

Three Factor Model of Employee Passion: An Empirical Study in Indian Context

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Abstract

The purpose of the study was oriented towards operationalization and generalization of the construct of employee passion in Indian context. Based on the past literature proposed by Zigarmi et al., 2011 and expert opinion, five dimensions like work cognition, work affect, job well being, work intent and work rumination were included under the purview of the study. With the aid of 256 sample size the internal elements of the model was assessed in a corporate environment. However, principal component analysis results emerged with four dimensions dropping work intention dimension from the purview of the study. The confirmatory factor analysis revealed that three factor model constituting work affect, work cognition and work rumination have proved to be possessing better model fit indices in comparison to four factor and null models. Directions for future research along with its implications are discussed.

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Introduction

Though passion has long philosophical history, the field of psychology has not captured the concept pertaining to romantic relationships involving intense personal interests, commitment and over commitment until recently (Krapp, 2002). It is shown to yield cognitive, affective and instrumental outcomes (Vallerand & Houliort, 2003). The past literature reports its coverage in the context of numerous non-work activities like sports, gambling, romance, and internet use (Amiot et al., 2006; Mageau et al., 2005; Rousseau et al., 2002; Seguin-Levesque et al., 2003). Most of the creative work is an outcome of passion influenced both by a person's basic interest in a particular kind of work and by the work environment surrounding the person (Amabile, 2001; Fisher & Smith, 2006). It is also argued to be an active ingredient for venture growth (Baum, Locke, & Smith, 2001), well being (Burke & Fiskensbaum, 2009) and entrepreneurial success (Cardon, Zietsma, Saporito, Matherne, & Davis, 2005). Further, passion seems to be an essential driver for employee engagement. In similar vein, one of the recent studies in Indian context substantially support the argument that engagement constitutes passion as one of its facets (Pati, 2012).

Further, the employee passion (EP) has become catchphrase of the researchers and practitioners because of some inherent weaknesses in the concept of employee engagement. This leads to clear distinctions between former and latter that can aid practitioner to prefer indicator which positively influence the performance of the organization without any ambiguity. Firstly, the key indicators that differentiate employee engagement with passion are organizational and job-related factors (Zigarmi et al. 2007) which together explain the construct. EP constructs not only considers both organizational and job factors but it is even termed as self defining activities which strengthen one's identity (Zigarmi et.al., 2011; Vallerand et al., 2003). On the contrary, the

engagement construct is connected to job related factors by academicians whereas practitioner has related it to organizational factors creating a wide gulf in their interpretation. From social cognitive theory perspective(Zigarmi et.al., 2011), EP has been discerned as emphasizing on appraisal process of an individual on events and environment impacting one's well being. Whereas, Khan (1990) from role theory perspectives has described engagement as one kind of stable psychological presence wherein the individual in organization express themselves physically, cognitively, and emotionally to their discretionary work roles. Secondly, the emotional and intellectual involvement are referred as emotional and intellectual commitment to the organization (Baumruk, 2004; Richman, 2006; Shaw, 2005) or the amount of discretionary effort exhibited by employees in their jobs (Frank et al., 2004) and duo explains variance in employee engagement substantially. However, it has been also observed that organizational commitment and job involvement are interchangeably used. Therefore, it draws criticism that how both the predictors are explaining engagements at the same time if they are interacting with each other (Harrison et al., 2006; Saks, 2008).Thirdly, there are research studies which posit that employee engagement comprises of positive, fulfilling, and affective-motivational state of work related well-being that is characterized by vigour, dedication and absorption (Schaufeli et al, 2002; Bakker et al., 2008). However, vigor is conceived as the opposite of emotional exhaustion, and dedication is conceived as the opposite of cynicism (Maslach & Leiter, 1997; Schaufeli et al., 2002). Given the preceding discussions and the critiques attached to the term employee engagement, EP has been gaining ground as HRD professionals could be more precise about the concepts, antecedents and modifiers that affect employee motivation and work passion (Zigarmi et al., 2009).

Zigarmi et al., (2011) study has adopted for four dimensions (work cognition, job well being, work affect and work intention) to develop EP scale which suffers from methodical inadequacy.

The electronic company specific data of western United States cannot be true representative of the population. Additionally, the sample was based on single division representation and the coverage was narrow excluding the middle and senior managers in the hierarchy. Given the psychometric inabilities, the future research can be conducted to deal with revisit on the validation and development of EP construct.

Theoretical Framework

Passion makes employees excited about their work and gives a sense of personal accomplishment (Kenexa, 2010). It is an intrinsic motivation in its highest form, which makes work interesting, engaging and positively challenging; and can lead to complete absorption in the work (Csikszentmihalyi, 1990). If an employee is passionate about job it means implicitly connected with one's self concept. Passion for work is the outward manifestation of individual purpose and the connection with organizational purpose (Love 2009); however there's no one-size-fits-all solution for restoring passion to one's life (Boyatzis et al., 2002). In line with these different constructs, EP is defined as a strong inclination toward a self-defining activity that people love, feel devoted, and in which they invest significant time and energy (Vallerand et al., 2003). With these criteria the internalization of activity with one's identity becomes an underlying meaning to EP construct. Vallerand and colleagues (2003) proposition is based on self-determination theory that believes in internalization of activity is influenced by the interaction of their innate, psychological needs of autonomy, competence and relatedness (Williams and Deci, 1996). Furthermore, they postulated the dualistic existence of passion consisting of harmonious and obsessive passion unlike the other studies. The harmonious passion of it has shared congruency with the social cognitive theory (Vallerand et al. (2005) advocated by Zigarmi et al., (2011). This component of passion is supposed to yield positive outcome. On the contrary, the second component of it leads to negative psychological adjustment (Mageau, Carpentier, &

Vallerand, in press) as the activity controls individual interests. Despite being pioneer in the field of EP unlike others who advocated EP to be experienced in monotonous way, behavioural outcomes such as working on holidays or out-of-work outcomes such as constantly thinking about work when not at work (work rumination), have not been studied by Vallerand and colleagues (Forest et al., 2010).

In the past a myriad of studies and researches have been conducted to understand different facets of employee engagement. However, there is a dearth of study on employee passion which can possibly be a more comprehensive extension of employee engagement with a holistic approach. As per Zigarmi et al. (2011) extensive study, EP is an individual's persistent, emotionally positive, meaning-based, state of wellbeing stemming from reoccurring cognitive and affective appraisals of various job and organizational situations which results in consistent, constructive work intentions and behaviors (Zigarmi et al., 2009). It measures affective, cognitive and intention; and provides a clearer sense of how the individual intends to behave on behalf of the organization. Although they tried operationalizing the construct which apparently seems to be comprehensive, it suffers from methodical lacunae. As discussed from social cognitive point of view, EP is supposedly sharing relevance with harmonious passion of dualistic model but not with obsessive passion. The sample drawn in the study was representing solely to one of the division of Electronics Company based at western Unites States. This may pose greatest limitations to its generalization. Research on the role of passion in work organizations is comparatively scarce and, with the exception of one study (Vallerand and Houlfort, 2003) that has proposed obsessive passion as one aspect of it but does not appear to be part of study conducted by Zigarmi et al. (2011). Consequently, it leads to the debate on the dualistic state of employee passion construct comprising obsessive passion as another facet apart from

harmonious passion. In keeping with the focus, the present study attempts to revisit the EP construct which can supposedly be valid in Indian context.

Method

Samples and Procedure

A database was designed wherein participants composed of 256 working professionals ranging from lower level executive to an utmost post of general manager designation. The data was collected from public as well as private sector undertakings located at the northern region of India as it was feasible on the author and coauthors part to create database from the neighbourhood of inhabitation. It is a daunting and tedious task to do data collection in India specially if the study is exploratory in nature and survey questionnaire designed is running for 5 pages constituting 70 items. So with utmost difficulties the authors could receive responses having return rate to be 65% with usable rate to be 51%. The data collection took place from the month January, 2012 and got completed in February, 2013. The different modes of survey administration chosen on the basis of convenience and feasibility were e-mails, online survey and field survey. It practically involved snowball sampling to get the lead from the higher authority like general manager from banks and manufacturing industry and project leader of IT sector. While 21 % of the major chunk of the sample was generated from Manufacturing, 19% from IT, 40 % in total were generated from sectors like power, logistics, service and education. The employees in unison, averaged 33.7 years in age [S.D=1.48]. The details about the respondent's demographic characteristics are represented in the Table 1. All of them had graduation degree with 12 % possessing Master's degree.

[Insert Table 1]

Measures

Anchored on the literature platform provided by Zigarmi *et al.*, 2011 and Vallerand, 2003 list of 70 items were prepared for measuring constructs which needed to be scored on 5- point Likert continuum (1-Least Important, 5-Most Important). Scale indicators for face validity provided comments which were checked from the panel consisting of four faculty members. The faculty members conversant with content area of employee passion were requested to review each item in terms of its relevance to the domain passion. Initial screen has resulted in addition of the dimension called work rumination of 10 items and reduction in 82 items to 60 items which were taken forward for evaluation. Thus, the final version of employee passion used for the study needed consisted of self-report items to be scored on a five point Likert continuum (1-Strongly Disagree, 5-Strongly Agree). In addition to their evaluation towards the relevance of the topic other things which were considered were conceptual clarity, sentence clarity, and conciseness.

To test the theoretical model of employee work passion, five facets which got incorporated were work cognition, work affect, job well-being, work intention and work rumination.

The first phase was conducted to do pilot testing with a view to assess and refine the measures having a sample size of 140.

Analyses

Principal Component Analyses

A principal component analysis was performed on seventy items employing varimax rotation on seventy items as a means of examining the factor structure of employee passion scale enticing 140 sample size. It extracted four factors which accounted for 53% of the variance keeping restrictions on fifty factors while performing exploratory factor analysis.

[Insert Table 2]

A total of 20 items were generated out of 70 items corresponding to factors like work cognition, work affect, job-well being and work rumination having eigen value more than 1 ranging from

1.56-5.28. The addition of work rumination has profound influence here with 7% explanatory power towards EP and has supported the expert opinion altogether. The value of KMO obtained from the analysis was .704, which reveals that sample size was quite adequate for this test (Hutecheson and Sofroniou, 1999). Similarly, the value of Bartlett's test of sphericity was 878.04, $p < .000$, which indicates that variables are correlated. While 4 items out of were loaded on work cognition, and work affect each, 3 items were loaded on job well being and work rumination equally emerging with total of 14 items eventually. The first dimension that is work cognition is explaining to an extent of 26% in variance. Whereas the explanatory power of other dimensions used to range from 7% to 11%. Therefore total percentage of variance account for employee passion is 53%. Cronbach Alpha values, representing the reliability of the subscales were calculated to be .91 for work cognition, .84 for affective behaviour, .75 and .73 for job well being and work rumination respectively. The alpha coefficient for the four items assessing the passion criteria was .81.

Item analyses were conducted for each factor to purify the scales (Table3). As suggested by Bearden et al. (2001), items were retained if 1) the item-to-total correlation was above 0.35, 2) item-item correlation was above 0.20 above and 3) a factor loading above .50, given that they have face validity to the appropriate dimension. In accordance to the precedence there were 6 items which were dropped from the purview of the study which were measuring cognition and work affect. Eventually 14 item instrument was carried for confirmatory factor analysis. The Table 2 shows the factor loads of 14 items instead of factor loads of 20 items.

Convergent and Discriminant Validity

The Table 3 corresponds to the inter-correlation among the dimensions. As per Nunnally and Bernstein (1994) it is necessary to demonstrate correlation with scales which measure the same construct or with scales that one would be associated with. They have even posited that

discriminant validity is established by the presence of non-significant correlations with scales. Given this preceding discussion, inter-correlation has appeared to be low verifying subscales and scales of the construct.

[Insert Table 3]

[Insert Table 4]

Confirmatory Factor Analysis

After the factor analysis performance, 14 indicators constituting employee passion were subjected to confirmatory factor analysis with the aid of IBM SPSS AMOS 20.0 version and sample size of 250. As depicted in Table 4, it was found that an adequate fit of the measurement model was shown to the three factor model ($\chi^2 [75] = 214.95$, CFI=.810, RMSEA=.061). The three factor model when contrasted with four factor model (with all 14 items loading on a four factor) as well as absolute null model (with no relationships among 14 items), the results supported the three factor conceptualization of employee passion over four factor as well as null model. The model having job well-being as endogenous variable along with three exogenous variables (work affect, work cognition and obsessive passion) when compared with three factor model proved to be having poor fit indices ($\chi^2 [76] = 303$, CFI=.913, RMSEA=.092). This analysis vouches the researches posited by authors like Hoe, 2008 for examining the best fit model.

[Insert Fig1]

Discussion

This study aims at revisiting the construct of EP which can be possibly operationalized in Indian context. It is fundamentally based on the intensive study made by Zigarmi *et al.*, 2011. The noticeable result depicted by confirmatory factor analysis has four pronged precedents. Firstly, it confirms the dualistic model of Vallerand, 2003 as obsessive passion which has not appeared to be the integral part of social cognitive approach strongly endorsed by Zigarmi *et al.*, 2009, is

apparently seem to exist in the present finding. This is so because it is manifested in work rumination that has emerged as subscale to EP. Rumination is defined as a class of conscious thoughts that revolve around a common instrumental theme that is repetitive in nature (Martina & Tesser, 1996). Additionally it has been classified as depressive rumination (Nolen-Hoeksema, 1991); post event rumination (Kashdan & Roberts, 2006; Rapee & Heimberg, 1997) and positive rumination (Johnson, McKenzie & McMurrich, 2008). Therefore, rumination about work issues can also have beneficial effects and can be associated with positive connotations (Cropley & Zijlstra, 2006). For this reason, Cropley & Millward Purvis (2003) proposed other two concepts, problem-solving pondering and detachment, to have a better understanding of how thinking about one's job after working hours doesn't have to be necessarily detrimental. In similar vein, Vallerand (2010) study found that people with harmonious passion may engage in the activity willingly without feeling any contingencies attached to it and may terminate if they experience permanent negative factor if it gives sufferings. Therefore, it can be argued that such problem-solving pondering and detachment may lead to harmonious passion (Vallerand, 2010). Conversely, due to the presence of the perseverative thinking (depressive rumination) unconstructive consequences like anxiety, bad mood, and depression can possibly succeed (Lemyre and Bergeron, 2012) thereby showing a sign of obsessive passion. The four factor model having inferior fit index as compared to three factor model is showing the path between work rumination and job well being (-.27) which supports of the earlier research that shows it is difficult to unwind oneself from work if perseverative thinking is switched on beyond working hour and the activities are controlling the state of one's mind (Steptoe et al., 1999; Sonnentag, 2001). Thus this behavior engagement is not persistent and has taken control of the person which eventually leads to obsessive passion (Vallerand and Houliort, 2003).

Moreover, the work rumination has reported to have both negative and positive trade-offs depending on the basis of constructive and unconstructive outcomes (Watkins, 2008) and its classification (Johnson, McKenzie & McMurrich, 2008). For instance, Treynor et al. (2003) found that certain ruminations called reflective ruminations promoted positive introspection that can foster successful problem solving leads to constructive outcomes.

Secondly, though the four factor model of EP is showing job well-being as a subscale according to confirmatory analysis finding, it is not playing a mediating role in the present finding as indicated through the poor fit indices shown in the results and the tenability of such relations are rejected. Moreover, the four factor model of EP is also not superior to the three factor model of it due to former being showing lower fit indices compared to latter. Therefore, job well-being cannot be a component of EP construct. However, job well-being is considered to be interchangeably used with engagement as it apparently seems to share nomological network (Balducci *et al.*, 2010) with the latter. On the contrary, an employee engagement can be a key indicator to employee well-being (Albrecht, 2012). Besides that, job well being is supposedly having incremental value over that of the job attitudes in predicting work performance. Subsequently, it can be deduced that job well being which is considered to be an integral part of nomological network to construct employee engagement remains debatable (Robertson et al., 2012). Hence it can be argued here that job well being cannot be part of EP construct as professed by Zigarmi *et al.*, 2011 as inclusion of it does not support in distinguishing EP construct from employee engagement.

Thirdly, as per the present finding, the construct EP is not including work intention as its subscales. The appraisal process as a part of EP allows the employee to determine how they will cope with the events and experiences (Lazarus, 1991) by examining threatening or enhancing situation of the job well being (Folkman, Lazarus, Dunkel-bSchetter, DeLongis, & Gruen, 1986).

This may consequently lead to positive or negative work intention (Zigermi et al., 2011). Whereas EP as professed by Vallerand (2003) involves psychological processes constituting valuation of activity, internalization and representation of the activity in one's core aspect of self. The latter statement has been supported in the present finding by proving work rumination to be ubiquitous in explaining EP construct. Moreover, the subscale shows repetitive and persistent thinking due to strong and intense feeling about the activity. Therefore, it is unjustified to consider work intention as a part of the construct if it is shown as criterion variable in meta-analysis of past research (Hom, 1980). Additionally, it is customary to treat both behavioral intentions as criterion variables in tests of concurrent or predictive validity. Even if it is shown as part of any construct in past research, the studies have acutely suffered from very weak evidence for nomological validity to support the strong conclusions reached by the authors about the construct (Cohen, 1979).

Fourthly, the EP is evolving through synthesis of work cognition, work affects, and work rumination as per the present finding showing path between work cognition and work affect (.36), work affect and work rumination (.31), as well as between work cognition and work rumination (.40) to be significant. On the contrary, the study of Donuhue et al. (2012) posits that rumination is supposed to be playing mediating role between dualistic model of employee passion and emotional exhaustion. Thus, our present findings argue and contradict the past research by stating that the interaction of work cognition, work affects, and work rumination precedes the passion. The reason being the reoccurring cognitive, and affective appraisal which actually contains rumination element which further lead to higher level of passionate commitment and increase in the motivation as reflected in the study of Fritz and Sonnentag (2006) though the inferences are quite murky, supported significantly in the present study. If the work experience is enhancing emotional reactions of the appraiser like pleasure and happiness it

may result into lasting affective inferences leading to perseverative thoughts (Siemer & Reizenzein, 2007). This in turn may yield constructive results like innovation and creativity (Cropley & Millward Purvis, 2003). Thus as hypothesized by Zigarmi et al. (2009) employee work passion is an individual's persistent, emotionally positive, meaning-based, state of well-being, stemming from reoccurring cognitive and affective appraisals of various job and organizational situations have been partially proved here.

Implications

The study has noticeable contributions towards theoretical world. Though the fulcrum of the study was based on Zigarmi et al. (2009) but it emerged more in the favour of dualistic model of Vallerand (2003). The numerous implications are conversed in detail.

Firstly, the prior studies have suggested that passionate workers invest long hours in their work (Baum & Locke, 2004; Baum et al., 2001). Later on the literature shows that they have intense love for the activity in which one invests significant amounts of time and energy which gets internalized and define their self identity (Vallerand et al., 2003). This may lead to behavioural consequences which may require thinking beyond working hours leading to work rumination. Thus the flavour of work rumination as a part of EP construct has thrown a new dimension to the emerging field of it where the dualistic nature of passion construct is confirmed through its dualistic status of positive work rumination and negative work rumination (Cropley & Millward Purvis, 2003).

Secondly, E P is explained by the cognitive element capturing the perceived importance for the job; affective element comprising intense liking and enjoyment (Ho et al. 2009); and the inability to unwind from work, contributing to work related rumination. This can be prospective as well as retrospective in nature; where people tend to think about issues that have occurred in the past or anticipatively ruminate about issues and demands that may arise at work (Cropley and Zijlstra

2011, Roger et al. 2011). Thus a new three dimensional model of EP has evolved unlike the past research deciphering the nuances associated with the dualistic status of EP.

Thirdly, the triadic nature of EP may arouse high physiological and psychological problem solving pondering (Cropley & Zijlstra, 2011). Consequently the effective cognitive processing and problem solving (Watkins *et al.* 2008) leads to harmonious passion associated with positive emotions, concentration and flow. Yet, another time it may arouse anxiety and depression resulting into obsessive passion which is usually associated with experiencing negative emotions (Vallerand *et.al* 2003). This is further in line with the underneath philosophy of positive psychology (Seligman & Csikszentmihalyi, 2000) as well as positive organizational scholarship (Cameron, Dutton, & Quinn, 2003), that embraces both the positive and negative aspects of life. In furtherance to it, the practitioner can always predict why some engaged workers suffer from the maladjustment and low psychological well being but not all. Practical implications can be drawn favourably by human resource manager while concentrating more on facilitating factors while designing HR practices in comparison to inhibiting factors which may lead to debilitating effects like obsessive passion.

Fourthly, it defies the model advocated by Zigermi et al. (2009) based on psychological inability. For instance job engagement cannot connote job well being if the former leads latter. It even does not adhere to positive psychology philosophy by having too parochial approach towards the model of EP emphasizing upon the positive aspect of it and overlooking the negative aspect of it. Thus it hardly draws the line between two different concepts that is employee engagement and EP. Additionally, it does not provide clues to practitioners about the reason of low performance of some highly engaged employees in comparison to others.

Last but not the least, the implication has arrived at certain paradoxical situation where one can argue that the cognitions (work cognition), affects (work affects), and behaviours (work

rumination) precedes the dualistic status of passion (harmonious and obsessive passion). On the contrary, the prior research has demonstrated the validity and the importance of distinguishing between a harmonious and an obsessive passion in order to predict people's cognitions, affects, behaviours, performances, and the quality of their interpersonal relationships (see Vallerand, 2008 and 2010 for a review).

Similar to any other study, the present study suffers from limitations. Though the validation of the construct has been established through structural equation modeling based on cross sectional design it can take into account the longitudinal study by varying the control variables like organizational climate of trust, transparency and empowerment at one time period and climate of distrust, concealment, and dependency at another period. The sample size of the research is found to be the greatest constraints in order to arrive at any generalization. This weakness can be eliminated in future research by broadening the size of the sample as well as the population discussed on cross cultural context. The comparative study can be drawn based on gender, educational level, and different occupations in order to find out the degree of variation in passion.

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Table 1: Demographic Statistics

	N	Percentage		N	Percentage
Age			Experience at current employment		
30 or less	144	57	1-2	122	48
31-40	72	28	3-5	60	23
40 Above	40	16	6-10	38	15
			11 onward	36	14
Gender			Total work experience		
Male	130	51	1-5	78	30
Female	126	49	6-10	120	47
			11-15	22	9
Industry			16-20	28	11
FMCG	10	4	21 onward	18	7

Manufacturing	52	21	Hierarchy		
Automobile	6	2	Non Management	Nil	
Consulting	10	5	Lower Management		
Telecommunications	Nil		Middle Management		
Banking	28	11	Senior Management		
IT	48	19	Marital status		
Others (Powers, logistics and service sectors)	102	40	Married	154	60
			Unmarried	102	40

Table 2: Principal Component Analysis Results for Employee Passion (N=140)

Item No.	Items	Work Cognition	Work Affect	Work Rumination	Job well-being
VP11	I am placed at right place as per proficiency.	.71			
VP12	I find my job to be meaningful in this organization	.69			
VP25	I am able to conceive new ideas to do job in a better way	.70			
VP52	I find my workplace to be breeding ground of new ideas.	.78			
VP6	I am enthusiastic about my job.		.73		
VP34	I am interested to master all the skills related to my job		.65		
VP41	I am inspired to achieve excellence at my job		.72		
VP48	I always take pride in my work		.66		
Vp58	I avoid thinking about my job in leisure hours.			.64	
VP53	I think about my work while commuting			-.68	
VP54	I think about my work while doing other things			-.63	
VP19	My job made me feel excited.				.65
VP37	My job made me feel excited.				.64
VP38	My job made me feel calm				.61
	Eigen Value	5.28	2.28	1.66	1.56
	Percentage of Variance Explained	26.40	11.37	8.32	7.83

Note: Extraction Method: Principal Component analysis. Rotation Method: Varimax with Kaiser Normalization. Rotation Converged in 8 iterations.

Table 3: Means, Standard Deviations, & Inter-Correlation (N=256)

Sl. No.	Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1.	COG1	3.83	1.12	1.00													
2.	COG2	3.72	1.20	.42**	1.00												
3.	COG3	3.81	.99	.59**	.32*	1.00											
4.	COG4	3.85	1.02	.43**	.40**	.44**	1.00										
5.	AFF1	4.41	1.15	.24**	.20*	.33**	.26**	1.00									
6.	AFF2	4.01	1.02	.25*	.25**	.32**	.48**	.24*	1.00								
7.	AFF3	4.11	.86	.34**	.21*	.49**	.33**	.31*	.35**	1.00							
8.	AFF4	4.21	1.03	.34*	.27**	.21*	.31*	.28*	.27**	.40**	1.00						
9.	JOBW1	3.69	1.03	.20**	.30*	.31*	.38*	.25*	.39*	.21*	.25*	1.00					
10.	JOBW2	3.95	1.09	.26**	.37*	.21**	.21*	.37*	.27*	.26**	.22*	.27**	1.00				
11.	JOBW3	3.86	1.11	.27**	.31*	.21**	.31**	.29*	.20**	.40**	.23*	.28**	.37**	1.00			
12.	RUMI N1	3.67	1.01	.21**	.26*	.29*	.22*	.23*	.23*	.29*	.23*	.28**	.26**	.20**	1.00		
13.	RUMI N2	3.71	.96	.33*	.26*	.23**	.23*	.23*	.28*	.20*	.29**	-.21**	-.26*	-.23*	.25**	1.00	
14.	RUMI N3 Total Employ	4.17	1.03	.20**	.33**	.25**	.39*	.27*	.25*	.21*	.38*	-.20**	-.21*	-.26*	.31*	.51**	1.00

ee
passion

Note: *p<.05, **p<.000

Table 4: Confirmatory Factor Analysis of Employee Passion Instrument: Model Fit Indices and Comparison

Model	Model Fit Indices						Compared to 3-Factor Model
	χ^2	df	CFI	GFI	AGFI	RMSEA	
Work Cognition +Work Affect+ Work Rumination 3- Factor Model	214.95	75	.913	.914	.908	.061	
Work Cognition +Work Affect + Work Rumination+ Job Well Being 4-Factor Model	294.5	75	.901	.907	.906	.066	79.55, df=0, p<.05
Work Cognition+ Work Affect + Work Rumination Job Well-being Work Cognition and Job Well-being Work Affect and Job Well-being WorkRumination and Job	303.8	76	.810	.829	.813	.092	88.85, df=1, p< .05

Well-being

Null Model	571.0	77	.784	.792	.664	.071	356.05, df=2, p<.02
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Note: df = degree of freedom, CFI=Comparative fit Index, RMSEA= root-mean-square error of approximation, GFI=Goodness-of-fit Index, AGFI=Adjusted Goodness-of-fit Index

Fig1: Confirmatory Factor Analysis of Three factor Model of Employee Passion

.40									
				.36				.31	
.77 .95 .67 .69				.81 .61 .86..83				.68 ..75	
.72									

*Note: *p<.05, **p<.000*