
Consumed by obsession: Career adaptability resources and the performance consequences of obsessive passion and harmonious passion for work

human relations

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DOI: 10.1177/0018726719844812

journals.sagepub.com/home/hum



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Abstract

Does passion predict performance? Whereas harmonious passion is typically associated with strong performance, evidence for the obsessive passion-performance relationship has been so far inconclusive. The mixed results in the literature suggest that there are hitherto unexamined boundary conditions and mechanisms shaping the relationship between obsessive passion and performance. This study draws on principles from conservation of resources and the dual-systems model of self-regulation to explain how these two types of passion (obsessive and harmonious) relate to work performance. We

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examined career adaptability as a buffer that determines when and for whom obsessive passion precipitates emotional exhaustion as well as when and for whom emotional exhaustion diminishes work performance. This proposed moderated mediation model was tested in two multisource samples in corporate ($N = 139$ employee-supervisor dyads) and healthcare sectors ($N = 156$ time-lagged employee-peer dyads) respectively. We observed support for the proposed model in both samples. Career adaptability prevents obsessively passionate workers from being consumed by obsession.

Keywords

career adaptability, conservation of resources, emotional exhaustion, harmonious passion, obsessive passion, passion for work, work performance

Introduction

Passion can drive us to achieve great heights in our careers, but even passion has a dark side. Obsessive passion refers to the intense and compelling urge towards a set of self-defining activities (Vallerand, 2015; Vallerand et al., 2003) such as one's work and career. It is usually contrasted with harmonious passion, a strong but more volitional and self-determined desire to work. Perhaps the most famous historical case of obsessive passion is that of the mathematician Archimedes, whose death was a result of his obsessive passion for mathematics. During the siege of Syracuse in 212 BC, Archimedes was in his quarters, working on a geometric proof. Archimedes' intense focus left him completely oblivious to the turmoil and war just beyond his walls. When he was finally besieged by a Roman Soldier, Archimedes exclaimed these famous last words: "I beg you, don't disturb [my circles]" (Bailey, 2000). Archimedes lived and died by his obsessive passion for his work.

Conventional wisdom suggests that obsessively passionate employees tend to be star performers, much like Archimedes. Titans of industry like Steve Jobs, Marissa Mayer, and Elon Musk have all been characterized as intense, obsessive, and passionate about their work (Kendall, 2013). Whereas harmonious passion consistently predicts higher performance (see Curran et al., 2015 for a meta-analysis), evidence for the obsessive passion-performance relationship has been surprisingly inconsistent, with studies showing an assortment of negative, positive, and null results (Astakhova and Porter, 2015; Bonneville-Roussy et al., 2011; Curran et al., 2015; Ho et al., 2011; Vallerand et al., 2007, 2008). Discrepant findings in a body of work generally point to the existence of overlooked mediators and moderators (McGuire, 1997). Following recent thinking about passion as resource-intensive (Perrewé et al., 2014) as well as the role of career adaptability in employees' adaptation to complex and demanding occupational challenges (Hirschi et al., 2015), we adopt a career resource perspective in explaining how and for whom obsessive passion is linked to performance. Career adaptability, defined as psychosocial strengths that condition self-regulation in order to flexibly handle occupational challenges and difficulties (Hirschi et al., 2015; Savickas and Porfeli, 2012), has received prominent attention in the literature as an occupational *resource caravan*—a collective

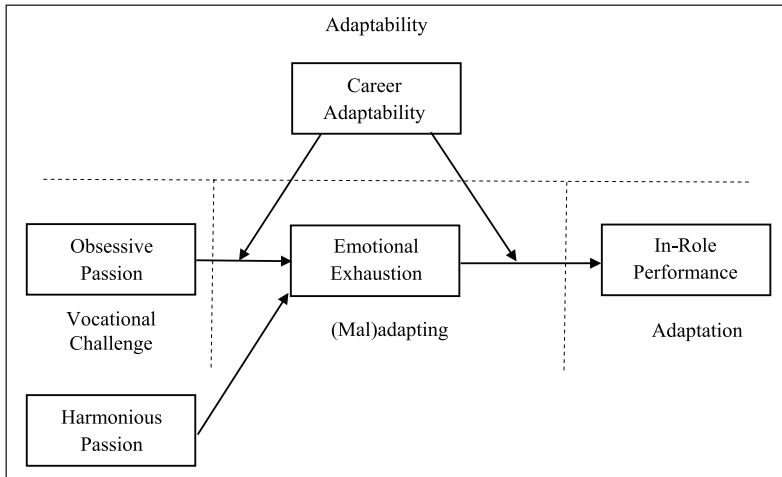


Figure 1. Proposed model.

pool or bundle of resources accrued over the course of one's development (Hobfoll, 2001). Career adaptability may enable obsessively passionate employees to flexibly regulate themselves in order to maintain a high level of performance despite intense focus and persistence towards work.

Drawing on conservation of resources theory (Hobfoll, 2001) and the dual-systems model of self-regulation (Hofmann et al., 2009), we present a two-sample, dyadic field study of how and when passion drains valued resources needed to do high-quality work, casting a spotlight on career adaptability as a boundary condition for obsessive passion. Obsessive passion begets a rigid persistence towards work (Ho and Astakhova, 2018) that drains valued resources—subjectively experienced as emotional exhaustion (Halbesleben and Bowler, 2007). However, career adaptability acts as a resource caravan that may shield obsessively passionate workers from the experience and consequence of resource loss. In contrast, harmoniously passion should elicit minimal resource loss and strong performance regardless of career adaptability resources. We pose this model of passion within the rubric of career adaptation (Hirschi et al., 2015) as depicted in Figure 1.

This article contributes to the literature in four important ways. First, we take important steps to integrate the literature on passion with the literature on careers, casting a spotlight on career resources (career adaptability) that intervene upon passions. Initial research on passion at work has emphasized organizational processes and fit (e.g. Astakhova and Porter, 2015; Ho and Astakhova, 2018), which has advanced our understanding of how passion manifests in organizations. We add to this literature by stepping beyond the organization into the career, examining how career-situated processes and resources sustain passion. Moreover, we develop and elaborate a resource-based account of passion at work. While scholars have proposed that passion can be resource-intensive (Astakhova, 2015; Houliort et al., 2013; Perrewé et al., 2014;

Vallerand, 2015) very little research has actually modelled both resource loss and resource caravans in harmonious and obsessive passion. We advance this literature by capturing two important and theoretically significant elements of resourcing: (1) resource loss attendant to intensive pursuit of passion; and (2) resource caravans that capture the heterogeneity in how people allocate their limited resources. Accordingly, this study assessed theoretically prescribed mediators (i.e. emotional exhaustion) and moderators (i.e. career adaptability), casting a spotlight on an important boundary condition—career adaptability—explaining when and for whom obsessive passion is counterproductive for performance.

Second, we contribute to the career adaptability literature by examining career adaptability through a resource-based perspective. In doing so, we answer the call for research on the buffering potential of career adaptability, which is a central proposition of career construction theory (Rudolph et al., 2017). Although career adaptability is framed as “psychosocial strengths that condition self-regulation in *coping* with the tasks, transitions, and traumas” (Hirschi et al., 2015: 2, emphasis added), surprisingly little research has examined the claim that career adaptability enables coping by buffering individuals against occupational demands. This framing is consistent with conservation of resources (COR) theory in which valued resources are believed to enable coping. By examining career adaptability as a protective buffer, we illuminate the resourcing processes that underlie career construction, taking steps towards an integration of career construction theory with COR theory.

Third, we also contribute to the literature on career adaptability and work performance. Surprisingly little is known about this relationship despite job performance being an especially compelling indicator of career adaptation (Hirschi et al., 2015). For instance, Ohme and Zacher (2015) examined the link between career adaptability and hypothetical job performance in a policy capturing design. Zacher (2015) also demonstrated a link between daily career adaptability and daily subjective career performance. Though these studies present suggestive evidence, field evidence of a link between career adaptability and in-role job performance is sparse. Furthermore, we improve the construct validity of the relationship by assessing performance through informant-reports (Vazire, 2006). Most research on career adaptation tests self-reported outcomes (see Sibunruang et al., 2016 for an exception using supervisor-rated promotability), which led scholars to call for research using informant-rated outcomes of career adaptability (Rudolph et al., 2017). Informant-reports of performance reduce social desirability and common method bias, allowing for stronger inference (Podsakoff et al., 2003). Hence, we make important theoretical and empirical contributions to the career adaptability literature.

Finally, we contribute to the literature on resource loss by introducing career-related resources into the literature on resourcing at work, which refers broadly to the use, depletion, reacquisition, and protection of resources (Feldman and Worline, 2011). While a substantial body of research has examined the protective role of job-related resources (Bakker et al., 2014) and personal resources (Halbesleben et al., 2014), the literature on career-situated, transactional resources such as career adaptability as buffers against resource loss is sparse (though see Cotter and Fouad, 2013). We advance the literature on

resource loss by introducing career adaptability as a career-related resource that buffers against resource drains and emotional exhaustion.

Passions and resourcing

Passions are strong inclinations towards a self-defining set of activities that an individual values highly, finds meaningful, and invests significant time and effort on a regular basis (Vallerand et al., 2003). These passions can be typified into obsessive or harmonious passions. Obsessive passions are intense and compelling urges towards a self-defining set of activities such as a career; it is characterized by “controlled internalization” of the passion into the self—hinged upon contingencies (e.g. external rewards, social acceptance, or pressure) that render obsessive passion less volitional and agentic (Vallerand, 2015; Vallerand et al., 2003). Obsessively passionate employees possess an intense-yet-rigid urge to engage in their work. In contrast, harmonious passions are volitional and self-determined. Harmoniously passionate individuals have autonomously internalized their work into the self. Their work occupies an important but not overpowering part of their identity and is thus in harmony with other aspects of their lives.

Passion does resemble various other motivational constructs in terms of time and energy exerted, liking, and meaningfulness of the passionate activity. Nevertheless, harmonious and obsessive passion display discriminant validity from work-related constructs such as work involvement, engagement, goal orientation, calling, and workaholism (Lajom et al., 2018). Passion is conceptually distinguished from these other motivational processes by its duality, its cognitive internalization of the career into the self, and its strong affective liking for the work itself (Ho and Astakhova, 2018). Ultimately, the career and organizational consequences of passionate people may depend on the resources they wield.

COR theory prescribes that people strive to protect and recoup their resources (Hobfoll, 2001). At work, daily activities and performance events require and drain resources needed to carry out important work tasks (Beal et al., 2005). People manage to sustain themselves by allocating resources judiciously by replenishing lost resources—engaging in resourcing cycles to counteract resource loss with resource gain (Hobfoll, 2001). Employees unable to counteract resource loss will experience emotional exhaustion—a central mechanism in the COR theory literature defined as a state in which employees are bereft of resources (Halbesleben and Bowler, 2007). Emotional exhausted employees “lack adaptive resources and cannot give any more to their job ... leaving them without the resources to perform their work” (Halbesleben and Buckley, 2004: 859). Consistent with this literature, we use the terms “emotional exhaustion” and “resource loss” interchangeably. In summary, emotional exhaustion occurs when people are unable to engage in adaptive resourcing cycles because (1) they invest an inordinate, excessive, and wasteful quantity of resources; and (2) they are unable to adequately recoup resources to compensate for resource loss.

Pursuing a passion can require a worker to invest a great deal of time, energy, focus, and involvement. Obsessive passion and harmonious passion inherently differ in the rationales for *why* people are passionate about their work and *why* people allocate their resources to work, which in turn have important implications for how people self-regulate

at work. Turning first to obsessive passion, these types of passions are pursued out of partial, incomplete integration with the self, seeking to pursue their passions partly because it satisfies external contingencies of the self (e.g. status, respect, need for approval; see Crocker and Wolfe, 2001 for a review of contingencies of the self). Consequently, obsessively passionate people structure their lives and pursuits in ways that (1) place inordinate importance on their passion (i.e. their occupation) to sustain their sense of self, effectively narrowing their sense of self to focus on their passion; (2) position their passion in structural opposition to their other life activities (Bélanger et al., 2013b)—which ultimately predisposes obsessively passionate employees to sustained resource loss. Obsessive passions elicit disproportionately intense resource allocation towards the passion (e.g. Caudroit et al., 2011; Houliort et al., 2013; Stenseng et al., 2011), yet much of this resource allocation tends to be “wasted” on anxiety over and rumination on their passion (Carpentier et al., 2012; Donahue et al., 2012; Forest et al., 2011), which explains why it is experienced as obsessive. Ultimately, their approach to their work resembles a “rigid persistence” rather than fluid engagement (Vallerand et al., 2003) leading to inefficient resource allocation.

Furthermore, whereas people are usually able to recover from daily resource loss (Binnewies et al., 2009), obsessively passionate employees are also remarkably ill-equipped to recoup resources because of their intense focus on the self rather than the environment, as the example of Archimedes vividly demonstrates. Obsessively passionate employees are less likely to invest their scarce resources in potentially enriching opportunities—as well as self-care activities—that are important wellsprings of resources (e.g. engaging with mentors or mentees, social connection with friends and colleagues, time with loved ones, rest and relaxation to restore immunity and vigor). For instance, obsessively passionate nurses reported engaging in fewer recovery strategies such as switching off from work, relaxing, and learning new things apart from work, resulting in resource loss (Donahue et al., 2012). Obsessively passionate people display a closed-mindedness towards opportunities and resource-generating activities that could otherwise forestall emotional exhaustion.

Turning instead to harmonious passion, this type of passion is pursued out of a fully intrinsic and agentic motivation towards one’s work and careers. Since their careers are completely integrated into their sense of self, work activities become enjoyable for its own sake. This full integration enables harmoniously passionate individuals (1) to engage in efficient and fluid use of their resources (activities pursued out of intrinsic motivation require less resource investment and energy; Ryan and Deci, 2008); (2) to orchestrate resource gain from other aspects of their lives (Bouizegarene et al., 2018; Trépanier et al., 2013); and (3) to adequately take care of themselves because of diminished self-narrowing (Caudroit et al., 2011; Donahue et al., 2012). As a result, harmoniously passionate employees are well-equipped to sustain their passions:

Hypothesis 1a: Obsessive passion is positively associated with emotional exhaustion.

Hypothesis 1b: Harmonious passion is negatively associated with emotional exhaustion.

The buffering role of career adaptability

In the previous section, we explained how obsessive passion can be difficult to sustain because it renders workers vulnerable to resource loss. Nevertheless, there are many examples of people who successfully sustain their obsessions with their work, such as Steve Jobs and Richard Branson (as described in Branson, 2015; Isaacson, 2012). Steve Jobs anticipated challenges and solutions, was extremely focused at work, and filtered out distractions—even those related to lawsuits or his own health. Richard Branson likened his passion for enterprise to a “smoldering fire” driven by persistence, consistency, and an unorthodox brand of wisdom. Although Jobs and Branson were obsessive, they were also renowned for their highly efficient work practices, for their tight enmeshment in their respective professional networks, and for their outward orientations towards customer needs. The examples of Jobs and Branson provide clues about why some people can pursue their obsessive passion sustainably without it becoming counterproductive.

COR theory explains how it is possible for obsessively passionate people to mitigate and avoid resource loss: “those with greater resources are less vulnerable to resource loss and more capable of orchestrating resource gain. Conversely, those with fewer resources are more vulnerable to resource loss and less capable of resource gain” (Hobfoll, 2001: 349). However, COR theory is silent as to which resources in particular are pertinent; hence, we draw on guidance from the dual-systems model of self-regulation (Hofmann and van Dillen, 2012; Hofmann et al., 2009; Kotabe and Hofmann, 2015; Liang et al., 2016). Hofmann and colleagues argue that resource allocation and self-regulation are informed by two distinct, orthogonal processes: (1) an impulsive system that reflects the intensity of people’s urges and inclinations; and (2) a reflective system that reflects people’s higher-order resources for exerting flexible, deliberative control, consciously reflecting on one’s thoughts and actions. This notion harkens back to Plato’s distinctions between what he referred to as “passion” and “reason” (Hofmann et al., 2009). People with obsessive passion feel powerful, compelling urges towards their work, but these viscerally felt urges need not be acted upon. The dual-systems model explains that people may feel strong urges and impulses, yet nevertheless exert reason, reflection, and control.

Integrating the dual-systems model with COR theory reveals clear implications for resourcing in this context. That is, in order to understand how obsessively passionate employees regulate themselves and allocate resources, we must consider not only (a) the impulsive forces that are subjectively felt (i.e. obsessive passion), but also (b) the reflective factors that circumscribe employees’ behavior through higher-order resources that enable flexible control and reflection. This notion is borne out in empirical research on self-regulation at work and in other life domains (Friese and Hofmann, 2009). For instance, research shows that abusive supervision is a function of contributors to the impulsive system (felt hostility to the subordinate) as well as contributors to the reflective system (mindfulness), which both interact to explain maladaptive resource regulation in abusive supervision (Liang et al., 2016). Crucially, the dual-systems model applied by Liang and colleagues allows for this hostility and mindfulness to coexist—hostility drives the impulsive system while mindfulness drives the reflective system.

We can apply these same principles to obsessive passion, which is characterized by a subjectively felt urge towards work-related activities (Vallerand, 2015), consistent with the impulsive system. Importantly, the urge experienced by obsessively passionate employees stems from how people's occupations relate to their sense of self (Ho et al., 2011). Hence, we direct our attention to reflective resources that likewise relate to how one's self relates to their occupation—career adaptability.

We thus cast a spotlight on career adaptability, the set of “self-in-environment” resources that enable individuals to adapt and regulate their sense of self at work (Porfeli and Savickas, 2012). Career adaptability serves as a meta-resource—a higher-order resource that is not only instrumental for coping with challenges, but also enables people to allocate their other resources more effectively (Halbesleben et al., 2009), consistent with the operations of the reflective regulatory system (Hofmann et al., 2009). Career adaptability enables reflection, control, and flexibility through its four interrelated sub-dimensions—thus serving as a resource caravan. First, *concern* pertains to having a future orientation and being able to plan, be optimistic, and prepare for future tasks. Second, *control* refers to taking personal responsibility and having the discipline to make decisions at work. Third, *curiosity* represents the ability to explore possible future selves, seek information, and reflect on one's fit to one's work. Fourth, *confidence* signifies self-efficacy and belief that one has the ability to execute a course of action to realize career goals (Savickas and Porfeli, 2012). Career adaptability encapsulates this broad range of higher-order resources that shape how workers engage in their occupational pursuits.

Accordingly, we propose that career adaptability enables obsessively passionate employees to forestall resource loss. Although career adaptability cannot change obsessively passionate employees' subjectively felt “why” towards their work, COR theory and the dual-systems model indicate that career adaptability—as a meta-resource—can modify “how” obsessively passionate employees allocate their lower-order resources (e.g., time, energy, emotional resources). Hobfoll (2001) posits that meta-resources shape resource allocation in three ways: optimizing how efficiently other resources are allocated; proactive coping to prepare for anticipated resource investment; and enabling people to engage in activities that recoup resources. We explain how career adaptability facilitates these processes for obsessively passionate workers below.

First, career adaptability enables obsessively passionate employees to allocate their scarce resources in more efficient ways, reducing their vulnerability to sustained resource loss. Obsessive passion can ironically interfere with goal pursuit by (mis)allocating resources to anxiety, rumination, and fear-related processes related to their passions (Bélanger et al., 2013a; Caudroit et al., 2011; Donahue et al., 2012; Thorgren et al., 2013; Vallerand et al., 2008). Any uncertainty with regard to their passion—their careers—is intolerable, and can elicit spirals of ruminative and destructive cognitions. Career adaptability protects against these maladaptive cognitions because it confers greater career confidence and internal sense of control in order to successfully manage uncertainty and to inhibit unproductive thought processes. Indeed, career adaptability is negatively related to anxiety, fear of failure, professional insecurity, and negative affect (Fiori et al., 2015; Santilli et al., 2014). One important reason is that career adaptability operates as a meta-resource that optimizes how people allocate their other resources (Halbesleben et al., 2009). For instance, career adaptability is linked to constructs underpinning goal

pursuit resulting in positive adjustment and coping; career adaptable workers show greater promotion regulatory focus (Van Vianen et al., 2012), hope and optimism (Buyukgoze-Kavas, 2014) and tenacious goal pursuit and flexible goal adjustment (Tolentino et al., 2013). Obsessively passionate people with high career adaptability may judiciously allocate their time, energy and resources. In contrast, obsessively passionate people with low career adaptability may take a more passive stance in resource allocation, allowing their overpowering urges to dictate their resource allocation.

A second related advantage of career adaptability is in enabling proactive coping. People successfully adapt to resource demands by forecasting periods of high resource investment and shoring up resources accordingly (Aspinwall and Taylor, 1997; Muraven et al., 2006). Career adaptability begets a planfulness towards career-related pursuits (through the facets of career curiosity and career concern) that enables employees to successfully anticipate and prepare for intensive resource demands at work. Consistent with this reasoning, career adaptability predicts proactivity and optimism (Tolentino et al., 2013) as well as planning and exploration in people's career-related pursuits (Hirschi et al., 2015).

Lastly, by enabling fluid transactions “between the inner and outer worlds of the person” (Savickas and Porfeli, 2012: 663), career adaptability also enables obsessively passionate people to overcome their self-narrowing to look beyond themselves—to their friends, loved ones, and the external world (e.g. Yuen and Yau, 2015)—for wellsprings of valued resources in order to replenish lost resources. For example, research on career self-management among disabled workers shows that they successfully manage their careers by seeking out disabled mentors, building networks with fellow persons with disabilities, and mentoring other people with disabilities (Kulkarni and Gopakumar, 2014). By seeking resources externally, these employees were able to overcome the resource limitations attendant to disability in order to advance their careers in meaningful ways. Within COR theory, the principle of resource investment states that “people must invest resources in order to protect against resource loss, recover from losses, and gain resources” (Hobfoll, 2001: 349). Obsessively passionate people are surrounded by valuable resources linked to their colleagues, families, networks, communities, and environments. Career adaptability confers a proactive, outward-facing mindset that promotes resource accrual from beyond the self.

In summary, we hypothesize that career adaptability helps mitigate resource loss among obsessively passionate employees by optimizing how they allocate their resources. Career adaptability endows individuals with reflective capacities to efficiently allocate resources, as well as external orientations that drive the self outward to continually scan the environment for opportunities, replenishment, and adaptive coping (Hirschi et al., 2015; Savickas and Porfeli, 2012). By drawing employees beyond their all-consuming obsessions, career adaptability enables employees to mitigate resource loss and forestall emotional exhaustion. We thus propose Hypothesis 2:

Hypothesis 2: The relationship between obsessive passion and emotional exhaustion is moderated by career adaptability. Specifically, the positive relationship between obsessive passion and emotional exhaustion is weakened by career adaptability.

Implications for performance

COR theory indicates that sustained resource loss can have detrimental consequences because of inadequate resources to meet work demands (Binnewies et al., 2009). For example, emotional exhausted employees display reduced performance, engagement, and citizenship behaviors directed towards the organization and the supervisor (Petrou et al., 2018; Wirtz et al., 2017). Hence, existing research evidence suggests a strong link between emotional exhaustion and performance.

However, not all obsessively passionate people may experience resource loss and decline in performance. Just as we argued in the previous section, career adaptability promotes resource accrual processes, thus minimizing consequences for performance. Furthermore, the link from emotional exhaustion to performance is mediated by motivation and self-regulation (Halbesleben and Bowler, 2007); career adaptability confers the capacity and will to self-regulate (Savickas and Porfeli, 2012), which minimizes the impact of emotional exhaustion and resource loss on performance. Supporting this claim, career adaptable employees display more work effort and volition (Duffy et al., 2015; Praskova et al., 2014). Career adaptability may thus mitigate the impact of emotional exhaustion on performance, which we codify as Hypothesis 3:

Hypothesis 3: The relationship between emotional exhaustion and job performance is moderated by career adaptability. Specifically, the negative relationship between emotional exhaustion and job performance is weakened by career adaptability.

Integrating Hypotheses 2 and 3, obsessive passion diminishes performance by predisposing employees to sustained resource loss (i.e. emotional exhaustion; Halbesleben and Bowler, 2007), which in turn diminishes employees' capacity to perform. However, career adaptability enables more judicious resource allocation, as well as opportunity for resource replenishment, that buffers against the resource loss consequences of obsessive passion (emotional exhaustion) as well as whether resource loss undermines performance. Taken together as an overarching moderated mediation model, we propose Hypothesis 4:

Hypothesis 4: The indirect effect of obsessive passion through emotional exhaustion on performance is conditional on career adaptability at both the first- and second-stages.

The role of harmonious passion

As noted in Hypothesis 1b, we expected harmoniously passionate employees to experience less resource loss on the whole because they already experience more efficient resource allocation and ready access to resource replenishment—consequently, they may perform better as well. This resource-based process suggests that reduced emotional exhaustion mediates the relationship between harmonious passion and performance. In what way might career adaptability intervene upon this process? As before, career

adaptability might moderate the first-stage relationship between harmonious passion and resource loss. Intuitively, it is quite plausible that these benefits of harmonious passion ought to be amplified in the presence of career adaptability. For instance, harmoniously passionate individuals tend to be more mindful, less prone to conflict, and generally at peace with their sense of self (Caudroit et al., 2011; St-Louis et al., 2018; Thorgren et al., 2013), which are strengths that are more readily activated and applied to one's career among people who possess career adaptability.

Nevertheless, we hew closely to COR theory which holds a more conservative view of whether harmonious passion and career adaptability interact. COR's first and overarching principle is the "primacy of resource loss" as being "disproportionately more salient than resource gain" (Hobfoll, 2001: 343), which renders the benefits of resource caravans most apparent when resources are under threat of being lost. Other COR theorists further explain that, for something to be a resource, it must be activated by the specific context and requirement of the situation (Halbesleben et al., 2014). Since harmonious passion does not portend a sustained threat to resources, COR theory would not predict any special benefits from career adaptability in this case, and therefore would not be consistent with a first-stage moderation prediction.

Further support for this premise follows from the dual-systems model of self-regulation (Hofmann et al., 2009). Like obsessive passion, harmonious passion feeds into the impulsive system by shaping people's urges towards their work. However, obsessive passion is unique in that it inhibits alternative needs and desires (Bélanger et al., 2013b), which leads to a monomaniacal urge to work. By contrast, harmonious passion creates a pull to work that is in "harmony" with other needs and interests in a person's life (Vallerand et al., 2003). From a self-regulatory perspective, the diverse range of diverse wants and needs allowed by harmonious passion creates weaker urges; on the other hand, wanting one thing above all else (as in obsessive passion) creates a much stronger, more powerful urge (Unsworth et al., 2014). In which case, harmonious passion does not harness the impulsive system as powerfully as does obsessive passion, which means that career adaptability as a reflective resource is less helpful to harmonious passionate workers than it is to obsessively passionate workers.

Hence, we did not hypothesize that harmonious passion interacts with career adaptability to predict emotional exhaustion; nevertheless, we did test for the possibility in supplementary analyses. Moreover, we still expected career adaptability to moderate the second stage of the mediation (i.e. emotional exhaustion interacts with career adaptability to predict performance) consistent with our earlier arguments. Accordingly, we hypothesized a second-stage moderated mediation relationship (as shown in Figure 1):

Hypothesis 5: The indirect effect of harmonious passion through emotional exhaustion on performance is conditional on career adaptability at the second stage.

We tested these hypotheses in two distinct occupational contexts: business (e.g. accounting, finance) and healthcare (nurses). Different contexts can influence both the range and the base rate of a phenomenon (Johns, 2006). For instance, we might expect obsessive passion to be more common among nurses because healthcare work provides more scope for

self-determination and prosocial engagement (London and Klimoski, 1975). Examining obsessive passion in multiple contexts enables more robust and generalizable tests of the proposed model. We held no a priori expectations for differences in patterns of results between the business and healthcare contexts, though any differences between the samples may illuminate divergence in how the proposed processes unfold across different contexts.

Method

Participants and procedures

The theoretical model was tested in two field samples from the Philippines—one cross-sectional and the other time-lagged. Sample 1 was composed of 139 employee-supervisor dyads of business professionals, while Sample 2 was composed of 156 employee-peer dyads of nurses. In Sample 1, the participants had been working in their respective professions between 1–5 years. Among the focal employees in Sample 1, 63% were female and the mean age was 30 ($SD = 8.9$). In Sample 2, the median organizational tenure was 1–5 years, with tenure ratings ranging from less than a year (11% of sample) to over 25 years (3% of sample). Among focal employees in Sample 2, 71% were female and the mean age was 28 ($SD = 5.7$). This gender distribution in the nursing industry is congruent with a report by the Philippine Commission on Women (2014) showing that a large proportion of Filipino nurses are women. In both samples, participants received a survey kit that contained an information sheet, a consent form and survey forms and a survey kit for their supervisor (Sample 1) or peer (Sample 2). Participants were asked to nominate an immediate supervisor or peer to rate their performance at work. In Sample 2, peer ratings were obtained two weeks later. All respondents were informed of their rights and were assured of confidentiality and anonymity. Cafe gift cards were given to the participants as a token of appreciation and gratitude for participating in the study.

Measures

Unless otherwise specified, all measures were rated on a 7-point Likert type response set (1 = strongly disagree; 7 = strongly agree). Alpha coefficients are displayed in Table 1, and are all greater than .89. *Career Adapt-Abilities Scale (CAAS)*. Career adaptability was measured using the 24-item CAAS International form (Savickas and Porfeli, 2012). The scale contains four subscales: career concern, career control, career curiosity, and career confidence. Participants were shown the following instructions: “Different people use different strengths to build their careers. No one is good at everything. Each of us emphasizes some strengths more than others. Please rate how strongly you have developed each of the following abilities.” Sample items include, “Preparing for the future” (career concern), “Taking responsibility for my actions” (career control), “Exploring my surroundings” (career curiosity), and “Overcoming obstacles” (career confidence).

Obsessive passion. We used Vallerand’s 6-item measure (Vallerand et al., 2003). Participants rated how strongly they agree on statements such as: “If I could, I will only do my work” and “My work is so exciting that I sometimes lose control over it.”

Table 1. Means, standard deviations, coefficient alpha, and intercorrelations of variables in Sample 1 and Sample 2.

Variables	Sample 1		Sample 2																
	Mean	SD	α	Mean	SD	α	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Age	30.32	8.89	-	28.01	5.66	-	.08	.63*	-.15	.01	-.03	-.20*	.09	-.04	-.01	-.06	-.05	-.05	-.05
2. Gender	0.64	0.48	-.07	0.71	0.46	-.07	.09	-.12	-.12	-.12	-.26**	-.10	.08	-.02	.02	-.03	-.01	-.04	-.04
3. Tenure	4.46	0.94	-.64**	2.14	0.82	-.64**	.06	-.12	.09	-.01	-.13	-.05	.01	.02	.01	-.03	-.01	-.03	-.01
4. Work-family conflict	3.49	1.74	.95	4.81	1.29	.92	-.18*	.08	-.08	.14	.47**	.74**	-.18*	-.07	-.13	-.03	-.04	-.05	-.05
5. Harmonious passion	4.93	1.26	.95	5.75	0.91	.93	.13	-.04	.05	-.46**	.31**	-.03	.04	.45**	.40**	.45**	.42**	.46**	.46**
6. Obsessive passion	3.53	1.25	.89	4.72	1.34	.91	-.03	-.02	.01	.17*	.55**	-.16*	-.03	-.10	.02	.00	.00	-.02	-.02
7. Emotional exhaustion	3.46	1.40	.93	4.39	1.52	.97	-.13	.08	.02	.69**	-.52**	.08	-.30**	-.23**	-.27**	-.19*	.19*	-.21**	-.21**
8. Informant-rated performance	5.24	1.16	.97	5.92	1.24	.91	-.07	.09	-.03	-.23**	.56**	.04	-.32**	.56**	.57**	.47**	.55**	.55**	.55**
9. Career adaptability	5.57	0.89	.98	5.81	1.09	.99	.02	-.03	-.01	-.34**	.71**	.09	-.38**	.54**	.94**	.94**	.97**	.97**	.97**
10. Career concern	5.57	0.96	.94	5.82	1.19	.96	.01	.02	.01	-.34**	.66**	.14	-.33**	.48**	.91**	.83**	.87**	.86**	.86**
11. Career control	5.57	0.90	.89	5.79	1.08	.95	-.04	-.10	-.07	-.38**	.62**	.12	-.38**	.47**	.91**	.79**	.89**	.88**	.88**
12. Career curiosity	5.55	0.97	.93	5.76	1.14	.97	.04	-.03	.02	-.28**	.65**	.06	-.31**	.48**	.95**	.79**	.82**	.82**	.94**
13. Career confidence	5.58	1.01	.95	5.88	1.18	.97	.05	-.02	.01	-.28**	.68**	.02	-.37**	.57**	.94**	.79**	.78**	.89**	.89**

Note. Sample 1 correlations presented below the diagonal (N = 139); Sample 2 correlations presented above the diagonal (N = 156). Informant-rated performance refers to supervisor-ratings in Sample 1 and peer ratings in Sample 2.
*p < .05, **p < .01.

Harmonious passion. We used Vallerand's 6-item measure (Vallerand et al., 2003). Participants rated how strongly they agree with statements such as: "My work is well-integrated into my life" and "My work reflects the qualities I like about myself."

Emotional exhaustion. We used a 9-item scale from the Maslach Burnout Inventory (Maslach and Jackson, 1981). Sample items are: "I feel emotionally drained from work" and "I feel I'm working too hard on my job."

Performance. We used a 4-item in-role performance measure (Williams and Anderson, 1991). The items pertain to the focal participant's in-role performance such as "This person adequately completes assigned duties" and "This person fulfils responsibilities specified in his/her job description."

Control variables

We controlled for gender, tenure, and work–family conflict in both samples. These are typical covariates in the COR literature (Grandey and Cropanzano, 1999; Penney et al., 2011). Specifically, female and low tenure employees are more prone to resource loss and its consequences (Brewer and Shapard, 2004; Grandey and Cropanzano, 1999; Purvanova and Muros, 2010). Work–family conflict is an especially important control variable because it helps rule out the alternative explanation that obsessive passion diminished performance because it interfered with family relationships (e.g. Caudroit et al., 2011) rather than the theoretically prescribed mechanism (emotional exhaustion). Work–family conflict was assessed using a 5-item measure (Netemeyer et al., 1996). There were no appreciable differences in results when covariates were excluded from the model.

Results

Descriptive statistics and correlations for both samples are presented in Table 1. We estimated a fully disaggregated measurement model using confirmatory factor analysis with the combined sample, treating career adaptability as a higher-order factor comprising its four lower-order dimensions. No measurement error covariances were estimated in the model. The hypothesized measurement model showed adequate fit with the data, $\chi^2(1113) = 2776.5$, Comparative Fit Index (CFI) = .90, Tucker Lewis Index (TLI) = .90, Root Mean Square Error of Approximation (RMSEA) = .071, Standardized Root Mean Square Residual (SRMR) = .047, and showed better fit than alternative models tested using nested model comparisons. The full theoretical model is a first- and second-stage moderated mediation model (Model D; Edwards and Lambert, 2007). Moderated mediation regression analyses were conducted using Mplus 8.0. We computed regression estimates of the main effects (Hypotheses 1a–b), first-stage moderation effect (Hypothesis 2), the second-stage moderation effect (Hypothesis 3), and conditional indirect effects of obsessive passion (Hypothesis 4) and harmonious passion (Hypothesis 5). Bootstrap standard errors and confidence intervals of the indirect effects and conditional indirect ($k = 5000$) were also computed using the Mplus BOOTSTRAP command.

We first sought to test the main effects of obsessive passion (Hypothesis 1a) and harmonious passion (1b) on emotional exhaustion. The regression estimates for Samples 1

Table 2. Summary of hierarchical regression results.

Predictor	Sample 1				Sample 2			
	Emotional exhaustion		Supervisor-rated performance		Emotional exhaustion		T2 Peer-rated performance	
	B	SE	B	SE	B	SE	B	SE
Gender	0.03	0.16	0.24	0.17	0.19	0.16	0.10	0.17
Tenure	0.07	0.07	-0.03	0.07	-0.06	0.09	-0.13	0.09
Work-family conflict	0.46**	0.05	0.05	0.06	-0.67**	0.06	0.02	0.09
Harmonious passion	-0.42**	0.10	0.32**	0.10	-0.44**	0.11	-0.08	0.12
Obsessive passion	0.24**	0.07	-0.01	0.07	0.41**	0.07	0.06	0.07
Career adaptability	0.17	0.13	0.30*	0.13	-0.11	0.08	0.56**	0.09
Obsessive passion*career adaptability	-0.22**	0.07			-0.14**	0.04		
Emotional exhaustion			-0.13	0.09			-0.19*	0.08
Emotional exhaustion*career adaptability			0.16*	0.08			0.21**	0.05

* $p < .05$, ** $p < .01$. T2 = Time 2. All other variables were measured at Time 1.

and 2 presented in Table 2. As predicted, we observed positive main effects of obsessive passion on emotional exhaustion in both samples (Sample 1 $B = .24$, $SE = .07$, $p < .01$; Sample 2 $B = .41$, $SE = .07$, $p < .01$) as well as negative main effects of harmonious passion on emotional exhaustion in both samples (Sample 1 $B = -.42$, $SE = .10$, $p < .01$; Sample 2 $B = -.44$, $SE = .11$, $p < .01$). Hypotheses 1a and 1b were supported.

For Hypothesis 2, we predicted that the relationship between obsessive passion and emotional exhaustion is moderated by career adaptability. Regression estimates are shown in Table 2. The interaction of obsessive passion with career adaptability was a significant predictor of emotional exhaustion in both Samples (Sample 1 $B = -.22$, $SE = .07$, 95% CI [-.37, -.08]; Sample 2 $B = -.14$, $SE = .04$, 95% CI [-.22, -.05]). As expected, obsessive passion was positively related to emotional exhaustion for employees with low career adaptability (Sample 1 $B = .43$, $SE = .12$, 95% CI [.21, .66]; Sample 2 $B = .56$, $SE = .09$, 95% CI [.38, .74]). In Sample 1, obsessive passion was unrelated to emotional exhaustion among employees with high levels of career adaptability (Sample 1 $B = .04$, $SE = .07$, 95% CI [-.10, .18]), but in Sample 2 a relatively weaker relationship was observed at high levels of career adaptability (Sample 2 $B = .26$, $SE = .07$, 95% CI [.12, .41]). To aid interpretation, simple slopes are depicted in Figure 2. In summary, Hypothesis 2 was supported in both samples.

For Hypothesis 3, we predicted that the relationship between emotional exhaustion and informant-rated performance is moderated by career adaptability. Regression estimates are presented in Table 2. Just as hypothesized, the interaction of emotional exhaustion with career adaptability predicted supervisor-rated performance in Sample 1 ($B = .16$, $SE = .08$, 95% CI [.002, .32]) and Time 2 peer-rated performance in Sample 2 ($B = .21$, $SE = .05$, 95% CI [.11, .31]). As expected, only among workers with low career adaptability was emotional exhaustion negatively related to performance in Sample 1 (B

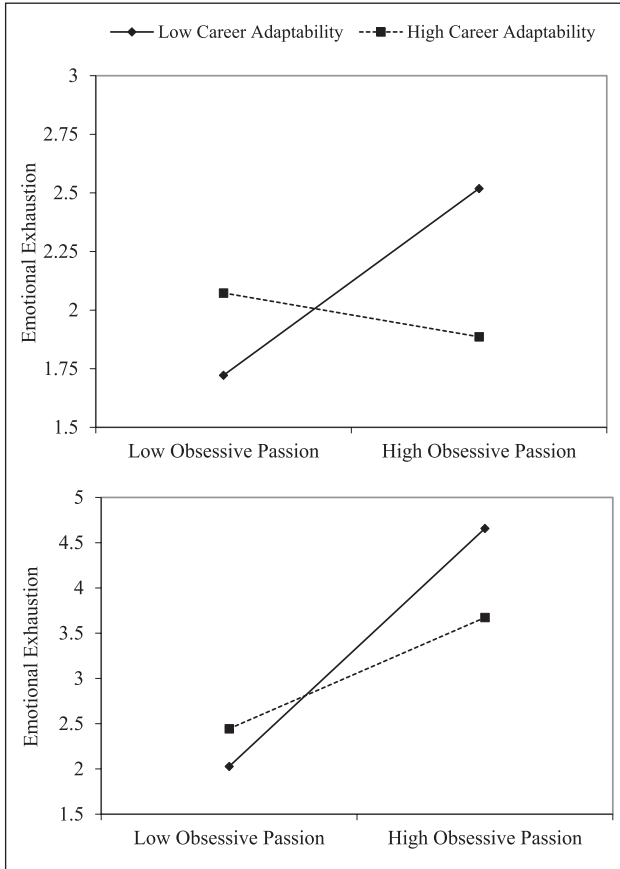


Figure 2. Interactive relationship between obsessive passion and career adaptability in predicting emotional exhaustion in Sample 1 (top) and Sample 2 (bottom).

= -.27, SE = .13, 95% CI [-.01, -.53]) and Sample 2 ($B = -.41$, SE = .10, 95% CI [-.61, -.22]). Emotional exhaustion was not associated with performance at high levels of career adaptability in Sample 1 ($B = .02$, SE = .10, NS, 95% CI [-.17, .21]) nor in Sample 2 ($B = .04$, SE = .10, 95% CI [-.15, .24]). Slopes of the moderation are plotted in Figure 3 for both samples. Hypothesis 3 was supported.

Hypothesis 4 posed a test of the full conditional indirect effects model for obsessive passion. As predicted, the indirect effects model was conditional on low levels of career adaptability in both samples (Sample 1 *indirect effect* = -.12, SE = .07, 95% CI [-0.28, -0.02]; Sample 2 *indirect effect* = -.23, SE = .08, 95% CI [-0.40, -0.11]), whereas no indirect effect was found for employees with high levels of career adaptability in both samples (Sample 1 *indirect effect* < .01, SE = 0.01, 95% CI [-0.01, 0.03]); Sample 2 *indirect effect* = .01, SE = .03, 95% CI [-0.03, 0.07]. For Hypothesis 5, we tested the conditional indirect effect of harmonious passion on informant-rated performance

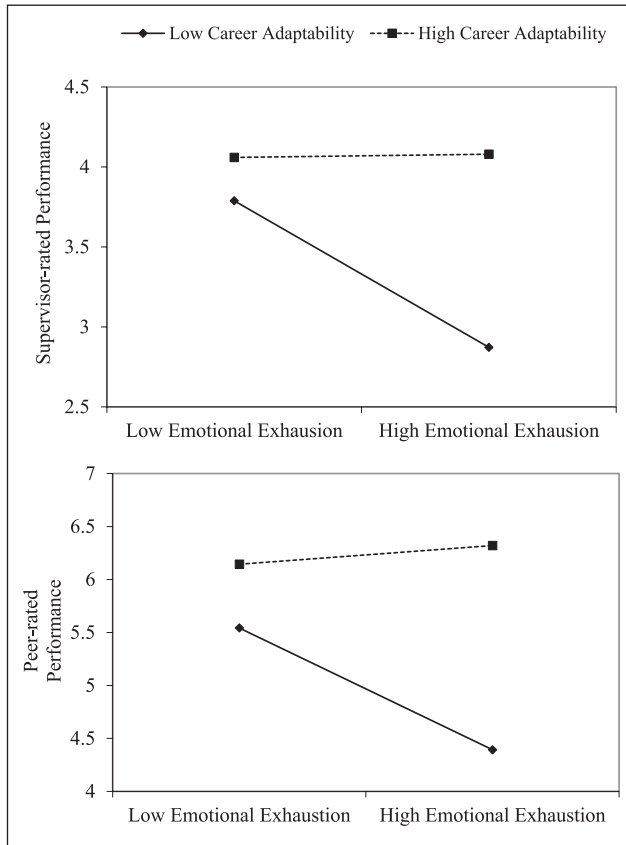


Figure 3. Interactive relationship between emotional exhaustion and career adaptability in predicting supervisor-rated performance in Sample 1 (top) and Time 2 peer-rated performance in Sample 2 (bottom).

through emotional exhaustion conditional on career adaptability in the second stage only. As predicted, the indirect effects were conditional on low levels of career adaptability in both samples (Sample 1 *indirect effect* = .11, SE = .06, 95% CI [.01, .21]; Sample 2 *indirect effect* = .18, SE = .06, 95% CI [.08, .29]). No indirect effect was observed for employees with high career adaptability (Sample 1 *indirect effect* = -.03, SE = 0.04, 95% CI [-0.09, 0.04]); Sample 2 *indirect effect* = -.02, SE = .04, 95% CI [-0.09, 0.05]. Hypotheses 4 and 5 were supported in both samples.

Supplementary analysis

We sought to probe for the possibility that career adaptability moderated the relationship between harmonious passion and emotional exhaustion. Following methodological prescriptions for testing moderation of multiple exogenous variables (Dawson, 2014), we modelled the moderating role of career adaptability with (1) harmonious passion and

(2) obsessive passion simultaneously; that is, both interaction terms were estimated in the same alternative model. We did not observe any such interaction for harmonious passion (Sample 1 $B = .08$, $SE = .08$, 95% CI $[-.05, .20]$; Sample 2 $B = .04$, $SE = .07$, 95% CI $[-.08, .16]$), whereas the interaction for obsessive passion remained statistically significant (Sample 1 $B = -.26$, $SE = .08$, 95% CI $[-.39, -.13]$; Sample 2 $B = -.18$, $SE = .09$, 95% CI $[-.32, -.04]$). We observed no evidence for an interaction between career adaptability and harmonious passion, consistent with COR theory.

Discussion

Through the lens of COR theory and the dual-systems model of self-regulation, we developed and tested a moderated mediation model of how passion relates to performance through resource-based mediators and moderators. Specifically, we expected career adaptability to buffer the obsessive passion-emotional exhaustion relationship (but not the harmonious passion-emotional exhaustion relationship), and to buffer the emotional exhaustion-performance relationship. Across both samples, our findings supported the proposed model. Career adaptability shielded employees from the resource loss and performance costs concomitant to obsessive passion, even after accounting for the role of harmonious passion. Moreover, harmonious passion was associated with less resource loss and improved performance, though we did not observe an interaction between harmonious passion and career adaptability. Overall, the results indicate that whether obsessive passion has counterproductive consequences for performance depends on career adaptability.

Theoretical implications

This study contributes to the passion literature by examining the career-related factors that sustain people's passions for their work. Harmonious passion and obsessive passion capture two qualitatively different rationales for "why" people pursue the work that they pursue. We found that harmonious and obsessive passion differentially relate to resource loss, which indicates that the "why" towards their occupations informs whether or not resource loss occurs. These results relate to work by Trépanier and colleagues (2013) on how harmonious and obsessive passion differentially relate to burnout. Obsessively passionate employees excessively immerse themselves at work, rendering themselves incapable of capitalizing on available resources leading to energy drain. In contrast, harmonious passion for work accommodates disengagement, which protects individuals from energy drain.

Nevertheless, we proposed that "why" only captures part of the story; workers also vary meaningfully in "how" they allocate their resources. We further unpacked this notion by integrating COR with the prescriptions from the dual-systems model of self-regulation (Hofmann et al., 2009). Career adaptability is a meta-resource (Halbesleben et al., 2009) that captures employees' tendencies to allocate their resources more adaptively (Savickas, 2002)—consistent with the reflective regulatory system (Hofmann et al., 2009)—optimizing how people allocate their other resources such as time, energy, and effort: the "how" of resource allocation. In both samples, we found that the "how" is

crucially important for obsessively passionate employees, determining whether or not they experience resource loss and ultimately underperform. Career adaptability seems to be particularly important for keeping obsessively passionate workers at an even keel, demonstrating deliberative control over their resources, despite their natural tendencies for rigid persistence towards work.

Notably, we did not observe an interaction between harmonious passion and career adaptability. Harmoniously passionate individuals already tend to allocate their scarce resources more fluidly by dint of their intrinsic, agentic motivation towards their occupational pursuits as well as their balanced approach to work and life that enables resource replenishment. The findings for harmonious passion and emotional exhaustion align with previous studies reinforcing that harmoniously passionate individuals are less prone to ill-being outcomes (Donahue et al., 2012; Vallerand et al., 2015) and allocate their resources (e.g. time and effort invested) evenly between their passionate and non-passionate domains (Caudroit et al., 2011; Houliort et al., 2013; Trépanier et al., 2013). By integrating COR theory and the dual-systems model, we explain how distinct self-regulatory forces such as passion and career adaptability inform resource allocation and loss. This approach broadens our understanding of resourcing processes by providing differential perspectives on resource management across types of passion and its corresponding consequences.

This study makes significant contributions to the career adaptability literature by using COR as a theory of resource-based coping (Hobfoll, 2001) to test central claims regarding the construct of career adaptability. According to career construction theory (Savickas, 2002), career adaptability enables coping in the face of occupational challenges and demands, yet evidence for career adaptability as a workplace buffer has remained sparse (Rudolph et al., 2017). Our results support the claim that career adaptability operates as a buffer against resource loss stemming from obsessive passion. Specifically, career adaptability shielded against both the subjective experience of resource loss as well as the performance consequences of resource loss. These results indicate potential for a hierarchical integration of COR theory with career construction theory. Specifically, career construction may be enacted in the workplace through resourcing processes. Future research will be needed to unpack the resourcing tactics that underpin higher-order career construction strategies at work.

Another contribution of our work is in demonstrating the link between career adaptability and job performance in the field using informant-reports in two independent samples. Surprisingly, little research has examined the contributions of career adaptability to work performance (e.g. Ohme and Zacher, 2015; Zacher, 2015). We presented direct evidence for a link between career adaptability and job performance, as well as a successful replication of this link in a second sample. Indeed, the zero-order correlation of career adaptability with informant-rated performance is strongly positive across both samples (Sample 1 supervisor-rated performance $r = .54$; Sample 2 peer-rated performance $r = .56$). Since we examined supervisor- and peer-rated job performance, the relationships presented is unlikely to be inflated by common method bias, thus the relationship between career adaptability and job performance appears to be real and substantive. In this way, we expand

the range of salutary consequences of career adaptability for the employee to include work performance, a valuable work outcome.

These results also extend the career adaptability literature by highlighting its indirect (as opposed to direct) role in workplace outcomes as a protective buffer against emotional exhaustion and diminished work performance. This line of thinking views career adaptability as a meta-resource. Within the rubric of COR theory, career adaptability enables workers to allocate resources judiciously and recoup lost resources. That is, career adaptable employees engage more adaptive responses to initial resource loss (reduced well-being, fatigue, lost time with loved ones), which stems further loss in the form of emotional exhaustion, and in turn protects work performance. This study places career-related resources alongside personal resources (e.g. social support; Halbesleben et al., 2014) and job-related resources (e.g. job autonomy; Bakker et al., 2014) as buffers against workplace resource loss, following the lead of Cotter and Fouad (2013). Future research may expand this line of work by elucidating when and how career-related resources buffer against workplace resource loss and sundry job demands. Another important question concerns the interplay of these three different classes of resources (job-related resources, personal resources, and career-related resources)—are these resources substitutable (i.e. the presence of one type of resource negates the other) or complementary (i.e. the presence of one type of resource amplifies the other)? Future research ought to adopt a complementarity vs. substitutability perspective (Ennen and Richter, 2010) to evaluate how career adaptability interacts with other classes of resources.

Practical implications

The results of this study have important practical implications. First, the results suggest that organizations need to recognize the price of obsessive passion—that is, it reduces employee well-being, increases emotional exhaustion, and in turn impairs performance. In the absence of awareness raising about dysfunctional forms of passion, managers may run the risk of viewing employees' obsessive passion as a conduit of high performance. Second, awareness raising however is not sufficient on its own as organizations need to train managers to identify obsessively passionate employees so that they can refer them for counselling. For example, it is important to monitor presenteeism, overtime, and email use outside of work hours.

On a more proactive level, organizations can benefit from building career adaptability, which is itself a learnable construct (Koen et al., 2012; Savickas, 2002). This can be done through training to support the development of career adaptabilities, such as concern and control, which can help employees recognize when their passion for their work becomes resource-depleting and what options they have to manage it (i.e. counselling and changing their work habits). Harnessing self-awareness through concern, and agency through control may help employees identify the tipping point at which their work intensity and effort becomes resource-depleting so they can take corrective action to circumvent emotional exhaustion and diminished performance.

Strengths and limitations


This study has a number of strengths that improve fidelity in the model and inference. First, the model was successfully replicated in a second field sample, indicating that the result is robust. Second, we assessed performance in both samples with informant-reports (supervisor- and peer-reports of performance), which diminish contamination by common method bias, social desirability, and systematic rater bias (Hoffman et al., 2010; Podsakoff et al., 2003). The use of informant-reports of performance is rare in both the career adaptability literature (Rudolph et al., 2017) and the obsessive passion literature (Curran et al., 2015), so we take steps towards improving the quality of inference in both these literatures. Third, a time lag was introduced in Sample 2 to ensure that inference was not made solely on the basis of cross-sectional covariances. These strengths increase our fidelity in the findings.

We also acknowledge limitations to these findings. First, the pattern of results may be accounted for by common method variance. However, it is highly unlikely that common method variance entirely explains the pattern of results because (1) performance was assessed through informant-ratings in both samples; (2) a time lag was introduced in Sample 2; and (3) theoretically prescribed interactions are rarely artifacts of common method variance (Siemsen et al., 2010). Second, we cannot fully rule out reverse causality. It is possible that poor performers become emotionally exhausted and obsessively passionate about their work. However, this alternative explanation is unlikely because (1) the pattern of results held even after a time lag was introduced between emotional exhaustion and performance in Sample 2; and (2) reverse causality would not explain the overall patterns of interactions. Though reverse causality is unlikely, future studies may opt for a fully longitudinal design to further bolster causal claims. Third, we should point out that we observed an unexpectedly high zero-order correlation between career adaptability and harmonious passion in Sample 1 ($r = .71$), which suggests issues with discriminant validity; notably, the correlation was much lower in Sample 2 ($r = .45$). Following methodological prescriptions for assessing discriminant validity (Shaffer et al., 2016), we conducted a disattenuated correlation test of discriminant validity, which indicates serious construct overlap when variables have a disattenuated correlation above $r = .90$. The result in Sample 1 was a disattenuated correlation of $r = .74$, far below the threshold for serious construct overlap. Moreover, in a separate student sample dataset that was not used in this study, we observed a much lower correlation between harmonious passion and career adaptability ($r = .36$). Overall, these results suggest that the rather high correlation between career adaptability and harmonious passion in Sample 1 appears to be due to sampling error. Nevertheless, there may be merit in future research examining how harmonious passion and career adaptability are related to one another. Lastly, we invoked COR as a theoretical basis for our predictions, but did not directly observe how obsessively passionate employees invest their resources. Indeed, resource investment is almost never observed or tested in field research on COR (Halbesleben et al., 2014). However, we retain some measure of fidelity in the resource loss/investment mechanism because we assessed theoretically prescribed mediators and moderators consistent with our theoretical frameworks. Future research may further illuminate patterns of resource loss and investment through the use of experience sampling and ethnographic research designs.

Funding

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

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