

Mitigating Turnover among Millennials: Catalytic Role of Passion, Well-being, Cynicism & Organizational Citizenship Behaviors

Niharika Gaan

Available studies insufficiently explain the relationship between work passion, well-being, organizational citizenship behavior and cynicism among the “millennials”. This study tests a model on the role of work passion in turnover and explores potentially mediating variables like psychological well-being, cynicism, turnover intention and organizational citizenship behavior. The results show a prolonged influence of passion on turnover intention. Path analysis revealed that both psychological well-being and organizational citizenship behavior variables show full mediation between harmonious passion and cynicism.

Niharika Gaan is Faculty Member (HR/OB), Chairperson (MDP & Consultancy), Management Development Institute Murshidabad, West Bengal. E-mail: niharikagaan@gmail.com

Introduction

Millennials endorse confidence, civic duty, achievement, sociability, morality, diversity, and street smart as their core values. They are perceived as team players (Zemke, 2001) who seek employment in organizations that honor an environment of creating meaningful services and collaboration (Martin & Tulgan, 2002). Another line of research relates them as potentially the most selfish and poorly socialized generation compared to other generational cohorts. Further, their nature is construed to be self-absorbed, lazy, entitled, narcissistic, and dependent (Gallup, 2013). Some suggest that they possess a range of undesirable personality traits that allegedly cause numerous problems and limit development of desirable problem-solving skills. Further, millennials value passion, balance, leisure, and security in their work, which owes to their feeling of ownership towards their career (Gulyani & Bhatnagar, 2016). The existing literature paves the way to the present study wherein the work passion of the millennial is studied in a given work context to examine the outlining interven-

tion mechanisms and any impact on outcomes.

An implicit notion in the existing literature towards work passion denotes it as an unequivocally valuable attribute that organizations should strive to nurture among employees. Being apathetic and impassionate will not lead to improved performance (Ho et al., 2011). Although the concept of passion at work has gained overwhelming interest in the new millennium, with a surge in the number of practitioner articles stressing company benefits from having passionate employees (e.g., Moses, 2001; Boyatzis, McKee & Goleman, 2002), a systematic research is warranted. However, other than anecdotal and speculative reports that passion can play a role in one's job (e.g., Hill, 2002), there is a dearth of research that links work passion to critical work outcomes. An individual also perceives work passion playing a vital role (Ho et al., 2011; Vallerand et al., 2003) by showing utmost priority in one's work (Burke & Astakhova, 2015). Albeit, studies with respect to passion at work among millennials are quite rare with the exception of a few (Neumann, 2006; Ho et al., 2011).

Work passion is defined as an intense interest an individual shows for work-related activities that can be ultimately rejoiced concomitant with considerable investment of time and energy. The work passion (WP) model is considered as dual facets of harmonious and obsessive passion. These types of passion arise from two different processes by which one's self-concept is proximally achieved by

way of internalization. Harmonious passion (HP) stems from the autonomous internalization of an activity one is engaged with and important to one's self-concept (Vallerand & Houlfort, 2003). On the contrary, obsessive passion (OP) refers to a controlled internalization of an activity that creates an internal pressure to engage in the prescribed activity without any willingness. Due to two different sets of passions existing in the literature the outcome, too, is dual in nature. HP generally produces healthy adaptation and consequently positive work outcomes, whereas OP "thwarts it by causing negative affect and rigid persistence" (Vallerand et al., 2003) thereby causing unnecessary imbalances with the environment.

Past research on work passion suffers from certain limitations in the Indian context. Firstly, studies on passion of millennials as an independent variable explaining work-related behaviors like organizational citizenship, well-being, cynicism and turnover intention are mostly sparse except for a few (Houlfort et al., 2014; Gaan, 2014; Gulyani & Bhatnagar, 2017; Gaan & Mohanty, 2018). Secondly, the past research reports that work passion as an independent variable, shares only a distal relationship with work behavior like burnout (Ho et al., 2011; Vallerand et al., 2011). However, the role of passion among millennials in the Indian work setting has been investigated as a mediating mechanism explaining the relationship between attitude and work-related behavior (Gulyani & Bhatnagar, 2017). Thirdly, one phenomenon readily seen is a millennial

The lack of job satisfaction, work engagement and the weakness of passion are predominant factors causing turnover intention

tendency to move from one job to another which is termed as turnover intention (TI) (Sourcright, 2016). The lack of job satisfaction, work engagement and the weakness of passion are predominant factors causing turnover intention (TI) (Rui-Han Teoh et al., 2016; Houlfort et al., 2014). There is little formal research which has unfolded the relationship between dual-pronged passion and its potential outcome like TI among millennials. Fourthly, work conflict occurs when the work passion is unable to balance with work environment expectations. This occurrence is more prevalent with OP (in contrast to HP). Therefore, work passion will be significantly associated with well-being of the millennial. The latter in turn would mitigate the cynicism and subsequently TI in which the prior research again lacks the representation of phenomenon with millennials in the Indian context (Gulyani & Bhatnagar, 2017). Fifthly, millennials are socially conscious and politically engaged (Milkman, 2016) and are thereby creating an environment of organizational citizenship behavior that sees organizations as socially responsible entities. As long as passion sustains and entangles the person in organizational citizenship behavior it assures high engagement levels which in turn may mitigate cynicism. Previous studies in these areas are insufficient to generalize any conclusions on the relationships between passion, organizational citizenship behav-

ior and cynicism among millennials (Vallerand et al. 2003; Edwards & Rothbard, 2000; Burke et al., 2015).

Dualistic Model of Passion (DMP)

With the inclusion of positive psychology into mainstream psychology, human psychology no longer suffers from the pathology and deficit that so often forms a person's understanding of it (Snyder & Lopez, 2011). The sole theoretical model proposed by Vallerand and his colleagues (2003; 2006; 2007;2008) that underpins positive psychology is the Dualistic Model of Passion (DMP) which argues that one's intense involvement in specific activities can result in well-being (Vallerand et al., 2003; Vallerand, 2010). They defined passion in line with Self-Determination Theory (SDT), which states that intense investment in any activity is not only construed from a quantifiable aspect (to various degrees) but also from a qualitative aspect in which passion may be either harmonious or obsessive (Deci & Ryan, 1985; 2000). This intense psychological involvement in an activity acts in unison with one's identity. HP denotes intense psychological investment in an activity of interest that are rejoiced and internalized automatically. Subsequently, person establishes harmony with other peripheral activities surrounding life, facing any overbearing of such activities. In contrast, OP involves a person's intense involvement in activities arising out of internal and external pressures. This results in overbearing and the individual thereby loses balance with peripheral activities (Deci & Ryan, 2000; Vallerand et al., 2003).

In the same parlance, Gaan (2014) also posited about the dual facets of passion, which is in coherence with the proposition made by Vallerand and colleagues. The intriguing role of work rumination is reported to have both constructive and unconstructive outcomes (Watkins, 2008) based on its classification: problem solving or depressive rumination. Thus, the triadic combination of cognitions (work cognition), affects (work affects), and behaviors (work rumination) may be manifested in the dualistic nature of WP (Gaan, 2014). Although it is a scientifically valid and tested construct, this combination exists in the Indian context. However, the construct designed by Vallerand and his colleagues shows robust measurement examined in many cultures (Zito & Colombo, 2017).

WP & Organization-Focused Outcomes

It is commonly accepted in the passion literature that disposition of HP leads to more positive outcomes owing to its adaptive nature, whereas OP results in fewer positive and more negative outcomes owing to its poorly adaptive behavior. In the view of Vallerand et al. (2003) HP is demonstrated as the passion that makes life “worth living”. The voluntary acceptance to engage in a particular activity allows one to rejoice with the associated benefits. This inevitably tends to positive work consequences (Vallerand & Houlfort, 2003). Conversely, OP spins high-engagement activities that are both time consuming and may be inconsistent with one’s other life domains, values, and self-concept. As

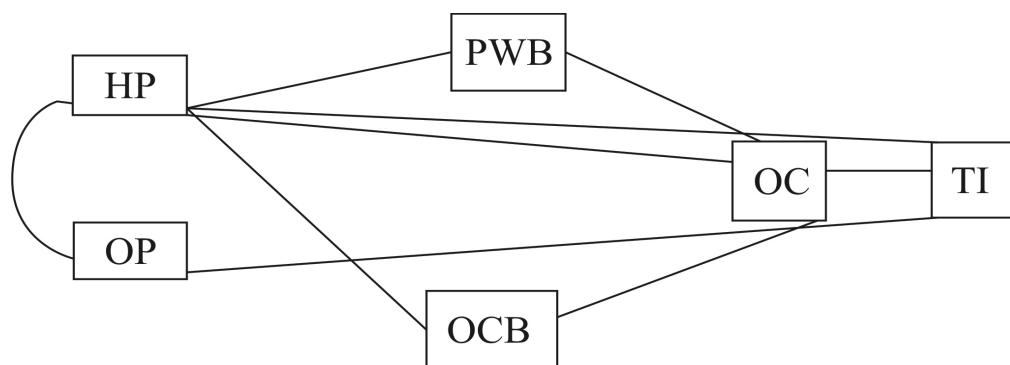
such, OP seldom results in adaptive work outcomes (Vallerand & Houlfort, 2003). Individuals whose disposition orients towards OP tend to have lower levels of job satisfaction, commitment and performance, and ultimately burnout and TI (Burke & Fiksenbaum, 2009; Spehar et al., 2016; Ho et al., 2011).

In Western (Vallerand et al. 2010; Ho et al. 2011; Vallerand et al. 2007) and Eastern contexts (Burke & Astakhova, 2015; Gulyani & Bhatnagar, 2017; Gaan & Mohanty, 2019), favorable work outcomes associated with HP (and the less favorable outcomes associated with OP) have been consistently reported. However, such studies are sparse with respect to millennials in the specific Indian context. The next section argues for examination of the model that entails linkages between WP and organization-focused outcomes via mediating mechanisms as illustrated in Fig. 1.

Work Passion & TI

TI refers to conscious and volitional intent to leave the organization (Griffeth et al., 2000). As per the turnover models, the factors influencing employees’ intentions to quit may vary but are commonly generated by external contingencies such as rewards systems, job demands, or relations with co-workers (Steel, 2002). According to Self-Determination Theory (Deci & Ryan, 2000), the extent to which individuals are subjected to external influence depends on the individuals’ baseline level and then also by the type of engagement in any given activity. Although both harmonious

Fig. 1 Conceptual Model of Passion and TI



and obsessive work passion are exhibited (Forest et al., 2010), the extent to which they are subjected to external influence is strikingly different.

Although both harmonious and obsessive work passion are exhibited the extent to which they are subjected to external influence is strikingly different.

A person with an HP feature draws more personal gain and pleasure from the nature of job he is engaged with, and harmony with external environment. Therefore, the external influences exert only slightly, due to intrinsic motivation already being present, and may barely cause a change in a given person's work-outcomes (Vallerand et al., 2007). Perception of control over work decisions and choice of behaviors is quite high. A sense of control mitigates any intention to quit that may arise (Firth et al., 2004); the study proposes a negative link between HP and TI. Conversely, a person with OP engages in work within a context, which he per-

ceives as externally controlled (Vallerand & Houliort, 2003). Being very reactive to external factors (Vallerand et al. 2007), these employees may feel overwhelmingly pressurized to behave in ways that may lead to quitting the job to relieve themselves from perceived external control. Preceding efforts discussed here have been analyzed in a Western context. The extant literature in an Eastern context is scarce, except for a few (Burke et al., 2014; Gaan, 2019). Based on the background theories and other considerations, the study hypothesizes the following relationship between two types of work passion and organization-focused-outcome called TI.

H_{1a}: HP will be negatively related to TI.

H_{1b}: OP will be positively related to TI.

Passion & Organizational Cynicism

A new paradigm of employee-employer relations has emerged as a result of longer working hours, work intensification, ineffective leadership and management, new deals in the workplace and

the continual downsizing and delayering of organizations (Feldman, 2000; Bunting, 2004; Cartwright and Holmes, 2006). It is coined as cynicism that demonstrates negative attitudes, and is manifested in, for example, frustrations, disillusionment, distrust, and contempt toward business organizations, executives, and other aspects of the workplace. Thus, organizational cynicism (OC) is deciphered as a negative attitude toward one's employing organization, and is comprised three dimensions: (1) a belief that the organization lacks integrity; (2) negative affect toward the organization; and (3) tendencies to disparaging and critical behaviors toward the organization that are consistent with these beliefs and affects (Dean et al., 1988). Cynicism has been clearly associated with the workplace problem of burnout (Maslach, Leiter & Schaufeli, 2003). It is an integral component of burnout construct accompanied by emotional exhaustion, depersonalization, and personal efficacy.

The past studies report that HP discourages the occurrence of emotional exhaustion whereas OP facilitates emotional exhaustion (Vallerand et al., 2010; Forest et al., 2011; Lavigne et al., 2012). Past literature investigating the relationship between passion and burnout concluded that emotional exhaustion is construed as the best indicator of burnout among the construct members like depersonalization, and personal accomplishment (Piko, 2006). However, studies in the academic sector demonstrates the variance in relationship between passion and emotional exhaustion over a period. On the contrary, findings of cross-sectional

studies dealing with the association between passion and cynicism among faculty members have proven potentially strong and remained constant over a period. However, such studies are scarce and respondent samples need a wider spectrum across industries (Fernet et al., 2014). OC demonstrates better potential as an analytic variable compared to depersonalization because the latter connects with the work not with the people (Salanova et al., 2005). Moreover, a study by Stoeber et al. (2011) reported the explanatory power of passion toward cynicism to be much stronger compared to other components of the burnout construct. Further, OC is discussed in the realm of new employee-employer relations owing to longer working hours, work intensification, ineffective leadership and management, new deals in the workplace and the continual downsizing and delayering of organizations (Feldman, 2000; Bunting, 2004; Cartwright & Holmes, 2006). Such yields are the outcome of economic fallout. The disenchantment of the employees with their superiors and co-workers results into more cynical and negative feelings towards their work and organization. Cynicism has a stronger negative impact on employees through emotional exhaustion and consequently results into fatigue and burnout (Johnson & O' Leary-Kelly, 2003). Consequently, Cropanzano et al. (2003) has rightly argued that employee cynicism like emotional exhaustion would lead to decreased job performance and enhanced intentions that eventually yield turnover. Based on the above arguments, we predict that:

H₂: Cynicism will mediate the relationship between HP and TI.

Passion, Well-Being & OC

Psychological well-being (PWB) consisting of components like happiness, life-satisfaction, and self-growth represents the most vital dimension of efficient psychological functioning. Indeed, past research reports that happy people experience a range of benefits from better physical health to better relationships and high-level performance (Lyubomirsky et al., 2005; Huppert, 2009). As reported, HP facilitates sustainable increases in PWB and prevents ill-being. OP, while ensuring regular activity engagement, does not produce such psychological gains, and may even cause deleterious effects. Furthermore, it has been opined that being dispassionate leads to a small decrease in PWB (Vallerand, 2012). Such a potential drop and exacerbation in well-being is experienced due to affective orientation towards job (Brown et al., 2007; Hodgins & Knee, 2002) which is the inbuilt nature of passion (Ho et al., 2011).

Although the empirical evidence of the relationship between PWB and OC seems murky with exceptionally one arguable assertion that when a physician's PWB is higher, then there is less likelihood of suffering from burnout (Freeborn, 2001). Another research study cited that teachers who were passionate about their job and strongly explained by HP, normally experienced increased PWB invariably. Consequently, it reduced burnout for the study participants. On the contrary, if the individual's disposition is oriented towards OP then it invariably

augments burnout with no relation to PWB (Carbonneau et al., 2008). However, replication of these findings in any other occupations has remained elusive in an exclusively millennial context. Given the above arguments, the study arrives at following propositions.

H₃: PWB is mediating between work passion and OC.

Passion, OCB, OC & TI

Organizational citizenship behavior (OCB) is described as prosocial acts or discretionary behaviors on the part of employees that directly promote effective functioning of an organization independent of objective of productivity. OCB is reported to reduce the rates of disparaging behaviors like employees' turnover and intention via mediating variables like organizational cynicism. It has been found that HP will accentuate positive affectivity that would not resist or perhaps exude engagement in extra activities to support others. These activities manifested in OCB will mitigate the level of cynicism which is further attributed to a flexible arrangement of the HP. Consequently, the reduced burnout syndrome will not leave any scope for intention to quit. Conversely, due to rigid engagement with the activity OP may not exude positive affect and be involved in extra activities (Burke et al., 2015). Thus, OP could be directly related to TI without being mediated by OCB and OC. Based on the above arguments the study states following hypothesis:

H₄: OCB mediates between cynicism and TI.

It is already registered that WP shares a distal relationship with TI due to the typical weak link between attitudes and behaviors (Wilson et al., 1984). Further, it is premised that passion triggers a causal sequence to promote proximal distance between WP and TI by activation of negative and positive affectivity, that in turn leads to TI (Vallerand et al., 2010; Donhaue et al., 2012). Past studies also asserted that environmental factors exercise more influence on the display of passion than individual differences. Thus, among environmental factors, the present study has envisaged PWB, and OCB to be important proximal predictors that results in positive outcomes.

Sample & Procedure

A self-report survey design was chosen for data collection. Podsakoff et al. (2012) suggests that collections of predictor and criterion variables should be separated by certain period to reduce common method bias. Thus, we collected data at two time points with a gap of 3-4 weeks. In phase 1, participants completed measures of HP and OP. In phase 2, participants rated the PWB, OC, OCB and TI. A Web-based questionnaire including a letter with information about the study was sent by e-mail to participants in different Indian sectors. These industries covered bank, insurance, shipping, education, consulting, manufacturing, and power in private sector. The overall final sample was 232 out of 300 employees contacted, yielding a response rate of 77.33%.

In terms of respondents' demographics, 42 percent were females and rest being males. The sample was concentrated around the age groups of 30 years mostly and the respondents were aged between 23 and 37 years ($M_{age}=31.25$, $SD=2.18$). Of all the respondents, only 40 % were in the lower age group that falls below 30 years, while 60% were in the age group above 31 years. Approximately 40% of the respondents consisted of the mid-career stage, out of which 50% belonged to the banking sector, and the rest from manufacturing, shipping, insurance, and coal sectors. The organizational tenure of seven years was found with the majority of the respondents along with an engineering degree as their basic qualification (74%). The work titles varied from executives to general managers in the eight organizations chosen. Full-time employees were preferred to ensure that participants had sufficient involvement in the organizational setting.

Measure

All the measures included in the survey were in accord with the existing standardized measures.

WP: Passion Scale devised by Vallerand et al. (2003) with two six-item subscales measured HP and OP. Each item was responded to on a seven-point Likert scale ranging from 1 (do not agree at all) to 7 (completely agree). A sample item for OP was "I have difficulties controlling my urge to do my work", while a sample item for HP was "my work is in harmony with

other activities in my life". A strong support is established by the results of exploratory and confirmatory factor analyses due to the bi-factorial structure of the passion scale in various life contexts, including sports (Vallerand et al., 2006, Study 1), gambling (Rousseau et al., 2002; Castelda et al., 2007), and work (Vallerand & Houliort, 2003; Carbonneau et al., 2008). The response to complete four items corresponding to Vallerand and colleagues' passion criteria (2003) was also mentioned and equally participated. These four items highlighted the love toward their job profile, time involvement in their job, importance of the job, and if their profession was a passion for them. The passion level for respective jobs is quite high (Vallerand et al., 2003) as drawn from the mean score 4 on these four items. The assessment of participant's viewpoint was further done on PWB, OCB, OC and TI based on such report. The reported Cronbach's alphas (α) for HP and OP were 0.84 and 0.79 respectively.

PWB: The eudemonic well-being scale developed by Ryff & Keyes (1995) was adopted to measure psychological well-being through 18 items. These items were measured on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). This scale has six components: autonomy, environmental mastery, positive relations with others, and purpose in life, self-acceptance, and personal growth. Cronbach's alpha (α) obtained for the scale was 0.89. Higher scores signified an elevated degree of a measure's reliability.

OC: Self-reported OC variables were measured on 18-items scale established by Dean et al. (1998). These items were scored on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree) as endpoints. Sample survey items included the following: "I often experience anxiety when I think about my organization"; "I see little similarity between what my organizations say it will do and what it actually does"; and "I exchange 'knowing' glances with my coworkers". The Cronbach alpha (α) for the construct OC was 0.79.

OCB was measured through a six-item scale developed by Williams and Anderson (1991). Scale items were anchored on a seven-point scale ranging from 1 ("strongly disagree") to (7) ("strongly agree"). The sample items consisted of "I go out of my way to help new employees" and "Helps others who have heavy workloads". The alpha (α) reliability of the scale was 0.81.

A *TI* measure developed by Nissly et al., (2005) was adopted in the present study. It is a 4-item scale that measures responses against job choice. These items are: "In the next few months I intend to leave the organization", "In the next few years I intend to leave the organization", "I occasionally think about leaving this organization" and "I will leave for other job opportunities". Respondents were asked to indicate how accurately each statement described them. Response options range from (1) "extremely disagree" to (5) "extremely agree". The internal consistency (Cronbach alpha) $\alpha = 0.86$ for the present study.

Results

A preliminary analysis was conducted to investigate the frequency distributions of the measures. An assessment to test normality used kurtosis and skewness tests. Both tests showed distributional normality falling within a range of -1.5 to $+1.5$ for the variables to be

used in the Structural Equation Modeling (SEM) analysis. Means, standard deviations, and correlations among the variables are illustrated in Table 1. The present study showed Cronbach's alpha (α) values of all constructs to be either equal to or exceeded 0.70 (Nunnally, 1978), thus meeting more than established reliability threshold values.

Table 1 Means, Standard Deviations and Inter-correlations Among the Variables

Sl. No.	Variables	M	SD	1	2	3	4	5	6
1.	HP	5.46	.36	.84					
2.	OP	2.79	.59	.26**	.79				
3.	PWB	5.36	.49	.33**	-.28	.73			
4.	OC	2.96	.22	-.24**	.23	-.26*	.79		
5.	OCB	5.82	.33	.47**	-.16	.48	-.36***	.81	
6.	TI	3.85	.48	-.15**	.18***	-.18*	.37**	-.22*	.86

Note: Alpha coefficients on the diagonal. $N=237$ * $p < .05$. ** $p < .01$, *** $p < .001$.

HP=Harmonious Passion, OP=Obsessive Passion, PSW=Psychological Well-being, OCB=Organizational Citizenship Behavior, TI=Turnover Intention

It was hypothesized that an association between two types of passion and dependent variables like PWB, OCB, OC, and TI existed. A structural equation model was conducted to examine these hypotheses having weighted square list method of estimation. The two types of passion were modeled to predict PWB, OC, OCB, and TI measured at phase 2. A path was drawn from passion to each of the controlled variables (i.e. PWB, OC, OCB, and TI) at phase 2.

The fit indices of the proposed model were adequate: $\chi^2 (1651=170, N=232) = 8.1$ ($p < 0.001$): Normed Fit Index (NFI) > 0.95 , Comparative Fit index CFI > 0.97 , Root Mean Square Error of Approximation (RMSEA) > 0.05 (Hu & Bentler, 1998). The alternative model was also tested by drawing connection between

PWB with OCB. The fit indices of the alternative model were inadequate: $\chi^2 (1557=172, N=232) = 8.1$ ($p < .06$): Normed Fit Index (NFI) > 0.89 , Comparative Fit Index CFI > 0.90 , Root Mean Square Error of Approximation (RMSEA) > 0.11 (Hu & Bentler, 1998). Alternatively, another model was tried out to test its fitness by exchanging the places of OC and OCB. However, fit indices of the alternative model were inadequate: $\chi^2 (1623=170, N=232) = 8.1$ ($p < 0.13$): Normed Fit Index (NFI) > 0.78 , Comparative Fit index CFI > 0.79 , Root Mean Square Error of Approximation (RMSEA) > 0.19 (Hu & Bentler, 1998).

Sobel tests were then conducted in order to confirm the significance of the mediations of OC, PWB and OCB in the relations between harmonious passion

and cynicism. Separate Sobel testing was conducted to test the direct and indirect effects of OC, PWB and OCB. The results revealed that HP predicted increases in PWB and OCB ($b = .33, p < 0.000, b = 0.37, p < 0.000$). Sobel tests demonstrated in Table 2 revealed indirectly relationship to OC via OCB and PWB ($z = -1.63^*, -3.12^{***}$). OP was hypothesized as unrelated to OCB, PWB and OC. On the contrary, OP was positively and directly influenced by TI ($b = 0.18, p < 0.000$) shown in the path analysis illustrated in Table 3. HP is directly and negatively related to OC ($b = -0.24, p < 0.005$) which implies that a partial mediation is observed between passion and TI. Therefore, H2 is partially accepted.

The millennial fueled by HP can experience positive or negative consequences depending upon the type of passion one has for one's work.

Table 2 Sobel Tests for the Mediation of the Studies 1 and 2

Sobel tests z-values	
Study-I	
HP1'!PWB2'!OC2	-3.12***
HP1'!OCB2'!OC2	-1.63 *
HP1'!OC2'!TI2	2.80 ***
Study-II	
OP1'!PWB2'!OC2	2.13 ^{ns}
OP1'!OCB2'!OC2	1.08 ^{ns}
OP1'!OC2'!TI2	-1.63 ^{ns}

* $p < .05$ *** $p < .001$, ^{ns} Not significant

Table 3 Results of Path Analyses

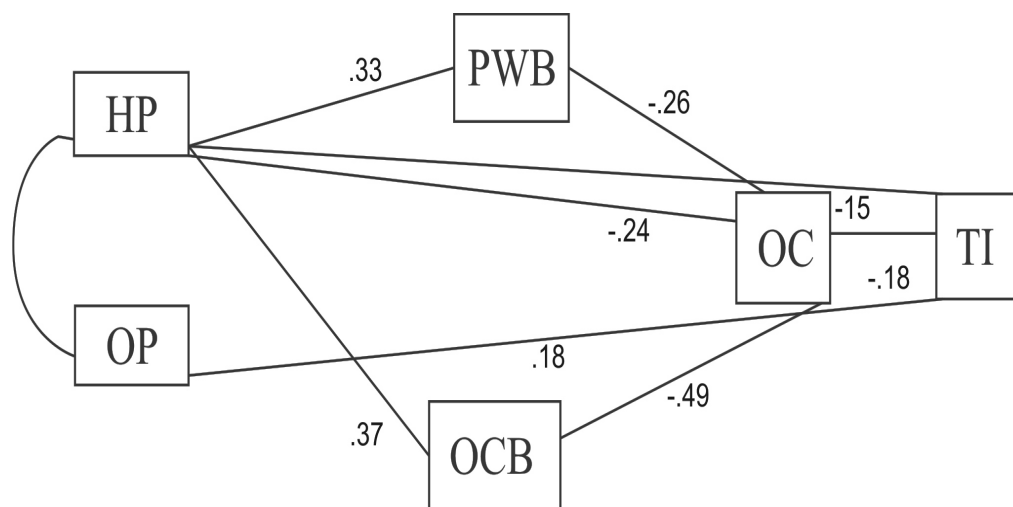
Hypothesis	Path	Media-tor	Direct Effect	Indirect Effect	Total effect	Comments	t-value (p-value)
H_{1a}	HP'!TI		-.157				5.922 ($p < 0.05$)
	OP'!TI		.182				4.939 ($p < 0.01$)
	HP'!TI		-.157				
H_2	HP'!OC			-.242			1.329 ($p < 0.005$)
	OC'!TI			-.189		Partial	5.810 ($p < 0.000$)
	HP'!TI(c')	OC		.046*	-0.11	Mediation	9.245 ($p < 0.050$)
H_3	HP'!OC		-.246				5.652 ($p < 0.000$)
	HP'!PWB			.334			1.617 ($p < 0.007$)
	PWB'!OC			-.269		Full	5.922 ($p < 0.120$)
H_4	HP'!OC(c')	PWB		-.089	.334	Mediation	
	HP'!OC		-.242				1.959 ($p < 0.051$)
	HP'!OCB			.372		Full	1.617 ($p < 0.007$)
	OCB'!OC			-.489		Mediation	3.767 ($p < 0.150$)
	HP'!OC(c')	OCB		-.181	.423	Mediation	

Notes: Total Effect=Direct Effect (c') + Indirect Effect; *.046= path coefficients of (HP' → OC times OC' → TI) = $-0.242 \times -.189$

In sum, the path analyses provided additional support for the main hypothesis. The millennial fueled by HP can experience positive or negative consequences depending upon the type of passion one has for one's work. All assumed hypotheses H1, H3 and H4 have been accepted, while H2 was partially ac-

cepted. Millennials exhibiting HP predicted improved psychological well-being and pro-social behavior. On the contrary, OP showed insignificant work outcomes in terms of psychological well-being and OCB, leading to further evidence that positive work outcomes in comparison to HP are not certain.

Fig. 2 Path Analysis



Discussion

The primary purpose of the present study, based on a dualistic model of passion in a work context, aimed to explore the relations between harmonious and OP and TIs and investigate the mediating role of OC, OCB and PWB among millennials. Path analyses revealed that H₁ is completely accepted since the regression coefficient ($\beta = -0.15$, $p < 0.000$, $\beta = .18$, $p < 0.000$) shows a profound impact of work passion on TI. The results also show a prolonged influence of passion on TI. HP leads to positive short-term or intermediate outcomes, thereby

thwarting the TI in the long-term, which may take longer to manifest to a degree requiring action. OP leads to negative outcomes in the long-term by facilitating TI, consistent with other findings (Houliort et al., 2014). Secondly, H₂ assumed that OC would mediate any relationship between work passion and TI. It is observed that OC mediates partially between passion and TI (as illustrated in the Table 3). The reasoning appears to be the unrelatedness of OP towards OC and sharing a direct relation with TI, also showing consistency with precedence (Lavigne et al., 2009; Houliort et al., 2014). Further, it was assumed in H₃ and

H₄ that PWB and OCB would mediate between passion and OC. Path analyses revealed that both the variables show full mediation between HP and OC. It is therefore construed that a millennial with intense energy, purpose to do any task, and with able and flexible engagement will be involved in extra-role performance and OCB (Ng& Feldman, 2011; Mamman, Kamoche & Bakuwa, 2012; O’Connell, 2014; Uddin et al., 2018). This in turn mitigates the cynicism and bolsters the spirit to stay with an organization. As seen in past research studies (Vallerand et al. 2010; Ho et al. 2011) the PWB completely mediates between HP and burnout. This suggests that passion contributes to the enhancement of psychological well-being of the millennial, which in turn thwarts the effect of OC, thereby increasing the scope or length of their stay within the organization. In sum, complete mediation of OCB and PWB that are instrumental in reducing the burnout syndrome, which is manifested in organizational cynicism, indicate towards profound role of work passion as a predictor of the formers.

Millennials exhibiting OP will not be interested in any activities which lay “outside the job” and may exert useful cognitive effort in ruminating on satisfaction with life and career achievements.

Conversely, path analyses revealed that OP shares an insignificant relationship with PWB, OCB and OC. Due to rigid engagement, and consistent with self-determination theory, millennials ex-

hibiting OP will not be interested in any activities which lay “outside the job” and may exert useful cognitive effort in ruminating on satisfaction with life and career achievements. Performing extra activities may cause psychological distress and reduce time and/or willingness to support their peers. In short, the path analyses findings imply that exhibiting HP seems to be a potential antidote to burnout and TI through higher levels of psychological well-being and OCB.

Theoretical Implications

The findings of the current study could contribute to the existing literature in numerous ways. Firstly, it contributes to the literature of work passion, PWB, OC, OCB, and TI extensively among the “millennial” birth cohort, or generation, in India. The results suggest that positive psychology, SDT, conservation resource theory, employee stewardship theory and social exchange theory that underpin this study are in turn reinforced by the results obtained. According to the combined effect of these theories, PWB, OCB, HP and OP would be seen as positive gain spirals resulting in decreases in OC and TI among millennials. Although the portion of employee turnover currently experienced in this group is considered manageable, excessive or mysterious turnover can prove to be dysfunctional. Therefore, to avoid dysfunctional turnover, sustained engagement in HP by millennials may prevent maladaptive outcomes. Therefore, the type of passion a millennial displays for their work matters. It plays a substantial role in defining the form or timing of possible outcomes like

burnout and TI. Furthermore, the present findings are in accord with past efforts that have shown that HP typically predicts adaptive outcomes and OP typically leads to more poorly-adaptive outcomes and at times clearly maladaptive ones (Phillippe et al., 2009; Vallerand et al., 2010; Ho et al., 2011; Lavigne et al., 2012; Houlfort et al., 2014).

A second major implication is that a deliberate (yet unmandated) behavior of supporting fellow mates in the workplace (also known as a “teamwork” ethic) will spread a positive behavior in the environment and team cohesion and performance may increase, which confirms the earlier research (Uddin et al., 2018). Pro-social behaviors that undergird employee stewardship theory (EST) and social exchange theory (SET) are conditional to positive and intense involvement of social creatures, employees, at the workplace in terms of HP. It is now a common practice that a person is endowed with multiple roles and responsibilities (Furnham, 2000). Therefore, in order to avoid role conflict, one expects peers to proactively support each other in order to stay away from distress. Such proactive behavior to be shown by the millennial, such as like group attractiveness, cohesiveness supports the achievement of organizational goals and objectives compounded in concert with the individual’s wider roles and responsibilities (O’Connell, 2014). It is possible by way of flexible engagement at the individual and group levels, which eventually endorses HP. Consequently, decrease in employee turnover on a voluntary basis is spiraled (Organ et al., 2006;

Shanker, 2018). Profound significance of OCB indicates support for social exchange theory and employee stewardship theory, which orient towards positive psychology (Uddin et al., 2018). On the contrary, millennials exhibiting OP do not have a role to play as they may have disproportionate amounts of time or space for any one occupied person or interest to encroach upon, to participate in organizational events, or volunteer help to co-workers or managers, while still sustaining one’s high levels of work engagement.

Thirdly, passion clearly contributes to the well-being of millennials and HP remains pertinent and beneficial. On the contrary, OP has insignificant impact on the psychological well-being, which is in line with past research (Philippe et al., 2009).

Fourth, an implication of the current study is to contribute towards a framework for future research, consisting of antecedents and consequences of burnout (with the latter often manifesting as organizational cynicism). Antecedents of burnout underpinned here with the DMP model, SDT, EST and SET have been unraveled in a uniquely unprecedented way. The present findings are consistent with the precedence of work attitudes that determine psychological adjustment cannot be underscored enough if prior research has also identified and explored social and job characteristics as antecedents to burnout and what factors may also accentuate it (Belanger et al., 2015). The current work paves the way to future research wherein other coping strategies like self-esteem, identity integration and resilience can be examined as

interventions to mitigate cynicism and intention to quit. As per the background discussion, future research is warranted to determine how best to develop harmoniously passionate millennials, harness their productivity and creativity potentials, and assess the aspects of well-being and OCB in the organizational environments so that practitioners may be more clearly informed about meaningful increases of well-being and OCB and what may encourage their emergence. A process model of passion in the present study contributes to the hiring and retention practices of organizations. The scale produced by Vallerand et al., (2003) can be administered on the potential candidates for the hiring purpose. Candidates exhibiting HP at a heightened level can be a potential pool of talent. These kinds of hiring strategies will ensure retention of employees (Houlihan, et al., 2014) when intervened by a leadership style that endorses work ethics (McCann and Holt, 2011). The organization's ethical practices will promote and sustain trust. When employees trust management, they work in favor of the organization. Subsequently, a social and psychological safety net is created in collectivistic cultures, like in India (Agarwal, 2014), which mitigates feelings of cynicism.

Limitations

The current study has been conducted in a test-retest format but is not longitudinal, where many of the discussed phenomena may be permitted to occur with desired frequency or intensity, so causality cannot be inferred and generalized. Future study should include experimental

designs to firm up the causality and generalization of the present study. Secondly, self-reported studies carry biases which the present study must accept. In future the supervisor, spouses, friends, and colleagues may be considered to understand the subliminal priming of the harmonious and obsessive passion. Thirdly, perceived leadership style has a significant role to play to assist millennials in exuding harmonious passion or obsessive passion (Perrewe et al., 2014). Future study can explore the interplay between leadership style, passion and work outcome. Fourthly, a cross-section of the employees irrespective of gender and age across the public sector, to balance a focus here on those in private industry, is a limitation and can be considered in future study to understand differences in these two public and private employee populations, which may differ in attitudes, behavior, and/or outcomes.

References

- Agarwal U.A. (2014), "Examining the Impact of Social Exchange Relationships on Innovative Work Behavior: Role of Work Engagement", *Team Performance Management: An International Journal* 20(3/4): 102–20.
- Burke, R.J., Astakhova, M.N. & Hang, H. (2015), "Work Passion Through the Lens of Culture: Harmonious Work Passion, Obsessive Work Passion, and Work Outcomes in Russia and China", *Journal of Business and Psychology*, 20(3): 457-71.
- Brown, K.W., Ryan, R.M. & Creswell, J.D. (2007), "Mindfulness: Theoretical Foundations and Evidence for Its Salutary Effects", *Psychological Inquiry*, 18(4): 211-37.
- Bunting, M. (2004), *Willing Slaves, How the*

- Overwork Culture Is Ruling Our Lives, London: Harper Collins.
- Carbonneau, N., Vallerand, R. J., Fernet, C. & Guay, F. (2008), "The Role of Passion for Teaching in Intrapersonal and Interpersonal Outcomes", *Journal of Educational Psychology*, 100 (4): 977-87.
- Cartwright, S. & Holmes, N. (2006), "The Meaning of Work: The Challenge of Regaining Employee Engagement and Reducing Cynicism", *Human Resource Management Review*, 16(2): 199-208.
- Castelda, A. B., Mattson, R., MacKillop, J., Anderson, J. E. & Donovanick, J. P. (2007), "Psychometric Validation of the Gambling Passion Scale (GPS) in an English-speaking University Sample", *International Gambling Studies*, 7: 173-82.
- Cropanzano, R., Deborah, R. & Byrne, S. Z. (2003), "The Relationship of Emotional Exhaustion to Job Performance Ratings and Organizational Citizenship Behavior", *The Journal of Applied Psychology*, 88: 160-69.
- Deci, E.L. & Ryan, R. M. (2000), "Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions", *Contemporary Educational Psychology*, 25 (1): 54-67.
- Dean, J. W. Jr., Brandes, P. & Dharwadkar, R. (1998), "Organizational Cynicism", *Academy of Management Review*, 22(2), 341-52.
- Donahue, E.G., Forest, J., Vallerand, R. J., Lemyre, P. N., Crevier-Braud, L. & Bergeron, E. (2012), "Passion for Work and Emotional Exhaustion: The Mediating Role of Rumination and Recovery", *Applied Psychology: Health and Well-Being*, 4 (3): 341-68.
- Edwards, R.J. & Rothbard, N. (2000), "Mechanisms Linking Work and Family: Clarifying the Relationship between Work and Family Constructs", *The Academy of Management Review*, 25 (1): 178-99.
- Feldman, M. (2000), "Organizational Routines as a Source of Continuous Change", *Organization Science*, 11: 611-29.
- Fernet, C., Lavigne, G. L., Vallerand, R. J & Austin, S. (2014), "Fired Up with Passion: Investigating How Job Autonomy and Passion Predict Burnout at Career Start in Teachers", *Work and Stress*, 28(3): 270-88.
- Firth, L., Mellor, D., Moore, K. A & Loquet, C. (2004), "How Can Managers Reduce Employee Intention to Quit?" *Journal of Managerial Psychology*, 19(2): 170-87.
- Forest, J., Mageau, G. A., Sarrazin, C., & Morin, E. M. (2012), "Work Is My Passion: The Different Affective, Behavioral, and Cognitive Consequences of Harmonious and OP Toward Work", *Canadian Journal of Administrative Sciences*, 28(1): 27-40.
- Freeborn, K. D. (2001), "Satisfaction, Commitment, and PWB among HMO Physicians", *The Western Journal of Medicine*, 17(1): 13-18.
- Furnham, A. (2000), "Work in 2020: Prognostications about the World of Work 20 years into the Millennium", *Journal of Managerial Psychology*, 15(3): 242-54.
- Gaan, N. (2014), "Three-Factor Model of Employee Passion: An Empirical Study in the Indian Context", *Vikalpa: The Journal of Decision Makers*, 39(2): 57-68.
- Gaan, N & Mohanty, P. (2019), "On Passion & Sustainable Leadership: Personal & Organizational Outcomes in India", *Indian Journal of Industrial Relations*, 54(3): 541-53.
- Gallup (2013), State of the American Workplace, Retrieved from <http://employeeengagement.com/wp-content/uploads/2013/06/Gallup-2013-Stateof-the-American-Workplace-Report.pdf>.
- Gulyani, G. & Bhatnagar, J. (2017), "Mediator Analysis of Passion for Work in Indian Millennials: Relationship Between Proteam Career Attitude and Proactive Work Behavior", *Career Development International*, 22(1): 50-69.
- Goleman, D., Boyatzis, R. & McKee, A. (2002), *Primal Leadership: Realizing the Power of*

- Emotional Intelligence, Boston, Harvard Business School.
- Griffeth, Rodger & Hom, Peter & Gaertner, Stefan. (2000), "A Meta-Analysis of Antecedents and Correlates of Employee Turnover: Update, Moderator Tests, and Research Implications for the Next Millennium", *Journal of Management*, 26: 463-88.
- Hill, R. P. (2002), "Managing Across Generations in the 21st Century: Important Lessons from the Ivory Trenches", *Journal of Management Inquiry*, 11: 60-66.
- Ho, V. T., Wong, S. S. & Lee, C. H. (2011), "A Tale of Passion: Linking Job Passion and Cognitive Engagement to Employee Work Performance", *Journal of Management Studies*, 48 (1): 26-47.
- Hodgins, H.S & Knee, R (2002), *The Integrating Self and Conscious Experience*. NY: University of Rochester Press.
- Houliort, N., Philippe, F., Vallerand, R. J. & Ménard, J. (2014), "On Passion as Heavy Work Investment and Its Consequences", *Journal of Managerial Psychology*, 29: 25-45.
- Huppert, F.A., (2009), "PWB: Evidence Regarding Its Causes and Consequences", *Applied Psychology: Health & Well-being*, 1(2): 137-64.
- Johnson, J. L. & O'Leary-Kelly, A. M. (2003), "The Effects of Psychological Contract Breach and Organizational Cynicism: Not All Social Exchange Violations Are Created Equal", *Journal of Organizational Behavior*, 24(5, special issue): 627-47.
- Lavigne, G. L., Forest, J. & Crevier-Braud, L. (2012), "Passion at Work and Burnout: A Two-study Test of the Mediating Role of Flow Experiences", *European Journal of Work and Organizational Psychology*, 21(4): 518-46.
- Lyubomirsky, S., Sheldon, K. M. & Schkade, D. (2005), "Pursuing Happiness: The Architecture of Sustainable Change", *Review of General Psychology*, 9(2): 111-31.
- Martin, C. A. & Tulgan, B. (2002). *Managing the Generational Mix*, Amherst, MA: HRD Press.
- Maslach, C., Schaufeli, W.B. & Leiter, M.P. (2001), "Job Burnout", *Annual Review of Psychology*, 52: 397-422.
- McCann, J. T. & Holt, R. A. (2010), "Servant and Sustainable Leadership: Analysis in the Manufacturing Environment", *International Journal of Management Practice*, 4(2):134-48.
- Mamman, A., Kamoche, K., Bakuwa, R. (2012), "Diversity, Organizational Commitment and Organizational Citizenship Behavior: An Organizing Framework", *Human Resource Management Review*, 22: 285-302.
- Milkman, R. (2016), "A New Political Generation: Millennials and the Post-2008 Wave of Protest", *American Sociological Review*, 82(1): 1-31.
- Moses, L.J. (2001), "Executive Accounts of Theory of Mind Development", *Child Development*, 72: 688-90.
- Nissly, J.A., Mor Barak, M.E. & Levin, A. (2005), "Stress, Social Support, and Workers' Intentions to Leave Their Jobs in Public Child Welfare", *Administration in Social Work*, 29(1): 79-100.
- Ng, Thomas & C. Feldman, Daniel. (2011), "Affective Organizational Commitment and Citizenship Behavior: Linear and Non-Linear Moderating Effects of Organizational Tenure", *Journal of Vocational Behavior*. 79: 528-37.
- O'Connell, P.K. (2014), "A Simplified Framework for 21st Century Leader Development", *The Leadership Quarterly*, 25(2): 183-203.
- Perrewé, P.L., Hochwarter, W.A., Ferris, G.R., McAllister, C.P. & Harris, J.N. (2014), "Developing a Passion for Work: Future

- Directions on an Emerging Construct”, *Journal of Organizational Behavior*, 35: 145–50.
- Piko, B.F. (2006), “Burnout, Role Conflict, Job Satisfaction and Psychosocial Health Among Hungarian Healthcare Staff: A Questionnaire Survey”, *International Journal of Nursing Studies*, 43(8): 311–18.
- Philippe, F. L., Vallerand, R. J. & Lavigne, G. (2009), “Passion Makes a Difference in People’s Lives: A Look at Well-being in Passionate and Non-passionate Individuals”, *Applied Psychology: Health and Well-being*, 1: 3–22.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. & Podsakoff, N. P. (2003), “Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies”, *Journal of Applied Psychology*, 88(5): 879-903.
- Rousseau, L. F., Vallerand, R., Ratelle, C. & Mageau, G. & Provencher, P. (2002), “Passion and Gambling: On the Validation of the Gambling Passion Scale (GPS)”, *Journal of Gambling Studies* / co-sponsored by the National Council on Problem Gambling and Institute for the Study of Gambling and Commercial Gaming, 18:45-66.
- Rui-Han Teoh, K., Coyne, L., Devonish, D., Leather, P., Zarola, A. (2016), “The Interaction Between Supportive and Unsupportive Manager Behaviors on Employee Work Attitudes”, *Personnel Review*, 45(6): 1386-1402.
- Ryff, C. D. & Keyes, L. M. (1995), “The Structure of PWB Revisited”, *Journal of Personality and Social Psychology*, 69(2): 719–27.
- Salanova, M., Llorens, S., García, M., Burriel, R., Bresó, E. & Schaufeli, W.B. (2005), “Towards a Four- dimensional Model of Burnout: A Multi-group Factor-analytic Study Including Depersonalization and Cynicism”, *Educational and Psychological Measurement*, 65(5): 901-13.
- Stoeber, J., Childs, J.H., Hayward, A. & Feast, A. R. (2011), “Passion and Motivation for Studying: Predicting Academic Engagement and Burnout in University Students”, *Educational Psychology*, 31(4): 513–28.
- Steel, R.P. (2002), “Turnover Theory at the Empirical Interface: Problems of Fit and Function”, *Academy of Management Review*, 27(3): 346-60.
- Uddin, M. A., Mahmood, M. & Fan, L. (2018), “Why Individual Employee Engagement Matters for Team Performance? Mediating Effects of Employee Commitment and Organizational Citizenship Behavior”, *Team Performance Management: An International Journal*, 25(½): 47-68.
- Vallerand R.J., Paquet, Y., Philippe, F.L., Charest, J. (2010), “On the Role of Passion in Burnout: A Process Model”, *Journal of Personality*, 78(1): 289-312.
- Vallerand, R. J. & Houliort, N. (2003), “Passion at Work: Toward a New Conceptualization”, in S. W. Gilliland, D. D. Steiner & D. P. Skarlicki (Eds.), *Emerging Perspective on Values in Organizations*, Charlotte: Information Age Publishing.
- Vallerand, R. J., Blanchard, C., Mageau, G. A., Koestner, R., Ratelle, C. F. & Marolais, J. (2003), *Les passions de l’ame: On Obsessive and Harmonious Passion*, *Journal of Personality and Social Psychology*, 85(4): 756–67.
- Vallerand, R. J., Rousseau, F. L., Grouzet, F. M. E., Dumais, A., Grenier, S. & Blanchard, C. B. (2006), “Passion in Sport: A Look at Determinants and Affective Experiences”, *Journal of Sport & Exercise Psychology*, 28(12): 454–78.
- Vallerand, R. J., Salvy, S. J., Mageau, G. A., Elliot, A. J., Denis, P., Grouzet, F. M. E. & Blanchard, C. B. (2007), “On the Role of Passion in Performance”, *Journal of Personality*, 75(3): 505–33.
- Vallerand, R.J. (2010), “On Passion for Life Activities: The Dualistic Model of Passion”,

- in M.P. Zanna (Ed.), *Advances in Experimental Social Psychology*, New York: Academic Press, New York.
- Vallerand, Robert. (2012), "The Role of Passion in Sustainable Psychological Well-being", *Psychology of Well-Being*, 2(1):1-21.
- Watkins, E. R. (2008), "Constructive and Unconstructive Repetitive Thought", *Psychological Bulletin*, 134(2): 163-206.
- Wilson, T. D., Dunn, D. S., Bybee, J. A., Hyman, D. B. & Rotondo, J. A. (1984), "Effects of Analyzing Reasons on Attitude-behavior Consistency", *Journal of Personality and Social Psychology*, 47(1): 5-16.
- Williams, L.J. & Anderson, S.E. (1991), "Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and In-role Behaviors", *Journal of Management*, 17: 601-11.
- Zemke, Ron. (2001), "Here Come the Millennials", *Training*, 38, 44-48.
- Zito, M & Colombo, L. (2017), "The Italian Version of the Passion for Work Scale: First Psychometric Evaluations", *Journal of Work and Organizational Psychology*, 33: 47-53.