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Passion for the Job: The Missing Link Between Work Engagement and Employee Well-Being

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Abstract

This thesis investigates the correlation between passion and both work engagement and employee well-being among young professionals in the Swedish labor market. Given the significant economic losses attributed to low work engagement globally, this research aims to explore how fostering passion in the workplace relates to both productivity and human well-being. By integrating theories of motivational psychology and leadership, the study examines the nature of passion, and its correlation to job performance and personal well-being. Utilizing a descriptive quantitative research methodology, data was collected from 74 young professionals, aged 18 to 45, currently employed in various industries across Sweden. The research employed validated scales to measure passion, work engagement, and employee well-being, and applied statistical analysis to test the hypothesized relationships. The findings reveal a positive correlation between passion and work engagement, indicating that individuals who are passionate about their jobs exhibit higher levels of engagement and job satisfaction. Additionally, the study finds that passion correlates with employee well-being, contributing to reduced stress and improved mental health. These results suggest that organizations can achieve sustainable productivity by fostering environments that nurture employee passion and engagement. The thesis contributes to the field of Human Resources (HR) by providing empirical evidence that supports the integration of passion-focused strategies in organizational practices. It offers practical recommendations for HR professionals and leaders to identify and cultivate passion within their workforce. The implications of this research underscore the importance of adopting a human-centric approach to leadership and organizational development in the contemporary workplace.

Keywords: Passion, Work Engagement, Employee Well-Being, Human Resources, Leadership, Swedish Labor Market, Young Professionals

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1. Introduction

1.1 Background

The Global Workplace Report attributes a \$8.8 Trillion loss in 2023 due to worker's low engagement in the workplace. The same report describes a low work engagement rate of 72% in the European region, as well as 59% across the globe (Gallup Inc., 2023). This paper seeks to establish passion as a viable solution to addressing this issue. This would challenge the view of work engagement and human well-being as a trade-off, in favor of a synergistic perspective. This research further concerns the central argument for leadership practices to be able to increase both productivity and human well-being simultaneously by showing that people who are passionate about their jobs are likely to be more satisfied and engaged in their work (Armstrong, 2009; Schein, 2006; Yahui & Jian, 2015).

The history of conflict between passion and work goes back a long way. Much research has been dedicated to resolving work dissatisfaction issues. While it is well documented that the effect of stressful and unsatisfying work on health are substantial, job duties are among the most reported causes and amplifiers of stress and auxiliary psychological suffering (Ganster & Schaubroeck, 1991). The role of work in the common view often solely assumes that of a duty to which one is compelled to sustain one's existence. This view presents the job as an undesirable obstacle that limits time available for other, desired activities. Excessive work stress and poor understanding of work-life balance can catalyze this effect further (Hughes & Bozionelos, 2007). Such ideation also commonly leads to work-related health issues not being treated as seriously as they would warrant. Negative associations of this manner contribute significantly to the predominant perception of work as a deterring factor to one's mental well-being (Burgard & Lin, 2013; Palmer et al., 2004).

Much of historical and contemporary literature, akin to the theoretical school of leadership and motivational psychology, has sought to solve these issues through methods of engaging employees with their work. Continuous shortcomings are nevertheless evident in regard to understanding the nuances of motivational psychology and the effects of work passion (Thorgren et al., 2013). Passion being a strong human inclination towards an act for which individuals look to invest time and energy, it may be viewed as a potential tool of significant empowerment. Previous studies show that human brains tend to respond better

towards an activity that is aligned with their passion (Auger & Woodman, 2016; Vallerand, 2015).

The concept of passion within the workplace has its roots in the early discussions of work motivation and job satisfaction, stemming from the human relations movement of the early 20th century. This movement highlighted the importance of workers' emotional and psychological needs in enhancing productivity and job satisfaction (Mayo, 1933). As research evolved, the focus shifted towards a more nuanced understanding of employee motivation, including the concept of passion for one's job. Vallerand et al. later formalized this notion by distinguishing between harmonious and obsessive passion, thereby laying the groundwork for understanding the dualistic nature of passion in influencing job performance and personal well-being (Vallerand et al., 2003).

The study of engagement gained prominence with Kahn's (1990) seminal work, which conceptualized engagement as the harnessing of organizational members to their work roles. Kahn's framework set the stage for a deeper exploration of how emotional, cognitive, and physical energy contributes to employee involvement and performance. Subsequent research by Schaufeli et al. (2002) further refined the concept, offering the Utrecht Work Engagement Scale (UWES) as a tool for measuring engagement, thereby operationalizing the construct and facilitating extensive empirical study (Kahn, 1990; Schaufeli et al., 2002).

Welfare within the organizational context has traditionally been associated with employee well-being and the quality of work life. Early discussions by Walton (1973) on quality of work life included the physical and psychological well-being of employees as relevant components. These discussions have evolved to include a broader understanding of welfare that encompasses not just economic benefits but also the psychological and emotional well-being of employees, influenced by their passion for work and level of engagement (Grant et al., 2007; Walton, 1973).

The intersection of these three theoretical components—passion, engagement, and well-being—suggests a comprehensive approach to understanding employee productivity and well-being. This approach recognizes the complex interplay between an individual's enthusiasm for their work, their level of engagement, and the resultant implications for both personal well-being and organizational productivity. Passion for one's job, often conceptualized as a powerful inclination towards work-related activities that individuals love, value, and invest significant time and energy in, plays a crucial role in fostering deep

engagement, while engagement, defined as a fulfilling, positive work-related mental state characterized by vigor, dedication, and absorption, emerges not only as a consequence of individual predispositions but also as a response to conducive organizational environments. The interplay between an individual's passion and the engaging nature of their work environment creates a synergy that enhances the quality of work life and job performance (Bakker & Demerouti, 2008; Kahn, 1990; Schaufeli et al., 2002; Vallerand et al., 2003).

Research further elucidates that engagement, underpinned by passion, acts as a mediator between job characteristics and employee outcomes, including job satisfaction, organizational commitment, and well-being (Maslach et al., 2001). This suggests that when employees are passionate about their jobs, they are more likely to engage deeply with their work, leading to improved welfare outcomes such as reduced burnout and higher job satisfaction. Employee well-being, a broad construct encompassing the physical, mental, and emotional well-being of employees, is significantly impacted by the levels of passion and engagement within the workplace. Engaged employees exhibit higher levels of job satisfaction, lower turnover intentions, and superior performance, indicators of positive welfare outcomes (Robinson et al., 2004). Moreover, sustainable productivity, often the ultimate goal of organizations, is achieved not merely through maximizing output but by fostering an environment where passion and engagement thrive, leading to a self-reinforcing cycle of high performance and enhanced well-being. The synthesis of passion and engagement, therefore, not only benefits individual employees in terms of well-being but also propels organizations towards sustainable productivity and success (Hakanen et al., 2008; Harter et al., 2002; Leiter & Bakker, 2010; Saks, 2006).

1.2 Problematization

While previous research has explored the concept of passion, much of the literature has been limited in scope, restricted to focusing largely on entrepreneurship as the primary field of interest (Thorgren et al., 2013). A holistic view of work passion in conjunction with tangibles like productivity output and social welfare is lacking in the established body of research. This paper aims to address these limitations by considering a more generalized and applicable approach to passion in the workforce, with a specific focus on young professionals who are in the formative stages of their careers. This research draws upon a comprehensive framework

for understanding passion in the context of work (Schellenberg et al., 2019; Thorgren et al., 2013).

The persistently high proportion of low engagement within the workforce poses a significant managerial challenge (Gallup Inc., 2023). A lack of interest in work can lead to reduced productivity, higher personnel turnover, and lower overall organizational performance. It is therefore pertinent to address how organizations can proactively address and remedy this issue to foster a more engaged and motivated workforce (Gong et al., 2020; Pradhan et al., 2017)

A comprehensive review study from 2015 explored the impact of employee engagement on workplace productivity, reviewing various research papers on the topic. Emphasis is on the notion that employee engagement strategies, which include factors like job satisfaction, involvement, commitment, and empowerment, can significantly enhance an organization's productivity. The review also discusses the importance of creating a work environment that emotionally connects employees to the organization, thereby fostering better performance, higher customer satisfaction, and overall service quality. The paper provides recommendations for improving employee engagement and creating a more effective workplace (Alshammari, 2015).

Subsequent studies have examined the correlation between employee engagement and work performance through quantitative approaches. These studies focused on private businesses and higher educational institutions and found significant positive relationships between work engagement and employee performance. The research underscores the importance of emotional involvement in the workplace, suggesting that employees who are fully engaged in their tasks contribute more effectively to their organization's productivity goals (Abdulrahman et al., 2022; Rana et al., 2019). Additionally, organizational factors like management support, learning culture, work environment, and organizational commitment positively influence productivity metrics. The findings suggest that all constructs of work engagement are predictive of employee performance, reaffirming the importance of fostering employee engagement within organizations for improved performance outcomes (Abdelwahed & Doghan, 2023).

Supported by the current body of knowledge, work engagement serves as one of the most meaningful proxies correlating with expected productivity for a given worker (Birkeland

& Buch, 2015). Thus, this paper aims to measure engagement through self-perception as a valid indicator for prospective productivity and evaluate it in connection to work passion. The failure of HR policies in effectively identifying passion attributes poses another crucial problem for the continued integration of methodologies to improve workplace engagement. Many employees possess passion, but contemporary research indicates that traditional managerial practices may not adequately assess this quality (O’Keefe et al., 2022).

Moreover, the contemporary workplace is undergoing rapid transformations, influenced by evolving societal norms, and a deeper understanding of human psychology. In this context, employee well-being has emerged as a critical factor influencing organizational performance (Nielsen et al., 2017; Sugiarti, 2022). Despite the extensive body of literature exploring various facets of employee well-being, including its impact on productivity, retention, and job satisfaction, gaps remain in understanding its relationship with work passion and engagement. Therefore, researching employee well-being in connection to work passion and engagement is worth pursuing for several reasons. First, it aligns with a broader shift towards human-centric organizational models that prioritize employee fulfillment as a pathway to achieving business goals. Second, understanding this relationship can inform the development of more effective well-being interventions that not only improve employee health and happiness but also foster a more engaged and passionate workforce. Finally, by filling these gaps, scholars and practitioners can contribute to a more resilient and sustainable organizational culture that thrives on the well-being and active engagement of its employees (Huang et al., 2016; Paaïs & Pattiruhu, 2020; Tonkin, 2016).

Another gap lies in the diversity of contexts examined. Much of the current research on employee well-being is conducted based on established workers within North American, as well as Central European corporate settings. This subsequently leaves a knowledge void about how cultural, demographic, economic, and social differences across global contexts might influence the relationship between employee well-being, work passion, and engagement (Wong et al., 2021). This lack of diversity in research settings limits the generalizability of findings and emphasizes the importance of conducting studies in varied organizational and cultural environments. It will therefore be beneficial to contribute to the existing body of knowledge by verifying supposed connections between the concepts of passion, work engagement and well-being using the target group of specifically young professionals in an adjunct economy such as Sweden. Addressing the aforementioned gaps in the proposed ways

through rigorous research will not only advance academic knowledge but also offer practical insights for organizations striving to create environments where employees can flourish both personally and professionally (Huang et al., 2016; Paais & Pattiruhu, 2020).

Building upon the critical review of literature and identified gaps, the core problem this research aims to tackle is the nuanced understanding of how passion correlates with workplace engagement and productivity among young professionals in Sweden, as well as the implications on employee well-being, which has emerged as a central pillar of sustainable thought. Despite existing studies highlighting the importance of leadership styles on employee engagement, there remains a lack of research specifically exploring the interconnection between passion, motivated engagement and their impact on employee well-being (McGregor, 1980; Pradhan et al., 2017). This research paper seeks to fill said gap by investigating how these elements correspond within the context of the Swedish labor market. The problem is framed around the question of how passion relates to work engagement, and by proxy, productivity among young professionals, seeking also to identify implications for welfare-focused sustainability in organizational practices.

1.3 Aim and Research Questions

The aim of this thesis is to investigate the correlation between passion and both work engagement and employee well-being. This study seeks to establish a solid foundation of how passion-based motivation positively corresponds with engagement as an indicator of productivity, as well as sustainability from the human welfare perspective. It further seeks to advance the broader discussion on effective leadership and sustainable organizational development. For this purpose, the following research questions are adopted for the study.

Q1: How does passion in young professionals correlate with workplace engagement in the Swedish labor market?

H0₁: *In the Swedish labor market, passion in young professionals does not correlate with workplace engagement.*

H1₁: *In the Swedish labor market, passion in young professionals positively correlates with workplace engagement.*

Q2: How does passion in young professionals correlate with employee well-being in the Swedish labor market?

H0₂: *In the Swedish labor market, passion in young professionals does not correlate with employee well-being.*

H1₂: *In the Swedish labor market, passion in young professionals positively correlates with employee well-being.*

1.4 Delimitations

This study is subject to certain delimitations that provide boundaries and limitations to the scope of our research. These delimitations are as follows:

1. Geographic Limitation to the Swedish Market: The survey and data collection for this study will be conducted exclusively within the Swedish market. This selection was made in response to an evident gap in the literature concerning this geographic context, combined with the demographic context of the target group. While the insights gained from this research will be valuable and applicable within the context of Sweden, it is important to acknowledge that the findings may not be easily generalized to a global perspective. The cultural, economic, and organizational dynamics in other countries may differ significantly, potentially impacting the transferability of our results. Therefore, it is essential for readers and researchers to exercise caution when attempting to apply the study's conclusions to settings beyond the Swedish market.

2. Target Group: The study focuses on white-collar employees between the ages of 18-45. This focus group was selected to generate a valid approach to researching passion's relationship with both engagement and well-being. This demographic contains age groups and employment types in which autonomy about one's work dedication and the subsequent career accomplishments, as well as implications for personal life, are well represented. The perimeter set by this specific focus group clarifies the scope of the research and meaningfulness of the study, while limiting the generalizability of this study to differing demographics and employment sectors. While survey responses were logged by gender and age group, it was decided that these subgroups would not be analyzed in particular due to the insufficient sample sizes.

3. No Cause and Effect Analysis: This study purely analyses the correlation between independent and dependent variables. The research employs two separate correlation testing methods to establish a solid foundation for the correlation between the variables. The results

of the study are not an indicator of any causal relationship between the factors. Additional methods, such as regression analysis, will be necessary to advance the cause & effect question in future research.

2. Literature Review

The study of human motivation and behavior within the workplace has garnered significant attention, particularly concerning how personal and professional spheres intersect to influence overall well-being and performance (Schaufeli & Salanova, 2007). Central to this discussion are the constructs of passion, engagement, and personal well-being, each contributing uniquely to our understanding of optimal functioning in professional settings. This literature review aims to dissect these constructs from a theoretical perspective, drawing extensively on the foundational work of Vallerand et al. (2003). In synthesizing these concepts, this review will explore how passion acts as a precursor to engagement levels, subsequently impacting personal well-being. We will delve into the mechanisms through which these relationships manifest, guided by the theoretical insights provided by Vallerand, and examine the broader implications for individuals and organizations aiming to foster environments conducive to positive psychological functioning and well-being (Vallerand, 2015; Vallerand et al., 2003).

2.1 Passion

Initially dominated by philosophical inquiry, passion has been variously depicted as a force that either undermines reason and control, as per Plato and Spinoza (Spinoza, n.d. as cited in Curley, 1985; Plato, n.d. as cited in Vallerand, 2015), or as an essential component of a fulfilled life, advocated by figures like Descartes, Rousseau, and Hegel, highlighting the duality of passion's nature (Descartes, 1649; Rousseau, n.d. as cited in Vallerand, 2015; Hegel, n.d. as cited in Vallerand, 2015). A third perspective, emerging at the intersection of philosophy and psychology, differentiates passions into 'noble' and 'selfish,' focusing on their societal versus personal benefits, respectively. This view, initially proposed by Joussain (1928), emphasizes the complexity of passion's impact, suggesting passions can both conflict and coexist, influencing outcomes based on an equilibrium among passions (Joussain, 1928 as cited in Vallerand, 2015; Müller, 1881; Ribot, 1907).

Despite this rich theoretical background, empirical research on passion, particularly outside the domain of passionate love, has been sparse until recently. The psychological exploration of passion has primarily highlighted its motivational aspects, with authors like Frijda et al. (1991) and Baum & Locke (2004) noting its role in driving effort and time investment towards passionate goals. This literature review acknowledges the limitations of existing psychological constructs such as positive addiction, grit, and intrinsic motivation in capturing the nuanced duality of passion described by philosophers and early psychologists. This gap highlights the need for contemporary research to explore passion's dual nature and its implications for individuals' well-being and societal contributions, bridging philosophical insights with psychological inquiry (Baum & Locke, 2004; Duckworth et al., 2007; Frijda et al., 1991; Glasser, 1976; Hatfield et al., 1979; Ryan & Deci, 2000; Vallerand, 2015).

Recent research efforts have begun to address the intricacies of its dual nature, as outlined by Vallerand. This body of work elaborates on the theoretical distinctions between harmonious and obsessive passion, providing empirical support for the differential outcomes associated with each. Harmonious passion, characterized by a voluntary engagement in activities that are well integrated into one's identity, is associated with positive psychological outcomes, such as higher levels of well-being and satisfaction. Conversely, obsessive passion, which involves a compulsion to engage in an activity due to internal or external pressures, has been linked to negative outcomes, including stress and conflict with other life domains. This empirical work has been instrumental in operationalizing passion within psychological literature, distinguishing it from related constructs such as addiction and motivation. The research demonstrates that passion, particularly when harmonious, can lead to sustained engagement and high achievement in various domains, including sports, arts, and education. This work builds on the philosophical underpinnings of passion, providing a nuanced understanding of how passion can serve as a driving force for personal growth and fulfillment, while also acknowledging its potential pitfalls (O'Keefe et al., 2022; Vallerand, 2015; Vallerand et al., 2003).

Furthermore, the dualistic model of passion has opened new avenues for exploring how passion interacts with other psychological constructs, such as grit and intrinsic motivation. While these constructs share similarities with passion, such as perseverance and a deep engagement with activities, Vallerand's work underscores the unique contribution of passion to understanding human behavior and motivation. Specifically, the model highlights

the importance of the quality of one's engagement with passionate activities, rather than just the intensity or duration of engagement. The nuanced exploration of passion's dual nature, informed by both philosophical discourse and empirical research, highlights the critical role of passion in shaping individuals' experiences and outcomes in various life domains. As such, the ongoing investigation into the facets of passion holds significant implications for the development of interventions and strategies aimed at fostering positive forms of passion, thereby enhancing personal well-being and societal contributions (Baum & Locke, 2004; Frijda et al., 1991; Vallerand, 2015; Vallerand et al., 2003).

Preliminary research on the connection between passion for an activity and psychological well-being posited that engaging in activities one loves should positively influence one's psychological health. Studies across various groups, including teachers and undergraduate students, exemplify these findings. For example, teachers with a passion for teaching experienced an increase in life satisfaction over time (Carbonneau et al., 2008). Similar positive outcomes were noted among students passionate about their studies and student-athletes passionate about their sport, indicating the broad applicability of these findings across different activities and populations (Vallerand et al., 2007, 2008). Research by Philippe et al. (2009) extended these observations by comparing individuals with high levels of passion for an activity to those with lower passion. Results consistently showed that passion led to better psychological well-being than a lack of passion (Carbonneau et al., 2008; Philippe et al., 2009; Vallerand et al., 2003, 2006, 2007, 2008).

The positive effects of passion on well-being are partly mediated by the experience of positive affect during engagement in passionate activities. Passion fosters positive emotions, which are linked to increased psychological well-being and the broadening of one's thought-action repertoires (Carpentier et al., 2012; Fredrickson, 2001; Vallerand et al., 2003). Studies have also explored the role of flow as a mediator in the relationship between passion and psychological well-being. Passion was found to enhance the experience of flow in both leisure and work activities, leading to improved psychological well-being (Carpentier et al., 2012; Forest et al., 2012; Vallerand et al., 2003, 2007).

2.2 Work Engagement

2.2.1 Motivational Psychology

While predominantly viewed as less effective than intrinsic motivation, extrinsic motivation plays a critical role in various contexts, including education and the workplace. It can sometimes undermine intrinsic motivation, especially when rewards are perceived as controlling rather than supportive (Bénabou & Tirole, 2003). However, extrinsic incentives can also enhance motivation when they align with an individual's values and goals, promoting internalization and integration of the behavior (Deci, 1972a; Ryan & Deci, 2000). This nuanced understanding of extrinsic motivation emphasizes its variability, contingent on how individuals interpret these external incentives. Moreover, the "crowding out" effect, where extrinsic rewards can diminish intrinsic interest, is contingent on the nature of the task and the type of reward (Bénabou & Tirole, 2003). Thus, the impact of extrinsic motivation on behavior is multifaceted, requiring careful consideration of the conditions under which it is applied (Calder & Staw, 1975; Deci, 1971, 1972b; Deci et al., 1999).

Calder and Staw (1975) and Deci (1971, 1972a, 1972b) explore the effects of extrinsic rewards on motivation, highlighting the intricate interplay between intrinsic and extrinsic motivation. These studies underscore that extrinsic rewards can either undermine or enhance intrinsic motivation, depending on their perceived control or autonomy support. Furthermore, the self-perception theory offers a unique lens through which to understand how individuals interpret their own attitudes, suggesting that the perception of being intrinsically versus extrinsically motivated is influenced by external rewards and the context of the action. This perspective is crucial in settings where motivation directly impacts performance and satisfaction, emphasizing the importance of how rewards are framed and the conditions under which they are provided (Bem, 1967a, 1967b; Calder & Staw, 1975; Deci, 1971, 1972b; Lepper et al., 1973).

Conversely intrinsic motivation, a cornerstone of educational psychology, emphasizes the importance of internal satisfaction and interest in tasks for effective learning and performance. Research by Covington and Müller (2001) challenges the dichotomy between intrinsic and extrinsic motivation, suggesting that these motivators can coexist, transforming the educational and occupational landscapes. This perspective is supported by findings

indicating that harmonious passion, a form of intrinsic motivation, correlates positively with job satisfaction and negatively with burnout, illustrating the dual-edged nature of passion in work contexts (Vallerand et al., 2003). Furthermore, the integration of intrinsic and extrinsic motivators, when aligned with personal interests and values, can enhance engagement and satisfaction, underscoring the complexity of motivation beyond simple binary categorizations. The dynamic interplay between intrinsic motivation, extrinsic rewards, and the conditions fostering their coexistence offers rich avenues for future research, particularly in educational settings where fostering a genuine love for learning remains a pivotal challenge (Covington & Müller, 2001; Sequeira et al., 2011; Vallerand et al., 1992, 2003).

2.2.2 The Role of Leadership

Contemporary literature contains ample emphasis on the importance of effective leadership in generating motivation among the workforce. Historically, research has constructed a dichotomy of leadership approaches. This distinction broadly categorizes transactional and transformative styles as the two approaches defining the philosophy of leadership, and is based on theories about the nature of human motivational psychology. Transactional leadership is distinguished by its focus on the exchange between leaders and followers, where leaders provide resources and rewards in exchange for followers' compliance and performance. This leadership style is characterized by its emphasis on structured processes, clear directives, and the maintenance of organizational operations through a system of rewards and penalties (Bass & Avolio, 1994; Bass & Steidlmeier, 1999; J. M. Burns, 2012). Transactional leaders are primarily concerned with ensuring that daily operations are efficient and goals are met through existing protocols and standards. However, the effectiveness of transactional leadership can be limited by its inherent focus on extrinsic motivation, which may not foster intrinsic motivation or encourage creative problem-solving among followers. It operates under the assumption that followers are motivated by rewards and punishment, potentially overlooking the importance of aligning work with followers' values and goals (Deluga, 1988; McGregor & Pugh, 1960).

Transactional leadership has been criticized for its potential to stifle innovation and restrict organizational growth due to its focus on maintaining the status quo and discouraging deviation from established procedures. While effective under certain circumstances, it may not sufficiently address the complexities of modern organizational environments that demand

innovation, adaptability, and a deeper engagement from employees. The literature suggests that a purely transactional approach might limit the potential for organizational growth and development due to its primary reliance on external motivation and adherence to established routines (Bass & Steidlmeier, 1999; G. P. Burns, 1978; J. M. Burns, 2012; Deluga, 1988).

Conversely, transformative leadership is a process by which leaders and followers pursue higher goals. This concept opposes traditional transactional dynamics to foster a shared sense of purpose (Bass & Avolio, 1994). Rooted in intellectual and moral foundations, it seeks not only to address immediate business-level needs but to elevate the aspirations and ethical standards of all involved (J. M. Burns, 2012). This leadership style is characterized by its focusing on innovation and intrinsic motivational practices, prioritizing the development and empowerment of followers into leaders themselves, and emphasizing the fulfillment of higher needs and values (Bass & Avolio, 1994). Transformative leadership aims to cultivate a synergistic relationship, where leaders and followers collectively engage in the realization of visionary goals, thereby creating an environment conducive to growth and the achievement of shared objectives (J. M. Burns, 2012; Carless et al., 2000).

As conceptualized by Quantz et al. (1991) and further explored by Shields (2010), transformative approaches to leadership challenge traditional leadership paradigms by emphasizing moral and ethical considerations, democratic empowerment, and the critical role of leadership in addressing and rectifying social and educational inequities. Quantz et al. (1991) argue for a leadership model that transcends transactional and transformational approaches, advocating for a critical reinterpretation of leadership that engages with the broader social, cultural, and political contexts to foster genuine transformation within schools and societies. Shields (2010) builds upon this foundation by delineating transformative leadership's distinct qualities, such as its focus on justice, democracy, and the public good, critiquing inequitable practices, and striving for a more inclusive, equitable, and deeply democratic conception of education (Quantz et al., 1991; Shields, 2010).

The conceptual framework of transformative leadership has evolved to encompass a multifaceted understanding of leadership roles in achieving equitable outcomes in diverse contexts. Shields expands upon Quantz et al. by integrating the importance of justice, democracy, and the critique of inequitable practices within transformative leadership. This approach underscores the necessity of a leadership style that is not only transformative in

nature but also deeply rooted in ethical considerations, aiming to empower and elevate followers to higher levels of judgment and action (J. M. Burns, 2012). Transformative leadership is distinguished from transactional leadership through its commitment to addressing and challenging systemic inequities and fostering an inclusive, equitable, and democratic educational environment (Shields, 2011). This form of leadership necessitates a critical examination of the assumptions underlying existing visions and practices, advocating for a leadership model that empowers followers to become leaders themselves and to work towards the common good (Quantz et al., 1991; Shields, 2010)

Transformative leadership, characterized by ethical underpinnings, prioritizes stakeholder welfare and fosters a culture of empowerment and trust. This leadership style amalgamates transformational, servant, and principle-centered leadership, emphasizing moral integrity, stakeholder engagement, and the pursuit of excellence (Caldwell et al., 2012). Studies highlight transformative leadership's role in bolstering organizational innovation, employee satisfaction, and strategic success. By embodying charisma, inspiration, intellectual stimulation, and individual consideration, transformative leaders inspire followers to transcend self-interests for collective goals (J. M. Burns, 2012; Shields, 2011). However, the effectiveness of transformative leadership hinges on a balance between visionary leadership and pragmatic management, ensuring visionary aspirations are grounded in actionable strategies. The need for a new leadership model is accentuated by the decline in trust towards traditional leadership paradigms, signaling a shift towards more ethically driven leadership approaches in a morally complex world. Transformative leadership, therefore, emerges as a compelling response to contemporary challenges, integrating ethical mandates, behavioral assumptions, and standards of excellence essential for effective governance (Caldwell et al., 2012; Deluga, 1988; Paine, 2003).

2.2.3 Engagement Metrics and Productivity Correlation

Engagement is characterized by the physical, cognitive, and emotional investment of employees in their roles, as originally defined by Kahn (1990). This foundational perspective emphasizes the significance of employees being psychologically present and fully involved in their work. Subsequent definitions and studies have expanded on Kahn's conceptualization, suggesting engagement encompasses emotional and intellectual commitment to the organization and discretionary effort in job performance. However, the diversity in definitions

complicates understanding and measuring engagement, creating challenges in managing and improving it (Frank et al., 2004; Kahn, 1990; Richman et al., 2008; Shaw, 2005).

Engagement is often compared to related constructs like organizational commitment and organizational citizenship behavior (OCB), with some research positioning engagement as an evolution or deepening of commitment (Robinson et al., 2004). Unlike commitment, which is more about attitude and attachment, or OCB, which focuses on voluntary behaviors, engagement is seen as a more comprehensive involvement in one's formal role performance. Kahn's (1990) work remains pivotal, identifying meaningfulness, safety, and availability as key psychological conditions for engagement. His qualitative research led to a model empirically supported by May et al. (2004), who found these conditions significantly related to engagement and identified job enrichment, role fit, and supportive relationships as positive predictors. Similarly, Maslach et al. (2001) link engagement to work-life factors like workload and rewards, suggesting that meaningful work is crucial for engagement. The concept of 'flow' and job involvement are also related to engagement, yet distinct in their focus and scope. Flow involves total involvement in an activity, while job involvement concerns the psychological identification with one's job. Engagement, however, implies a broader, more sustained involvement in work tasks (Kahn, 1990; Maslach et al., 2001; May et al., 2004; Robinson et al., 2004).

Employee engagement, a construct of increasing interest within organizational research, lacks extensive theoretical development despite its recognized importance. Two primary models have emerged to explain the psychological conditions fostering engagement at work. Kahn (1990) identifies three critical psychological conditions: meaningfulness, safety, and availability. His research suggests that employees are more engaged when they find work psychologically meaningful, feel safe within their work environment, and are psychologically available to engage in their roles. Empirical validation by May et al. (2004) supports Kahn's model, highlighting the significance of job enrichment, role fit, supportive relationships, and available resources as predictors of these conditions. Analogously, Maslach et al. (2001) approach engagement from the perspective of burnout, proposing job engagement as the antithesis of burnout. Their model outlines six work-life areas affecting burnout and engagement: workload, rewards and recognition, control, community and social support, perceived fairness, and alignment with values. They argue that positive conditions in these areas foster engagement, suggesting a mediating role of engagement between work-life

factors and work outcomes. Beyond these models, Social Exchange Theory (SET) offers a deeper theoretical grounding for understanding employee engagement. SET posits that engagement is influenced by the reciprocal relationship between employees and their organization, where engagement acts as a response to the economic and socioemotional resources provided by the organization (Saks, 2006). This theory explains the variance in engagement levels as a form of repayment for the support and resources employees receive, underlining a mutual commitment evolved through trust and loyalty over time. Both Kahn's and Maslach et al.'s models, complemented by SET, underscore the multifaceted nature of employee engagement. They highlight the importance of creating work environments that provide meaningful, safe, and resourceful conditions, thereby encouraging employees to invest themselves more fully into their roles. These frameworks together offer a comprehensive understanding of the antecedents of engagement, suggesting practical implications for enhancing employee engagement through targeted organizational strategies. Social Exchange Theory (SET) offers a theoretical rationale for understanding engagement, suggesting that employee engagement is a reciprocal response to the resources and support provided by the organization. This theory explains engagement as a mechanism through which employees repay their organization for the economic and socio-emotional resources received, emphasizing the role of engagement in the social exchange process (Cropanzano & Mitchell, 2005; Kahn, 1990; Maslach et al., 2001; May et al., 2004; Saks, 2006).

Numerous drivers of employee engagement and its impact on organizational performance have been spotted in previous studies, offering insights into effective management strategies and the substantial benefits of fostering an engaged workforce. Research highlights various factors contributing to employee engagement, including the significance of meaningful work, opportunities for growth, strong manager-employee relationships, communication, and the alignment of employee values with organizational goals (Robinson et al., 2004; Vance, 2006). Findings from institutes such as Gallup underline the importance of non-financial aspects such as workplace relationships, managerial support, and a conducive organizational culture in enhancing employee engagement (Gallup Inc., 2023).

Engagement emerges as a key determinant of organizational success, transcending traditional management practices to encompass a broader, more integrated approach to employee well-being and organizational alignment (Wellins, 2005). This necessitates a shift in

managerial focus from purely transactional elements, such as pay and benefits, to more transformational aspects, including personal growth, meaningful work, and a supportive culture. The emphasis on non-financial drivers, such as meaningfulness at work, challenges organizations to rethink their engagement strategies (Looi et al., 2004). It calls for a culture that values employees' contributions, fosters their development, and ensures their work aligns with personal and organizational values. Furthermore, the critical role of managers in shaping employees' engagement levels highlights the need for leadership development programs that equip managers with the skills to support, recognize, and inspire their teams. Moreover, the link between employee engagement and organizational performance is clearly established, with engaged employees significantly contributing to key business metrics such as customer satisfaction, profitability, and growth (TowersPerrin, 2003; Wellins, 2005).

2.3 Employee Well-Being

2.3.1 Well-Being and Stress Management

The intricate relationship between workplace stress and its impact on employee health has been subject to much exploration. In one of the earlier comprehensive papers, Ganster and Schaubroeck (1991) show how job demands and the lack of control over these demands can lead to serious health concerns, such as cardiovascular disease and mental health issues. It emphasizes the role of organizational support in mitigating these adverse effects and suggests that improving work design and providing employees with more control and support can enhance employee well-being and productivity. This comprehensive study sheds light on the critical need for employers to address work-related stress as a significant factor in promoting a healthy work environment. Subsequent discussion has been focused on the importance of workplace risk assessments in educating and informing all personnel, especially managers and human resources, about work-related stress. Palmer et al. (2004) introduce a model of organizational stress that outlines the relationship between work-related stress hazards, individual and organizational symptoms of stress, negative outcomes, and financial costs. The model aligns with the health and safety executive's guidance, emphasizing the necessity for employers to take work-related stress seriously and to actively engage in improving and maintaining employee health and well-being. This article also touches on the revised HSE

Management Standards, aiming to provide a comprehensive framework for managing work-related stress effectively (Ganster & Schaubroeck, 1991; Palmer et al., 2004).

2.3.2 Employee Engagement and Job Satisfaction

Alshammari (2015) offers a comprehensive analysis of various research studies on the correlation of employee engagement and perceived well-being within organizations. It underscores the pivotal role of employee engagement in boosting workplace productivity by emotionally connecting employees to their organization. The study examines key variables such as job satisfaction, job involvement, and employee empowerment, aiming to explore their relationship with employee engagement. It highlights the significance of factors like supervisor support, co-worker relationships, rewards, and work environment in enhancing employee engagement, ultimately contributing to organizational growth and improved service quality to clients and customers. Abdelwahed and Doghan (2023) expand this work to the scholastic sector by examining the influence of work engagement and organizational factors on employee productivity and performance within higher education institutions. Utilizing quantitative methods and structural equation modeling, they reveal positive relationships between work engagement elements (vigor, dedication, absorption) and employee productivity, as well as between organizational factors (management support, learning culture, work environment, organizational commitment) and employee performance. Furthermore, the paper demonstrates that enhanced employee productivity significantly improves overall performance. This research contributes to understanding the dynamics of employee engagement and organizational support in fostering higher productivity and performance in educational settings, offering valuable insights for policymakers and management within the higher education sector (Abdelwahed & Doghan, 2023; Alshammari, 2015).

Yukhymenko-Lescroart and Sharma (2019) investigate the relationship between faculty members' work passion and its impact on their well-being. Utilizing structural equation modeling, the research finds that passion positively correlates with life satisfaction and subjective happiness. Indicators of passion are closely debated by Skurak et al. (2021) in their examination of how job engagement and the demands it imposes can lead to work-life conflict, primarily through insufficient psychological detachment from work. The paper highlights that both high work engagement and the pressures of job demands, without adequate detachment, can exacerbate work-life conflict, thereby impacting employee well-

being negatively. This research underscores the complexity of managing work engagement to ensure it contributes positively to employee well-being without fostering detrimental work-life conflict (Hamilton Skurak et al., 2021; Yukhymenko-Lescroart & Sharma, 2019).

2.3.3 Leadership, Culture, and Demographics in Employee Well-Being

Wang et al. (2022) conducted a cross-cultural study on the effects of servant leadership on employee well-being across Canada, Pakistan, China, the US, and Brazil, involving over 800 employees. The study focused on how servant leadership fosters employees' well-being through autonomous motivation, moderated by personal values of power distance and collectivism. Findings supported the positive impact of servant leadership on psychological well-being and autonomous motivation across cultures. However, collectivist values were found to negatively moderate the relationship between servant leadership and autonomous motivation, particularly in the Chinese and US samples. This research provides substantial evidence for the motivational effects of servant leadership globally and suggests implications for cross-cultural management and leadership training (Wang et al., 2022).

The study by Marenus, Marzec, and Chen (2022) investigates the association between workplace culture of health and employees' mental well-being, focusing on work engagement, stress, and depression. Using data from 6,235 employees across 16 companies, the research demonstrates that a strong workplace culture of health correlates with increased work engagement and reduced stress and depression levels. This study emphasizes the critical role of a supportive workplace culture in enhancing employee emotional well-being, suggesting that interventions aimed at improving workplace culture of health could significantly benefit employees both in mental health and engagement (Marenus et al., 2022).

The study by Kotera, Van Laethem, and Ohshima (2020) conducts a cross-cultural comparison of mental health between Japanese and Dutch workers, focusing on the relationships between mental health problems, work engagement, and motivation. The findings reveal that Dutch workers reported higher levels of mental health problems, intrinsic motivation and work engagement, but lower levels of demotivation compared to Japanese workers. Additionally, mental health problems were associated with shame in both groups, with self-compassion negatively predicting mental health problems in Japanese workers and work engagement doing so in Dutch employees. This research highlights the cultural differences in mental health perceptions and suggests that interventions like job crafting and

mindfulness could be beneficial for improving employee well-being across different cultural contexts (Kotera et al., 2020).

Liebermann et al. (2013) explore the nuanced impacts of age diversity on individual team member health, focusing on the moderation effects of age and age stereotypes. Their research, grounded in relational demography, indicates that age diversity in teams can have differential health outcomes based on individual age and the presence of age stereotypes. Specifically, younger and older employees may experience adverse health effects in age-diverse teams, with these effects being influenced by their attitudes towards age groups different from their own. This study underscores the complexity of age diversity's impact on workplace health, suggesting that merely assembling age-diverse teams is insufficient for ensuring positive health outcomes. It calls for a deeper understanding of the interplay diversity and stereotypes to mitigate potential health risks and leverage the benefits of age diversity in the workplace (Liebermann et al., 2013).

Lister et al. introduce the Cultural well-being Index to assess organizational culture's impact on employee well-being, inclusivity, and innovation capacity. This study validates the Cultural well-being Index through a cross-sectional survey, demonstrating its internal validity and predictive power for employee health, retention, engagement, and job satisfaction. The Cultural well-being Index, comprising metrics of hope, trust, and belonging, offers a new framework for measuring and managing organizational culture towards enhanced employee well-being and innovation. This approach underscores the importance of cultural health as a foundational element for fostering a supportive and inclusive work environment (Lister et al., 2021).

2.3.4 Integrating Work Engagement and Well-Being: Cross-Cultural Insights

The chapter "well-being and Work Performance" from the Handbook of Well-being, authored by Peter Warr & Karina Nielsen, delves into the much-touted "happy worker-productive worker thesis," exploring the relationship between various forms of well-being (context-free and job-related) and work performance (in-role and extra-role behaviors, creativity, proactivity). It reviews individual and group-level studies showing small-to-moderate associations between well-being and performance, considering job satisfaction, engagement,

and affect. The chapter discusses potential moderators like personal discretion, occupational grade, and group characteristics, emphasizing the difficulty in establishing causality due to the absence of controlled experiments. It suggests that future research should explore the diverse impacts of well-being on performance, including the exploration of non-linear relationships and the need for experimental and qualitative studies to understand the causal pathways and potential third variables better (Warr & Nielsen, 2018).

The paper by Caesens, Stinglhamber, and Luypaert (2014) investigates the effects of work engagement and workaholism on employee well-being, considering job satisfaction, perceived stress, and sleep problems. It emphasizes the mediating role of work-related social support (organizational, supervisor, and coworker support) in these relationships. The findings suggest work engagement positively influences job satisfaction and reduces perceived stress, mediated by organizational and supervisor support. Conversely, workaholism, influenced by coworker support, leads to lower job satisfaction, higher stress, and sleep problems. The study highlights the importance of differentiating sources of support to foster engagement and prevent workaholism for enhancing employee well-being (Caesens et al., 2014).

Raza et al. (2015) explore the influence of intrinsic motivation on employee job satisfaction, focusing on factors like job security, achievement, and job responsibility. They find a significant positive relationship between these variables and job satisfaction, suggesting that intrinsic motivation plays a crucial role in enhancing employees' satisfaction levels. This research underscores the importance of intrinsic factors in improving job satisfaction, thereby indicating that managers should focus on these areas to boost both individual and organizational performance while enhancing satisfaction levels among employees (Raza et al., 2015).

Sanchez and McCauley's (2006) study addresses managing employee engagement across global workforces, highlighting the importance of recognizing cultural differences in engagement strategies. They discovered that while engagement drivers vary significantly across different regions, a core set of global drivers also exists, including the nature of the work, confidence in leadership, recognition, and organizational communication. Their findings suggest that multinational companies can benefit from balancing global engagement strategies with local adaptations to effectively enhance employee engagement, thus impacting

business outcomes positively. This research provides valuable insights for global companies aiming to optimize their workforce engagement strategies (Sanchez & McCauley, 2006).

De Castella, Byrne, and Covington (2013) explore the complex interplay between fear of failure, success orientation, and self-protective behavior in students across cultural contexts. Utilizing the Quadripolar Model of Need Achievement, their research delineates how these dynamics contribute to various motivational profiles, such as optimism, overstriving, self-protecting, and failure acceptance. They find that fear of failure and success orientation interact in nuanced ways, affecting students' engagement with their studies and propensity towards self-handicapping and defensive pessimism. These behaviors manifest differently across cultures, suggesting that cultural values significantly influence students' motivational strategies and their academic engagement. This study highlights the importance of cultural contexts in understanding the motivational underpinnings of sustainable welfare, achievement and work engagement (De Castella et al., 2013).

Research conducted by Rothmann investigates job satisfaction, occupational stress, burnout, and work engagement among members of the police force, emphasizing these components as critical to work-related well-being. Using various established scales for measurement, the study confirms a four-dimensional model of work-related well-being: job satisfaction, occupational stress, burnout, and engagement, each distinctly influencing an individual's work experience. Significant relationships among these dimensions were identified, suggesting complex interplays that impact psychological states. This research underlines the importance of a multidimensional approach to understanding and improving the work-related well-being of individuals in high-stress professions (Rothmann, 2008).

The study "Work Engagement and Work-Related well-being of School Teachers" examines the correlation between work-related well-being and work engagement among teachers in India. Utilizing the Utrecht Work Engagement Scale and the PGI General well-being Scale, data from 97 teachers revealed a positive relationship between these variables, suggesting that increases in teachers' well-being are associated with increased work engagement. The study also explored demographic variables like sex, designation, type of school, and experience, finding these factors did not significantly influence the relationship between well-being and work engagement. This research underscores the importance of fostering an environment that supports both the psychological well-being and engagement of

teachers, highlighting its potential impact on educational outcomes (Sarath & Manikandan, 2014).

2.4. Theoretical Framework

Based on the available literature, the research team attempts to investigate the correlation between passion and 1) work engagement, and 2) employee well-being, respectively. The research defines passion as the independent variable, with work engagement and employee well-being as dependent variables. The investigation is guided by two primary research questions:

Q1: How does passion in young professionals correlate with workplace engagement in the Swedish labor market?

H0₁: *In the Swedish labor market, passion in young professionals does not correlate with workplace engagement.*

H1₁: *In the Swedish labor market, passion in young professionals positively correlates with workplace engagement.*

Q2: How does passion in young professionals correlate with employee well-being in the Swedish labor market?

H0₂: *In the Swedish labor market, passion in young professionals does not correlate with employee well-being.*

H1₂: *In the Swedish labor market, passion in young professionals positively correlates with employee well-being.*

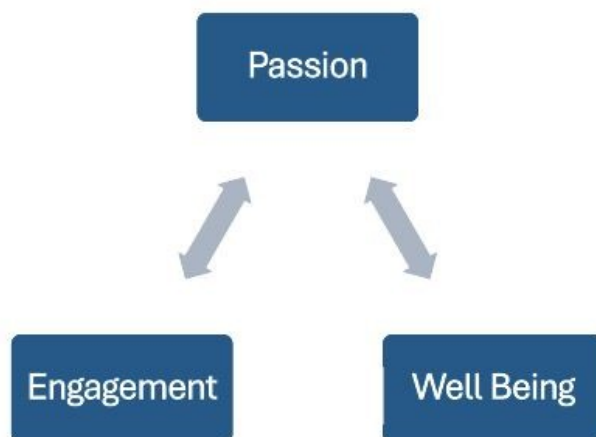


Figure 1: Theoretical Framework (made by the authors)

3. Empirical Setting and Method

This chapter presents the empirical setting and methodology employed to examine the correlation between passion to workplace engagement and employee well-being, respectively. Further, the choices of sampling approach and statistical test selection are laid out. The methodology describes the framework by which the research process and procedures are conducted (Saunders et al., 2009). The study builds on the model of the Research Onion.

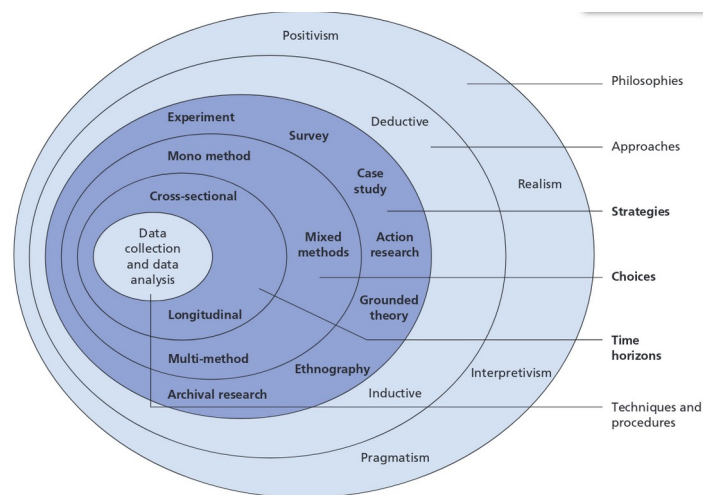


Figure 2: The Research Onion (Saunders et al., 2009)

3.1 Research Method

According to the first layer of the Research Onion, this study deploys interpretiv philosophy, which emphasizes understanding participants' subjective meanings and experiences. Although the study utilizes quantitative methods, the interpretive approach ensures that the analysis acknowledges the context and complexity of human behavior. This philosophical stance allows the research team to interpret the data within the broader social and cultural framework, providing a deeper understanding of the findings. In the following layer, the deductive approach was adapted. The research begins with a theoretical framework or hypothesis derived from existing literature. The team will test these hypotheses through empirical observation and data analysis. This method ensures that the research is grounded in theory and seeks to validate or refute established assumptions. In the following layer, the team adopts the survey strategy, a widely used method in social sciences for efficiently gathering large amounts of data. Surveys are designed to elicit responses that can be easily quantified,

making them ideal for a study requiring statistical analysis. The next layer pertains to methodological choice. The research team has opted for a mono method approach, utilizing the single data collection technique of a survey. This choice ensures consistency in data collection and simplifies the analysis process, as all data will be of the same type and format. According to the next layer of the research onion, cross-sectional data collection was implemented by demographically categorizing respondents into several groups. Due to the sample size, these individual groups are not separately processed in the research process. At the core of the onion, data collection was conducted via a single-phase online survey.

3.2 Sampling

The sampling method involves a purposive sampling strategy to select a cohort of 74 young professionals within the specified age range of 18 to 45 years, who are currently or were recently employed in the Swedish labor market, stratified to represent three age groups: 18-25, 26-35, and 36-45 years. This stratification ensures a comprehensive representation of early to mid-career professionals, thereby providing diverse insights into the impact of passion on workplace dynamics across different career stages. The sample size is considered sufficient to achieve a representative understanding of the young professional demographic within the Swedish labor market, with a margin of error <10%, given a confidence level of 95%. This margin indicates the degree to which the results obtained from the sample may differ from those that would be obtained if the entire population were surveyed.

The minimum sample size for this study is derived as follows:

Total population of Sweden: **10.700.000** (United Nations Population Fund, 2024)

Total population of Sweden employed in white collar jobs: **2.149.140** (Statistics Sweden, 2018)

Proportion of white collar employment = ~**51.5%** (Statistics Sweden, 2018)

Total population between the ages of 15-64: **6.634.000** (United Nations Population Fund, 2024)

Approx. proportion of population 18-45 within population 15-64: $(45-18)/(64-15) = \sim 55.1\%$

Approx. population 18-45 within population of 15-64: $6.634.000 * 0.551 = 3.655.334$

→ Approx total population 18-45 in white collar employment: $3.655.334 * 0.515 = 1.882.497$

→ Proportion of study target group among total population: $1.882.497/10.700.000 \approx 17.6\%$

The minimum sample size, given

- a population size of 10.700.000
- a population proportion of 17.6%
- a 95% confidence level and
- a 10% margin of error

equates to 56. With the inclusion of 74 respondents, small statistical error such as number rounding, is accounted for. Selecting a sample size approximately 32% larger than the required minimal amount further accounts for a potential shift in the underlying statistical data taken from past reports.

The strategy further ensures that participants are reflective of the study's target demographic. Efforts were made to ensure a diverse representation of participants across different industries, job roles, and geographic locations within Sweden, to enhance the generalizability of the findings. However, the study is geographically confined to Sweden, offering insights specific to the Swedish labor market. This focus allows for a nuanced analysis of the impact of passion on workplace dynamics within a socio-economic context that may have unique characteristics influencing professional engagement and well-being.

The data collection process for this study was strategically designed to gather information on the interactions between passion, engagement, and well-being among working professionals aged 18 to 45 in Sweden. The process was structured to ensure a wide reach and high response accuracy.

3.3 Questionnaire Design

The questionnaire, central to our data collection, was carefully crafted to reflect the three pivotal components of the research:

Passion: This section aims to assess the degree to which participants feel passionately about their work.

Engagement: Questions here aimed to measure the level of participants' engagement with their job, focusing on their emotional connection to the job, sense of importance, and willingness to exceed minimum requirements.

Well-Being: The final section sought to understand participants' psychological well-being, probing their overall job satisfaction, feelings of stress, fulfillment, and a sense of being recognized appropriately for their work.

The survey consisted of three questions concerning personal information and nine total questions referring to the indicators for each variable as laid out in the operationalization table below. Each section was developed to ensure that the responses could be quantitatively analyzed, with all items rated on a five-point Likert scale for consistency.

3.3.1 Operationalization Matrix

Variable	Type	Definition	Measurement	Indicators	Reference
Passion	Independent	The degree to which an individual feels enthusiasm for their job.	Ordinal	Self-perception of passion for the job.	(Thibault-Landry et al., 2018; Vallerand et al., 2003, 2007)
Engagement	Dependent	The level of psychological presence, vigor, and dedication an employee exhibits at work.	Ordinal	Emotional connection Sense of importance Willingness to exceed minimum requirements	(Kahn, 1990; Robinson et al., 2004; Schaufeli et al., 2002)
Well-being	Dependent	The overall psychological and emotional state of an employee	Ordinal	Job satisfaction Stress Fulfillment Sense of being recognized	(Rothmann, 2008; Warr & Nielsen, 2018; Yukhymenko-Lescroart & Sharma, 2022)

Figure 3: Operationalization Matrix (made by the authors)

3.3.2 Survey Platform and Distribution

The survey was conducted using Lime Survey, chosen for its capabilities in handling complex questionnaire formats and ensuring data privacy. The following channels were utilized for survey distribution:

Social Media and Networking Platforms: LinkedIn was the primary social media platform used, chosen for its professional focus and the ability to target specific demographics relevant to the study, namely young professionals in Sweden. Customized posts and targeted messages were crafted to engage potential respondents, emphasizing the importance of their participation and how it contributes to a broader understanding of workplace dynamics. This

approach also ensured responses from several locations within Sweden, counteracting potential biases that may have been introduced by concentrating the survey to a single city.

University Networks: The research team engaged with local universities, specifically Halmstad University and Lund University, utilizing both current student and alumni networks to distribute the survey. This approach helped reach young professionals who are either currently studying or have recently graduated.

Email Campaigns: A more personalized approach was taken with email campaigns, reaching out to networks from Halmstad University and Lund University. These emails were sent to alumni and current students who fit the demographic profile of the study. Additionally, professional contacts from High-Five, an innovation and startup incubation center at Halmstad University, were also included. The email invitations detailed the study's purpose, the confidentiality of the responses, and the expected time commitment, encouraging participation through a direct link to the survey.

3.3.3 Ensuring Credibility and Compliance

To ensure the credibility of the responses and the accuracy of the demographic data, several strategies were implemented. Before distributing the survey, informational content explaining the research objectives was shared. This was intended to encourage genuine responses. Initial participants were encouraged to share the survey with their professional peers. This method helped in reaching a wider yet targeted audience. During the survey, validation checks were included to ensure that responses were complete and met logical criteria. Due to the privacy assurance for respondents, bias from external influences were minimized. These steps helped in maintaining the quality of the collected data (Saunders et al., 2009). This comprehensive approach to data collection ensured a robust dataset, facilitating reliable and valid analysis of the relationships between passion, engagement, and well-being among young working professionals in Sweden.

3.3.4 Validity

Validity describes the degree of accuracy by which a measurement reflects what it is intended to measure (Pellissier, 2008). The validity of this study is addressed through multiple facets to ensure the accuracy and credibility of the findings.

Construct validity is ensured by employing well-established theoretical frameworks and validated measurement instruments. The constructs of passion, work engagement, and well-being are operationalized based on prior research. The survey items are inspired by validated scales, such as the Utrecht Work Engagement Scale (UWES), to capture the constructs accurately (Schaufeli et al., 2002).

Internal validity is strengthened through the design of the study and the use of appropriate statistical techniques. By using non-parametric tests like Kendall's Tau and Spearman's Rank Correlation Coefficient, the study accounts for the ordinal nature of the data and avoids assumptions about the data distribution. The selection of a homogeneous sample of young professionals in Sweden further controls for extraneous variables that could confound the results, ensuring that the observed relationships are attributable to the constructs under investigation.

External validity, or the generalizability of the findings, is considered by employing diverse survey distribution channels to reach a wide range of participants within the target demographic. This includes leveraging social media platforms like LinkedIn, university networks, and professional contacts from innovation centers. Although the focus on young professionals in Sweden may limit the generalizability to other populations, the methodological rigor applied within this context provides a solid foundation for future studies to build upon and extend these findings to other groups and settings.

3.3.5 Reliability

Reliability indicates the consistency of research results upon repetition of the study (Bell et al., 2019). This study ensures reliability through the use of the established and validated standard five-point Likert-scale, providing confidence in its consistency over time and across different samples. The survey platform, Lime Survey, was chosen for its capability to handle complex questionnaire formats and ensure data privacy, with validation checks in place to identify and eliminate incomplete responses. The use of validated tools increases the

confidence in the reliability of the study, as reliability is implied by strong validity (Pellissier, 2008). Overall, the comprehensive approach to data collection and analysis ensures reliable findings, providing a robust basis for the study's conclusions. Hosting a pure online survey additionally reduces the probability of processing errors when handling respondents data (Bell et al., 2019)

3.3.6 Ethical Consideration

The study adhered strictly to ethical guidelines, ensuring the confidentiality and anonymity of participant data. Participants were provided with detailed information about the study, including its purpose. The privacy of participants was held as a priority during the entire process. IP-addresses and referral URLs of participants were not logged or documented in any way to ensure anonymity (Bell et al., 2019).

3.4 Testing and Analysis

Given the nature of our variables and the characteristics of our data set, the research team opted for Kendall's Tau along with Spearman's Rank Correlation Coefficient testing method. Both are non-parametric measures of association that do not assume a normal distribution and are suitable for ordinal data, thus capable of identifying the direction and strength of the relationship between ranked variables (Marshall & Boggis, 2016). Kendall's Tau is particularly sensitive to the presence of ties in the data, making it a servicable choice given the scale of measurement in this study (Kendall, 1938; Siegel & Castellan, 1988). The dual testing approach using both Kendall's Tau and Spearman's Rho allows for a comprehensive analysis of the data. While Kendall's Tau provides a fine-grained assessment of the ordinal associations, Spearman's Rho offers a broader view of the general monotonic relationships within the data (Marshall & Boggis, 2016). Employing both tests also enhances the robustness of the findings, as convergent results from both tests can significantly reinforce the validity of the conclusions drawn.

3.4.1 Kendall's Tau Testing

Kendall's Tau is particularly well-suited for data where the scale is ordinal, and the sample size is not large. This test is advantageous in scenarios where ties between data points are expected to be frequent, which is common in survey responses involving Likert scales

(Kendall, 1938). Furthermore, when dealing with multiple dependent variables, Kendall's Tau allows for a clear assessment of the ordinal association between each dependent variable and the independent variable independently. The non-parametric nature of Kendall's Tau ensures that the analysis does not rely on assumptions of normality, which are often violated in ordinal data (Siegel & Castellan, 1988).

For each of the relationships explored (passion for workplace engagement and passion for employee well-being), testing was configured as follows:

$H_{0,2}$: In the Swedish labor market, passion in young professionals does not correlate with the respective dependent variable. This implies that the Kendall's Tau coefficient, τ , is zero. Alternative Hypothesis $H_{1,2}$ would be indicated by a τ value greater than zero.

The procedure for Kendall's Tau involved ranking the data for each variable and calculating the τ coefficient for each pair (passion and engagement; passion and well-being). The significance of each τ coefficient was then determined by examining the p-value associated with the test. The computation of p-values helps in assessing whether the correlations are statistically significant, with the conventional alpha level set at 0.05. A p-value less than 0.05 indicates a statistically significant correlation between the variables, leading to the rejection of the null hypothesis. Conversely, a p-value greater than 0.05 suggests insufficient evidence to reject the null hypothesis, implying no statistically significant association (Field, 2013).

3.4.2 Spearman's Rank Correlation Coefficient

For analyzing the relationships between one independent variable, passion, and two dependent variables, workplace engagement and employee well-being, Spearman's Rank Correlation Coefficient was selected as the most suitable test. This section outlines the testing and analysis methodology, highlighting why Spearman's test is appropriate, the hypotheses tested, and how the results were interpreted.

Spearman's Rank Correlation Coefficient is optimal for testing the strength and direction of association between two ranked variables where the data type is ordinal and the scale of measurement does not support the assumptions of parametric tests. This test is particularly valuable when the assumption is that ties between data points may be negligible,

allowing for a straightforward application without the need for complex adjustments required by other non-parametric tests like Kendall's Tau (Hauke & Kossowski, 2011).

The testing procedure for Spearman's Rank Correlation involved the steps outlined in the following. Each set of data (for passion, workplace engagement, and employee well-being) was converted into ranks. Where ties were expected to be minimal, the average ranking was used for any that did occur. Spearman's ρ was computed using the formula: where d_i is the difference between the ranks of corresponding values in the two variables and n is the number of observations. The significance of the correlation was assessed using the p-value derived from the test. A p -value was computed for each correlation, testing the null hypothesis at a significance level of 0.05. If the p -value is less than 0.05, the null hypothesis is rejected, suggesting a statistically significant correlation between passion and the respective dependent variable. Conversely, a p -value greater than 0.05 implies that the correlation is not statistically significant, leading to acceptance of the null hypothesis. The analysis should report the Spearman's ρ values along with the corresponding p -values for the correlations between passion and each of the dependent variables. A significant positive ρ supports the alternative hypothesis, indicating a positive correlation of passion on workplace engagement and employee well-being.

3.4.3 Application of the Methods

The analysis involved calculating Kendall's Tau and Spearman's Rho to examine the correlations between the variables. The following steps were undertaken:

1. **Data Ranking:** The ordinal data were ranked to prepare for the correlation analysis.
2. **Correlation Calculation:** Both Kendall's Tau and Spearman's Rho coefficients were computed to determine the strength and direction of the relationships between passion, work engagement, and employee well-being.
3. **Significance Testing:** The statistical significance of the correlation coefficients was tested to establish the reliability of the observed relationships.

By employing these methods, we aimed to provide a comprehensive analysis of the correlations between the variables, ensuring the results are valid and applicable to the studied population.

4. Results

The primary aim of this study was to explore the influence of passion on workplace engagement and well-being among professionals in the Swedish labor market. Employing non-parametric tests, specifically Kendall's Tau and Spearman's Rho, the research sought to validate whether a statistically significant relationship exists between the independent variable, passion, and the dependent variables, engagement and well-being. The analysis, conducted on a sample of 74 participants, provides robust insights into these dynamics.

Age Group	Male	Female	Response Count
18-25	7	4	11
26-35	20	15	35
36-45	20	8	28

Figure 4: Demographic Distribution of Samples (made by the authors)

4.1 Passion and Workplace Engagement

The examination of the impact of passion on workplace engagement revealed significant correlations using both Kendall's Tau and Spearman's Rho tests. The Kendall's Tau test yielded a correlation coefficient of 0.625, which significantly supports the hypothesis that higher levels of passion are associated with increased workplace engagement, as indicated by the p-value of less than 0.001. This finding suggests that passion significantly aligns with greater involvement, enthusiasm, and dedication in the workplace—key components of engagement. Expanding upon this, Spearman's Rho, known for its sensitivity to rank-order relationships, further solidified these results with a correlation coefficient of 0.721 under the same significant level ($p < 0.001$). The stronger correlation identified by Spearman's Rho may reflect the ordinal nature of the data more adeptly, capturing the intensity of passion's influence on engagement dynamics. This enhancement in correlation underscores the robustness of passion's effect, suggesting that not only does passion correlate with greater engagement, but its increase may proportionally amplify the level of engagement in a more impactful manner.

Correlations			Passion	Engagement
Kendall's tau_b	Passion	Correlation Coefficient	1.000	.625**
		Sig. (2-tailed)	.	<.001
		N	74	74
	Engagement	Correlation Coefficient	.625**	1.000
		Sig. (2-tailed)	<.001	.
		N	74	74
Spearman's rho	Passion	Correlation Coefficient	1.000	.721**
		Sig. (2-tailed)	.	<.001
		N	74	74
	Engagement	Correlation Coefficient	.721**	1.000
		Sig. (2-tailed)	<.001	.
		N	74	74

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 5: Passion - Engagement Testing (SPSS)

4.2 Passion and Employee Well-Being

Regarding employee well-being, the Kendall's Tau analysis reported a correlation coefficient of 0.559, with a significance level of less than 0.001. This positive correlation indicates that higher levels of passion among professionals significantly correspond with improved mental and emotional well-being. Such results highlight the psychological benefits of being passionate about one's work, including reduced stress levels and enhanced overall life satisfaction.

Spearman's Rho offered a stronger correlation at 0.665, also significant at the $p < 0.001$ level. The higher correlation coefficient suggests that the relationship between passion and well-being might be more pronounced than initially observed, potentially due to the non-linear enhancements that Spearman's Rho accommodates. This test's sensitivity to the ordered ranks of data highlights how incremental increases in passion could lead to larger gains in well-being, suggesting a potentially exponential relationship. The significant results from both tests provide substantial evidence against the null hypothesis, supporting the positive correlation of passion with well-being. This suggests that there is a positive correlation between policies and workplace practices that cultivate and support employee passion and beneficial organizational outcomes in terms of healthier work environments.

Correlations

			Passion	Well-Being
Kendall's tau_b	Passion	Correlation Coefficient	1.000	.559**
		Sig. (2-tailed)	.	<.001
		N	74	74
	Well-Being	Correlation Coefficient	.559**	1.000
		Sig. (2-tailed)	<.001	.
		N	74	74
Spearman's rho	Passion	Correlation Coefficient	1.000	.665**
		Sig. (2-tailed)	.	<.001
		N	74	74
	Well-Being	Correlation Coefficient	.665**	1.000
		Sig. (2-tailed)	<.001	.
		N	74	74

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 6: Passion - Well-being Testing (SPSS)

The outcomes not only substantiate the research hypotheses with compelling evidence but also highlight the critical role of passion in relation to key workplace metrics among Swedish professionals. The high level of significance found in both sets of analyses refutes the null hypotheses, affirming the anticipated positive correlations between passion and the outcomes of workplace engagement and well-being. This section underscores the benefits that passion-driven interventions may offer within professional settings, particularly in the pursuit of enhancing employee engagement and overall well-being.

Variables	Correlation Coefficient (Kendall's Tau)	Correlation Coefficient (Spearman's Rho)	Significance (P-value)	Conclusion
Passion / Engagement	0.625	0.721	<0.001	Reject H0 ₁ , Accept H1 ₁

Figure 7: Passion - Engagement Correlation Values (made by the authors)

Variables	Correlation Coefficient (Kendall's Tau)	Correlation Coefficient (Spearman's Rho)	Significance (P-value)	Conclusion
Passion / Well-being	0.559	0.665	<0.001	Reject H0 ₂ , Accept H1 ₂

Figure 8: Passion - Well-being Correlation Values (made by the authors)

4.3 Statistical Significance

The statistical analysis conducted in this study illustrates the corresponding role of passion to both workplace engagement and employee well-being among young Swedish professionals. Utilizing Kendall's Tau and Spearman's Rho correlation coefficients, the study provides compelling evidence to reject the null hypotheses and supports the alternative hypotheses. The detailed findings are reflective not only of statistically significant results but also underscore potential practical implications for organizational practices within the Swedish labor market. The analysis revealed positive correlations between passion and workplace engagement, and between passion and employee well-being. Specifically, the correlation coefficients were 0.625 and 0.721 for engagement, and 0.559 and 0.665 for wellbeing, according to Kendall's Tau and Spearman's Rho respectively. These values suggest that passion may be significantly correlated to both higher engagement and better well-being at work. With p-values less than 0.001 in all tests, the results significantly surpass the conventional threshold for statistical significance ($p < 0.05$). This level of significance provides a high degree of confidence in the findings and their reliability.

5. Discussion

5.1 Summary of Key Findings

The analysis revealed several significant correlations that shed light on the intricate relationships between passion, work engagement, and employee well-being among young professionals in Sweden. Specifically, the results indicated that:

- There is a positive correlation between passion and work engagement, suggesting that individuals who are passionate about their jobs are more likely to be deeply engaged in their work.
- A significant positive relationship was found between passion and employee well-being, indicating that passionate employees tend to experience better overall well-being.
- The strength of these correlations underscores the association of passion with higher engagement and well-being in the workplace.

5.2 Comparison with Existing Literature

These findings align with the existing body of literature that highlights the positive effects of passion on work-related outcomes. For example, Vallerand et al. (2003) found that harmonious passion is associated with higher levels of well-being and satisfaction. Our study corroborates these results within the context of young professionals in Sweden, extending the generalizability of these findings to a new demographic and geographic setting.

Similarly, the study by Harter et al. (2002) emphasized the significant impact of employee engagement on organizational performance, suggesting that engaged employees are more productive and exhibit better job performance. Our findings reinforce this notion by demonstrating that passion, as a form of intrinsic motivation, may play a role in fostering engagement, which in turn enhances productivity and performance.

Moreover, Schaufeli et al. (2002) introduced the Utrecht Work Engagement Scale (UWES) to measure engagement, emphasizing the positive psychological states associated with high levels of engagement. Our study's results align with their findings, showing that passionate employees experience greater engagement and well-being, which are critical components measured by UWES.

The positive relationship between passion and employee well-being is consistent with the work of Bakker and Demerouti (2008), who proposed the Job Demands-Resources (JD-R) model. They suggested that resources such as job passion can enhance employee well-being and reduce burnout. Our study supports this model by indicating that passion serves as a valuable resource that is positively linked to welfare outcomes.

Additionally, Armstrong (2009) discussed the role of leadership in enhancing employee engagement and well-being. Our findings extend this discussion by suggesting that fostering passion within the workforce should be taken seriously in the development of effective leadership strategies to boost engagement and well-being, thus contributing to a more motivated and productive work environment.

5.3 Interpretation of Results

The significant positive correlation between passion and work engagement can be interpreted through the lens of self-determination theory, which posits that intrinsic motivation (such as passion) leads to higher engagement and better performance (Ryan & Deci, 2000). Passionate

individuals are likely to invest more time and energy into their work, resulting in higher engagement levels.

The positive relationship between passion and employee well-being highlights the role of passion in enhancing overall well-being. Passionate employees likely find more meaning and satisfaction in their work, which contributes to their mental and emotional health. This finding is consistent with the literature on positive psychology, which emphasizes the importance of aligning work with personal interests and values (Schaufeli et al., 2002; Seligman, 2002).

Unexpectedly, the data did not reveal any significant negative correlations that might indicate potential downsides of passion, such as burnout or stress. This could be due to the specific demographic and cultural context of the study, where young professionals in Sweden might experience a supportive work environment that mitigates the negative aspects of passion. Alternatively, it could reflect a sample bias where those experiencing negative consequences of passion were underrepresented.

5.4 Contextualization

The findings contribute to the conceptual framework on work engagement by providing empirical evidence that passion is a crucial determinant of engagement and well-being. This supports the dualistic model of passion proposed by Vallerand et al. (2003), which distinguishes between harmonious and obsessive passion, and emphasizes the positive role of harmonious passion in enhancing work outcomes. Moreover, the study's results suggest that the concept of passion should be integrated into broader theories of work motivation and employee engagement. Traditional models, such as Kahn's (1990) engagement framework and Maslach et al.'s (2001) burnout model, can be enriched if the role of passion is considered as a key motivational driver.

From a practical standpoint, organizations and HR professionals can leverage these findings to foster a more passionate and engaged workforce. Specific strategies might include:

- Identifying and nurturing employees' passions through personalized career development plans and opportunities for skill enhancement.
- Creating a work environment that conducive to cultivating passion, such as providing autonomy, meaningful work, and opportunities for professional growth.

- Implementing leadership practices that recognize and reward passion, thereby reinforcing its positive relationship with engagement and well-being.

By aligning organizational practices with the motivational needs of employees, companies may see higher job satisfaction, reduce turnover, and potentially higher productivity and success.

6. Conclusion

6.1 Recapitulation of Study Purpose

The primary aim of this study was to investigate the correlation between passion and both work engagement and employee well-being among young professionals in Sweden. Specifically, the research aimed to address the following questions: How does passion in young professionals correspond with workplace engagement? And how does passion in young professionals correspond with employee well-being? By examining these relationships, the study aimed to contribute to the understanding of how motivation in the form of passion may serve to enhance work outcomes and overall well-being.

6.2 Key Takeaways

The analysis revealed several significant findings. Firstly, there is a positive correlation between passion and work engagement, indicating that individuals who are passionate about their jobs are more likely to be deeply engaged in their work. This suggests that there is a positive correlation between fostering passion among employees and enhanced engagement levels. Secondly, a significant positive relationship was found between passion and employee well-being, suggesting that passion contributes to better overall well-being among employees. This highlights the correspondence between passion and both improved work performance and enhanced mental and emotional health of employees.

These findings highlight the critical role of passion in fostering both engagement and well-being, underscoring its potential as a key driver of positive work outcomes. The consistency of these results with existing literature reinforces the idea that passion is a vital component of employee motivation and well-being. For instance, Vallerand et al. (2003)

found that harmonious passion is associated with higher levels of well-being and satisfaction, and our study corroborates these results within the context of young professionals in Sweden, extending the generalizability of these findings to a new demographic and geographic setting.

6.3 Broader Implications

The findings of this study have several broader implications for both theory and practice. From a theoretical perspective, the research supports the dualistic model of passion, emphasizing the positive role of harmonious passion in enhancing work outcomes. This suggests that the concept of passion should be integrated into broader theories of work motivation and employee engagement. Traditional models, such as Kahn's (1990) engagement framework and Maslach et al.'s (2001) burnout model, can be supplemented by considering the role of passion as a key motivational driver. This integration can lead to a more comprehensive understanding of how intrinsic motivation influences work behaviors and outcomes.

From a practical standpoint, the results indicate that organizations and HR professionals should take the idea of passion within the workforce seriously as they aim to enhance engagement and well-being. Personalized career development plans can help identify and nurture employees' passions, aligning their roles with their interests and strengths. Additionally, creating a supportive work environment that provides autonomy, meaningful work, and opportunities for professional growth can further encourage passion among employees. Implementing leadership practices that recognize and reward passion can also reinforce its positive impact on engagement and well-being.

By aligning organizational practices with the motivational needs of employees, companies may enhance job satisfaction, reduce turnover, and ultimately achieve higher productivity and success. This study underscores the importance of considering passion as a central element in the design of employee engagement strategies and well-being programs. The positive correlations found between passion, engagement, and well-being suggest that there is an association between fostering a passionate workforce and both beneficial outcomes for individual employees and advantageous organizational performance.

In summary, this study highlights the crucial role of passion in promoting work engagement and employee well-being. By understanding and leveraging this relationship,

organizations can create more motivated, satisfied, and productive workforces. The insights gained from this research provide a valuable foundation for developing strategies that integrate passion into employee engagement and well-being initiatives, contributing to the overall prosperity and sustainability of organizations.

6.4 Limitations

6.4.1 Methodological Limitations

This study faced several methodological limitations that must be acknowledged. First, the sample size and composition may affect the reliability of the findings. The study involved a sample of 74 young professionals, which, while providing valuable insights, may not be a complete representation of the diversity of experiences within the broader population. The comparatively small sample size limits the statistical power of the findings and the ability to detect smaller effects.

Another limitation is the geographic focus on the Swedish labor market. The research was conducted exclusively within Sweden, focusing on young professionals. While this provides valued insights into this specific demographic and context, it restricts the generalizability of the results to other geographic regions and cultural settings. The unique socio-economic and cultural factors in Sweden may influence the results, making it challenging to apply these findings universally.

Potential biases in data collection and analysis also need to be considered. The reliance on self-reported measures introduces the risk of social desirability bias, where respondents might provide answers they believe are expected rather than their true feelings. Moreover, the cross-sectional design of the study captures a snapshot in time, which may not fully represent the dynamic nature of passion, engagement, and well-being over time. Due to extensive privacy protection measures and anonymity of the survey, this study further lacks certainty on the precise degree of demographic and geographic diversity within Sweden, represented in the respondent group

6.4.2 Generalizability

The findings of this study are inherently limited in their generalizability due to the specific focus on young professionals in Sweden. Cultural, economic, and organizational differences

in other regions might influence the observed correlations between passion, work engagement, and employee well-being. Therefore, caution should be exercised when attempting to apply these findings to different demographic groups or workplace environments outside of Sweden.

Further research with larger and more diverse samples is needed to enhance the generalizability of the findings. Studies conducted in different cultural contexts and with various professional demographics can help verify whether the observed relationships hold true across different settings.

6.4.3 Other Limitations

Several other factors might have influenced the study's results. One limitation is the potential presence of unmeasured variables. There may be other factors influencing the relationship between passion, work engagement, and employee well-being that were not measured in this study. Variables such as personality traits, specific work environment characteristics, and individual differences in coping mechanisms could play a significant role.

Another limitation is the temporal aspect of the study. The cross-sectional nature of the study does not account for changes over time. Longitudinal studies are necessary to examine how passion and its effects on engagement and well-being evolve, providing a more comprehensive understanding of these dynamics.

Finally, the design and wording of the survey questions could influence the responses. If the questions were not interpreted consistently by all participants, this could introduce variability that impacts the results. More expansive pre-testing and validation of survey instruments can help mitigate this issue in future research.

By acknowledging these limitations, we gain a clearer understanding of the scope and applicability of the study's findings. This awareness paves the way for future research to build on these insights and address the constraints identified.

6.5 Implications

6.5.1 Theoretical Implications

The results of this study provide contributions to the understanding of work motivation and employee engagement. By demonstrating a positive correlation between passion and both work engagement and employee well-being, this research underscores the necessity of incorporating passion into existing motivational frameworks. This finding enriches self-determination theory by highlighting the role of intrinsic motivation, specifically passion, in enhancing employee engagement and well-being.

Moreover, the study suggests the need for a more comprehensive model of employee engagement that explicitly includes passion as a key component. This can lead to the development of new theoretical constructs that better capture the interplay between personal interests and professional engagement. The integration of passion into these models can help to explain the variations in employee performance and satisfaction that are not fully accounted for by traditional theories.

6.5.2 Practical Implications

The practical implications of this study are relevant for organizations and HR professionals seeking to enhance employee engagement and well-being. The findings suggest that fostering passion in the workplace is associated with achieving higher levels of engagement and well-being, which in turn can improve overall organizational performance.

Organizations can implement several strategies to nurture passion among employees. Personalized career development plans that align with employees' interests and strengths can correlate with enhanced intrinsic motivation. Providing opportunities for professional growth, meaningful work, and autonomy can further support the development of passion. Additionally, leadership practices that recognize and celebrate employees' passions can help to reinforce a culture of engagement and well-being.

For HR professionals, these insights can inform the design of policies and programs meant to improve employee satisfaction and reducing turnover. Flexible work arrangements, continuous learning opportunities, and recognition programs can all contribute to a more passionate and engaged workforce. By aligning organizational practices with the intrinsic

motivational drivers of employees, companies may be able to form strategies to create a more dynamic and productive work environment.

6.5.3 Future Research Directions

This study opens several avenues for future research. Longitudinal studies are needed to explore how passion influences engagement and well-being over time. Such work can provide insights into the sustainability of passion and its long-term effects on employee performance and well-being.

Research should also investigate the role of passion in different cultural and organizational contexts. Studies conducted in various regions and industries can determine whether the relationships observed in this study are consistent across different settings. Additionally, examining the impact of different leadership styles and organizational cultures on the development and maintenance of passion can provide valuable insights for creating supportive work environments.

Further exploration into the distinction between harmonious and obsessive passion is also warranted. Understanding the different impacts of these two forms of passion can help organizations foster the positive aspects of passion while mitigating potential negative effects. Interventions designed to cultivate harmonious passion could be particularly beneficial for enhancing employee engagement and well-being.

6.6 Recommendations

6.6.1 For Organizations

Organizations play a crucial role in fostering a work environment that enhances employee passion, engagement, and well-being. Based on the findings of this study, several concrete steps can be taken to achieve these goals. First, organizations should implement personalized career development plans that align employees' roles with their personal interests and strengths. By doing so, companies can enhance intrinsic motivation and ensure that employees are passionate about their work.

Creating a supportive work environment that provides autonomy, meaningful work, and opportunities for professional growth is also essential. This can be accomplished by

offering flexible work arrangements, encouraging continuous learning, and providing platforms for employees to pursue projects they are passionate about. Organizations further also focus on facilitating a culture of recognition and appreciation, where employees' passions and contributions are acknowledged and celebrated. For instance, implementing employee recognition programs that highlight passionate work can reinforce the importance of passion within the organization.

6.6.2 For HR Professionals

HR professionals have a critical role in assessing and fostering passion among employees. To effectively nurture passion, HR should utilize tools and techniques such as employee surveys, passion assessments, and one-on-one interviews to identify individual passions and interests. Once these passions are identified, HR can develop tailored career development plans that align employees' roles with their passions, providing opportunities for skill enhancement and professional growth.

Implementing training programs for managers and leaders is also essential. These programs should focus on recognizing and supporting passionate employees, creating a culture that values and nurtures passion. Leaders should be equipped with the skills to provide meaningful feedback, recognize passionate work, and create opportunities for employees to pursue their passions within their roles.

Additionally, HR professionals should foster a collaborative and inclusive work environment that encourages open communication and teamwork. By promoting a sense of community and belonging, HR can help employees feel more connected to their work and colleagues, further enhancing their passion and engagement.

6.6.3 For Researchers

While this study provides valuable insights, further research is needed to deepen our understanding of the relationship between passion, engagement, and well-being. Future research should consider longitudinal designs to examine how passion influences these outcomes over time. Such studies can provide a more comprehensive understanding of the sustainability of passion and its long-term effects on employee performance and well-being.

Researchers should also explore the role of passion in different cultural and organizational contexts. Conducting studies in diverse geographic regions and industries can help determine the universality of the findings and identify context-specific factors that influence the passion-engagement-welfare link. Moreover, distinguishing between harmonious and obsessive passion in future research can offer more nuanced insights. Understanding the distinct impacts of these forms of passion can guide the development of targeted interventions that foster harmonious passion while mitigating potential negative effects associated with obsessive passion.

Methodological improvements are also recommended. Utilizing mixed-method approaches that combine quantitative and qualitative data can provide a richer understanding of the dynamics between passion, engagement, and well-being. Employing advanced statistical techniques and longitudinal data analysis can further enhance the rigor and validity of future studies.

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Appendix 1: Survey



Section A: Background Information

A1. Age range

18-25 ☐

26-35 ☐

36-45 ☐

A2. Sex

Male ☐

Female ☐

A3. Current Employment Status

Employed full-time ☐

Employed part-time ☐

Self-employed ☐

Temporarily unemployed ☐

Section B: Passion and Workplace Engagement

Please select the most fitting answer

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

B1. I am passionate about my job.

1 ☐

2 ☐

3 ☐

4 ☐

5 ☐



B2. I go above and beyond my basic work responsibilities.

- 1 ☐
- 2 ☐
- 3 ☐
- 4 ☐
- 5 ☐

B3. I feel emotionally connected to my work.

- 1 ☐
- 2 ☐
- 3 ☐
- 4 ☐
- 5 ☐

B4. The work I do is important.

- 1 ☐
- 2 ☐
- 3 ☐
- 4 ☐
- 5 ☐

B5. I feel compelled to neglect other areas of my life when my work demands it.

- 1 ☐
- 2 ☐
- 3 ☐
- 4 ☐
- 5 ☐



Section C: Passion and Well-being

Please select the most fitting answer

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

C1. I am satisfied in my work.

1	<input type="checkbox"/>
2	<input type="checkbox"/>
3	<input type="checkbox"/>
4	<input type="checkbox"/>
5	<input type="checkbox"/>

C2. My work is stress-free.

1	<input type="checkbox"/>
2	<input type="checkbox"/>
3	<input type="checkbox"/>
4	<input type="checkbox"/>
5	<input type="checkbox"/>

C3. I feel fulfilled.

1	<input type="checkbox"/>
2	<input type="checkbox"/>
3	<input type="checkbox"/>
4	<input type="checkbox"/>
5	<input type="checkbox"/>



C4. I receive appropriate recognition for the work I do.

- 1 ☐
- 2 ☐
- 3 ☐
- 4 ☐
- 5 ☐

Thank you for your participation!

Appendix 2: Documentation of Survey Distribution Channels

