

Consideraciones conceptuales sobre la pasión por el trabajo

Conceptual considerations of work passion

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Resumen: La pasión por el trabajo se define como un estado de deseo persistente basado en valoraciones cognitivas y afectivas del propio trabajo. De acuerdo al modelo dualista de Vallerand existen dos tipos de pasión denominados como pasión armoniosa y pasión obsesiva. Por ser un constructo relativamente nuevo en el campo de la psicología organizacional, el presente trabajo se orienta a proporcionar una revisión bibliográfica sistemática. Se examinaron bases especializadas obteniéndose 61 publicaciones científicas correspondientes al período 2003-2017. Del análisis de la literatura se desprende que ambos tipos de pasión se asocian a resultados disímiles, así como a distintos antecedentes contextuales y disposicionales. A la fecha, se dispone sólo de una escala para medir el constructo, la que ha sido adaptada a distintos contextos culturales. El artículo concluye con algunas sugerencias para futuros estudios sobre la temática.

Palabras clave: pasión, trabajo, psicología organizacional positiva, psicología laboral, revisión sistemática

Abstract: Work passion is defined as a persistent state of desire based on both cognitive and affective appraisals of one's job. According to Vallerand's dualistic model there are two types of passion called as harmonious passion and obsessive passion. Given its novelty in the field of organizational psychology, the aim of the present study is to provide a systematic literature review of the work passion construct. Specialized bases were examined obtaining 61 scientific publications corresponding to the period 2003-2017. The analysis of the literature shows that both types of passion are associated with dissimilar results, as well as different contextual and dispositional antecedents. To date, there is only one scale available to measure the construct, which has been adapted to diverse cultural contexts. The article concludes with some suggestions for future research on the subject.

Key Words: passion, work, positive organizational psychology, occupational psychology, systematic review

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El advenimiento de la psicología positiva al escenario científico trajo consigo nuevos intereses para los estudiosos del comportamiento organizacional. La psicología organizacional positiva (Luthans & Youssef, 2007) se afianzó rápidamente como una corriente próspera y prometedora. Con ella, el estudio del bienestar, de la resiliencia y del funcionamiento óptimo de las organizaciones y sus miembros comenzaron a ganar lugares destacados, opacando el protagonismo del que hasta entonces habían gozado el malestar y el conflicto (Salanova, Llorens, & Martínez, 2016). En este contexto, numerosas investigaciones se abocaron a examinar la influencia favorable de distintos estados y actitudes abiertas al cambio y al desarrollo tales como, por ejemplo, el capital psicológico (Salessi & Omar, en prensa^a, Youssef-Morgan & Luthans, 2015), las emociones positivas (Winslow, Hu, Kaplan, & Li, 2017), el engagement (Bakker & Schaufeli, 2014; Schaufeli, 2013) y la confianza e identificación organizacional (Omar, Salessi, & Urteaga, 2016), entre otros. En el marco de esta renovada agenda científica el estudio científico de la pasión alcanzó un lugar prominente, trasladándose desde una posición periférica al lugar central que ocupa en la literatura psicológica contemporánea.

La pasión ha sido conceptualizada (Vallerand, 2015; Vallerand et al., 2003; Vallerand & Houlfort, 2003) como una fuerte inclinación hacia una actividad que genera placer y que se considera importante en la vida; una actividad en la que se invierte tiempo y energía de manera regular y sostenida. A la luz de estos criterios parece plausible que el trabajo pueda representar una pasión, habida cuenta que, además de ser la actividad productiva por excelencia y el principal organizador de la cotidianidad, constituye un ámbito esencial de realización y desarrollo de la personalidad. En este sentido, la pasión por el trabajo se define como un estado de deseo persistente, basado en valoraciones cognitivas y afectivas del propio trabajo (Perrewé, Hochwarter, Ferris, McAllister, & Harris, 2014). Se trata de un estado positivo y significativo de bienestar derivado de las evaluaciones que el sujeto efectúa de su situación laboral, y que resulta en un trabajo consistente y constructivo (Zigarmi, Nimon, Houson, Witt, & Diehl, 2009).

Las primeras publicaciones sobre la temática se remontan a principios de este siglo (Vallerand et al., 2003; Vallerand & Houlfort, 2003),

siendo Vallerand uno de los principales investigadores en abocarse al estudio científico de la pasión. Desde entonces, las investigaciones sobre pasión se han incrementado notablemente, disponiéndose de un importante cúmulo de evidencias que subrayan la importancia de la pasión para la competitividad organizacional y para el bienestar de los trabajadores. Así lo demuestran los diversos hallazgos en torno a las relaciones entre pasión y satisfacción laboral y con la vida (Burke, Astakhova, & Hang, 2015; McAllister, Harris, Hochwarter, Perrewé, & Ferris, 2016; Thorgren, Wincent, & Sirén, 2013); así como entre pasión por el trabajo, engagement, compromiso e identificación organizacional (Astakhova & Porter, 2015; Burke, Astakhova, & Hang, 2015; Qadeer, Ahmad, Hameed, & Mahmood, 2016). Si bien el corpus disponible es rico y variado, se registra una falta de sistematización. Frente a este cuadro de situación, el objetivo del presente trabajo es proporcionar una revisión bibliográfica sistemática de un constructo de reciente aparición en el escenario científico de la psicología organizacional. Las revisiones sistemáticas son estudios de tipo secundario que procuran hacer una síntesis de las evidencias y desarrollos científicos disponibles sobre un tópico específico (Perestelo-Pérez, citado en Daset & Cracco, 2013). En este sentido, la presente revisión pretende proporcionar una caracterización general de las publicaciones sobre pasión por el trabajo, y relevar los principales antecedentes, consecuencias e instrumentos de medición desarrollados hasta la fecha.

Las dos caras de la pasión por el trabajo: una explicación desde el modelo dualista

Para comprender cómo una actividad tal como el trabajo puede convertirse en una pasión es importante clarificar cuál es el proceso psicológico involucrado. En este sentido, el modelo dualístico de pasión (Vallerand et al., 2003; Vallerand & Houlfort, 2003) parece tener la respuesta. Dicho modelo se asienta sobre los pilares conceptuales de la teoría de la autodeterminación, de la teoría de las necesidades básicas y de la teoría de la integración orgánica (Vallerand, 2015; Vallerand et al., 2003; Vallerand & Houlfort, 2003). En conjunto, tales aportes contribuyen a explicar por qué los empleados pueden internalizar valores y actividades, y cómo éstos se vuelven parte elemental de su identidad.

Siguiendo los postulados del modelo dualista, el mecanismo explicativo que subyacente a la pasión es la internalización de la actividad (en este caso, el trabajo) en el *self*. No obstante, el modo como se lleva a cabo este proceso tiñe de connotaciones particulares a la pasión, haciendo posible distinguir dos tipos de pasión: la pasión armoniosa y la pasión obsesiva. Mientras que en la primera la internalización de la actividad en la identidad sucede de manera autónoma, en la segunda ocurre de manera controlada y compulsiva. Por este motivo, la pasión armónica tiende a ser caracterizada como activa y adaptativa, en tanto que la pasión obsesiva, como pasiva y esclavizante (Swimberghe, Astakhova, & Wooldrige, 2014).

En la pasión armoniosa el individuo no experimenta un impulso incontrolable a realizar la actividad apasionante, sino que ésta es libremente elegida por él. La actividad ocupa un espacio significativo, pero no abrumador en su identidad, encontrándose en equilibrio con otros aspectos de su vida. La persona puede comprometerse plenamente en ella con la suficiente apertura para experimentar el mundo en forma no defensiva (Vallerand & Houliort, 2003). La pasión armoniosa por el trabajo lleva a las personas a invertir esfuerzos de manera sostenida, permitiendo, eventualmente, adquirir nuevas habilidades, desarrollar las propias fortalezas naturales y, favorecer sentimientos de competencia y eficacia personal. Sumado a eso, la participación en la actividad que uno ama con la flexibilidad que esta pasión supone, proporciona sentimientos de autonomía y emociones positivas (Curran, Hill, Appleton, Vallerand, & Standage, 2015).

Contrariamente, aún valorándola como un aspecto importante y significativo en su vida, el individuo obsesivamente apasionado se siente obligado a realizar la actividad, incluso, en momentos en que no debería. La decisión de participar en ella no responde al libre albedrío, sino a la necesidad imperiosa de hacer frente a las presiones que lo subyugan. A diferencia de la anterior, la pasión obsesiva puede acaparar un espacio desproporcionado en la identidad y ocasionar conflictos con otras esferas vitales. En efecto, las personas obsesivamente apasionadas se aferran enérgicamente a su pasión experimentando, en consecuencia, menor interés por otras actividades (Vallerand & Houliort, 2003).

Si bien en ambos tipos de pasión subsisten necesidades psicológicas básicas que la actividad apasionante debe satisfacer (Forest, Mageau, Sarrazin, & Morin, 2011), en la pasión obsesiva las presiones que compelen a participar en ella se tornan imperiosas e incontrolables. En especial, las personas que cultivan este tipo de pasión se refugian en el trabajo buscando proteger e incrementar su propia estima personal. De aquí que ésta presente notables fluctuaciones al son de las contingencias de la actividad apasionante (Mageau, Carpentier, & Vallerand, 2011). Vale decir que, mientras puedan cumplir los objetivos propuestos y desempeñarse satisfactoriamente, los empleados obsesivamente apasionados experimentarán una mejora significativa en su autoestima. De lo contrario, ésta se verá seriamente perjudicada, motivando un mayor ensimismamiento en el trabajo. Efectivamente, la evidencia empírica indica que la pasión obsesiva se asocia fuertemente a motivaciones de escape o huida. De aquí que, en estos casos la actividad apasionante se imponga como un refugio potencial frente a la falta de satisfacción en otras áreas de su vida (Lalande et al., 2017).

Las personas obsesivamente apasionadas son proclives a experiencias de temor e inseguridad. Su frágil autoestima los hace fácilmente vulnerables a los cambios y a la incertidumbre, reforzando su rigidez y fomentando actitudes suspicaces. Aún mostrando una elevada perseverancia, sus niveles de concentración y fluidez tienden a verse perjudicados. Merced a la disminución de su eficacia y los magros resultados obtenidos en su desempeño, los sentimientos depresivos y las intenciones de abandonar la organización están a la orden del día entre estos empleados (Houliort, Philippe, Vallerand, & Ménard, 2014).

Las personas armoniosamente apasionadas, en cambio, tienden a protagonizar en mayor medida experiencias de afecto positivo. Al tratarse de una internalización libre y autónoma, la pasión armoniosa permite que la persona participe en la actividad de una manera más flexible y adaptativa. Por ello, a diferencia de la pasión obsesiva, esta forma de pasión actúa como una fuerza motivadora que impulsa a involucrarse en la actividad con entusiasmo, favoreciendo la concentración y la implicación positiva en la tarea (Dubreuil, Forest, & Courcy, 2014).

La pasión en el entramado conceptual de la psicología organizacional

La pasión por el trabajo ha sido señalada como candidata legítima para integrar la red nomológica de la psicología organizacional positiva (Vallerand & Verner-Filion, 2013). Sin embargo, su similitud con constructos reclama precisiones conceptuales que permitan identificar sus notas distintivas y subrayar su singularidad.

Entre los constructos afines, quizás sea el engagement uno de los que, en principio, podría presentarse a mayores confusiones. Desde la perspectiva de los especilaistas (Bakker & Schaufeli, 2014; Schaufeli, 2013), el engagement puede ser entendido como un estado mental positivo de realización relacionado con el trabajo, siendo sus principales notas distintivas el vigor, la dedicación y la absorción en la tarea. El vigor se caracteriza por altos niveles de energía y perseverancia en la realización de la tarea. La dedicación hace referencia a sentimientos de entusiasmo, inspiración, orgullo e implicación en el trabajo. La absorción, en tanto, refiere a un estado de plena atención y concentración en la tarea, así como a la sensación que el tiempo pasa rápidamente mientras se está trabajando.

Si bien engagement y pasión por el trabajo comparten su naturaleza motivacional, presentan dos diferencias esenciales. En primer lugar, la pasión presupone como requisito ineludible que el trabajo sea parte fundamental de la identidad y del autoconcepto del individuo (Vallerand et al., 2003; Vallerand, 2015); condición que no se observa necesariamente entre los trabajadores engaged (Bakker & Schaufeli, 2014; Birkeland & Buch, 2015). En segundo lugar, numerosa evidencia empírica (Bakker & Oerlemans, 2016; Beattie & Griffin, 2014) ha subrayado que el engagement constituye un estado relativamente transitorio en lugar de una experiencia estable y permanente. De aquí que oscile diariamente al ritmo de las experiencias laborales; situación que no se comprueba en el caso de la pasión. En este sentido, la pasión ha sido definida como un estado permanente y no fluctante de deseo por el trabajo (Perrewé et al., 2014; Vallernad et al., 2003; Vallerand & Houliort, 2003; Zigarmi et al., 2009). En efecto, se ha demostrado (Forest, Mageau, Crevier-Braud, Bergeron, & Lavigne, 2012) que la pasión se encuentra libre del influjo

de los pormenores laborales cotidianos, siendo susceptible de modificación sólo bajo intervenciones específicas. En otras palabras, mientras que el engagement reflejaría más la intensidad de las experiencias en el trabajo, la pasión aludiría a la calidad de la relación con él (Birkeland & Buch, 2015; Ho, Wong, & Lee, 2011; Trépanier, Fernet, Austin, Forest, & Vallerand, 2014).

La adicción al trabajo representa otro de los constructos que mayor análisis ha merecido a la hora de diferenciarlo de la pasión. De acuerdo a los expertos (Del Líbano, Llorens, Schaufeli, & Salanova, 2010) la adicción se caracteriza por dos componentes principales: (a) trabajar excesivamente duro y, (b) experimentar un irresistible impulso a trabajar. Mientras que el primer componente es de naturaleza conductual, apuntando directamente a la cantidad excepcional de tiempo dedicado a la actividad laboral; el segundo es de índole motivacional, refiriéndose a un sentimiento obsesivo por el trabajo, incluso cuando el individuo no está trabajando. Así, un adicto al trabajo es una persona que invierte considerable cantidad de tiempo en actividades relacionadas con el trabajo con consecuencias negativas para su desarrollo social y familiar; continúa concentrándose en el trabajo aun en sus momentos de ocio, y trabaja más allá de las expectativas, necesidades o demandas de la organización.

Si bien la compulsión por el trabajo es el denominador común que pasión y adicción comparten, subsisten entre ellos diferencias sustanciales. En este sentido, en la adicción disfrutar de la actividad que se está realizando no tiene cabida (Graves, Ruderman, Ohlott, & Weber, 2012). Contrariamente, en la pasión por el trabajo el placer constituye un aspecto central; incluso, entre los obsesivamente apasionados. En efecto, se ha señalado (Donahue, Forest, Vallerand, Lemyre, Crevier-Braud, & Bergeron, 2012) que, mientras los adictos no sienten entusiasmo por lo que hacen, los apasionados experimentan un impulso incontrolable de trabajar en una actividad que encuentran significativa y extremadamente valiosa. A su vez, se ha demostrado (Salessi & Omar, en prensa^b) que son capaces de protagonizar experiencias de afecto positivo, y que las emociones negativas y el pensamiento rumiante típico de los adictos sólo ocurre entre los apasionados cuando no están trabajando (Carpentier, Mageau & Vallerand, 2011; Curran, Hill,

Appleton, Vallerand, & Standage, 2015; Lavigne, Forest, & Crevier-Braud, 2012). Por último, se ha comprobado (Birkeland & Buch, 2015) que pasión y adicción por el trabajo constituyen constructos conceptual y empíricamente distinguibles, siendo el primero un predictor significativo del segundo.

Finalmente, el constructo flow también amerita un análisis comparativo que permita deslindar sus similitudes y diferencias con la pasión por el trabajo. La experiencia óptima de flow ha sido definido como una sensación holística que la gente experimenta cuando puede actuar con implicación total (Csikszentmihaly, Khosla, & Nakamura, 2016). Aplicada a la situación laboral, puede definirse como una experiencia a corto plazo caracterizada por la inmersión absoluta en el trabajo, emociones positivas y experiencias de disfrute motivadas por la propia tarea (Bakker, 2008). Partiendo de esta conceptualización es posible advertir que, al igual que la pasión, el flow presupone experiencias de placer, motivación e interés por la actividad independientemente de los resultados derivados de la participación en ella. No obstante, en el flow la actividad laboral no es necesariamente significativa en la vida de la persona, constituyendo un fenómeno emergente de la interacción con la tarea y, por ende, circunscripto al tiempo que insuma la misma. En efecto, se ha demostrado (Engeser & Baumann, 2016) que el flow es una experiencia temporal antes que un estado psicológico persistente en el tiempo como sí lo es la pasión por el trabajo (Perrewé et al., 2014; Vallernad et al., 2003; Vallerand & Houliort, 2003; Zigarmi et al., 2009). Además, a diferencia de la pasión el flow es un fenómeno de naturaleza cognitiva antes que motivacional (Vallerand, 2015). Finalmente, la evidencia empírica (Carpentier et al., 2015; Curran et al., 2015; Lavigne et al., 2012) muestra consistentemente que el flow es un resultado y no un determinante de la pasión por el trabajo.

Método

Se realizó un estudio exploratorio enmarcado en los lineamientos de la revisión bibliográfica sistemática (Perestelo-Pérez, citado en Daset & Cracco, 2013) con el objetivo de lograr una aproximación al estado actual del conocimiento científico sobre pasión por el trabajo.

Procedimiento

- *Fase 1.* Se consultaron las bases de datos especializadas Psychology and Behavioral Sciences Collection, PsycINFO, PsycARTICLES, Academic Search Complete, E-Book Academic Collection, Fuente Académica Premier y Scielo. Los descriptores ingresados, tanto en español como en inglés, fueron los términos “pasión”, “trabajo”, “armoniosa” y “obsesiva”. El período de tiempo sobre el cual se focalizó la búsqueda abarcó los últimos 14 años; más precisamente, desde enero del año 2003 hasta el mes de junio inclusive del año 2017. Las fuentes examinadas fueron publicaciones académicas indizadas y arbitradas, disertaciones, libros y tesis doctorales, excluyéndose revistas de divulgación científica, diarios y publicaciones comerciales. Con base en tales criterios se obtuvieron, inicialmente, 281 resultados.

- *Fase 2.* De los resultados preliminares se seleccionaron sólo aquellos que cumplieran con las siguientes condiciones: (a) que el término pasión refiriera explícitamente al constructo pasión por el trabajo y; (b) que se tratara de estudios empíricos o artículos teóricos desarrollados en el campo de la psicología. A la luz de tales criterios, se excluyeron aquellas publicaciones en las que el término pasión era utilizado metafóricamente sin hacer alusión al fenómeno bajo estudio. Del mismo modo, se prescindió de aquellos trabajos que abordaban el estudio de la pasión desde una perspectiva filosófica, ética o antropológica. Con base en tales criterios, se conservaron sólo 61 de las 281 referencias preliminares.

- *Fase 3.* Las 61 publicaciones seleccionadas fueron analizadas críticamente en función de los ejes explicitados (apéndice). A continuación, se exponen los resultados obtenidos según los diferentes aspectos estudiados.

Resultados

Características generales de las publicaciones sobre pasión por el trabajo

En lo que hace al tipo de publicación, la mayor parte de las comunicaciones sobre el constructo consisten en artículos, contabilizándose 53 trabajos en revistas académicas indizadas y arbitradas, seguidas por seis capítulos de libro y

dos tesis doctorales. Tales resultados se representan gráficamente en la figura 1.

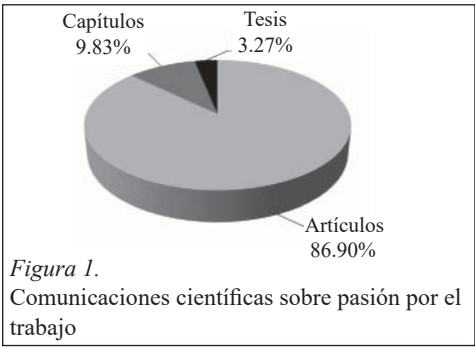


Figura 1.
Comunicaciones científicas sobre pasión por el trabajo

En cuanto al contenido de las comunicaciones científicas, la inspección de la figura 2 indica que el mayor porcentaje obedece a verificaciones empíricas en las que se han examinado distintos roles de la pasión por el trabajo; vale decir, como variable independiente, como variable mediadora/moderadora y, como variable dependiente. Se identifican diez trabajos conceptuales, donde se inscriben tanto aquellas publicaciones de tipo teórico sobre el constructo como una sistematización de la bibliografía publicada circunscripta al período 2010-2015.

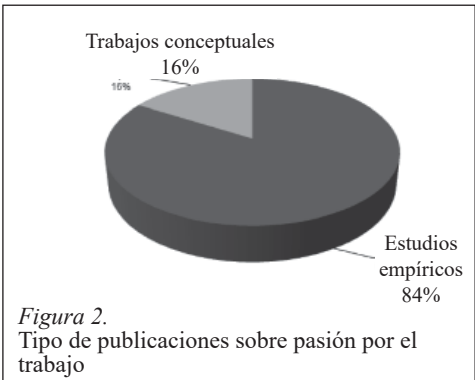


Figura 2.
Tipo de publicaciones sobre pasión por el trabajo

En lo que hace a la distribución de las publicaciones a lo largo del período de tiempo considerado, la figura 3 muestra una presencia sostenida de trabajos sobre esta temática a partir del año 2008, encontrándose la mayor concentración de publicaciones en el año 2015, con un 25% del total de los trabajos encontrados.

Antecedentes de la pasión por el trabajo

El análisis de las publicaciones centradas en determinar los antecedentes de la pasión indica que los estudios se han interesado tanto por analizar la influencia de factores contextuales, como el impacto de las diferencias individuales. A continuación se reseñan los principales predictores identificados en la literatura.

- *Pasión por el trabajo y personalidad.* Entre los factores de personalidad, apertura a la experiencia, conciencia, amabilidad y extraversión han demostrado relaciones moderadas pero significativas con la pasión armoniosa. En el caso de la pasión obsesiva los resultados parecen menos concluyentes, habiéndose encontrado sólo relaciones significativas (en sentido negativo) con amabilidad (Balon, Lecoq, & Rimé, 2013). Entre los rasgos de personalidad más influyentes, el perfeccionismo auto-orientado ha revelado ser un antecedente significativo para ambos tipos de pasión, si bien también se ha encontrado que un impacto significativo sobre la pasión obsesiva por parte del perfeccionismo prescrito socialmente (Vallerand, Houlfort, & Forest, 2014). Finalmente, la orientación de la personalidad también ha sido identificada como un factor explicativo relevante. Concretamente, la orientación autónoma ha mostrado estar vinculada a la pasión armonio-

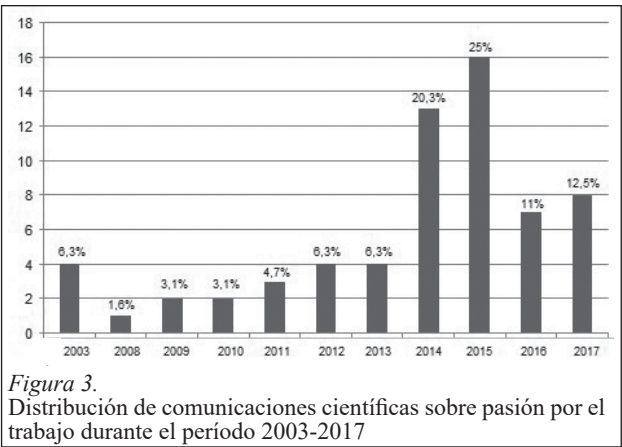


Figura 3.
Distribución de comunicaciones científicas sobre pasión por el trabajo durante el período 2003-2017

sa, en tanto que la orientación controlada se ha revelado como un vehículo conducente a la pasión obsesiva (Vallerand, 2015). En la misma línea, mientras que el locus de control interno contribuye directamente al desarrollo de la pasión armoniosa, la percepción de falta de control (locus externo) emerge como determinante clave de la pasión obsesiva (Zigarmi, Galloway, & Roberts, 2016).

- *Pasión por el trabajo, demandas y fortalezas personales.* Diversos estudios (Forest et al., 2012; Lavigne, Forest, Fernet, & Crevier-Braud, 2014; Trepanier, Fernet, Austin, Forest, & Vallerand, 2014) han demostrado que las demandas y recursos laborales se vinculan en forma diferencial con la pasión. En este sentido, cuanto más se experimenta presión para realizar una actividad exigente, más probable es que se movilice y refuerce la pasión de tipo obsesiva. Por el contrario, la percepción de recursos para afrontar los desafíos laborales favorece la internalización autónoma del trabajo y, de ese modo, el desarrollo de la pasión armoniosa.

- *Pasión por el trabajo y percepción de apoyo organizacional.* La evidencia (Perrewé et al., 2014; Vallerand, 2015; Zigarmi et al., 2009) en torno a la relevancia de los factores situacionales muestra que el apoyo proveniente de personas que ocupan posiciones claves (por ejemplo, supervisores, gerentes, etc.) no sólo promueve el desarrollo de la pasión armoniosa, sino que también ayuda a mantenerla en el tiempo. En efecto, las organizaciones que valoran la contribución de sus miembros y hacen esfuerzos genuinos para dotar a sus empleados de un entorno saludable, flexible y seguro crean condiciones óptimas que favorecen la pasión armoniosa.

- *Pasión por el trabajo, liderazgo y cultura organizacional.* De acuerdo al modelo dualista de pasión (Vallerand et al., 2003; Vallerand & Houliort, 2003) un entorno que favorezca la autonomía puede constituirse en un factor central para el desarrollo de la pasión armoniosa. Contrariamente, un ambiente controlador puede allanar el camino a una internalización obsesiva de la actividad apasionante. En sintonía con tales presunciones, la evidencia en torno al impacto del liderazgo señala que el liderazgo transformacional, vale decir, aquél centrado en lograr cambios significativos entre sus seguidores, predice positivamente la pasión armoniosa de los empleados (Robertson & Barling, 2013). Sumado a eso, se ha encontrado que mientras una cultura organi-

zacional de clan (centrada en las relaciones de pertenencia y colaboración entre los miembros) predice positivamente la pasión armoniosa; una cultura de mercado orientada a resultados contribuye significativamente al desarrollo y sostenimiento de la pasión obsesiva (Vallerand, 2015).

Consecuencias de la pasión por el trabajo

El análisis de las publicaciones focalizadas en deslindar las consecuencias de la pasión por el trabajo indica que ésta se asocia a un amplio abanico de conductas concomitantes que incluyen desde la mera perseverancia en la realización de las tareas, hasta la involucración del individuo en comportamientos discrecionales que exceden los prescritos para su rol. Sin embargo, la evidencia también muestra que la pasión obsesiva puede relacionarse a resultados negativos; especialmente, en los momentos en los que la persona no se encuentra abocada a la actividad apasionante. A continuación, se presentan las principales evidencias en torno a las consecuencias de la pasión.

- *Pasión por el trabajo, burnout y bienestar.* El impacto de la pasión sobre el bienestar psicológico admite ser considerado dentro del juego de efectos directos e indirectos entre la pasión y otros mecanismos mediadores. En este sentido, se ha encontrado (Carpentier et al., 2012; Thorgren et al., 2013) que las personas armoniosamente apasionadas son proclives a experimentar estados positivos como el flow durante la realización de la actividad apasionante; lo que redundará, a su vez, en mayor bienestar, menor ansiedad y menor sintomatología depresiva. Contrariamente, los individuos con elevada pasión obsesiva tienden a protagonizar mayores episodios de rumiación sobre la actividad cuando están implicados en otra tarea. A su vez, se ha demostrado que la pasión obsesiva juega un papel clave en el desarrollo del burnout, habida cuenta que incrementa el conflicto entre las esferas del trabajo y otras actividades, resultando en mayores índices de despersonalización, agotamiento emocional y escasa realización personal (Fernet, Lavigne, Vallerand, & Austin, 2014; Vallerand, Paquet, Philippe & Charest, 2010).

- *Pasión por el trabajo, satisfacción laboral y compromiso organizacional.* La evidencia disponible subraya consistentemente que, mientras la pasión armoniosa se vincula a mayor satisfacción laboral, a un fuerte compromiso con la

organización y, a menores intenciones de renunciar, la pasión obsesiva exhibe un patrón inverso (Burke, Astakhova, & Hang, 2015; Houliort et al., 2014; Thorgren et al., 2013; Vallerand et al., 2010).

- *Pasión por el trabajo y rendimiento laboral.* En lo que respecta al desempeño, las investigaciones revisadas muestran que, si bien la pasión no se traduce directamente en rendimientos eficientes, sí constituye un ingrediente indispensable por su influencia sobre variables clave que pueden oficiar como mediadores. En este sentido, se ha comprobado que la pasión armoniosa predice positivamente la concentración y la vitalidad en el trabajo, redundando en mayores niveles de rendimiento (Dubreuil et al., 2014). Del mismo modo, se ha encontrado que la identificación con la organización y el engagement actúan como mediadores parciales (Astakhova & Porter, 2015; Qadeer, Ahmad, Hameed, & Mahmood, 2016), explicando una fracción del impacto que la pasión armoniosa tiene sobre el desempeño laboral.

- *Pasión por el trabajo y comportamientos extra rol.* Los hallazgos en torno al rol predictivo de la pasión en la explicación de comportamientos que sobrepasan las prescripciones de la tarea distan de ser concluyentes. Por un lado, algunos autores (Birkeland, 2015; Burke et al., 2015; Thorgren et al., 2013) han informado que, mientras la pasión armoniosa se vincula a una mayor implicación en comportamientos de ciudadanía organizacional, la pasión obsesiva presenta un patrón inverso. Incluso, la relación entre ambas variables parece seguir un patrón curvilíneo, siendo más pronunciada frente a niveles muy altos o muy bajos de pasión obsesiva. Asimismo, recientemente se ha demostrado (Kong, 2016) que la pasión por el trabajo puede asociarse a comportamientos poco éticos que pretenden beneficiar a la organización (por ejemplo, tergiversar u ocultar información que podría dañar la imagen pública de la compañía, alterar la contabilidad para posicionarla mejor en el mercado, etc.).

- *Pasión por el trabajo e interface trabajo-familia.* En lo que respecta al impacto de la pasión por el trabajo sobre otros dominios vitales, se ha encontrado que la pasión armoniosa predice mayores índices de enriquecimiento tanto en la dirección trabajo-familia como en la dirección familia-trabajo, al tiempo que se vincula negativamente al conflicto entre ambas

esferas. La pasión obsesiva, en tanto, muestra un patrón contrapuesto, explicando mayor percepción de conflicto familia-trabajo y trabajo-familia, menores índices de enriquecimiento, y menos satisfacción laboral y familiar (Houliort, Philippe, Bourdeau, & Leduc, 2017; Vallerand et al., 2010). En sintonía con tales hallazgos, se ha demostrado que, mientras la pasión armónica contribuye significativamente a la calidad de las relaciones sociales, la pasión obsesiva comporta menos satisfacción interpersonal (Philippe, Vallerand, Houliort, Lavigne, & Donahue, 2010). De hecho, se ha informado (Birkeland & Nersstad, 2015; Kong, 2016) que la pasión obsesiva se encuentra vinculada a comportamientos negativos, tales como falta de respeto, desinterés por las opiniones de los demás y conductas de instigación al rechazo.

Medición de la pasión por el trabajo

De la revisión bibliográfica realizada se desprende que la Escala de Pasión desarrollada por Vallerand et al. (2003) es, hasta la fecha, la única herramienta disponible para la evaluación de este constructo en el ámbito laboral. Se trata de una escala tipo Likert de 7 puntos presentada bajo el formato acuerdo-desacuerdo, constituida por 14 ítems distribuidos equitativamente en las sub-escalas de pasión armoniosa y pasión obsesiva. La primera fue operacionalizada mediante indicadores que resaltan la adaptación y el equilibrio en relación a otras áreas (por ejemplo: “esta actividad está en armonía con otras actividades de mi vida”; $\alpha = .79$). La pasión obsesiva, en tanto, a través de ítems que enfatizan la falta de control en relación a la actividad apasionante y la dependencia de la misma (por ejemplo, “el impulso es tan fuerte que no puedo dejar de hacer esta actividad”; $\alpha = .89$).

Hasta el momento se han efectuado seis adaptaciones del instrumento. Dos para la población española (Orgambidez-Ramos, Borrego-Alés, & Gonçalves, 2014; Serrano-Fernández, Boada-Grau, Gil-Ripoll, & Vigil-Colet, 2017), una para la población italiana (Zito & Colombo, 2017), una para la población holandesa (van der Knaap & Herman, 2015), dos para la población portuguesa (Gonçalves, Orgambidez-Ramos, Ferrão, & Parreira, 2014; Martins, Araújo, & Almeida, 2014) y una para la población argentina (Salessi & Omar, en prensa^b). En conjunto, estos

estudios brindan evidencia favorable a la validez factorial de la escala, replicando la estructura bifactorial informada por Vallerand et al. (2003) con adecuados niveles de consistencia interna. A estos hallazgos se suman las evidencias proporcionadas por Marsh et al. (2013), quienes demostraron la invarianza del instrumento a distintos niveles (configural, métrica y estricta), a través de dos idiomas (inglés y francés), en relación a diversas actividades (trabajo, educación, deporte y placer), y entre hombres y mujeres. De sus resultados se desprende que la estructura subyacente a la Escala de Pasión (Vallerand et al., 2003) es invariante en todos los grupos considerados. Vale decir que, sea entre varones y mujeres, franceses y anglosajones, así como entre las diversas actividades apasionantes, tanto la configuración del modelo de medida, como las saturaciones factoriales correspondientes a cada ítem y los valores interceptales de los factores son equivalentes.

Conclusión

El presente estudio tuvo el objetivo de proporcionar una revisión bibliográfica sistemática sobre el constructo pasión por el trabajo, con miras a proporcionar una puesta al día sobre el estado de conocimientos. El análisis de la producción bibliográfica de estos últimos 14 años muestra que, aun siendo un concepto relativamente nuevo, la investigación creciente y sostenida a partir del año 2008 ha permitido construir un corpus de conocimientos rico y variado.

La evidencia empírica acumulada demuestra que la pasión interviene en la explicación de diversas actitudes y comportamientos organizacionalmente relevantes, tales como bienestar (Carpentier et al., 2012; Fernet et al., 2014), la satisfacción laboral (Thorgren et al., 2013; Vallerand et al., 2010), el compromiso con la organización y las intenciones de permanencia (Burke et al., 2015; Houliort et al., 2014), el desempeño laboral (Astakhova & Porter, 2015; Dubreuil et al., 2014; Qadeer et al., 2016), la implicación en comportamientos extra rol (Burke et al., 2015; Thorgren et al., 2013) y el enriquecimiento trabajo-familia (Houliort et al., 2017). Sea en calidad de protagonista principal como variable independiente, o como actor de reparto que se enlaza a otros factores para influir indirectamente, amplificando o amortiguando los efectos de otras variables, la pasión por el trabajo

ha demostrado ser un constructo multifacético capaz de desempeñar diversos roles.

En lo que hace a sus determinantes, la evidencia indica que el proceso de internalización subyacente a la pasión no es un proceso de “todo o nada” (Vallernad, 2015; Valleran et al., 2003; Vallerand & Houliort, 2003). En este sentido, la investigación contemporánea muestra que la variabilidad interindividual no se debe tanto a las diferencias en rasgos fijos y estables, sino más bien a características relativamente maleables y abiertas al desarrollo, tales como, por ejemplo, el capital y fortalezas psicológicas (Forest et al., 2012). Sumado a eso, cada nueva experiencia con la actividad apasionante representa una oportunidad para el cambio o la modificación; incluso, de un tipo de pasión a otro (Valleran et al., 2003; Vallerand & Houliort, 2003). En la misma línea, la importancia del contexto y de los factores situacionales ha sido comprobada en reiteradas investigaciones, las que han subrayado, particularmente, el rol predictivo del apoyo organizacional, el liderazgo transformacional y las prácticas organizacionales centradas en las personas (Lavigne et al., 2014; Robertson & Barling, 2013; Trepanier et al., 2014; Vallernad, 2015).

Del recorrido realizado en el presente artículo se desprenden algunas implicancias prácticas. En este sentido, las organizaciones preocupadas por garantizar el bienestar de sus miembros e incrementar sus niveles de productividad, deberían concentrarse en la creación de un entorno capaz de contribuir al florecimiento de la pasión armoniosa. ¿Cómo lograrlo? Promoviendo, por ejemplo, una cultura que afiance los lazos interpersonales y fomente un sentido de pertenencia y espíritu de grupo; formando a quienes ocupen posiciones clave como líderes transformacionales que inspiren a sus seguidores; diseñando puestos que brinden mayor autonomía en la planificación del trabajo y fortalezcan el sentido de autoeficacia.

Para continuar incrementando el acervo de conocimientos sería importante que futuros estudios se aboquen a otras líneas, tales como:

- examinar los orígenes de la pasión por el trabajo analizando, por ejemplo, la transición de la escuela al primer empleo;
- investigar el ciclo evolutivo de la pasión con especial énfasis en las fluctuaciones a lo largo del tiempo y en la posibilidad que una pasión obsesiva devenga en armoniosa o viceversa;
- ahondar en el estudio de su acción como “tercera variable”, capaz de mediar o moderar las

relaciones entre un sinfín de constructos psicológicos pertenecientes tanto a la psicología organizacional como a otras áreas de la disciplina;

- elaborar medidas alternativas y delinear intervenciones tendientes a su desarrollo en el lugar de trabajo;

- conducir estudios longitudinales que permitan evaluar los efectos de las intervenciones en el tiempo;

- profundizar el estudio del “lado oscuro” de la pasión indagando si, además de los comportamientos incivilizados la pasión obsesiva se asocia a otros fenómenos potencialmente dañinos para la organización, para sus miembros o para el mismo trabajador. En esta línea sería interesante explorar si, bajo ciertas condiciones (por ejemplo, estrés y presiones elevadas), la pasión armoniosa también puede conducir a resultados negativos.

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Apéndice

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Conceptual considerations of work passion

Consideraciones conceptuales sobre la pasión por el trabajo

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Abstract: Work passion is defined as a persistent state of desire based on both cognitive and affective appraisals of one's job. According to Vallerand's dualistic model there are two types of passion called as harmonious passion and obsessive passion. Given its novelty in the field of organizational psychology, the aim of the present study is to provide a systematic literature review of the work passion construct. Specialized bases were examined obtaining 61 scientific publications corresponding to the period 2003-2017. The analysis of the literature shows that both types of passion are associated with dissimilar results, as well as different contextual and dispositional antecedents. To date, there is only one scale available to measure the construct, which has been adapted to diverse cultural contexts. The article concludes with some suggestions for future research on the subject.

Key Words: passion, work, positive organizational psychology, occupational psychology, systematic review

Resumen: La pasión por el trabajo se define como un estado de deseo persistente basado en valoraciones cognitivas y afectivas del propio trabajo. De acuerdo al modelo dualista de Vallerand existen dos tipos de pasión denominados como pasión armoniosa y pasión obsesiva. Por ser un constructo relativamente nuevo en el campo de la psicología organizacional, el presente trabajo se orienta a proporcionar una revisión bibliográfica sistemática. Se examinaron bases especializadas obteniéndose 61 publicaciones científicas correspondientes al período 2003-2017. Del análisis de la literatura se desprende que ambos tipos de pasión se asocian a resultados disímiles, así como a distintos antecedentes contextuales y disposicionales. A la fecha, se dispone sólo de una escala para medir el constructo, la que ha sido adaptada a distintos contextos culturales. El artículo concluye con algunas sugerencias para futuros estudios sobre la temática.

Palabras clave: pasión, trabajo, psicología organizacional positiva, psicología laboral, revisión sistemática

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The emergence of positive psychology in the scientific field has brought new interests for organizational behavior researchers. Positive organizational psychology (Luthans & Youssef, 2007) quickly established itself as a prosperous and promising field. The study of the well-being, resilience, and optimal functioning of organizations and their members began to gain momentum, reducing the hitherto leading role of conflict and discomfort (Salanova, Llorens, & Martínez, 2016). In this context, a great deal of research was undertaken to examine the favorable influence of different states and attitudes open to change and development, such as psychological capital (Salessi & Omar, in press^a, Youssef-Morgan & Luthans, 2015), positive emotions (Winslow, Hu, Kaplan, & Li, 2017), engagement (Bakker & Schaufeli, 2014; Schaufeli, 2013), and organizational trust and identification (Omar, Salessi, & Urteaga, 2016), among others. Within this renewed scientific framework, the study of passion reached a prominent place, moving from a peripheral position to the central place it occupies in current psychological literature.

Passion has been conceptualized (Vallerand, 2015; Vallerand et al, 2003; Vallerand & Houliort, 2003) as a strong inclination toward an activity that generates pleasure and is considered important in life, and, therefore, people are willing to invest time and energy in such activity on a regular and sustained basis. In light of these criteria, it is possible that work can represent a passion, given that it is not only the productive activity par excellence, and the main organizer of daily life, but also a key area of achievement and personality development. In this sense, work passion is defined as a state of persistent desire, based on cognitive and affective evaluations of the work itself (Perrewé, Hochwarter, Ferris, Mcallister, & Harris, 2014). It is a positive and significant welfare state derived from the assessments that the subject makes of his/her work situation, resulting in a consistent and constructive work (Zigarmi, Nimon, Houson, Witt, & Diehl, 2009).

The first publications on the topic date from the beginning of this century (Vallerand et al, 2003; Vallerand & Houliort, 2003), being Vallerand one of the main researchers in pursuing the scientific study of passion. Since then, the study of passion has increased markedly, with a large body of evidence underlining the importance of work passion for both organizational competitiveness and workers'

well-being. This is demonstrated by the various findings about the relationship between passion and job and life satisfaction (Burke, Astakhova, & Hang, 2015; McAllister, Harris, Hochwarter, Perrewé, & Ferris, 2016; Thorgren, Wincent, & Sirén, 2013), as well as between work passion and engagement, organizational commitment and identification (Astakhova & Porter, 2015; Burke, Astakhova, & Hang, 2015; Qadeer, Ahmad, Hameed, & Mahmood, 2016). Although rich and varied, the currently available knowledge lacks systematization. In view of this situation, the objective of this paper is to provide a systematic bibliographical review of a recently emerging construct in the organizational psychology field. Systematic reviews are secondary studies that attempt to summarize the available scientific evidence and developments on a particular specific subject (Perestelo-Pérez, citado en Daset, & Cracco, 2013). In this regard, the present review aims to provide a general characterization of the publications on work passion, and to highlight the main antecedents, consequences, and measures developed to date.

The two sides of the passion for work: An explanation from the dualistic model

To understand how an activity such as work can become a passion, it is important to clarify the psychological processes involved. In this sense, the dualistic passion model (Vallerand et al., 2003) seems to have the answer. This model is based on the conceptual pillars of self-determination theory, basic needs theory, and organismic integration theory (Vallerand, 2015). Together, these contributions help explain why employees can internalize values and activities, and how they become elemental parts of their identity.

According to the postulates of the dualistic model, the explanatory mechanism underlying passion is the internalization of activity (in this case, work) in the self. Nevertheless, the way in which this process is carried out has special connotations to passion, which allows to distinguish two variants: the harmonious passion and the obsessive passion. While in the harmonious passion the internalization of the activity in the identity happens autonomously, in the obsessive passion it occurs in a controlled and compulsive way. For this reason, harmonic passion tends to be characterized as active and adaptive,

while obsessive passion is usually described as passive and enslaving (Swimberghe, Astakhova, & Wooldridge, 2014).

In harmonious passion, the person does not experience an uncontrollable impulse to perform the exciting activity, but rather it is freely chosen by him/her. The activity occupies a significant space in his/her identity, without becoming overwhelming and in balance with other aspects of its life. The person can fully engage in an activity with sufficient freedom to experience the world in a non-defensive way (Vallerand, 2015). The harmonious passion for work leads people to invest in sustained efforts, allowing them to acquire new skills, develop their own natural strengths, and foster feelings of competence and personal effectiveness. Besides this, the participation in the pleasant activity together with the flexibility that passion implies, provides feelings of autonomy and positive emotions (Curran, Hill, Appleton, Vallerand, & Standage, 2015).

Conversely, since the obsessively passionate individual values work as an important and significant aspect in their life, they feel compelled to perform the activity, even at times when they should not. The decision to participate in the activity does not respond to free will. In contrast, obsessive passion can capture a disproportionate space in the identity and cause conflicts with other vital spheres. In fact, obsessively passionate people grasp strongly to their passion, experiencing less interest in other activities (Vallerand & Houliort, 2003).

Although in both types of passion there are basic psychological needs that the pleasant activity must satisfy (Forest, Mageau, Sarrazin, & Morin, 2011), in the obsessive passion the pressures that compel to indulge in it become imperious and uncontrollable. In particular, people who present this kind of passion find shelter at work, seeking to protect and increase their own self-esteem. Hence, it presents notable fluctuations in the contingencies of the exciting activity (Mageau, Carpentier, & Vallerand, 2011). That is, as long as they can meet the goals and perform satisfactorily, obsessively passionate employees will experience a significant improvement in their self-esteem. Otherwise, self-esteem will be seriously harmed, motivating a greater involvement in the work. Indeed, empirical evidence indicates that obsessive passion is strongly associated with escape and avoidance motivations. Thus, in these cases the

exciting activity is imposed as a potential refuge from the lack of satisfaction in other areas of life (Lalande et al., 2015).

Obsessively passionate people are likely to experience fear and insecurity. Their fragile self-esteem makes them easily vulnerable to change and uncertainty, reinforcing their rigidity and encouraging suspicious attitudes. Even with high perseverance, their levels of concentration and fluency tend to be adversely affected. Because of their diminished efficacy and poor performance, depressive feelings and turnover intentions are the order of the day among these employees (Houliort, Philippe, Vallerand, & Ménard, 2014). In contrast, harmoniously passionate people often present more experiences of positive affect. Because it stands as a free and autonomous internalization, the harmonious passion allows the person to participate in the activity in a more flexible and adaptive way. Therefore, unlike obsessive passion, this form of passion acts as a motivating force that prompts workers to engage in the activity with enthusiasm, favoring concentration and positive engagement in the task (Dubreuil, Forest, & Courcya, 2014).

Passion in the conceptual framework of organizational psychology

Work passion has been singled out as a legitimate candidate to integrate the nomological network of positive organizational psychology (Vallerand & Verner-Filion, 2013). However, its similarity with other constructs demands some conceptual precisions that allow to identify and emphasize its singularity.

Among constructs related with passion, engagement might be the one that could lead to greater confusion. According to specialists (Bakker & Schaufeli, 2014; Schaufeli, 2013), engagement can be understood as a positive mental state of fulfilment related to work, with its main dimensions being vigor, dedication, and task absorption. Vigor is characterized by high levels of energy and perseverance in accomplishing the task. Dedication refers to feelings of enthusiasm, inspiration, pride, and involvement in the job. And absorption refers to a state of full attention and concentration on the task, as well as to the feeling that time flies while one is working.

Although engagement and passion for work share their motivational nature, they present two

essential differences. First, passion supposes as an unavoidable requirement that work is a fundamental part of the individual's identity and self-concept (Vallerand et al., 2003; Vallerand, 2015); this condition is not necessarily observed among engaged workers (Bakker & Schaufeli, 2014; Birkeland & Buch, 2015). Second, abundant empirical evidence (Bakker & Oerlemans, 2016; Beattie & Griffin, 2014) has highlighted that engagement is a relatively transient state rather than a stable and permanent experience. Hence it oscillates with the daily rhythm of labor experiences. This characteristic is not verified in the case of work passion. In this sense, passion has been defined as a permanent, non-fluctuating state of desire for work (Vallerand et al., 2003; Vallerand et al., 2003). It has been demonstrated that passion is free from the daily input of working details and is susceptible of modification only under specific interventions (Perrewé et al., 2014; Vallernad et al., 2003; Vallerand & Houliort, 2003; Zigarmi et al., 2009). In other words, while engagement would reflect the intensity of experiences at work, passion would allude to the quality of the relationship with it (Birkeland & Buch, 2015; Ho, Wong, & Lee, 2011; Trépanier, Fernet, Austin, Forest, & Vallerand, 2014).

Work addiction is another construct that has required careful analysis to differentiate it from work passion. According to experts (Del Líbano, Llorens, Schaufeli, & Salanova, 2010), addiction is characterized by two main components: (a) excessively hard work, and (b) the experience of an irresistible compulsion to work. The first component is behavioral in nature and considers the exceptional amount of time spent on work activity, while the second component has a motivational character and refers to an obsessive feeling about work, even when the individual is not working. Thus, a workaholic is a person who not only invests considerable amount of time in work-related activities with negative consequences for his/her social and family development, but also continues to focus on work even in their leisure time, and works beyond the expectations, needs, or demands of the organization.

Even though compulsion for work is the common denominator of passion and addiction, substantial differences remain between these constructs. In this regard, finding enjoyment in the activity being done has no place in addiction

(Graves, Ruderman, Ohlott, & Weber, 2012). On the contrary, pleasure constitutes a central aspect in work passion, even among the obsessively passionate. Indeed, it has been pointed out that while addicts do not feel real enthusiasm for what they do, passionate people experience an uncontrollable urge to work in an activity they find significant and extremely valuable (Donahue, Forest, Vallerand, Lemyre, Crevier-Braud, & Bergeron, 2012). Moreover, it has been reported (Salessi & Omar, in press^b) that they are capable of having experiences of positive emotions, and that the typical negative emotions and ruminant thinking of addicts only happens among the passionate when they are not working (Carpentier, Mageau & Vallerand, 2011; Curran, Hill, Appleton, Vallerand, & Standage, 2015; Lavigne, Forest, & Crevier-Braud, 2012). Last, it has been proven (Birkeland & Buch, 2015) that work passion and addiction constitute conceptual and empirically distinguishable constructs, the former being a significant predictor of the latter.

Finally, the concept of flow also warrants a comparative analysis to distinguish its similarities and differences from passion for work. The optimal flow experience has been defined as a holistic sensation that people experience when they can act with full involvement (Csikszentmihalyi, Khosla, & Nakamura, 2016). When applied to the work situation, it can be defined as a short-term experience characterized by absolute immersion in work, positive emotions, and pleasant experiences motivated by the task (Bakker, 2008). By considering this conceptualization, it is possible to notice that, like passion, flow presupposes experiences of pleasure and motivation and interest for the activity, regardless of the results derived from participating in it. However, the concept of flow implies that work activity is not necessarily significant in the life of the person; it is rather a phenomenon emerging from the interaction with the task and, therefore, limited to the time it takes. In fact, it has been demonstrated (Engeser & Baumann, 2016) that flow is a temporary experience rather than a persistent psychological state over time, as work passion is (Perrewé et al., 2014; Vallernad et al., 2003; Vallerand & Houliort, 2003; Zigarmi et al., 2009). In addition, unlike passion, flow is a phenomenon of cognitive rather than motivational nature (Vallerand, 2015). Last, empirical evidence (Carpentier et al., 2015; Curran

et al., 2015; Lavigne et al., 2012) consistently shows that flow is a result and not a determinant of work passion.

Method

With the aim of achieving an approximation to the current state of scientific knowledge about passion for work, an exploratory study, framed in the guidelines of a systematic bibliographic review, was carried out.

Procedure

- *Phase 1.* The specialized databases Psychology and Behavioral Sciences Collection, PsycINFO, PsycARTICLES, Academic Search Complete, E-Book Academic Collection, Academic Source Premier and Scielo, were consulted. The descriptors entered, both in Spanish and English, were “passion”, “work”, “harmonic” and “obsessive”. The research covered the last 14 years, from January 2003 to June 2017. The sources examined were indexed and refereed academic publications, dissertations, books, and doctoral theses, excluding magazines of scientific dissemination, newspapers, and commercial publications. Based on these criteria, 218 publications were initially selected.

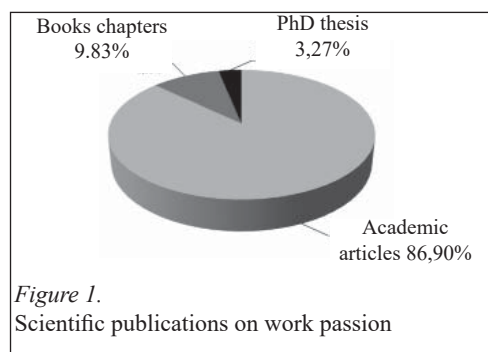
- *Phase 2.* From these 218 preliminary results, only those that met the following conditions were selected: (a) that the term passion explicitly referred to work passion, and (b) that they were empirical or theoretical articles developed in the field of psychology. In light of such criteria, publications in which the term passion was used metaphorically without reference to the phenomenon under study were excluded. Likewise, publications that addressed the study of passion from a philosophical, ethical or anthropological perspective were not considered. Based on these criteria, only 61 references of the 218 previously selected were retained.

- *Phase 3.* The 61 selected publications were critically analyzed according to the previously explained dimensions. The results obtained are presented below in relation to the different aspects studied.

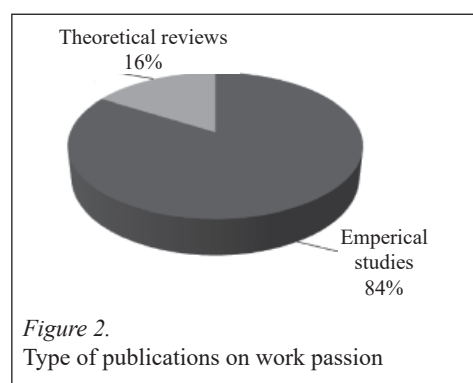
Results

General characteristics of publications on work passion

As for the type of publication, most sources consist of articles, accounting for 53 papers in indexed and refereed academic journals, followed by six book chapters and two doctoral theses. These results are graphically represented in Figure 1.



Regarding the content of scientific communications, Figure 2 indicates that the highest percentage corresponds to empirical studies in which the different roles of passion for work were examined, that is, as an independent variable, as a mediator/moderator variable, or as a dependent variable. Also, ten conceptual works, referring both to the theoretical analysis of the construct and to the systematization of the literature published in the period 2010-2015 were identified.



Regarding the distribution of publications during the period considered, Figure 3 shows a sustained increase of works from 2008 to date, with a distinct peak in 2015 (25% of total).

Antecedents of work passion

The analysis of publications on the antecedents of passion indicates that research has focused on the examination of the influence of contextual factors as well as on the impact of individual differences. The main predictors identified in the literature are summarized below.

- *Work passion and personality.* Among personality factors, openness to experience, conscientiousness, agreeableness, and extraversion have demonstrated moderate but significant relationships with harmonious passion. In the case of obsessive passion, the results seem less conclusive, having found only significant negative relationships with agreeableness (Balon, Lecoq, & Rimé, 2013). Among the most influential personality traits, perfectionism has proved to be a significant antecedent for both types of passion (Vallerand, Houliort & Forest, 2014). Finally, personality orientation has also been identified as a relevant explanatory factor. Specifically, autonomous orientation has shown to be linked to harmonious passion, while controlled orientation has been revealed to promote obsessive passion (Vallerand, 2015). In the same vein, while internal locus of control has been shown to contribute directly to the development of harmonious passion,

perception of lack of control (external locus) has been acknowledged as a key determinant of obsessive passion (Zigarmi, Galloway, & Roberts, 2016).

- *Work passion, demands and personal strengths.* Several studies (Forest et al., 2012; Lavigne, Forest, Fernet, & Crevier-Braud, 2014; Trepanier, Fernet, Austin, Forest, & Vallerand, 2014) have demonstrated that work demands and resources are differentially linked to passion. In this sense, the more pressure a worker experiences to perform a demanding activity, the more likely he/she is to mobilize and reinforce obsessive passion. On the contrary, perception of resources to cope with work challenges favors the autonomous internalization of work and, in this way, the development of harmonious passion.

- *Work passion and perception of organizational support.* Evidence (Vallerand, 2015) about the relevance of situational factors shows that support from authorities (e.g., supervisors, managers, etc.) not only promotes the development of harmonious passion, but also helps maintain it over time. Indeed, organizations that value the contribution of their members and make genuine efforts to provide their employees with a healthy, flexible, and secure environment create optimum conditions conducive to harmonious passion.

- *Work passion, leadership, and organizational culture.* According to the dualistic model of passion (Vallerand et al., 2003; Vallerand & Houliort,

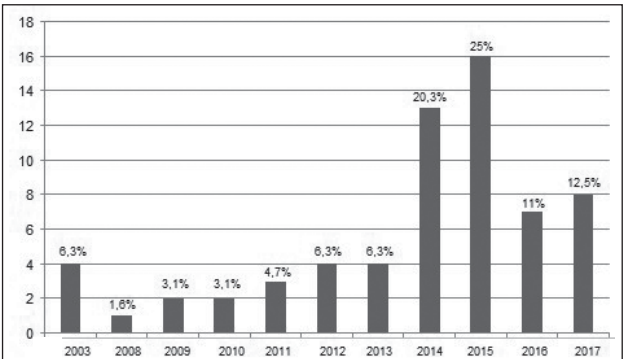


Figure 3.
Distribution of scientific publications about passion for work during the period 2003-2017

2003), an environment that favors autonomy can be a central factor for the development of harmonious passion. Conversely, a controlling environment can pave the way for an obsessive internalization of the exciting activity. In line with such assumptions, evidence concerning the impact of leadership indicates that transformational leadership, which focuses on meaningful change among followers, positively predicts harmonious passion of employees (Robertson & Barling, 2013). Besides, it has been found (Vallerand, 2015) that while a clan organizational culture (centered on the relations of belonging and collaboration between members) positively predicts harmonious passion, a market culture oriented towards results contributes significantly to the development and maintenance of obsessive passion.

Consequences of work passion

The analysis of the publications focused on the consequences of work passion indicates that it is associated with a wide range of concomitant behaviors ranging from mere perseverance in the performance of tasks to the involvement of individuals in discretionary behaviors that exceed those prescribed for their role. However, evidence also shows that obsessive passion can be related to negative outcomes; especially in times when the person is not engaged in the exciting activity. The main evidences about the consequences of work passion are presented below.

- *Work passion, burnout, and well-being.* The impact of passion on psychological well-being admits a set of both direct and indirect effects between passion and other mediating mechanisms. It has been found (Carpentier et al., 2012; Thorgren et al., 2013) that harmoniously passionate people are prone to experiencing positive states like flow during the realization of the pleasant activity; this, in turn, results in greater well-being, less anxiety, and less depressive symptomatology. In contrast, individuals with high obsessive passion tend to ruminate on the activity when engaged in another task. Also, obsessive passion has been shown to play a key role in the development of burnout, since it increases conflict between work areas and other activities, resulting in greater rates of depersonalization, emotional exhaustion, and poor

personal fulfillment (Fernet, Lavigne, Vallerand, & Austin, 2014; Vallerand, Paquet, Philippe, & Charest, 2010).

- *Work passion, job satisfaction, and organizational commitment.* The evidence available emphatically underlines that while harmonious passion is associated with increased job satisfaction, strong commitment to the organization, and fewer turnover intentions, obsessive passion exhibits an inverse pattern (Burke, Astakhova, & Hang, 2015; Houliort et al., 2014).

- *Work passion and work performance.* Regarding performance, the reviewed research shows that while passion does not translate directly into efficient performance, it is an indispensable ingredient because of its influence on key mediating variables. In this regard, it has been proven that harmonious passion positively predicts concentration and vitality at work, resulting in higher levels of performance (Dubreuil et al., 2014). Similarly, it has been found that identification with organization and engagement act as partial mediators, explaining a considerable proportion of the impact of harmonious passion on work performance (Astakhova & Porter, 2015; Qadeer, Ahmad, Hameed, & Mahmood, 2016).

- *Work passion and extra-role behaviors.* Findings about the predictive role of passion in explaining behaviors that go beyond task prescriptions are far from conclusive. On the one hand, some authors (Birkeland, 2015; Burke et al., 2015; Thorgren et al., 2013) have reported that while harmonious passion is related to greater involvement in organizational citizenship behaviors, obsessive passion presents a reverse pattern. Even the relationship between both variables seems to follow a curvilinear pattern, being more pronounced against very high or very low levels of obsessive passion. It has also recently been shown (Kong, 2016) that passion for work may be associated with unethical behavior intended to benefit the organization, such as distorting or hiding information that could damage the public image of the company, altering accounting to position it better in the market, etc.

- *Work passion and work-family interface.* As for the impact of work passion on other vital domains, it has been observed that harmonious passion predicts higher enrichment both in the work→family and family→work directions, and it is negatively linked to conflict between the two domains. Obsessive passion, meanwhile, shows a contrasting pattern, explaining greater perception of family→work and work→family conflict, lower enrichment, and less work and family satisfaction (Houliort, Philippe, Bourdeau, & Leduc, 2017; Vallerand et al., 2010). In line with such findings, it has been demonstrated that while harmonious passion contributes significantly to the quality of social relationships, obsessive passion involves less interpersonal satisfaction (Philippe, Vallerand, Houliort, Lavigne, & Donahue, 2010). In fact, it has been reported (Birkeland & Nerstad, 2015; Kong, 2016) that obsessive passion is linked to negative behaviors, such as disrespect, disinterest in the opinions of others, and behaviors of instigation to rejection.

Measuring of work passion

The literature review indicates that the Passion Scale developed by Vallerand et al. (2003) is, to date, the only measure available for the evaluation of this construct in the workplace. It is a 7-point Likert-type scale (agreement-disagreement) consisting of 14 items equally distributed in the subscales of harmonic and obsessive passion. Harmonic passion has been operationalized through indicators that highlight adaptation and balance in relation to other areas (e.g., “This job is in harmony with the other activities in my life”; $\alpha = .79$). Obsessive passion, meanwhile, has been operationalized through items that emphasize dependence and lack of control in relation to the exciting activity (e.g., “The urge is so strong I can’t help doing this job”, $\alpha = .89$).

To date there have been six adaptations of the instrument: two for the Spanish population (Orgambidez-Ramos, Borrego-Alés, & Gonçalves, 2014; Serrano-Fernandez Boada-Grau, Gil-Ripoll, & Vigil-Colet, 2017), one for the Italian population (Zito & Colombo, 2017), one for the Dutch population (van der Knaap & Herman, 2015), two for the Portuguese population (Gonçalves, Orgambidez-Ramos, Ferrão, & Parreira, Martins, & Almeida, 2014) and one for the Argentinean

population (Salessi & Omar, in press^b). Taken together, these studies support the factorial validity of the scale by confirming the two-factor structure reported by Vallerand et al. (2003), with adequate levels of internal consistency. Further evidence has been provided by Marsh et al. (2013), who demonstrated the instrument’s invariance at different levels (configural, metric, and strict), in two languages (English and French), in relation to various activities (work, education, sports, and leisure activities), and between men and women. These results reveal that the scale structure is invariant across all such groups. That is to say, both the configuration of the measurement model, the factorial saturations corresponding to each item, and the intercept values of the factors, are equivalent either between men and women, French or English, as well as among the various exciting activities considered.

Conclusion

The present study aimed to provide a systematic literature review on the construct of work passion, as an exercise to approach the state of the art on the subject. The analysis of the bibliographical production of the last 14 years shows that, although work passion stands as a relatively new concept, the increasing and sustained amount of research since 2008 has allowed to build a rich and varied body of knowledge. The accumulated empirical evidence demonstrates that passion plays a role in the explanation of various organizational attitudes and behaviors such as well-being (Carpentier et al., 2012; Fernet et al., 2014), job satisfaction (Thorgren et al., 2013; Vallerand et al., 2010), organizational commitment, and intentions to stay (Burke et al., 2015; Houliort et al., 2014), work performance (Astakhova & Porter, 2015; Dubreuil et al., 2014; Qadeer et al., 2016), implication in extra-role behaviours (Burke et al., 2015; Thorgren et al., 2013), and work-family enrichment (Houliort et al., 2017). Passion for work has proved to be a multidimensional construct capable of playing different roles, either as the main protagonist (as an independent variable) or as a supporting actor linked to other factors in order to influence indirectly, amplify or cushion the effects of other variables.

With respect to its determinants, published evidence indicates that the process of internalization underlying passion is not an “all-or-nothing” process (Vallernad, 2015; Valleran et al., 2003; Vallerand & Houliort, 2003). Contemporary research shows that interindividual variability is not so much due to differences in fixed and stable traits as to relatively malleable characteristics liable to develop, such as, for example, capital and psychological strengths (Forest et al., 2012). Furthermore, each new experience with the pleasant work activity represents an opportunity for change or modification; even from one type of passion to another (Valleran et al., 2003; Vallerand & Houliort, 2003). In the same vein, the importance of context and situational factors has been proven by repeated studies, which have particularly highlighted the predictive role of organizational support, transformational leadership, and people-oriented organizational practices (Lavigne et al., 2014; Robertson & Barling, 2013; Trepanier et al., 2014; Vallernad, 2015).

Some practical implications arise from this article. In this sense, organizations focused on ensuring the well-being of their members and increasing their productivity should strive to create a harmonic passion promoting environment. There are several ways in which this could be achieved. For instance, by encouraging an organizational culture that strengthens interpersonal ties and fosters a sense of belonging and group spirit; by training those who occupy power positions as transformational leaders able to inspire their followers; by designing jobs that offer greater autonomy and favor a sense of self-efficacy.

In order to continue to increase the current body of knowledge, it would be important for future studies to examine other research lines, such as:

- the origins of work passion by analyzing, for example, the transition from school to first employment;
- the evolutionary cycle of work passion with special emphasis on fluctuations over time, and on the possibility that obsessive passion becomes harmonious passion or vice versa;
- the study of work passion as a “third variable”, capable of mediating or moderating the relations between a myriad of psychological constructs pertaining to organizational psychology and other areas of the discipline;

- the development of alternative measures and interventions to promote harmonic passion at the workplace;

- longitudinal studies of the effects of work passion interventions over time;

- the “dark side” of passion, inquiring whether, just like counterproductive behaviors, obsessive passion is associated with other potentially harmful phenomena to the organization, its members, or the worker himself. In this line it would be interesting to explore whether, under certain conditions (e.g., stressful conditions), harmonic passion can also lead to negative outcomes.

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