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Predicting Entrepreneurial Burnout in a Moderated Mediated Model of Job Fit

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Predicting Entrepreneurial Burnout in a Moderated Mediated Model of Job Fit**Abstract**

We introduce, and empirically test, a model of entrepreneurial burnout that highlights the relationships among job fit, entrepreneurial passion, destiny beliefs, and burnout. Using a sample of 326 individuals involved in entrepreneurial jobs, we tested the link between job fit and two forms of passion – harmonious and obsessive – and the moderating role of entrepreneurs’ destiny beliefs about work (i.e., the belief that a successful career is “meant to be”). Findings illustrated that their job fit perceptions were positively related to harmonious passion, which in turn negatively predicted burnout. Additionally, the relationship between job fit and obsessive passion was moderated by destiny beliefs, such that it was positive at high and average levels of destiny beliefs. In turn, obsessive passion was positively related to burnout. We discuss implications for both theory and practice.

Keywords: burnout; job fit; harmonious passion; obsessive passion; destiny beliefs of work; entrepreneurs

Predicting Entrepreneurial Burnout in a Moderated Mediated Model of Job Fit

Introduction

Job-related burnout stems from the stress inherent in many occupations (Maslach, 1982). While ample research has addressed the topic of burnout in the traditional work context (see Cordes and Dougherty, 1993, for a review) these findings are not directly applicable to the entrepreneurial context as it is fundamentally distinct from the former (e.g., Bradley and Roberts, 2004; Busenitz and Barney, 1997; Hellman, 2007; Shane and Venkataraman, 2000). Individuals in entrepreneurial jobs are fundamentally involved in creating, discovering, evaluating, and exploiting opportunities to create future goods and services (Venkataraman, 1997), independent of whether these jobs occur within a pre-existing organization or in the process of creating a new organization (Shane and Venkataraman, 2000). We apply this broad definition of entrepreneurship in the present work and examine how the process of creating and exploiting opportunities exposes entrepreneurs to work conditions that generate high levels of stress, such as rapid change, work overload, unpredictable environments, and high personal responsibility for others.

In contrast to more conventional settings and job positions where employees function in the context of established job scopes and guidelines, the environment faced by those in entrepreneurial jobs is characterized by weak and often ill-defined behavioral norms and scripts (Mischel, 1977), and non-existent or ambiguous job descriptions (Staw, 1991). In turn, this creates an atmosphere in which the individuals may be more susceptible to feelings of stress and burnout (Wincent and Örtqvist, 2009; Wincent, Örtqvist, and Drnovsek, 2008), the latter of which reflects a process where high involvement at work leads to excessive depletion of energetic and social resources, emotional exhaustion, cynicism, and a sense of inefficacy

(Maslach and Jackson, 1981; Maslach, Schaufeli, and Leiter, 2001).

Yet while the financial and societal consequences of burnout are widely acknowledged, empirical evidence on the conditions that lead to entrepreneurial burnout – that is, burnout related to the process of discovery or creation of attractive economic opportunities, the assessment of these opportunities, and the decision on the exploitation of opportunities (Shepherd, Marchisio, Morrish, Deacon, and Miles, 2010) – is scarce. With the exception of one study demonstrating the impact of role stress (i.e., role ambiguity, conflict, and overload) on entrepreneurial burnout (Shepherd et al., 2010), the question of why some individuals, relative to others, are more likely to experience entrepreneurial burnout remains unanswered.

Further, while research on burnout among traditional employees is highly informative, these works do not take into account the specific job-related conditions that those in entrepreneurial jobs are subject to. Existing literature highlights several reasons why work-related outcomes and predictors of entrepreneurial burnout are likely to differ from those for employees working in more traditional work contexts (Bradley and Roberts, 2004; Shepherd et al., 2010). For instance, traditional predictors of burnout, such as employees' need for autonomy, the leadership roles, and the freedom to modify role descriptions (e.g., Demerouti, Bakker, Nachreiner, and Schaufeli, 2001), are less applicable to the entrepreneurial context. Instead, entrepreneurship scholars point to other circumstances that affect work-related outcomes, such as loneliness, social isolation, immersion in the business, people problems, and the need to achieve coupled with the drive and willingness to accept risks (Boyd and Gumpert, 1983; Miller, 1983)—all job characteristics that are less evident in the traditional work context.

Moreover, most of the work in organizational behavior, human resources, and management that examined burnout among employees has primarily focused on individual

differences (e.g., Five Factor Model of Personality - see Maslach et al., 2001; Vallerand, Paquet, Philippe, and Charest, 2010), and how social and contextual factors (e.g., overload, emotional demands, and work-home interference) and job resources (e.g., social support, autonomy, opportunities to learn, and feedback) predict burnout (Schaufeli, Bakker, and Van Rhenen, 2009). Yet evidence in the person-environment fit literature suggests that the alignment or fit between these two types of factors may be even more predictive of employees' work experiences than person or situational factors alone (e.g., Caplan, 1983; French, Rodgers, and Cobb, 1974). Thus, extant findings from traditional work contexts are unlikely to be fully applicable to the entrepreneurial setting. Consequently, the aim of this study is to address why some individuals in entrepreneurial jobs are more likely to experience burnout than others. Specifically, we examine the fit between the job and the individual as an antecedent of entrepreneurial burnout, and propose that individuals' perceptions of job fit will predict their entrepreneurial burnout experience, mediated by their job passion. Further, we propose that these relations will be moderated by individual differences in the form of their destiny beliefs of work (i.e., the belief that a successful career is "meant to be").

Our focus on job fit as a key antecedent of entrepreneurial burnout is motivated by two reasons. First, empirical work shows that job fit is capable of explaining valuable entrepreneurial outcomes such as role stress (Shepherd et al., 2010) and new venture performance (e.g., Baron and Markman, 2003). Second, while the link between job fit and entrepreneurial burnout may seem evident, contradictory findings reveal that job fit can arguably increase or decrease burnout. On one hand, prior research has shown that to the extent that individuals' jobs are consistent with their personal values, goals, and abilities, they are less likely to experience job stress and, presumably, burnout (Edwards and Harrison, 1993; Pervin, 1968). On the other hand,

to the extent that job fit increases individuals' commitment to and investment in their work, this may potentially evolve into an obsessive need to engage in that work and, in turn, contribute to burnout. As such, it is both theoretically and empirically valuable to not only examine the link between job fit and entrepreneurial burnout, but also the intervening mechanisms through which these two concepts are related.

In investigating burnout in the context of entrepreneurial work, our study makes a number of contributions. First, contrary to traditional employees, the nature of entrepreneurial work is less routine and more complex, in that it is difficult to stipulate or circumscribe how, where, or when entrepreneurial opportunities should be discovered or exploited. As such we contribute to the under-developed literature on entrepreneurial burnout and demonstrate the conditions under which individual inputs relate to work-related entrepreneurial outcomes. Second, we show that the relationship between job fit and two forms of passion – harmonious and obsessive – is contingent on entrepreneurs' destiny beliefs about work (i.e., the belief that a successful career is “meant to be”), and that both forms of passion then predict entrepreneurial burnout. Overall then, our proposed model, presented in Figure 1, informs and extends extant research in entrepreneurial job fit, passion, and burnout by explicating the processes that relate perceptions of job fit to the behavioral outcomes of entrepreneurial burnout.

Entrepreneurial Job Fit and Burnout

Work contexts differ in terms of the demands placed on individuals (Hayes and Allinson, 1998). On average, the work environment faced by those in entrepreneurial jobs tends to be more complex and uncertain than that faced by managers in larger, more stable organizations (Baron, 1998; Busenitz and Barney, 1997; Covin and Slevin, 1991). Given that there are often no job descriptions or job outlines present before engaging in an entrepreneurial job, it is hard to assess

whether the job matches one's needs, values, and expectations of the job. Nonetheless, the fit between what a job provides and what the individual wants is critical in determining how successfully the individual will thrive in that job.

The concept of person-organization fit traditionally examines the fit between organizational values and the individual's personal values (Kristof, 1996), while person-job fit pertains to the fit between job demands and the individual's knowledge, skills and abilities, or between job opportunities and the individual's needs and values (Edwards, 1991). However, for the purpose of our study, these definitions are not suitable for several reasons. First, drawing on the notion that entrepreneurs endow their values on the venture they create (Alvarez and Busenitz, 2001), a mismatch in organizational and individual values is not likely to be relevant. Neither is a discrepancy in job demands and the entrepreneurs' capability, given that entrepreneurial job demands are most likely to be developed by the entrepreneurs themselves (Wincent and Örtqvist, 2009). Instead, we argue that in explaining entrepreneurial outcomes, it is more relevant to conceptualize job fit as the extent to which one's current job matches his or her ideal job (Burnette and Pollack, 2013). This conceptualization of job fit does not restrict fit to only one's values, abilities, or needs, but instead allows individuals to define the criteria of fit from their own perspective, thereby offering a less constrained, more expansive view in which job fit can occur (Burnette and Pollack, 2013).

In the entrepreneurship literature, scholars have also suggested that the closer the match between individuals' personal characteristics and the requirements of being an entrepreneur (e.g., transforming discoveries into marketable items), the more successful they will be (Markman and Baron, 2003). Similar findings dominate research on traditional person-job fit, indicating that individuals who perceive greater fit with their jobs (and/or environment and organization) have

more positive experiences at work, including higher levels of job satisfaction, organizational commitment, and performance, and lower levels of turnover intentions and actual turnover (Kristof-Brown, Zimmerman, and Johnson, 2005; Ostroff and Judge, 2007). With regard to stress and strain outcomes, however, findings are more mixed. For instance, while Edwards (1991) found a negative link between person-job fit and stress, a more recent study failed to replicate this finding (Iplik, Kilic, and Yalcin, 2011). Additionally, the meta-analysis by Kristof-Brown and colleagues (2005) found only a modest relation between job fit and strain. To some extent, the inconsistencies in these findings reflect the theoretical complexities that underlie the original framework developed by French and colleagues (1974), who identified multiple forms of relation as possible representations of the link between fit and strain (Cooper and Payne, 1978; Edwards, 2008).

While this framework and related empirical findings do not directly examine burnout as an outcome, they nonetheless suggest that the impact of job fit on burnout may be less straightforward than one may expect. Instead, the relation between job fit and burnout is likely contingent on the presence of moderators, a contention that is consistent with the burnout literature, in which scholars have suggested that various factors moderate the relation between burnout and its predictors (e.g., Maslach and Leiter, 2008). Entrepreneurship researchers reiterate this notion and have called for more studies examining moderators in the fit-outcome relation (e.g., Markman and Baron, 2003). These findings lead us to expect that in the entrepreneurial context, the relationship between job fit and entrepreneurial burnout is less straightforward than one may expect, and we draw on the perspective that there are several individual-difference dimensions that influence the relationship between job fit and entrepreneurial outcomes (Markman and Baron, 2003).

Job fit, passion, and the moderating role of destiny beliefs of work

Scholars have increasingly demonstrated that passion for one's work can help explain variance in work outcomes, including those in an entrepreneurial context (e.g., Cardon, Gregoire, Stevens, and Patel, 2013; Cardon and Kirk, in press; Chen, Yao, and Kotha, 2009; Ho and Pollack, 2014; Murnieks, Mosakowski, and Cardon, 2014). In their seminal work on the dualistic model of passion, Vallerand and colleagues (2003) define passion as a strong inclination toward an activity that people like and that they find important (Vallerand, Blanchard, Mageau, Koestner, Ratelle, and Léonard, 2003). In the entrepreneurship literature, Cardon and colleagues (2009) conceptualize entrepreneurial passion as intense positive feelings related to the entrepreneurial activities that are meaningful and salient to the self-identity of the entrepreneur. Despite the positive emotions underlying both definitions of passion, conceptual questions remain about whether entrepreneurial passion is universally functional in the entrepreneurial process. Dysfunctional effects of passion, such as obsession and discounting negative information (Cardon et al., 2009), are thought to interfere with entrepreneurial effectiveness. Drawing on Vallerand's dualistic model of passion allows us to take into account this potential dark side of passion. As the dualistic model of passion explicitly recognizes and explores both positive and negative aspects of passion in the forms of harmonious and obsessive passion, it has proven to be valuable in explaining a variety of work-related outcomes (Ho, Wong, and Lee, 2011; Vallerand and Houliort, 2003; Vallerand et al., 2010). Further, because we examine passion situated in the entrepreneurial context, we confine our definition of entrepreneurial passion to positive inclinations focused upon activities specific to entrepreneurship, while still emphasizing the intensity of its force.

While both harmonious and obsessive passion are similar in that they reflect a strong

liking for the passionate activity and represent a force driving individuals to pursue that activity, they are different in how the activity is internalized into the individual's identity (Vallerand et al., 2003). Thus, an individual cannot experience both forms of passion simultaneously, because the form of internalization is distinct between the two. Specifically, harmonious passion is associated with an autonomous or voluntary form of internalization, such that individuals voluntarily view the activity as important to their identity because of certain characteristics associated with it (e.g., fun, satisfying, enjoyable), and can freely choose when to engage or not. Thus, they are better able to balance this activity with others in their lives, and do not experience conflict, guilt, or negative affect when not engaging in it. On the other hand, obsessive passion is associated with a controlled or pressured form of internalization, such that the activity is viewed as personally important because of certain pressures or outcomes (e.g., social acceptance, monetary rewards) related to it. These pressures compel individuals to pursue the activity, such that they cannot help but to engage in the activity even if it conflicts with other aspects of their lives, and they are ultimately controlled by the activity rather than controlling when to engage or not engage in it.

We argue that job fit impacts both the affective and cognitive components that underlie entrepreneurs' passion for several reasons. First, prior studies have consistently documented a positive relation between person-job fit and job satisfaction (Verquer, Beehr, and Wagner, 2003), and suggest that entrepreneurs who perceive that their entrepreneurial job matches their ideal job are more likely to experience enjoyment of and liking for the job (i.e., the affective component of passion). They do so because their job provides them with a sense of fulfillment as well as satisfaction when engaging in it. Second, to the extent that the entrepreneurial activities that individuals engage in are consistent with what they desire in an ideal job, they are likely to

internalize and identify with the entrepreneurial venture (i.e., the cognitive component of passion), such that individuals are more likely to associate their personal identity in terms of their entrepreneurial jobs. Overall then, both affective- and identification-based reasons suggest that entrepreneurial job fit will be positively related to passion.

While this relationship may be intuitive for harmonious passion, we also expect a similar positive relationship between job fit and obsessive passion. Given that high job fit is likely to engender liking for the job, this reinforces the affective (liking) component of obsessive passion. Moreover, because high job fit represents a job that is close to or matches an individual's ideal job, the job is likely to be internalized into the individual's identity, i.e., defines who s/he is and makes up his/her self-identity. As a result, the combination of both affective (liking for the job) and cognitive (internalization into one's identity) aspects ensuing from job fit will yield higher obsessive passion for the job. At the same time, because no studies have yet distinguished the form of identity internalization (i.e., autonomous or controlled) that ensues from fit perceptions, we have no basis on which to predict that job fit, in and of itself, would be more strongly related to harmonious passion (reflecting an autonomous internalization) or to obsessive passion (reflecting controlled internalization). Accordingly, we hypothesize that job fit will positively relate to both forms of passion.

Hypothesis 1a: Entrepreneurial job fit positively relates to harmonious passion.

Hypothesis 1b: Entrepreneurial job fit positively relates to obsessive passion.

Additionally, taking into account the role of entrepreneurial differences in explaining job outcomes (Zhao, Seibert, and Hills, 2005), we offer a more nuanced perspective of the job fit-to-passion relation. Drawing on the argument that individuals hold beliefs that personal characteristics are either fixed or changeable (for a review, see Dweck, 1999; Burnette, O'Boyle,

VanEpps, Pollack, and Finkel, 2013), we contend that individuals have certain implicit beliefs of how their entrepreneurial careers will evolve. We make a distinction between those holding destiny beliefs about their entrepreneurial jobs and those with growth beliefs (Burnette and Pollack, 2013). Destiny beliefs pertain to beliefs that a successful entrepreneurial career is destined and is or is not meant to be from the beginning. In contrast, growth beliefs relate to the idea that a successful entrepreneurial career can be developed gradually over time.

These distinctions in individual differences shape how individuals set, operate, monitor, and achieve goals. Research in the traditional work contexts suggests that destiny beliefs, rather than growth beliefs, serve to moderate the relation between job fit and satisfaction (Burnette and Pollack, 2013). Destiny beliefs are relevant as a moderator because they engender a stable, fixed perspective of one's personal characteristic (i.e., career success, in the present context) and, in turn, a strong emphasis on evaluating the long-term potential of a particular career based on available current information (Burnette and Pollack, 2013; Knee, 1998; Knee and Canevello, 2006). As such, people with strong destiny beliefs about work and career success are likely to be particularly sensitive or responsive to job-related information such as perceptions of entrepreneurial job fit, and these perceptions influence how passionate they feel toward their entrepreneurial job. In contrast, growth beliefs are not expected to play a moderating role in how job perceptions translate into passion, because they are not associated with the belief that the present state is reflective of the future state and, thus, do not have strong evaluative or diagnostic tendencies based on present information (Knee, Patrick, and Lonsbary, 2003).

Following researchers' calls to take into account the importance of individual differences in studying entrepreneurial outcomes, we suggest that holding strong destiny beliefs of work will moderate the positive relation between entrepreneurial job fit and passion differently, depending

on the form of passion. Drawing on the perspective that strong destiny beliefs are associated with more rigid and inflexible entrepreneurial career outcomes, we expect that the positive link between job fit and harmonious passion will be weaker for entrepreneurs with strong destiny beliefs about work, whereas the positive link between job fit and obsessive passion will be stronger for entrepreneurs with strong destiny beliefs about work. Specifically, as strong destiny believers perceive higher levels of entrepreneurial job fit, they are expected to be more enamored by and wedded to the job, and possibly even define their lives around it and ultimately become consumed by it, since they view that finding their ideal job is something that is meant to be and, correspondingly, unlikely to happen again. As such, the internalization of the job into their self-identity is likely to take on a more rigid, controlled form, and less of a flexible, autonomous form, which in turn implies that they are likely to experience more obsessive passion and less harmonious passion as they perceive higher levels of job fit. In contrast, because individuals with weak destiny beliefs do not have such strong, rigid views that working in their ideal job is something that is meant to be and, in turn, become controlled by the job, they are expected to identify with the job in a more autonomous, less controlled fashion as they perceive higher levels of job fit. Consequently, these individuals, compared to their strong destiny beliefs counterparts, are expected to more strongly experience harmonious passion, and less so obsessive passion, as they perceive higher levels of entrepreneurial job fit.

Hypothesis 2a: Destiny beliefs moderate the relation between entrepreneurial job fit and harmonious passion, such that the relation is stronger at lower levels of destiny beliefs.

Hypothesis 2b: Destiny beliefs moderate the relation between entrepreneurial job fit and obsessive passion, such that the relation is stronger at higher levels of destiny beliefs.

Passion and entrepreneurial burnout

The second stage of our proposed model suggests a link between the individual-level characteristic of passion and the outcome of burnout. In the field of entrepreneurship, a growing focus on individual-level characteristics in entrepreneurs is revealing fruitful avenues of inquiry. For example, compared to traditional employees, entrepreneurs are characterized by distinct individual differences, such as locus of control, social support, and sensitivity for stress (Rahim, 1996). We argue, in the current work, for a link between both forms of passion and entrepreneurial burnout, and this line of thinking is directly informed by several recent studies.

In Carbonneau and colleagues' (2008) study, they found that teachers' experience of burnout was negatively related to harmonious passion but not associated with obsessive passion. Extending from this work, Vallerand and colleagues (2010) tested the roles of work satisfaction and conflict as mediators in the passion-to-burnout relation. Findings suggested that while harmonious passion positively predicted satisfaction and, in turn, negatively predicted burnout, obsessive passion resulted in more conflict followed by burnout. Finally, a study by Lavigne and colleagues (2012) examined the mediating role of flow experiences at work, where a flow experience emerges when an individual has an impression of control and when the concentration is completely on the task at hand. The activity becomes worth doing for its own sake and thus becomes autotelic (Csikszentmihalyi and Rathunde, 1992; Nakamura and Csikszentmihalyi, 2002). Results show that harmonious passion contributed to flow experiences, which then decreased burnout. Thus, evidence from the field of organizational behavior supports the negative link between employees' harmonious passion and burnout, and the positive link between obsessive passion and burnout.

Extant findings lead us to expect a similar pattern of relationships in the entrepreneurial context. First, harmonious passion is associated with higher levels of concentration, attention,

and absorption during activity engagement (Ho et al., 2011; Lavigne et al., 2012; Vallerand et al., 2003), suggesting that harmoniously passionate individuals will have the cognitive resources needed to devote to the entrepreneurial activity and the associated challenges that come with it. In turn, previous studies have shown that these cognitive resources can help individuals perform their responsibilities and stave off feelings of emotional exhaustion, cynicism, and inefficacy, thereby preventing the occurrence of entrepreneurial burnout (Maslach et al., 2001; Schaufeli, 2003). Second, harmonious passion is consistently associated with positive general affect and positive emotions, both during and after engagement in the passionate activity (Vallerand et al., 2003). These positive emotions serve as a resource to cope with drawbacks and work challenges, independent of the work context, thereby helping to ward off feelings of entrepreneurial burnout (Schaufeli, 2003). Taken together, these arguments suggest that entrepreneurs with higher levels of harmonious passion will be less likely to experience entrepreneurial burnout. Further, extending from our earlier hypothesis that job fit will positively relate to harmonious passion, the present arguments also imply that harmonious passion will serve as a mediator in the job fit-to-burnout relation.

Hypothesis 3a: Harmonious passion negatively predicts entrepreneurial burnout.

Hypothesis 4a: Harmonious passion will mediate the relation between entrepreneurial job fit and entrepreneurial burnout.

As for obsessive passion, from a cognitive resource perspective, prior research has demonstrated that obsessively passionate individuals report lower levels of attention when performing their work (Ho et al., 2011), because they tend to be distracted by thoughts about their other roles and responsibilities that they have neglected because of their obsessive passion. In turn, the greater cognitive efforts that they need to perform their work, together with the

conflicting demands they face, lead to greater stress and, in turn, higher risks of burnout (Lavigne et al., 2012). Further, the rigid persistence and inflexibility that characterize obsessive passion have also been previously linked to burnout (Maslach et al., 2001). From an emotional resources perspective, obsessive passion has been associated with higher levels of shame when engaging in the passionate activity (Vallerand et al., 2003), as well as with greater psychological distress and lower psychological well-being (Lavigne et al., 2012). These negative emotions, together with the need to manage and control them, draw on the limited emotional resources that entrepreneurs have available and, consequently, increase their likelihood of experiencing entrepreneurial burnout (Wright and Cropanzano, 1998). Together, these reasons suggest that obsessive passion will be positively related to burnout. At the same time, building on our previous hypothesis on the link between job fit and obsessive passion, we expect that obsessive passion will mediate the relation between job fit and entrepreneurial burnout.

Hypothesis 3b: Obsessive passion positively predicts entrepreneurial burnout.

Hypothesis 4b: Obsessive passion will mediate the relation between entrepreneurial job fit and entrepreneurial burnout.

Method

Participants

Across a broad array of research, scholars have defined entrepreneurs as individuals engaged in the processes of discovering, evaluating, and exploiting opportunities to create goods and services (Shane and Venkataraman, 2000). In the present work, consistent with this definition, we surveyed individuals who were members of Business Networking International (BNI) groups. BNI is the largest networking organization in the world with over 2,800 chapters across 50 countries (Thompson, 2010), and the members of BNI groups meet weekly to build ties with one another and exchange referrals and other resources, with the ultimate goal of

growing their business income. While many of them are founders and owners of new businesses, some of them are employees who are tasked with seeking out opportunities to grow an existing business. Notwithstanding, given that “entrepreneurship does not require, but can include, the creation of new organizations” (Shane and Venkataraman, 2000, p. 219), and that entrepreneurship can occur within an existing established organization, individuals in the latter group are still considered entrepreneurs by virtue of their role in discovering opportunities to create future business (Pollack, Coy, Green, and Davis, in press).

Procedure

We invited all 732 entrepreneurs who were members across the 39 Business Networking International groups in the Virginia Region to participate in an online survey. Of the 732 members, we received responses from a total of 360 (49.2% response rate). However, after excluding participants with partially completed surveys, our final sample included 326 members (44.5% of possible respondents) across 29 networking groups. Within the final sample, the average age was 47.4 years ($SD = 11.38$) and 59.6% were male. Respondents had been at their company an average of 8.59 years ($SD = 7.91$), and the average number of employees working in the surveyed companies was 49.41 ($SD = 85.47$). The annual income of individuals in this sample was \$76,425.99 ($SD = 76,394.33$). Industry categories represented were 53.7% service, 9.7% manufacturing, 8.1% trade, and 28.5% finance/insurance. Additionally, the company size for the majority (95.6%) of our respondents consists of 250 or less workers, which meets the definition of a small business as prescribed by the United States Small Business Administration.

Measures

Job fit. To assess job fit, we used Burnette and Pollack’s (2013) measure of general job fit. This measure aligns with the implicit theories literature and leaves open how an individual

views job fit, whether it be in terms of abilities, values, environment, or ethics. Respondents were asked to think about their current entrepreneurial jobs and rate, on a scale ranging from 1 (strongly disagree) to 6 (strongly agree), how strongly they agreed with six items. These items, together with those for selected variables, are reproduced in the Appendix. Items were coded such that greater numbers reflected higher perceived job fit ($\alpha = .89$).

Harmonious and obsessive passion. We measured participants' harmonious and obsessive passion using the Passion Scale developed by Vallerand and colleagues (2003). Participants indicated their answers in reference to the work activities associated with their entrepreneurial business, using a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). An example of a harmonious passion item was "My work is in harmony with the other activities in my life," and a sample obsessive passion item was "I have almost an obsessive feeling for my work." While both sub-scales consisted of seven items each, an exploratory factor analysis revealed that two items each measuring harmonious passion and obsessive passion cross-loaded onto the other factor, and were subsequently removed from the final harmonious passion and obsessive passion scales. Each of these scales were internally consistent (harmonious passion $\alpha = 0.85$; obsessive passion $\alpha = 0.86$). Moreover, results from exploratory and confirmatory factor analyses in prior studies provide strong support for the bifactorial structure of the scale across different contexts, including sports (Vallerand et al., 2006, Study 1), gambling (Rousseau, Vallerand, Ratelle, Mageau, and Provencher, 2002), work (Vallerand and Houliort, 2003), and entrepreneurship (Murnieks et al., 2014).

Destiny beliefs of work. We measured respondents' destiny beliefs of work using the destiny-oriented items from the Implicit Theory of Work Scale validated by Burnette and Pollack (2013). Participants completed a five-item measure assessing their destiny beliefs on a 7-point

scale ranging from 1 (strongly disagree) to 7 (strongly agree). Items were coded such that greater numbers reflected a stronger destiny belief ($\alpha = .78$).

Entrepreneurial burnout. Participants completed the seventeen-item Maslach Burnout Inventory (Maslach and Jackson, 1981) on a 6-point scale ranging from 1 (never) to 6 (always) ($\alpha = .89$). Example items included “I feel emotionally drained from my work,” “I have become more cynical whether my work contributes anything,” and “I feel exhilarated when I accomplish something at work.” Consistent with prior research (e.g., Jung, Yoon, and Kim, 2012), we combined these items to obtain an overall measure of burnout in which a higher value represented greater burnout.

Control variables. We examined four control variables measuring respondents’ age, gender, industry affiliation and organizational tenure, based on prior findings that the burnout experience can vary along these characteristics (e.g., Jung et al., 2012; Maslach et al., 2001). Respondents’ age and tenure were measured in years, while gender was measured as a dichotomous variable (0 = male; 1 = female). Following prior research, we categorized industry into four groups – services, manufacturing, trade, and finance/insurance – that were reflected using three dummy-coded variables with finance as the reference group (Sine, Mitsuhashi, and Kirsch, 2006). Preliminary regression analyses that included all four control variables revealed that age was the only significant predictor. Consequently, we excluded the other three non-significant control variables to conserve statistical power. Doing so did not change the results of the hypothesized relations reported below.

Results

Means, standard deviations, and correlations for all variables are presented in Table 1. Because the respondents were nested within networking groups, we examined the assumption of

independence by testing whether group membership was a significant predictor of harmonious passion, obsessive passion, or burnout. Results indicated that our assumption of independence was not violated; accordingly, we analyzed the data at the individual level.

INSERT TABLE 1 ABOUT HERE

We also conducted a series of confirmatory factor analyses (CFA) to examine construct validity, and to ensure that common-source and common-method biases were not significant threats. Because the number of parameters to be estimated exceeds the recommended 1:5 parameter-to-sample size ratio (Bentler and Chou, 1987), we used a partial disaggregation strategy to create three parcels comprising multiple items each for all the latent constructs (Landis, Beal, and Tesluk, 2000; Little, Cunningham, Shahar, and Widaman, 2002). This strategy provides for a more favorable ratio of indicators to sample size (Williams, Vandenberg, and Edwards, 2009). We first estimated a model where the parcels loaded onto the intended latent constructs, and the results showed that the data fitted well with the measurement model ($\chi^2 = 224.1$, $df = 67$, SRMR = 0.06, CFI = 0.96). Each parcel loaded significantly onto the appropriate latent constructs, with factor loading values above 0.7, which exceed the 0.5 threshold value typically used in factor analysis (Hulland, 1999). To examine the potential of common source bias, we then tested an alternative model where all the items loaded onto one factor. Results indicated that this model ($\chi^2 = 1469.5$, $df = 77$, SRMR = 0.16, CFI = 0.67) provided for a significantly worse fit to the data compared to the original model ($\Delta\chi^2 = 1243.4$, $\Delta df = 10$, $p < .01$). Other alternative models where the parcels measuring the predictors loaded onto one latent construct ($\chi^2 = 1362.5$, $df = 76$, SRMR = 0.16, CFI = 0.71), and the parcels measuring passion loaded onto one overall passion construct ($\chi^2 = 771.2$, $df = 71$, SRMR = 0.14, CFI = 0.82) also demonstrated a worse fit than the original model. Thus, the CFA results suggest

that common-source and common-method biases were not significant threats, and that the constructs were indeed distinct from one another.

To test our hypotheses, we used regression-based path analyses for estimating and probing interactions and conditional indirect effects (Hayes, 2013; Preacher, Rucker, and Hayes, 2007). To test the overall model with harmonious passion and obsessive passion mediating the relation between job fit by destiny beliefs on the outcome of burnout, (depicted in Figure 1), we conducted a simultaneous multiple regression analysis using the PROCESS macro (Model 7; Hayes, 2013). We estimated a model where job fit and its interaction with destiny beliefs predicted harmonious passion, obsessive passion, and, in turn, burnout. The results for these model tests are presented in Tables 2 and 3.

INSERT TABLES 2 AND 3 ABOUT HERE

In support of Hypothesis 1a, we found that entrepreneurs' job fit was positively related to harmonious passion ($B = .25, p < .05$). However, in contrast to Hypothesis 1b, job fit was not positively related to obsessive passion ($B = -.26, p = .14$). As for the moderating role of destiny beliefs on the relation between job fit and passion, we did not find support for such a moderation in relation to harmonious passion ($B = .04, p = .22$), contrary to our prediction in Hypothesis 2a. Nonetheless, consistent with Hypothesis 2b, we found support for the moderating role of destiny beliefs in the relation between job fit and obsessive passion ($B = .14, p < .05$). This interaction, as shown graphically in Figure 2, is in line with expectations, such that the relationship between job fit and obsessive passion was positive and significant (effect size = $.27, p < .01$) when destiny beliefs were high ($+1\ sd$), but was not significant (effect size = $.01, p = .90$) when destiny beliefs were low ($-1\ sd$).

In the second stage of the overall model, we found support for hypothesis 3a, such that respondents' harmonious passion negatively predicted burnout ($B = -.45, p < .001$). We also found support for hypothesis 4a on the mediating role of harmonious passion at all levels of the moderator, destiny beliefs, in that the indirect effect of job fit on burnout, mediated through harmonious passion, was significant, ranging from $-.15$ to $-.17$ to $-.19$ across low ($-1\ sd$), mean, and high ($+1\ sd$) levels of destiny beliefs (see Table 4). At the same time, the direct effect size of job fit on burnout remained significant ($-.21, p < .001$), indicating the presence of partial mediation.

We also found support for hypothesis 3b, in that obsessive passion was positively related to burnout ($B = .09, p < .01$). Finally, we found support for hypothesis 4b on the mediating role of obsessive passion at mean and high levels of the moderator, destiny beliefs, in that the indirect effect of job fit on burnout, mediated through obsessive passion, was significant, ranging from $.013$ to $.024$ across mean and high ($+1\ sd$) levels of destiny beliefs (see Table 4). At the same time, the direct effect of job fit on burnout remained significant, indicating the presence of partial mediation.

INSERT TABLE 4 and FIGURE 2 ABOUT HERE

Discussion

Overview and implications for research

The present study introduces a model of entrepreneurial burnout that highlights the relation between job fit, entrepreneurial passion, and destiny beliefs. In terms of specific hypotheses, while most of them were supported by the data, we did not find support for the moderating role of destiny beliefs in the relation between job fit and harmonious passion.

However, we did find that destiny beliefs moderated the relation between job fit and obsessive passion, such that it was more positive at higher levels of destiny beliefs. Taken together, this pattern of results suggests that destiny beliefs, associated with a more rigid and inflexible view, can accentuate the effect of job fit on similarly inflexible outcomes such as obsessive passion, but has no impact on the effect of job fit on more autonomous outcomes such as harmonious passion. To be more comprehensive, we also explored the possibility that growth beliefs, rather than destiny beliefs, moderated the link between job fit and harmonious passion. Supplementary analyses did not find support for the moderating role of growth beliefs in this link. As a whole, these findings lead us to conclude that the experience of job fit will, in general, result in harmonious passion, but can also potentially engender obsessive passion, particularly among individuals with strong destiny beliefs.

The present study contributes to the literature in several ways. First, we emphasize that the concept of job fit plays a central role in explaining entrepreneurial burnout, hereby contributing to the limited work on entrepreneurial work-related outcomes. While scholarly work increasingly acknowledges the importance of understanding the antecedents of stress and job satisfaction (Baron, Franklin, and Hmieleski, in press), research on burnout remains limited. By outlining what factors influence entrepreneurial burnout, this study contributes to this limited but growing stream of research. While we acknowledge that the predictors of burnout examined here – job fit, passion and destiny beliefs – are not unique to only those in entrepreneurial jobs, we propose that there is a variance in the intensity to which these individuals experience these phenomena, compared to traditional employees. As those in entrepreneurial jobs often have the discretion to choose the line of work to go into, or to carry out their work as they see fit in order to discover and exploit opportunities, the intensity in which they experience job fit, identify with

and feel passionate about their work, and experience burnout is likely to be distinct from traditional employees. To illustrate this point, Table 5 provides an overview of the means of these concepts across different work samples. Compared to other samples, those in this study score relatively high on harmonious passion ($M = 5.46$ recoded to a 7-point scale), and remarkably high on obsessive passion ($M = 3.61$ recoded to 7-point scale). Thus, rather than proposing that those in entrepreneurial jobs experience work conditions that regular employees do not, we suggest that there is a variance in the intensity to which the two groups of individuals experience the studied phenomena.

Second, this work moves beyond the role-based stress perspective that extant conceptual and empirical work has predominantly taken (e.g., Shepherd et al., 2010; Wincent et al., 2008; Wincent et al., 2009). As Pollack, VanEpps, and Hayes (2012) noted, the role-based stress focus, though useful, has shortcomings in that it excludes affect and does not examine potential buffering effects of the stress-outcome relation. This current study, to our knowledge, is the first to examine entrepreneurial burnout using a lens other than role stress. Considering that the consequences of burnout, such as job withdrawal, absenteeism, turnover, and decreased productivity (De Kok, 2005; Maslach et al., 2001), are so costly in the entrepreneurial context (e.g., firm failure, employee layoffs), it is imperative that we expand our understanding of antecedents of entrepreneurial burnout beyond role stress. Accordingly, the present work makes a meaningful contribution to extant literature by not only examining job fit as a driver of burnout but also explicating the mediating and moderating mechanisms in this linkage.

Our findings show that even though individuals in entrepreneurial jobs generally have the autonomy to design their own jobs, levels of job fit do vary among this group of workers. We add to the work on job fit that contends that subjective fit is expected to be more strongly related

to outcomes than objective fit because perceptions of, rather than the actual reality, are more likely to drive responses (Mischel, 1977; Ostroff, 2012). Since “unrecognized or unnoticed congruence should not necessarily have positive relationships to job attitudes,” perceived, rather than actual, congruence is arguably the more important construct (Ravlin and Ritchie, 2006, p. 176). Contrary to scholars arguing that fit is better assessed by comparing independent measures from two entities (for example, person and group, person and organization, person and supervisor) rather than as an individual’s perception of fit, our conceptualization and findings of entrepreneurial job fit show that individuals' own perception of fit do indeed drive their responses, both in terms of passion and burnout experiences.

Third, we contribute to a growing body of literature on the role of entrepreneurial passion. While entrepreneurship scholars have examined passion as an antecedent for new venture performance, venture growth, and the exploration of entrepreneurial opportunities (Baum and Locke, 2004; Cardon, Foo, Shepherd, and Wiklund, 2012; Cardon et al., 2009; Ho and Pollack, 2014), the link between passion and entrepreneurial burnout has yet to be examined (even though researchers have examined entrepreneurs’ coping strategies - see Uy, Foo, and Song, 2013). Further, even though conceptual advances on entrepreneurial passion have been made in recent years, empirical evidence has not kept pace (for exceptions see Chen et al., 2009; Murnieks et al., 2014). In the present study, we adopt the conceptualizations of Cardon and colleagues (2009; 2012) and Ho and Pollack (2014) to incorporate the idea that entrepreneurial passion involves not only positive feelings toward the entrepreneurial activity, but also an internalization of the activity into the person’s identity. Because this conceptualization is consistent with the more widely studied and validated dualistic model of passion (Vallerand et al., 2003), which has been empirically linked to burnout among traditional employees (e.g.,

Lavigne et al., 2012; Vallerand et al., 2010), we draw on this model and its two different forms of passion - harmonious and obsessive - to test the mediating role of passion in the relationship between job fit and entrepreneurial burnout. Overall, we offer a more multifaceted perspective where the effects of job fit and passion on entrepreneurial burnout are not necessarily the same for all individuals. Instead, we argue that depending on their destiny beliefs of work, some may experience more or less passion ensuing from their perceptions of job fit.

Implications for practice

Several implications for practice can be drawn from this research. First, while individuals in entrepreneurial jobs generally have the autonomy to decide how to perform their jobs, our findings show that job fit does not automatically occur. Instead, given the relation that job fit has with entrepreneurial burnout, individuals need to carefully consider the tasks and activities associated with an entrepreneurial job before starting one. For instance, prior to taking on a job that is highly entrepreneurial in nature, individuals can consult with career experts or participate in workshops on the entrepreneurial life and activities associated with it, so as to obtain a realistic preview of what an entrepreneurial job entails and, in turn, make an informed decision on whether this type of job is congruent with their ideal job.

Further, even if individuals experience high levels of job fit during the early stages of their entrepreneurial career, this does not necessarily mean that such job fit will be sustained into the later career stages. Like traditional employees, those in entrepreneurial jobs can change and grow in their professional identity, and just as the former can outgrow their initial job specifications, the latter may outgrow their job specifications as well, resulting in a decrease in job fit. Thus, rather than holding on to old patterns when job fit decreases, these individuals should look into new functions and job specifications in order to adjust the job to their

preferences. In practice, this may translate into changing one's position of CEO to floor manager, research and development officer, or any other position that can be created to fit one's professional needs at that moment.

By introducing the dualistic model of passion to the entrepreneurial context, we not only demonstrate that those in entrepreneurial positions can experience passion, but also that in order to avoid entrepreneurial burnout, it is important to be harmoniously passionate. A core characteristic of harmonious passion is the voluntary internalization of the job, and one way to develop harmonious passion is to increase one's interest and valuation of the job, such as by structuring tasks in such a way that the individual feels that the tasks and related decisions are inherently valuable for their own sake (Ho et al., 2011). Because these attributes are often already incorporated in an entrepreneurial job, a more important issue is to understand why that job is important to the individual's self-identity. For instance, if the job is important because of external forces, such as pressures from the direct environment, family or friends, or the loss of a previous job, this can trigger obsessive passion and, in turn, accentuate the experience of entrepreneurial burnout.

Limitations and future research

We note the following limitations and associated directions for future research. First, our work used a cross-sectional design, and accordingly, we acknowledge that we are unable to make causal inferences about the observed relations, including whether job fit impacts entrepreneurial burnout, or whether those suffering from burnout perceive themselves as being less passionate and having less job fit. While these conclusions can be made only in an experimental or longitudinal research setting, we rely on the fact that previous longitudinal studies examining burnout among employees found that work attitudes such as job fit and job passion did indeed

precede burnout (Lavigne et al., 2012; Maslach et al., 2001; Vallerand et al., 2010), thereby suggesting that similar causal relations are likely to occur in our context as well.

Another limitation pertains to the risk that common method bias may have artificially inflated the observed correlations and regression weights. However, prior research has noted that the belief that self-report data will inevitably inflate estimates of inter-construct relationships is a myth (Chan, 2009). While correlations from self-report measures may be overinflated due to mono-method effects, they are, at the same time, artificially deflated due to the unreliability of measures. Taken together, these two effects may cancel out each other, or one may be more dominant depending on their relative size, and thus “inflation of the observed correlation is a possibility and not a necessity” (Chan, 2009, p. 318). To further assess the risk of common method bias, we conducted discriminant validity tests, which revealed that the variables did not load onto a single factor, but instead loaded onto the respective constructs that they were intended to measure. Finally, common method bias works against the detection of moderating effects and suppresses true interactions from surfacing (Conway and Lance, 2010; Evans, 1985). Thus, the fact that we found significant moderating effect for destiny beliefs suggests that common method bias is, in fact, not a major threat in the present study.

Third, because we measured respondents’ harmonious and obsessive passion for their work in general, rather than for specific aspects of what they do, we cannot draw conclusions on whether they may experience more or less harmonious passion for one aspect and more or less obsessive passion for another aspect of their work. In turn, we are unable to conclude whether obsessive or harmonious passion for a specific aspect or role in the entrepreneurial venture would necessarily increase or decrease the likelihood of experiencing burnout. Moreover, due to constraints on survey length, we did not measure or control for all possible variables (e.g., job

characteristics) that have been previously found to predict burnout, and acknowledge this as a limitation of our study. Notwithstanding, our findings provide a first glance into the link between entrepreneurial burnout and passion for entrepreneurial venture as a whole, and we recommend that future studies investigate whether individuals do indeed experience different forms of passion for different entrepreneurial activities and roles, and how these can potentially combine to shape their overall experience of burnout.

A final limitation pertains to the composition of our sample. Due to data restrictions we have no information on the division between founders or owner-managers of the companies surveyed. As such we cannot articulate whether any differences in the experience of our variables measured exists between the two subgroups of entrepreneurial jobs. Nevertheless, considering that other research on passion among entrepreneurs has found similar mean values of passion (Murnieks et al. 2014), this suggests that typifying our sample as entrepreneurial is indeed justified.

We also recommend that future research examine other possible mediators linking job fit to entrepreneurial burnout, such as core-self evaluations (Judge and Bono, 2001) and job satisfaction. Further, we acknowledge that individuals' destiny beliefs about work are only one possible moderator in the link between job fit and passion. Potentially, other individual and social factors, such as self-efficacy and social support, may also moderate individuals' responses to work perceptions (e.g., Ho & Gupta, 2014). Also, previous findings from the dualistic model of passion suggest that the flow experience could serve as a mediating mechanism between passion and burnout (Lavigne et al., 2012). Thus, future research can shed light on how and when flow experiences fit into the link between job fit and burnout.

In conclusion, this study extends theories in job fit and passion to the entrepreneurship context and demonstrates that job fit, through the dualistic model of passion, can be differentially associated with the burnout experience, contingent on the moderating role of destiny beliefs about work. In doing so, we contribute to the limited body of empirical work on entrepreneurial burnout and offer a more nuanced conceptualization of how job fit relates to burnout, and when entrepreneurial passion can have positive or negative consequences on entrepreneurial well-being.

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Table 1*Means, Standard Deviations, and Correlations Among Variables*

Variables	Mean	s.d.	1	2	3	4	5
1. Age	47.40	11.38					
2. Job Fit	4.26	0.93	0.04				
3. Destiny Beliefs	2.79	0.90	-0.02	-0.07			
4. Harmonious Passion	3.90	0.61	0.14*	0.60**	-0.12*		
5. Obsessive Passion	2.58	0.82	-0.00	0.18**	0.18**	0.15**	
6. Burnout	2.20	0.60	-0.08	-0.59**	0.17**	-0.63**	-0.01

* $p < .05$ ** $p < .01$

Note: Descriptives for non-significant control variables (i.e., industry, tenure in company, gender) are shown in the Method Section.

Table 2***Results for Job Fit × Destiny Beliefs Predicting Harmonious and Obsessive Passion***

Outcome → Predictor	Harmonious Passion		Obsessive Passion	
	<i>B</i>	<i>p</i>	<i>B</i>	<i>p</i>
Intercept	2.677 (0.479)	<.001	3.207 (0.800)	<.001
Job Fit	0.254 (0.105)	<.05	-0.258 (0.176)	.143
Destiny Beliefs	-0.234 (0.158)	.139	-0.426 (0.263)	.106
Job Fit × Destiny Beliefs	0.044 (0.036)	.224	0.143 (0.060)	<.05
Age	0.006 (0.003)	<.05	-0.001 (0.004)	.883
Model R^2	.371	<.001	.084	<.001
Adjusted R^2	.363	<.001	.072	<.001

Note: Standard errors are in parentheses. The variables of job fit and destiny beliefs were mean centered to render parameter estimates that are interpretable within the range of the data. All coefficients are unstandardized and based on models with all variables entered.

Table 3*Results for Job Fit Predicting Burnout through Harmonious and Obsessive Passion*

Predictor	Model 1		Model 2	
	<i>B</i>	<i>P</i>	<i>B</i>	<i>P</i>
Intercept	3.910 (0.179)	<.001	4.625 (0.202)	<.001
Job Fit	-0.370 (0.031)	<.001	-0.213 (0.035)	<.001
Age	-0.003 (0.003)	.253	-0.000 (0.002)	.949
Harmonious Passion	-		-0.447 (0.054)	<.001
Obsessive Passion	-		0.090 (0.032)	<.01
Model R^2	.336	<.001	.478	<.001
ΔR^2	-		.141	<.001
Adjusted R^2	.332	<.001	.470	<.001

Note: Standard errors are in parentheses. All coefficients are unstandardized and based on models with all variables entered.

Table 4

Numerical Representation of Direct and Indirect Effects (with Bootstrap Confidence Intervals) of Job Fit on Burnout through Harmonious Passion and Obsessive Passion, at Low, Mean, and High Values of Destiny Beliefs

Mediator	Destiny Beliefs	Effect Size	Bootstrap Lower Limit Confidence Interval	Bootstrap Upper Limit Confidence Interval
Harmonious Passion	Low	-.150	-.2212	-.0992
	Mean	-.168	-.2266	-.1226
	High	-.186	-.2491	-.1348
Obsessive Passion	Low	.001	-.0106	.0144
	Mean	.013	.0026	.0340
	High	.024	.0059	.0594

Table 5*Mean Comparison of Key Variables Across Various Samples*

	Harmonious passion	Obsessive passion	Burnout	Study
Entrepreneurial jobs	3.90 (5-point scale)	2.58 (5-point scale)	2.20 (6-point scale)	Current study
	(5.46 when converted to 7-point scale)	(3.61 when converted to 7-point scale)	(2.57 when converted to 7-point scale)	
	3.92 (5-point scale)	-	-	Murnieks et al.(2014)
	(5.49 when converted to 7-point scale)			
Traditional employees	4.57	1.88	2.62	Vallerand et al. (2010)
	5.07	2.06	2.05	Lavigne et al. (2012)
	4.92	2.65	1.97	Carbonneau et al. (2008)
	4.95	2.59	2.00	Carbonneau et al. (2008)
Athletes	5.48	5.04	2.08 (5-point scale)	Curran et al. (2011)
			(2.91 when converted to 7-point scale)	

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Students

5.01

2.38

3.54

Stoeber et al. (2011)

Items are scored on a 7-point Likert scale unless indicated otherwise.

Figure 1

Overall conceptual model

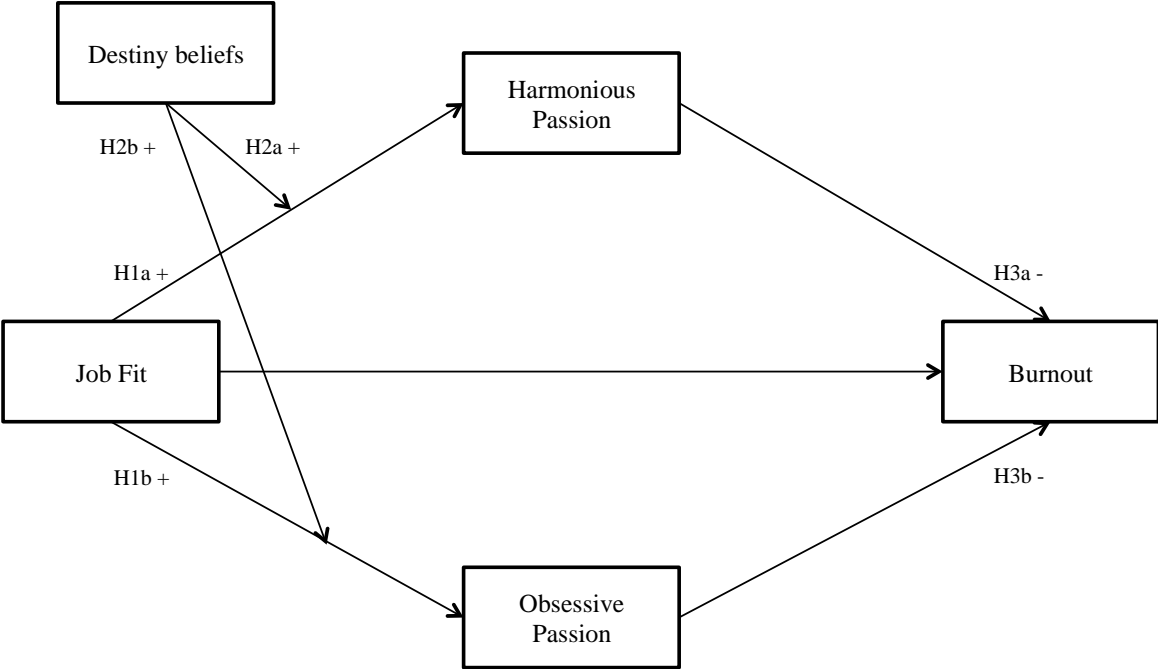
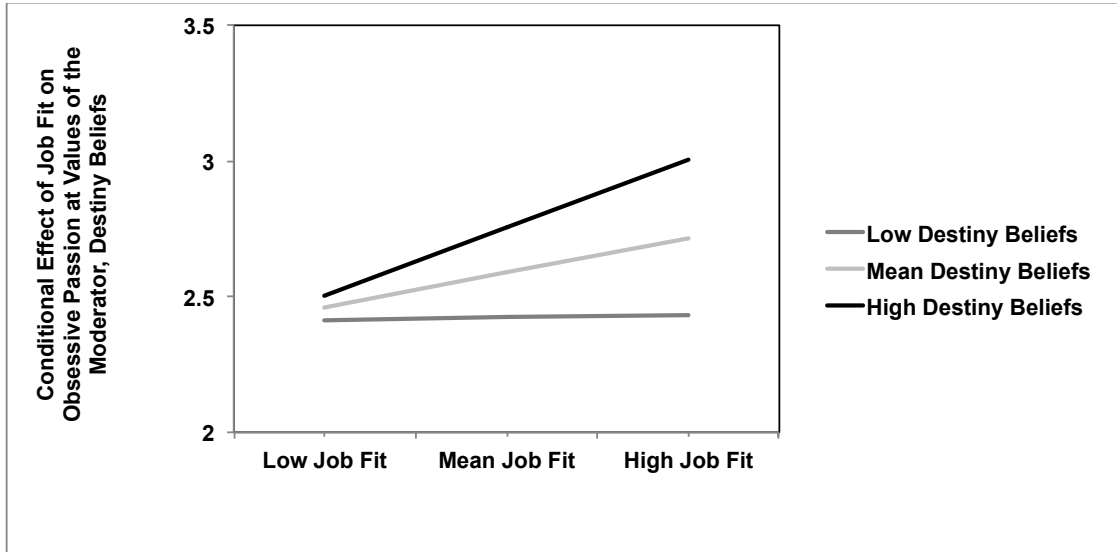


Figure 2

Conditional Effect of Job Fit on Obsessive Passion at Values of Destiny Beliefs



APPENDIX: *Items in selected scales***Job Fit** (Burnette and Pollack, 2013)

1. I know that there are many other jobs in the world that are a better match for me than my current job. (reverse-coded)
2. I can't imagine finding a job that is a better match for me than my current job.
3. My current job is as close to ideal as I ever expect to find.
4. There are many jobs in this world that would be closer to what I am looking for in a job than my current position. (reverse-coded)
5. My current job is the "right" fit for me.
6. My current field is likely to continue to be my long- term career.

Harmonious Passion (Vallerand et al., 2003)

1. My work allows me to live a variety of experiences.
2. The new things that I discover with my work allow me to appreciate it even more.
3. My work allows me to live memorable experiences.
4. My work reflects the qualities I like about myself.
5. My work is in harmony with the other activities in my life.
6. For me, my work is a passion that I still manage to control.
7. I am completely taken with my work.

Obsessive Passion (Vallerand et al., 2003)

1. I cannot live without my work.
2. The urge is so strong, I can't help myself from doing my work.
3. I have difficulty imagining my life without my work.
4. I am emotionally dependent on my work.
5. I have a tough time controlling my need to do my work.
6. I have almost an obsessive feeling for my work.
7. My mood depends on me being able to do my work.

Destiny Beliefs of Work (Burnette and Pollack, 2013)

1. A successful career is mostly a matter of finding a compatible job right from the start.
2. Struggles at the beginning of a career are a sure sign the job is not the right one for you.
3. Careers that do not start off well inevitably fail to be a good fit.
4. The success of a potential career is destined from the very beginning.
5. To last, a career must be the right fit from the start.