relates with OCB. Finding of the study provide that as predicted people who are passionate about their

activities also demonstrate the behaviour at their work place, which promotes harmony and courtesy among coworkers during job performance. The results of the study provide empirical support to the hypothesis. This is a new link of harmonious passion to OCB, which, to the best of our knowledge has not been earlier explored. The statistical analysis of the study indicate that almost all the respondents of the study have at least some kind of OCB containing all the dimensions of OCB, e.g. altruism, conscientiousness, sportsmanship, courtesy and civic virtues with a mean score of 3.85 and SD 0.40. The beta value of the relationship between harmonious passion and OCB is 0.512, which is significant to the extent of 99% level.

Findings of the study are consistent with the previous research to the effect that harmonious passion positively relates with employee's job performance. The beta value of the relationship is 0.436, which is significant to the extent of 99%. The study uses two different scales for the measurement of employee's job performance. The first scale used is the evaluation criterion of the sample bank for their employees and is a practical measure underlying measurement of their actual performance annually, whereas the second scale employed is a construct developed by researchers, Janssen and Van yperen, (2004). Results of both the scales are almost similar exclusively as well as jointly. Moreover employee's performance has been rated by their respective supervisors, which minimizes the possibilities of common method and common source biases. The results reveal that employees with good score on passion, which is self rated, are also good in score on performance, which is supervisor rated of the two scales used. Since the role of harmonious passion in the work place influence the employee's job performance, as such it is a matter of great significance and consideration for the Managers as well as for the organizations.

The study finds that as hypothesized, work engagement is significantly positively relates with OCB. This result is in line with the earlier research. For instance Khan (1990) finds that Individuals who put in their personal selves into their work role are presumed to conceive a broader idea of that role and resultantly cross the prescribed limits to facilitate the people as well as the organization at large (Kahn, 1990).The beta value of the relationship is 0.435 which is significant to the extent of 99% level. The empirical support in the context of Pakistani banking industry affords an insight for the Managers that their employees have enough dedication and absorption with a tendency to involve in altruistic and conscientious behavior. So they should arrange to provide to their employees a work environment, which is conducive for work engagement.

One of the contentions of this study is that an employee who experiences a high level of connectivity with their work task, which in turn is intertwined with their in-role job description, leads him to high task performance. Results of the study are in line with the study prediction as well as the earlier research and provide that work engagement is positively related with employee's job performance with a beta value of the relationship is 0.189 which is significant to the extent of 95% level.

The study also investigates the mediating effect of work engagement by employing the three steps proposed by Barron and Kenny's (1986), between harmonious passion and OCB and harmonious passion and employee's job performance. The previous literature provides that harmonious passion impacts employee performance in the work context through the mediating mechanism of cognitive engagement (Ho et al. 2011) and in the non work related activities of games through deliberate practice (Vallerand et al. 2007). The literature further elaborates that harmonious passion creates energy and provides goals for engagement and also influence performance. So it is predicted that harmonious passion would lead to work engagement, It is further hypothesized that an employee, who is physically involved, emotionally motivated and cognitively absorbed in the job activity, shall contribute the extra role activity and enhanced job performance. The findings of the study are partially in line with the previous research as well as predictions of the study that work engagement mediates the relationship between harmonious passion and OCB as well as between harmonious passion and employee's job performance. The empirical evidence to these impacts has been partially substantiated. The study has noted that, though the mediating relationship between the two equations only partially mediates, however it remained stronger and almost up to the level of full mediation in case of relationship between harmonious passion and OCB than between the harmonious passion and Employees job performance.

## **5.2 CONTRIBUTIONS**

The present study contributes to the research on passion in the context of entrepreneurship and work engagement in several ways. There are several studies, which have discussed the relationship of passion with non work related activities, e.g. (Mageau et al. 2005), and (Vallerand et al. 2003; Study 4), on gambling, (Amiot et al. 2006), and (Vallerand et al. 2003; Studies 2 and 3), on sports such as hockey, football and cycling. However no empirical study has been conducted on the harmonious passion in the work context, except for the two studies, one by Vallerand and Houliort (2003) and the other by Ho et al. (2011). The present study enhances the role of passion and makes following contributions.

The first contribution of the study is that it is the first of its kind in the context of Pakistani environment and particularly in the natural environment of Pakistani banking industry, which is a well established and progressive industry, having all the features of a modern banking in the world.

The second contribution of this study is that it has explored the new relationship of harmonious passion with work engagement, which, to the best of our knowledge has not been earlier explored empirically. Work engagement which is a relatively new concept of investing personal energies and emotional connection with work is predicted to be an outcome of harmonious passion. The earlier literature exhibits relation of harmonious passion with performance in the non work related activities and in two studies in the work context, latest of which relates harmonious passion to job performance through the mediating mechanism of cognitive engagement

The third contribution of this study is that it has explored a new relationship of harmonious passion with employee's OCB, which, to the best of our knowledge has not been earlier explored. The study also provides empirical evidence to this effect. The earlier literature has discussed OCB and its various predictors as well; however passion has not been discussed as a predictor of OCB in the earlier literature.

Fourth, findings of the study are consistent with the previous research to the effect that harmonious passion positively relates with employee's job performance (Ho et al. 2011).

Another significance of the study is that by employing the probability cluster sampling model, the response variable variations of the respondents are accounted for. The cluster sampling includes respondents having diversified characteristics of variables of the study e.g. OCB, employee's performance etc, ranging from the lowest to the maximum.

The study also investigates the mediating role of work engagement, between harmonious passion and OCB and harmonious passion and employee's job performance. This supports the mediating role of work engagement as per the earlier literature i.e. the engagement mediates the relations between antecedents and job performance (Christian et al. 2011).

### **5.3 IMPLICATIONS**

The findings of the present study have several potential implications for academia as well as for practitioners. The study demonstrates a positive relationship of harmonious passion with work engagement, with employee's job performance and OCB (extra-role behaviors). This provides an opportunity for researchers in focusing their attention on the role of harmonious passion and work engagement towards exploring new avenues of enhanced employee's performance in the context of organizational productivity.

The study is of immense significance for the Managers and practitioners particularly for the Managers of Pakistani banking industry. The point here is that nurturing of passion in employees will lead them towards a culture of cooperation, harmony and courtesy, where they invest their physical, emotional and cognitive energies, which in turn is conducive for the progress of the organizations and ultimately towards the employee's job performance, which is the ultimate objective of the Managers and organizations. The managers at the time of recruitment of employee's for certain jobs should gauge the harmonious passion of the candidate for that particular job by devising suitable interview questions. The Managers should also design the work for the existing employees in a manner, which appears to be meaningful and stimulating to create interest and value for the job leading to enhance harmonious passion.

The results of the study reveal that work engagement has a significant positive relationship with in-role and discretionary work performance. This implies that engaged workers are likely to perform their tasks more efficiently and effectively. In case of OCB, the employees, who are connected to work, are presumed to create a social context that is beneficial to teamwork, helping, voice, and other important discretionary behaviors, which ultimately lead to organizational effectiveness (Podsakoff, and Blume 2009). The managers should adopt the measures to cultivate and enhance worker's engagement, first through selection and then through designing of the job. This will ultimately enhance the organizational effectiveness.

### **5.4 LIMITATIONS AND RESEARCH DIRECTIONS**

The study has several limitations. Although the sample size has been drawn from the entire employees (population) of a large bank working in Lahore, however the population pertains to only one city and the characteristics of the population may have some influence of the demographic situation. However the total population and sample was split between

branches, where most of employees are from the local city and the Head office, where people from all over Pakistan are working. We did not find any visible variations among the results from the two sources.

The study has measured the independent variables from the self report of the employees, which may pose some risk of percept-percept bias and could have inflated the correlation among these variables. To minimize the chances of such a bias, the research adopts the technique of reverse coding of several items in the questionnaire. The research also measures the performance of the employees reported by the supervisor, which helps to minimize the possibility of common-source and common-method biases. In aggregate, these procedures help tackle the risk of common method variance.

One of the limitation of this study is that the study employs a cross sectional design of data collection, which may prevent it from establishing the causal direction of the relationship. For example, the current status of the job may have more liking for the employees, which in turn has given him more opportunities to invest his physical, emotional and cognitive energies to the job and in case his job is rotated or his tenure is prolonged, he may lose the interest and the love for the job. Future research may extract more beneficial results by employing the use of longitudinal data to assess these possibilities. The impact of passion on other individual behaviors, such as absenteeism and turnover etc is yet to be explored.

Another limitation of this study is that it has taken the job as a one unit, whereas we know that job as a whole consists of various tasks, and it is possible that employees may be more passionate about some task and less passionate about some other tasks. However, from the response received, it is considered that employees may experience harmonious passion for the job as a whole.

## **5.5 CONCLUSIONS**

This study, has investigated the impact of harmonious passion on employees OCB and performance through the mediating mechanism of work engagement, in the job context, at work place. The results of the study provide that links of the harmonious passion is supported with, work engagement, OCB and employee's job performance as predicted. The links of work engagement with OCB and employee's job performance are also supported as predicted. The results of harmonious passion with employee's performance are in line with the earlier harmonious passion research by (Ho et al. 2011). However the mediating role of work engagement between harmonious passion

and the two dependant variables i.e. OCB and employees job performance has only been partially supported. Overall, the study finds empirical support for the hypothesized model. The study draws several insights and implications of being harmoniously passionate about one's job in terms of the performance benefits and creating a conducive, environment for efficient and effective functioning of the organization.

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