

# Happy But Exhausted: The Role of Passion in Explaining the Mitigated Psychological State of Health and Social Services Nonprofit Workers

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## Abstract

The goal of this study was to enhance our understanding of the psychological state of health and social services nonprofit workers using the Dualistic Model of Passion and the Job Demands-Resources Model. In line with these theoretical frameworks, we proposed that harmonious and obsessive passion were respectively positively associated with well-being at work and burnout. We also hypothesized that harmonious passion mediated the relationship between job resources and well-being at work, while obsessive passion mediated the one between job demands and burnout. To test these hypotheses, 774 workers completed an online survey. Results of path analysis showed that harmonious passion was positively related to well-being at work and negatively related to burnout, while obsessive passion was not related to burnout. Moreover, results showed that harmonious passion mediated the relationship between job demands and burnout, and the relationship between job resources and well-being at work. However, obsessive passion was not a significant mediator of the job demands-burnout relationship. In addition, exploratory analyses indicated that neither type of passion was

a significant moderators of the resources-well-being and demands-burnout relationships. Implications for research and practice regarding the psychological health and passion for work of nonprofit workers are discussed.

*Keywords:* psychological health, well-being at work, burnout, nonprofit workers, job demands-resources model, passion for work.

Nonprofit organizations in the health and social services sector play a crucial role in society. These organizations act as a social safety net, since they help people from various socio-economic backgrounds to access essential services (e.g., housing, mental health services, food) that are sometimes difficult to obtain from the public or private sectors (Chevalier, 2011; Didier et al., 2005). In the last ten years, these organizations have seen their clients present more and increasingly complex needs (Chevalier et al., 2013; Mimeault et al., 2011; Nicolas, 2013). Indeed, budget cuts in the public health care system have resulted in a greater number of individuals facing more serious problems and turning to nonprofit organizations for services (Jetté, 2008; Nelson et al., 2008). Despite being

highly motivated and committed, health and social services nonprofit workers (HSSNW) often experience exhaustion and psychological distress, as highlighted by various studies (Benz, 2005; Laliberté & Tremblay, 2007; Chen, 2012; Melnik et al., 2013; Meunier et al., 2020; Meunier et al., 2021).

Given their importance for ensuring the basic needs of all members of society, it is necessary to identify the various factors that can influence the psychological health of HSSNW and thus ensure the sustainability of the services they provide. Studies in other employment sectors suggest that passion for work may be a key variable to investigate the mitigating factors (i.e., being happy/engaged but also distressed/exhausted) of HSSNW psychological health (Fernet et al., 2014; Forest et al., 2012; Philippe et al., 2009a; Yukhymenko-Lescroart et al., 2022). However, despite the specific characteristics and problems of nonprofit organizations (Chen, 2012; Hsieh, 2016), very little research has been conducted among the workers in this sector, and, to our knowledge, no studies have considered passion for work as a defining variable in their working life. Thus, using the lens of the job demands-resources (JD-R) model (Bakker

et Demerouti, 2007; 2017), the objective of the present study is to examine the mediating and moderating role of passion for work in the association between job resources/demands and the psychological health of HSSNW.

### The Mental Health Of Nonprofit Workers

In 2018, in Canada, 5.3 million people reported needing support for their mental health issues (Statistics Canada, 2019). However, due to limited availability, particularly of specialized providers such as therapists, demand for these services often exceeds supply (Lui & McIntyre, 2022). Furthermore, researchers have highlighted that the Covid-19 pandemic has exacerbated inequitable access to primary mental health care, particularly for the most vulnerable populations (Lui & McIntyre, 2022). This situation highlights the fact that the population's needs in terms of mental health support are great, but the resources available are sometimes limited, leading many individuals in need to turn to nonprofit organizations. Indeed, nonprofit organizations are usually recognized as carrying out social action aimed at transforming and improving the living conditions of local populations, such as improving mental health (Couturier & Fortin, 2021). For over 20 years, the nonprofit sector has experienced a dramatic rise in the need for assistance, and this trend has intensified

since the Covid-19 pandemic (Chevalier et al., 2013; Couturier & Fortin, 2021; Mimeault et al., 2011; Nicolas, 2013). Workers employed by nonprofit organizations are recognized as experiencing high levels of well-being and commitment (Benz, 2005; Chen, 2012; Melnik et al., 2013; Meunier et al., 2020). They usually have a considerable degree of autonomy in how they perform their tasks and participate in decision-making processes within the organization (Chen, 2012; Meunier et al., 2020; Meunier et al., 2021). They can also rely on support from colleagues and supervisors and other positive aspects of their work (e.g., strengths, work meaning) to overcome their daily challenges (Meunier et al., 2020; Meunier et al., 2021). However, many structural issues hinder their work. In particular, the lack of funding limits the services offered by nonprofit organization and creates precarious working conditions such as low wages and job insecurity (Couturier & Fortin, 2021).

This context of constraints makes it difficult for workers to feel the full positive effects of the many personal, interpersonal and organizational resources they possess. For example, Giroux et al., 2022 determined that the great flexibility and autonomy experienced by workers can be limited by the high quantitative and emotional workload. In an effort to cope with high demands, workers often find themselves constantly striving to do more

and encounter difficulties in recognizing and setting personal boundaries. When they do, they tend to feel guilty about not doing enough to help their colleagues, clients or organizations (Giroux et al., 2022). This combination of positive and negative work characteristics creates a mixed picture of variables associated with the psychological health of HSSNW. In this vein, recent studies conducted by Giroux et al., 2022 showed that nonprofit workers experienced high levels of both well-being at work and burnout. The Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007, 2017) may be helpful to gain a better understanding of the relationships between job characteristics and their association with the psychological health of nonprofit workers.

### The Job Demands-Resources Model

The JD-R model proposes that all job characteristics fall into one of two broad categories: job demands or job resources (Bakker & Demerouti, 2007). Job demands refer to “those physical, social, or organizational aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs” (e.g., work overload) (Demerouti et al., 2001, p.501). On the other hand, job resources “refer to those physical, psychological, social, or organizational aspects of the

job that are either/or: functional in achieving work goals, reduce job demands and the associated physiological and psychological costs, stimulate personal growth, learning, and development.” (e.g., social support) (Bakker & Demerouti, 2007, p.312). According to the JD-R model, job demands are linked to more burnout (health impairment process), while resources are linked to more engagement and greater well-being (motivational process). However, little is known about the psychological mechanisms that could explain these associations (Fernet et al., 2012; Fernet et al., 2013; Van den Broeck et al., 2008). Studies have identified optimism and self-esteem as mechanisms explaining the resources-work engagement relationship (Huang et al., 2016; Simbula et al., 2011; Xanthopoulou et al., 2007, 2008). Others have identified coping strategies and psychological need satisfaction as mechanisms explaining the demands-burnout relationship (Angelo & Chambel, 2014; Boudrias et al., 2011; Peng et al., 2010). On the other hand, few studies have focused on the potential mechanisms at work in both processes simultaneously, and have identified work-family conflict, workaholism, passion for work, recovery experiences, and positive and negative affect as key mechanisms (Baeriswyl et al., 2016; Balducci et al., 2011; Huang et al., 2022; Kinnunen et al., 2011; Molino et al., 2016; Trépanier et al., 2014). Since the restrictive work environment of HSSNW

makes it difficult for them to have an impact on the available organizational resources, it is necessary to identify individual mechanisms that can have an impact on the relationship between job demands and resources and psychological health.

### Passion For Work As A Personal Resource Or Demand

Passion for work could be seen as an individual mechanism that HSSNW could draw upon in order to have an impact on their psychological health at work. Passion is defined as a strong inclination toward an activity that one loves and values and in which one invests a great amount of time and energy (Rip et al., 2012; Vallerand, 2015). The dualistic model of passion (DMP) proposes that there are two types of passion (Vallerand, 2015). Harmonious passion (HP) is the result of an autonomous internalization of a passionate activity in a person's identity (Deci & Ryan, 2000). It occurs when their environment supports their autonomy and choices while engaging in the activity (Deci et Ryan, 1985; Sheldon, 2002; Vallerand, 1997). Thus, their involvement in the activity is flexible and volitional, meaning that they can easily control it and feel no pressure to engage in it. The activity is in harmony with other life spheres and will lead to more adaptive outcomes (Vallerand, 2015).

On the other hand, obsessive passion (OP) stems from a controlled internalization

of the passionate activity within the person's identity (Vallerand, 2015). It is characterized by a controlling social environment that influences the person to make certain decisions without considering their own interests (Deci & Ryan, 1985; Sheldon, 2002; Vallerand, 1997). This developmental process elicits a strong desire to engage in the activity explained by the potential benefits of engaging in the activity (i.e., social acceptance, self-worth). Hence, the person is, in a certain way, dependent on the activity, and external pressures lead them to be involved in it. Thus, the activity takes on an undue importance in the person's life, which results in conflicts with other life spheres (e.g., social life, family life) and leads to more maladaptive outcomes (Vallerand, 2015).

The extensive scientific literature on passion provides evidence that supports the DMP model and the distinctive consequences of the two types of passion. Indeed, harmonious passion positively predicts well-being, operationalized as life satisfaction, life meaning, subjective well-being, positive emotions, and vitality (Carpentier et al., 2012; Lafrenière, et al., 2009; Mageau et al., 2005; Philippe et al., 2009a; Rousseau & Vallerand, 2003; Vallerand et al., 2003; Vallerand et al., 2006; Vallerand et al., 2007, see Curran et al., 2015 for a recent meta-analysis). Furthermore, HP for work has been found to contribute to work performance,

concentration, and flow (Forest et al., 2011; Forest et al., 2012; Ho et al., 2011; see Pollack et al., 2020 for a recent meta-analysis).

Obsessive passion positively predicts distress-related variables such as negative emotions, rumination, and depression (Carpentier et al., 2012; Houliort et al., 2014; Philippe et al., 2010, see Curran et al., 2015 for a recent meta-analysis). OP is also negatively related to life satisfaction and does not contribute to subjective well-being, vitality or life meaning (Mageau et al., 2005; Philippe et al., 2009a; Philippe et al., 2009b; Ratelle et al., 2004; Rousseau & Vallerand, 2003; Vallerand et al., 2003; Vallerand et al., 2006; Vallerand et al., 2007). OP is also associated with burnout, emotional exhaustion, psychological distress (Fernet et al., 2014; see Pollack et al., 2020 for a review). Altogether, these studies support the fact that HP for work is associated with positive outcomes, while OP for work is linked with negative ones.

Passion for work could explain both the well-being and the distress of HSSNW, depending on how it is internalized. In accordance with other studies (De Clercq & Belausteguigoitia, 2017; Toth et al., 2021), HP could be conceptualized as a personal resource. Indeed, in recent years, the concept of personal resources has been introduced into the JD-R model (Bakker & Demerouti, 2017), referring to “the beliefs people hold regarding how much control they have over their environment” (Bakker

& Demerouti, 2017, p.275). Some authors also argue that the concept of personal demands should be considered in the JD-R model (Bakker & Demerouti, 2017). Much like organizational demands, these demands are defined as expectations that individuals set for themselves regarding their performance and behaviors at work that require them to invest great effort in their work and are associated with physical and psychological costs (Bakker & Demerouti, 2017; Barbier et al., 2013). Thus, OP could be considered among other personal demands mentioned by some authors, such as personality traits including perfectionism and emotional instability (Lorente Prieto et al., 2008). According to the JD-R model, personal resources and demands could act as job resources and job demands and be respectively positively associated with well-being and burnout. However, these association have never been tested among nonprofit workers.

In accordance with the scientific literature, the following two hypotheses are stated:

*H1: HP will be positively associated with well-being at work*

*H2: OP will be positively associated with burnout*

Although the mechanisms explaining the links between job demands and resources and psychological health are still only partially understood (Bakker & Demerouti, 2017), it is possible

to assume that passion for work could also act as a mediator in the association between job demands and resources and psychological health at work. Indeed, job resources could foster personal growth through the satisfaction of psychological needs (Fernet et al., 2013; Van den Broeck et al., 2008) and the attainment of work goals (Bakker & Demerouti, 2007). We can hypothesize that it facilitates an autonomous internalization of passion for work, which in turn leads to adaptive outcomes (see Curran et al., 2015; Pollack et al., 2020 for recent meta-analysis). For example, job resources such as having a flexible schedule allows employees to find a better balance between their job and personal life. This, in turn, helps them to become more harmonious about their passion for work, which could lead to enhanced well-being.

On the other hand, jobs demands may put pressure on employees and make them feel obligated to overinvest themselves in their work to fulfill all of these demands (Bakker & Demerouti, 2017). We can hypothesize that this could engender a more controlled internalization of passion for work (Ryan & Deci, 2002), which in turn could lead to maladaptive outcomes. For example, nonprofit workers face numerous situations that can affect them emotionally since they work with vulnerable populations. Research indicates that these circumstances may lead to rumination and difficulty in disengaging from work, ultimately, hindering recovery



(Giroux et al., 2022; Meunier et al., 2020; Meunier et al., 2021). Consequently, it can be hypothesized that this emotional strain may intensify their OP for work, potentially heightening the risk of burnout.

One study has tested these assumptions and used passion for work as a mediator in the JD-R model. Indeed, Trépanier et al., (2014) found that job resources predicted HP, which in turn predicted work engagement. They also found that job demands predicted OP, which in turn predicted burnout. However, the study used an adapted version of the DiSC 2.0 questionnaire (van de Ven et al., 2008), which addresses the cognitive, emotional, and physical aspects of job demands and resources using generic questions. Although this is the only study that has investigated passion for work as a mechanism in the JD-R model, there is also theoretical and empirical evidence that job resources are associated with HP (Hardgrove, 2019; Houlfort et al., 2013; Liu et al., 2011; Trépanier et al., 2014; Zigarmi et al., 2009) and that job demands are associated with OP (Houlfort et al., 2013; Trépanier et al., 2014). Several studies have linked HP to adaptive outcomes, while OP is mostly associated with maladaptive outcomes (see Curran et al., 2015; Pollack et al., 2020 for recent meta-analysis).

In the light of these findings, and based on those of Trépanier et al., (2014) we hypothesize that:

*H3: HP will mediate the relationship between job resources and psychological well-being at work.*

*H4: OP will mediate the relationship between job demands and burnout.*

Finally, the JD-R model suggests that there are interactions between demands and resources. Resources could counteract the negative effect of demands on workers' psychological health, and demands could amplify the link between resources and well-being (Bakker & Demerouti, 2017). However, very few studies have specifically investigated the moderating role of personal demands and resources. Thus, in an exploratory approach, we tested the moderating role of the two types of passion in the JD-R model.

### The Present Study

The aim of this study is to better understand the psychological health of HSSNW using the concept of passion. This is one of the first studies to explore this concept in a population of nonprofit workers and to examine the mediating and moderating effect of passion in the relationship between job demands and resources and psychological health. In doing so, this study examines dynamics similar to those reported by Trépanier et al., (2014), yet in a different context, while also testing and refining the postulates of the JD-R

model (Trépanier et al., 2014). Indeed, this study, like the one conducted by Xanthapoulou et al., (2007), will attempt to verify both the moderating and mediating effects of personal resources and demands.

## Methods

### Participants and Procedures

An advertisement was posted in the newsletters of local organizations and on social media (i.e., Facebook) to invite HSSNW to participate in an online survey. To be eligible to participate, respondents had to be 18 years of age or older and work for a nonprofit organization in the health and social services sector. The survey was available in French and English. An ethics certificate was issued by the university's ethics committee. Recruitment took place between November 2019 and January 2020. Participants were 774 Canadian nonprofit workers (84.2% female, 14% male, 0.8% non-binary). Participants had to obtain a score of 4/7 on the passion criterion subscale to be considered passionate and to be included in the study (Vallerand et al., 2003). Thus, a total of 91% of participants were identified as being passionate for their work. They were between 19 and 70 years old ( $M = 38.14$ ,  $SD = 11.34$ ). A third of the sample (32.8%) were managers, while 67.2% were employees. Participants reported working on average 33.15 hours per week ( $SD = 6.47$ ). They also reported an average length of

service in the nonprofit sector of 9.74 years ( $SD = 8.36$ ).

## Instruments

### *Demographic Variables*

Participants were asked to provide demographic information (e.g., gender, age) as well as some information about their work (e.g., number of hours spent at work every week, position held).

### *Passion for Work*

The Passion Scale (Vallerand et al., 2003) was used to assess passion for work. This scale contains two subscales of six items to assess harmonious (e.g., “This job is in harmony with the other activities in my life”) and obsessive (e.g., “I have almost an obsessive feeling for this job”) passion towards work. This scale also contains five items to assess the passion criterion (e.g., “This job is a passion for me”). Participants were asked to rate the various items on a scale of 1 to 7 (ranging from “Do not agree at all” to “Very strongly agree”). Cronbach’s alphas for each subscale were satisfactory ( $\alpha =$  between .79 and .85).

### *Well-being at Work*

The Index of Psychological Well-being at Work (Dagenais-Desmarais & Savoie, 2012) was used to assess well-being. This scale includes 25 items covering five dimensions of psychological

well-being at work: interpersonal fit at work, thriving at work, feeling of competency at work, perceived recognition at work and desire for involvement at work. Participants were asked to rate the different items on a scale from 1 to 5 (ranging from “Disagree” to “Completely Agree”). A mean score per participant was calculated for subsequent analyses ( $\alpha = .94$ ).

### *Burnout*

The Shirom-Melamed Burnout Measure (Shirom & Melamed, 2006) was used to assess burnout. This scale is composed of 14 items covering three dimensions of burnout: physical fatigue, cognitive weariness, and emotional exhaustion. Participants were asked to rate the items on a scale from 1 to 7 (ranging from “Never” to “Always”). A mean score per participant was calculated for subsequent analyses ( $\alpha = .94$ ).

### *Job Demands And Resources*

Four questionnaires were used to assess the job resources and demands that have been considered important for HSSNW in other studies (Giroux et al., 2022; Meunier et al., 2021, Meunier et al., 2020)

### **Questionnaire on the Experience and Assessment of Work.**

A total of eight subscales from the Questionnaire on the Experience and Assessment of Work (Lequeurre et al., 2013; van Veldhoven et al., 1997) were used to measure four job demands (i.e., emotional, and quantitative workload, job insecurity and compensation dissatisfaction) and four job resources (i.e., participation in decision-making, supervisor and colleague support, and autonomy). Each subscale contains four items that participants had to rate on a scale from 1 to 7 (ranging from “Strongly Disagree” to “Strongly Agree” or from “Never” to “Always”). A mean score for each of the subscales was calculated. The internal consistency was satisfactory in the present study ( $\alpha =$  between .75 and .95).

**Meaningful Work.** The Work and Meaning Inventory (Steger et al., 2012) was used to assess meaningful work. This scale contains three dimensions: positive meaning, meaning-making through work and greater good motivation. Participants were asked to rate the 10 items on a scale from 1 to 5 (ranging from “Absolutely false” to “Absolutely true”). A mean score was used for the analyses ( $\alpha = .86$ ).

**Strengths Use.** The Strengths Use Scale (Govindji & Linley, 2007; Forest et al., 2012) was used to assess strengths use at work. To limit the number of items in our survey, a factor analysis was conducted using data from a previous study. Only

the items with the highest factor loadings were retained. This procedure made it possible to retain six items (e.g., “My job gives me a lot of opportunities to use my strengths”). Participants were asked to rate these items on a scale from 1 to 7 (ranging from “Strongly disagree” to “Strongly agree”). An overall mean score was calculated for each participant. The analyses performed demonstrate that the shortened scale had good internal consistency ( $\alpha = .89$ ).

**Work Guilt.** Since there is currently no validated scale for workplace guilt available, a new scale was created using the results of a focus group conducted in a previous study (Giroux et al., 2022). The items were also inspired by McElwain’s (2009) Work-Family Guilt Scale. The scale contains five items (e.g., “I feel bad about missing work”) and participants were asked to respond on a scale from 1 to 5 (ranging from “Strongly Disagree” to “Strongly Agree”). An exploratory factor analysis (principal axis factoring) was carried out with an oblimin rotation and revealed a single factor solution (only one factor had an eigenvalue  $>1$ ) that explained 52.4% of the total variance. An overall mean score was calculated for each participant. ( $\alpha = .83$ ).

### Statistical Analysis

The hypotheses of the study were tested in R statistical software. Analyses were first

conducted to examine the quality of the data and to ensure that our principal analysis assumptions were upheld. Missing variables represented less than 5% of the sample and thus did not interfere with the analysis. Univariate outliers were winsorized so that extreme values outside three median absolute deviations around the median were brought within that interval (Leys et al., 2013). The package performance in R statistical software indicated no multivariate outliers (Lüdtke et al., 2021). Statistical assumptions were respected, and multicollinearity was not an issue since variance inflation factors were lower than 2.50 for all variables. The correlation matrix for the variables included in the analysis is presented in Table 1.

## Results

### Path Analysis

In order to determine which job demands and resources to include in the path analysis, hierarchical regressions were performed. For parsimony, only job demands and resources with betas higher than .10 were included in the model. The results showed that work meaning, strengths use and colleague support predicted HP, while quantitative workload, work guilt and job insecurity predicted OP. Table 2 contains the results of the hierarchical regressions.

Given that both types of passion are related constructs, covariances between these

variables were added to the model. Covariances were also added for job resources and demands and for well-being at work and burnout. Job resources were expected to be positively related to HP, which in turn would be related to well-being at work. Job demands were expected to be positively associated with OP which in turn would be associated to burnout. This first tested model showed poor fit indices (MLR  $\chi^2$  ( $df = 31, N = 745$ ) = 437.81,  $p < 0.001$ ; RMSEA = .137; SRMR = .135; CFI = .819; TLI = .678; GFI = .897). Inspection of the modification indices suggested that the fit of the model could be improved by including cross-links between job resources, OP and burnout and between job demands, HP and well-being. Cross-links between the different variables included to measure the two processes in the JD-R model are often found in cross-sectional studies (Bakker & Demerouti, 2017). Thus, we allowed cross-links in the second tested model.

The modified model, illustrated in Figure 1 (Model 2), demonstrated adequate representation of the collected data (MRL  $\chi^2$  ( $df = 8, N = 745$ ) = 25.43,  $p < .001$ ; RMSEA = .055 (.00, .09); SRMR = .018; CFI = .992; TLI = .947; GFI = .994). The result showed that job resources were positively associated with HP (H1). Meaningful work and strengths use were also positively related to OP, while colleague support was negatively related. These variables also had a direct positive link to well-being at

**Table 1**

*Means, Standard Deviations and Correlations for Each Variable in the Analysis*

	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Meaningful Work	3.92	0.62														
2. Strengths Use	5.35	0.90	.46***													
3. Colleague Support	5.70	1.07	.31***	.31***												
4. Supervisor Support	5.50	1.46	.34***	.35***	.46***											
5. Participation in Decision-Making	5.08	1.59	.27***	.31***	.28***	.49***										
6. Autonomy	5.28	1.28	.20***	.34***	.32***	.40***	.46***									
7. Work Guilt	3.45	0.93	-.04	-.19***	-.12***	-.18***	-.12***	-.27***								
8. Emotional Workload	5.14	1.08	.16***	.01	-.09*	-.09*	-.01	-.17***	.34***							
9. Quantitative Workload	4.41	1.55	.03	-.05	-.17***	-.14***	.08*	-.23***	.36***	.41***						
10. Job Insecurity	2.81	1.82	-.12***	-.12***	-.15***	-.18***	-.20***	-.19***	.19***	.13***	.15***					
11. Dissatisfaction with Compensation	4.06	1.40	-.19***	-.18***	-.16***	-.29***	-.28***	-.26***	.17***	.11***	.19***	.09**				
12. Harmonious Passion	5.14	1.01	.53***	.58***	.42***	.41***	.31***	.37***	-.21***	-.10***	-.22***	-.18***	-.29***			
13. Obsessive Passion	2.41	1.10	.15***	.09*	-.12**	-.02	.13***	-.04	.33***	.29***	.38***	.16***	.04	.00		
14. Well-being at Work	4.33	0.57	.53***	.56***	.56***	.58***	.49***	.37***	-.20***	-.09***	-.07***	-.20***	-.27***	.57***	.03	
15. Burnout	3.50	1.10	.25***	-.36***	-.37***	-.36***	-.21***	-.34***	.43***	.33***	.50***	.21***	.24***	-.46***	.25***	-.49***

Notes: N= 774; \*p <.05, \*\*p <.01, \*\*\*p <.001



Table 2

*Hierarchical Regressions Analyses for Job Demands and Resources on Harmonious and Obsessive Passion for Work*

	Harmonious Passion		Obsessive Passion	
	$\beta$	SE	$\beta$	SE
<b>Job Demands</b>				
Work Guilt	-.01	.03	.23***	.04
Emotional Workload	-.07*	.03	.08*	.04
Quantitative Workload	-.12***	.03	.23***	.04
Job Insecurity	-.02	.03	.11***	.03
Dissatisfaction with Compensation	-.09***	.03	-.01	.03
<b>Job Resources</b>				
Colleague Support	.12***	.03	-.13***	.04
Supervisor Support	.04	.03	.01	.04
Participation in Decision-Making	.04	.03	.10*	.04
Autonomy	.06	.03	.05	.04
Strengths Use	.33***	.03	.09*	.04
Meaningful Work	.30***	.03	.11***	.04
R <sup>2</sup>	.52***		.26***	

Notes: N= 774; \*p <.05, \*\*p <.01, \*\*\*p <.001

work (meaningful work,  $\beta = .23$ ,  $p < .001$ ; strengths use,  $\beta = .28$ ,  $p < .001$ ; colleague support,  $\beta = .32$ ,  $p < .001$ ) and a direct negative link with burnout (strengths use,  $\beta = -.18$ ,  $p < .001$ ; colleague support,  $\beta = -.15$ ,  $p < .001$ ). Job demands were positively related to OP (H4). Quantitative workload was negatively related to HP. Work guilt ( $\beta = .18$ ,  $p < .001$ ) and quantitative workload ( $\beta = .44$ ,  $p < .001$ ) had a direct positive link to burnout while work guilt was negatively associated with

well-being at work ( $\beta = -.06$ ,  $p = .006$ ). Job insecurity was not directly related to burnout ( $\beta = .02$ ,  $p = .484$ ). Finally, HP was positively related to well-being at work ( $\beta = .16$ ,  $p < .001$ ; H1) and negatively related to burnout while OP was not related to burnout ( $\beta = .05$ ,  $p = .105$ ). This result does not support H2.

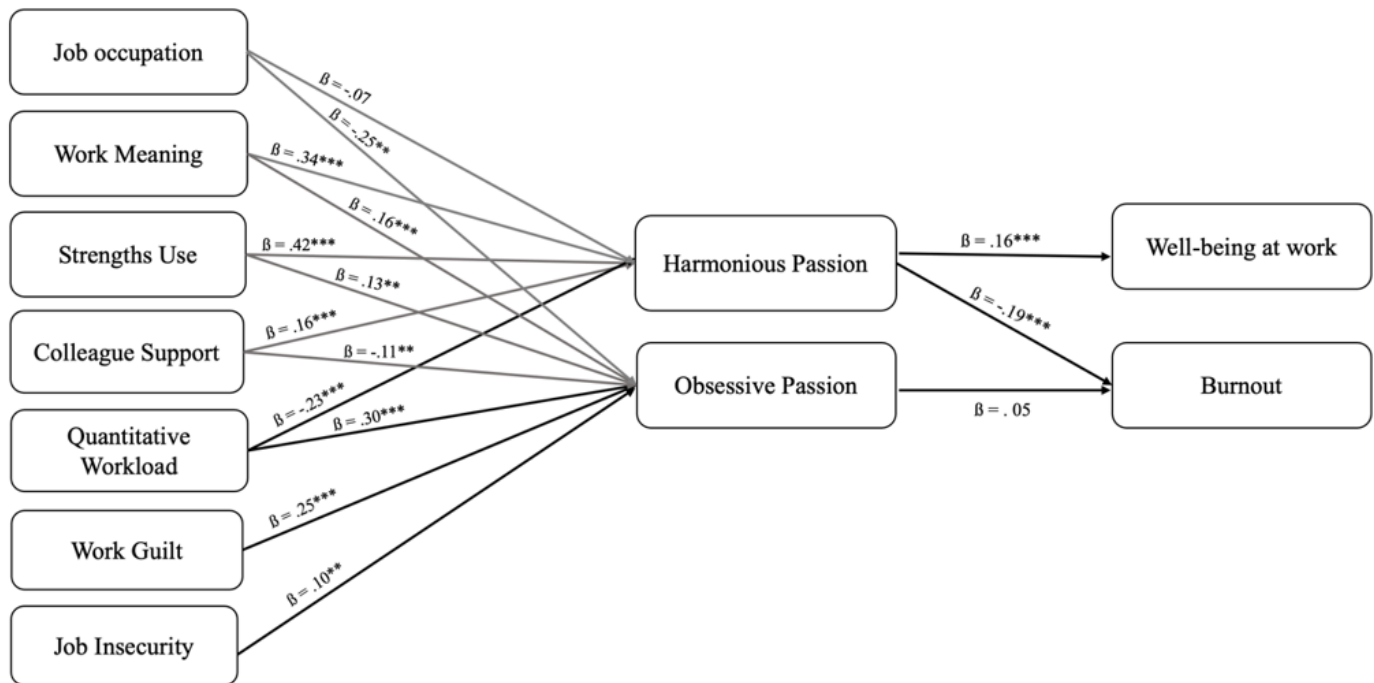
**Indirect Effects**

Indirect effects were analyzed using the bootstrap

parameter estimator `bci.simple` in R statistical software. Results from indirect effect analyses supported the mediating role of HP in the relationship between job resources and well-being at work (H3). More specifically, the results indicated significant indirect effects of meaningful work (Indirect effect = .053, 95% BootCI= [.029, .083]), strengths use (Indirect effect = .066, 95% BootCI= [.036, .104]) and colleague support (IE= .026, 95% BootCI= [.011, .048]) on

**Figure 1**

*Results From the Path Analysis on the Relationship Between Job Characteristics, Passion for Work, Well-Being at Work, and Burnout While Controlling for Job Occupation*



*Note.* N = 745; \*p <.05, \*\*p <.01, \*\*\*p <.001. Standardized beta coefficients are presented. For parsimony, direct links between job demands and resources and burnout and wellbeing are only described in the text.

well-being at work through HP. The results also revealed that through HP, there was a significant indirect effect of quantitative workload on well-being (IE= -.036, 95% BootCI= [-.060, -.018]) and on burnout (IE= .043, 95% BootCI= [.022, .068]). In addition, results supported the indirect effect of meaningful work (IE= -.064, 95% BootCI= [-.095, -.035]), strengths use (IE= -.079, 95% BootCI= [-.117, -.044]) and colleague support (IE= -.031, 95% BootCI= [-.054, -.014]) on burnout through HP. However, the results showed that OP was

not a significant mediator of the relationships between job demands and burnout, thus not providing support for H4.

**Moderation Analysis**

A model including interactions between OP and HP and job demands and resources was also tested and showed good fit to the data (MRL  $\chi^2$  (df = 12, N = 745) = 46.22, p<.001; RMSEA = .063 (.00, .09); SRMR= .014; CFI = .966; TLI = .907; GFI = .971). However, HP was not a significant moderator

of the association between job demands and burnout. OP was also not a significant moderator of the association between job resources and well-being at work. The results of the moderation analyses are presented in Table 3.

**Discussion**

The goal of the present study was to gain deeper insight into the psychological health of HSSNW using the JD-R model and the lens of passion for work (Bakker & Demerouti, 2007; Vallerand et al., 2003). Therefore,

Table 3

*Moderating Effects of Harmonious and Obsessive Passion for Work on the Association Between Job Demands and Resources, Well-Being at Work and Burnout*

	Burnout			
	$\beta$	SE	LLCI	ULCI
<b>Harmonious Passion</b>				
Work Guilt	.17***	.03	.11	.24
HP*Work Guilt	-.03	.04	-.10	.03
Quantitative Workload	.43***	.04	.29	.42
HP*Quantitative Workload	.008	.04	-.06	.08
Job Insecurity	.015	.02	-.04	.07
HP*Job Insecurity	-.021	.02	-.08	.03
R2	.47			
<b>Well-Being at Work</b>				
	$\beta$	SE	LLCI	ULCI
<b>Obsessive Passion</b>				
Meaningful work	.21***	.03	.14	.25
OP*Meaningful work	.002	.02	-.04	.05
Strengths Use	.29***	.04	.19	.32
OP*Strengths Use	-.018	.02	-.07	.03
Colleague Support	.77***	.06	.30	.39
OP*Colleague Support	.035	.04	-.03	.07
R2	.54			

Note. N = 745; \*p <.05, \*\*p <.01, \*\*\*p <.001. Standardized beta coefficients are presented.

this study identified the job demands and resources specific to HSSNW and explored the mediating and moderating effects of passion in the relationship between job characteristics and psychological health. Results from the path analysis indicated that job resources were positively associated with HP, while job demands were positively associated with OP. However, HP was positively related to well-being, while OP was not related to burnout. Also, some cross-links did occur, due to the cross-sectional design of the study. Moreover, HP significantly mediated the relationship between job resources and well-being, while OP did not mediate the relationship between job demands and burnout. The model testing the moderation hypothesis revealed that passion for work was not a significant moderator of either the health impairment or the motivation path identified by the JD-R model.

## Theoretical Contributions

### *Job Demands And Resources, And Passion For Work*

Using the job demands and resources specific to HSSNW previously identified by (Giroux et al., 2022), results indicated that meaningful work, strengths use, and colleague support were positively associated with HP. These results replicate those of Forest et al., (2012), who found that strengths use predicted HP.

Furthermore, they confirm some of the conclusions of an unpublished study and a qualitative study, namely that meaningful work and colleague support were also determinants of HP (Hardgrove, 2019; Zigarmi et al., 2009). As for OP, results showed that work guilt, quantitative workload, and job insecurity were the main determinants. No study to date has investigated the influence of two of those job demands (i.e., work guilt and job insecurity) on OP.

To summarize, this study identified several determinants of the two types of passion for work, but further studies are needed to investigate alternative determinants of HSSNW HP and OP. For instance, it would be valuable, in a subsequent study, to use a comparable model to examine the relationship between different determinants (e.g., self-neglect, rumination, or recognition), passion for work and psychological health (St-Louis et al., 2016).

While some relationships between job characteristics (i.e., job demands and resources) and passion aligned with the JD-R model, cross-links were observed between job resources and OP, as well as between job demands and HP. For instance, certain job demands (e.g., quantitative workload) were negatively associated to HP, suggesting their potential to undermine this type of passion. Surprisingly, certain job resources (e.g., meaningful work, strengths use) were positively linked to OP, indicating their potential to influence this type

of passion. These findings could be explained by the various tensions experienced by HSSNW at work, as they often navigate meaningful but resource-limited work environments, leading to overcompensation through personal resources (e.g., strengths use) (Giroux et al., 2022).

In this context, recent literature in positive psychology has explored the overuse of strengths and examines its negative impact on the person and on others (Niemic, 2019). For instance, Niemic (2019) provides a compelling illustration of how an individual's excessive reliance on kindness, a fundamental character strength, can lead to intrusive behavior overly fixated on others. Niemic (2019) also mentions that the overuse of this strength can result in an increased in compassion fatigue, which is defined as a state of emotional and physical exhaustion experienced by individuals, typically in caregiving roles or professions, due to frequent exposure to situations requiring compassion in response to others' suffering (Figley, 1995).

In a separate study involving nonprofit workers, researchers discovered that an excessive emphasis on team cohesion within group dynamics could stifle individual expression, promoting group thinking and conformity (name deleted to maintain the integrity of the review process; Janis, 1972; Landry, 2007). This suggests that certain job resources, such as meaningful work, might



inadvertently foster OP in specific circumstances. Drawing upon the challenge and hindrance theory (Cavanaugh et al., 2000), it may be that, much like for job demands, there are two categories of job resources: those that facilitate task completion and energy renewal, and those that lead workers to over-commit themselves and deplete their energy reserves. Investigating this hypothesis in future studies could provide clarity on its validity. However, it should be noted that, while we observed cross-links between certain variables, the primary associations observed in our study were consistent with the assumptions of the JD-R model.

### *Passion For Work, Burnout, And Well-Being*

The study revealed a positive association between HP and well-being, consistent with previous findings (e.g., Houliort et al., 2014; Stenseng & Phelps, 2013; Thorgren et al., 2013; Vallerand et al., 2007; Vallerand et al., 2008). However, an unexpected finding was the absence of a relationship between OP and burnout, contrary to several prior studies (Donahue et al., 2012; Fernet et al., 2014; Lavigne et al., 2012; Trépanier et al., 2014; Vallerand et al., 2010). Methodological differences, such as the use of a global score versus separate job demands in analyses, may explain these discrepancies. Thus, including the three job demands as distinct variables in the path analysis suggests that they

might have fully explained the variance in burnout. Consequently, OP could not significantly mediate in the relationship between job demands and burnout. Moreover, some studies found no association between OP and distress-related indices, reflecting inconsistency in findings regarding OP's impact on psychological health (Vallerand et al., 2007; Vallerand et al., 2008).

In addition, findings by Philippe et al., (2009a) suggest similar well-being scores among non-passionate and obsessively passionate individuals, leaving the real impact of OP on psychological health undetermined (Vallerand, 2015). Findings remain inconsistent between studies, ranging from support for a negative impact of OP on psychological health, to the absence of support for the existence of such link. These inconsistencies underscore the need to consider OP as an independent variable rather than solely a mediator (Toth et al., 2021). In other words, OP may influence job demands (e.g., work guilt), which may in turn be linked to burnout. This hypothesis should be tested in future studies.

Finally, HSSNW may nurture an OP for the organization's mission, or the social cause being advocated for (i.e., free access to mental health care for all), rather than the work itself. For example, in a study among humanitarian volunteers, St-Louis et al., (2016) investigated their passion for the cause targeted by their organization. They found that an OP for the cause supported

by these organizations increased physical symptoms and decreased health over a 3-month period. However, they did not study burnout specifically. Conducting comparative studies to differentiate between passion for work and for the cause supported by nonprofit organizations could shed light on these dynamics.

### *Passion For Work As A Mediator And A Moderator*

The results of the mediation analyses supported the hypothesis that HP was a significant mediator in the relationship between job resources and well-being at work, replicating the findings of Trépanier et al., (2014). The findings also confirmed that HP was a mediator in the relationship between quantitative workload and well-being at work, and between quantitative workload and burnout. This result indicates that quantitative workload could be perceived by workers as both a challenge and a hindrance and that, depending on the circumstances of the job or the worker's experiences in their work environment, it can both nourish well-being and exacerbate burnout (Cavanaugh et al., 2000).

Therefore, it might be informative in future studies to identify what factors contribute to quantitative workload being perceived as a challenge or a hindrance in this particular field. Contrary to findings by Trépanier et al., (2014), the results showed that the association between

job demands and burnout is not explained by OP among HSSNW. Thus, it would be relevant to study other types of mechanisms that could explain this relationship, in order to help organizations prevent burnout among their employees and ensure the sustainability of the services they provide to society.

Finally, although passion for work appears to be a compelling construct regarding personal demands and resources, the moderating effect mentioned by the JD-R model (Bakker & Demerouti, 2017) was not identified in this study. The results of a model testing the moderating effect of HP on the relationship between job demands and burnout and the moderating effect of OP on the relationship between job resources and well-being were not statistically significant in this study. Further studies would be needed to verify these results or to investigate other types of personal demands and resources that may moderate the relationships between job demands and resources and psychological health among HSSNW.

### Limitations

This study has some limitations that must be considered. First, the convenience sampling method and the use of social media may have led to a greater representation of passionate people in our sample. Second, the used of self-reported questionnaires could have favored greater influence of the common method bias. Furthermore, despite

the acknowledged adaptability of the JD-R model across various work environments (Bakker & Demerouti, 2007), it should be noted that our findings may not necessarily extend beyond the specific domain of the nonprofit sector. It is also possible that the cross-sectional design encouraged the emergence of cross-link between study variables, facilitating confirmation of other researchers' conclusions (Bakker & Demerouti, 2017). Moreover, the design of the study did not enable us to determine the direction of the links.

Consequently, it would be valuable to conduct a similar study using a longitudinal design, in order to validate the long-term strength of these links and to better understand the causal nature of the relationships between job demands and resources, passion for work and HSSNW psychological health. Lastly, like most studies using the JD-R model, the workers surveyed did not evaluate whether each demand was a challenge or a hindrance. Future studies should examine the use of the challenge-hindrance theory (Cavanaugh et al., 2000) in relation to the dualistic model of passion.

### Practical Contributions

The current findings provide valuable insights for organizations aiming to foster and sustain their employees' psychological health. In the case of HSSNW more specifically, our results show that passion for work is an important lever to promote

these workers' well-being at work. Consistent with the principles of the JD-R model (Bakker & Demerouti, 2017), addressing personal demands and resources represents a promising avenue to improve intervention for HSSNW, considering the frequent lack of organizational resources and the financial situation of nonprofit organizations (Couturier & Fortin, 2021). To foster the development of HP for work in their employees, managers can implement interventions or practices that allow for the optimization of job resources. More precisely, organizations can assign tasks based on the strengths of each employee or institute practice to recognize the accomplishments of workers and acknowledge the difference they make in the lives of their clients.

On the other hand, organizations can also promote psychological health in the workplace by helping employees reduce the burden caused by excessive job demands. They can offer training in job crafting techniques to reduce the pressure of quantitative workload (Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001). Indeed, such techniques allow employees to better manage their time and energy in relation to the different tasks they must accomplish daily. Moreover, what the results here show is that workers could benefit from learning to set their limits at work and to achieve a better balance in the different spheres of their lives. This could not only reduce their feelings of

guilt, but also help them nurture HP for work. Beyond promoting psychological health at the individual and organizational levels, Nielsen et al. (2018) mention the importance of acting at the societal level (i.e., improve funding for nonprofit organizations).

### Conclusion

This study suggests that organizational context partly explains the development of two types of passion for work in HSSNW. In our findings, HP more specifically mediated the association between job resources and demands and psychological health. This research allowed us to identify certain characteristics of work on which nonprofit organizations can act to reduce the development of OP and thus prevent maladaptive outcomes, while nurturing the resources that lead to the development of HP and improved psychological health.

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