

**The power of love: An examination of the measures, antecedents, and outcomes of  
love of the job.**

by

Constance E. Bygrave

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# **The power of love: An examination of the antecedents, measures, and outcomes of love of the job.**

## **Abstract**

The overall objective for this dissertation research was to provide construct validity for the emerging love of the job LOJ model (Barling and Inness, 2007; Kelloway et al., 2010), to evaluate its measurement, and to situate it as a more powerful predictor of organizational and individual outcomes than other similar constructs. In line with the theme of positive psychology and the emerging field of positive organizational behaviour, it is hoped that the research findings of a significant connection between love of the job and well-being will lead to “employee happiness and health as viable goals in themselves” (Bakker and Schaufeli, 2008, p.148). This two-phase research project involved quantitative analysis of survey data collected from 310 Certified General Accountants and Certified Management Consultants in Canada between May and September 2010. The first study provided empirical support for LOJ as a three-factor model comprised of large and equal amounts of passion, commitment and intimacy. This study also provided discriminant validity by distinguishing the LOJ construct from job satisfaction and job engagement. Finally, study one provided evidence of association between LOJ and reciprocity of the organization, turnover intention, organizational citizenship behaviour, and psychological well-being. Study two was based on longitudinal data from 204 Certified General Accountants and Certified Management Consultants and provided evidence that reciprocity predicts LOJ and that LOJ predicts turnover, organizational citizenship behaviour, well-being and job satisfaction, but not productivity.

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April 19, 2011

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## **Introduction**

Few people would question the value of love. We celebrate the presence of love through rituals such as engagement rings, birth announcements, weddings, and even Valentine's Day. Throughout history, love has persevered as the quintessential human construct: Jesus assured us that the two most important commandments were to love God and each other; Kahlil Gibran deemed that life without love would be like a tree without blossoms or fruit; and more recently, the Beatles assured us that love is all we need. Yet, emotions such as love are not often discussed in the workplace or mentioned in organizational research. Perhaps Freud's assertion that "love and work are the cornerstones of our humanness" (in Yerkes L., 2007, p.8) echoed a false dichotomy, a duality of modern existence where we believe that we need time away from work to experience feelings of love. Consider, however, the following work-related adages: "Work is love made possible" by Kahlil Gibran; "Choose a job you love and you will never have to work a day in your life" by Confucius; and "My heart took delight in all my work, and this was the reward for all my labor" by Solomon. So, rather than expect workers to check their emotions at the door, perhaps it is not just plausible but healthy for employees to experience love while on the job. Although most research and considerations of love focus on interpersonal relationships, the goal of this research is to explicate the emerging construct of love of the job (Barling and Inness, 2007; Hadley, 2008; Kelloway, Inness, Barling, Francis, and Turner, 2010).

### **Definition of motivational state or “love”**

Definitions of love date back to early Grecian notions of Eros, Philla and Agape. Eros refers to the intense passionate desire; Philla refers to the feelings of fondness, appreciation and loyalty; and Agape refers to a transcendent love that encompasses God and humanity (Moseley, 2010). Plato expanded on these notions by asserting that love was directed toward an object, an expression of a desire for something, and sought beauty or goodness (Bury, 1932; Nuyens, 2010). Plato also viewed love as more of a *state of mind* than as an emotion (Bury, 1932). Rather than emanate from within a person, love was considered to be the result of desire to be near the object of beauty or affection. This view of love as a state of mind persisted until the 18<sup>th</sup> century and through the Enlightenment Era when philosophers reduced love to a nominal label for how humans rationally sought pleasurable experiences (Beall and Sternberg, 1995; Saiedi, 1993).

True to its nature as a revolt against norms of the Enlightenment Era, the Romanticism Era in the nineteenth century gave rise to a radical change in attitude toward love. The pendulum swung from regarding love as a cognitive state to a perceiving it as a sentimental, uncontrollable emotional state completely devoid of rationality (Beall and Sternberg, 1995). Modern theorists, however, appear to have reverted back to the platonic notion that love is not mere emotion: it is a sentiment or a disposition (Shand, 1914). Whereas an emotion is “a response to situations of one type ...and an inclination to behave suitably to the situation”, love is a disposition to “respond to a variety of kinds of situations with a variety of emotions and actions” (Whiteley, 1979, p. 235). For example, fear is an emotion that would be felt in response to unsafe or

threatening situations. By contrast, love is a sentiment or disposition toward an object that may evoke emotions such as fear, joy, or sadness depending on the nature of the situation. For example, I love my son and feel fear when he is in danger, joy when he has accomplished something he is proud of, and sadness when he hurts.

To further examine the proposition that love is a state or disposition toward an object, it is valuable to discuss what researchers have called the “trilogy of mind” or the relationship between emotion (affection), cognition (awareness) and motivation (desire) (Hilgard, 1980). Motivation is considered to be intertwined with cognition and emotion. After all, “without some version of a motivational principle, emotion makes little sense, inasmuch as what is important or unimportant to us determines what we define as harmful or beneficial, hence emotional” (Lazarus, 1991a, p.352).

As sociologists and psychologists delved deeper into the topic of emotion, they developed more sophisticated and disparate opinions about the distinction between attitude and motivation. Attitudinal theorists base their theories on the judgmental or evaluative nature of love whereby the loving party makes an objective and somewhat rational decision to love the other (Rubin, 1973). According to these theorists, we choose a relationship based on an assessment of how well it meets certain criteria such as companionship or physical intimacy. Motivational theorists, on the other hand, claim that the objectivity of evaluative assessment is more characteristic of liking than loving behavior and that love is “more engaging, more compelling, and less dispassionate” than like (Rempel and Burris, 2005, p.299).

I concur with the later group of theorists and have adopted the following definition of love put forward by Rempel and Burris (2005): Love is a “motivational state in which the goal is to preserve and promote the well-being of the valued object” (p.299). Consistent with this definition, researchers have identified four characteristics of love that set it apart from attitudinal constructs such as liking or job satisfaction.

1. Love is directed toward an object
2. The object is actively valued
3. The lover is motivated to preserve and promote the well-being of the valued object
4. The lover possesses some degree of affection or caring for the valued object (Johnson, 2001; Rempel and Burris, 2005)

By contrast, states of like or satisfaction are inwardly directed. It is the person doing the liking that is valued, and the motivation is to promote one’s own well-being. I like a strong cup of coffee in the morning because it tastes good and gives me pleasure. But, I feel no compulsion to preserve the well-being of the coffee. I will attempt to illustrate the difference between like and love with an example of two scenarios: the painting of a living room’s walls and the painting of a portrait. I may feel satisfied with the living room paint job and like the colour on the walls. Perhaps it makes me feel warm and cozy. I may even feel satisfied and smug about the exceptional job I did cutting in around the windows. But, I do not necessarily feel affection or caring for the walls themselves. The feelings I have for the portrait, however, are very different: I love the painting. I feel motivated to preserve it with a frame and place it in a prominent place in my home.

In summary, it is important to clarify that a defining characteristic of love as a motivational state is the *valuing* rather than the *evaluating* of the loved object. The value

that a loving party places on the object of his or her love is “more than an evaluative assessment: It has motivational implications focusing the lover on the goal of benefiting the love object” (Rempel and Burris, 200, p.299).

The next step in the argument for using a motivational construct such as love of the job concerns whether we are capable of loving a fairly abstract notion (such as job) rather than another person.

### **The Job as an Object of Love**

The object of our love is not necessarily a person (Rempel and Burris, 2005). That is, beyond interpersonal love, we experience the love of activities such as golf, reading, or sailing and objects such as sunsets, classical music, or a Renoir painting. Marketing scholars have recently gained valuable insights into purchasing behaviour by successfully integrating this concept of the love of objects into consumer behaviour research. Although consumer satisfaction has served as the holy grail of measuring marketing success for decades, research focused on the love and affection that customers feel for the goods that they consume has helped researchers better understand consumer purchase behaviour by redefining the relationship between consumers and their purchases (Ahuvia, 2006; Carroll and Ahuvia, 2005).

Psychologists and organizational behavior theorists have actively theorized and researched the issue of centrality of work or the psychological investment that people place on their work. Often times embedded in the construct of job involvement, work centrality research differentiates between absolute and relative significance. Whereas relative work centrality taps into how work fits into one’s list of life’s priorities, absolute

work centrality deals with the “degree of general importance that work has in the life of an individual at any given point in time” (MOW International Research Team, 1987, p.81). Viewed in this way, absolute centrality can be seen as the extent to which work or a job is a valued object.

While research suggests that relative significance of work can change from culture to culture (England and Harpaz, 1983; MOW International Research Team, 1987), there is empirical evidence supporting consistency of absolute centrality among many workers, particularly in developed and industrialized nations (England and Mitsumi, 1986; Nord and Brief, 1990). In several research studies, work has been more valued and central to individuals’ lives than leisure, community, and religion and was outranked only by family (Harding and Hiskspoors, 1995; Harpaz, 1999; MOW International Research Team, 1987).

The proposition that jobs can be valued objects can also be viewed from an instrumentality perspective. If we view paid employment as an instrumental human activity, then a job represents the opportunity or means of expression for an individual to produce valued outcomes (Kelloway, Barling, and Gallagher, 2004). These valued outcomes can either be extrinsic or intrinsic. A job can be a valued object because it is instrumental in providing manifest outcomes such as remuneration (Jahoda, 1982) or as a prized possession or esteemed property (Gordon and Lee, 1990; Kelloway, Barling, and Carroll, 1998). It can also be a valued object because it provides latent, intrinsic outcomes such as structure, social contact, purpose, status, and personal identity (Jahoda, 1982; Kelloway et al., 2004).

As previously stated, love is defined as a “motivational state in which the goal is to preserve and promote the well-being of the valued object” (Rempel and Burris, 2005, p.299). In light of the preceding discussion, I propose that the valued object of our affection can be a job.

### *Love of the Job*

Over the past decade, the business community has been delving into the subject of loving one’s job. There are hundreds of books listed on Amazon and Chapters websites espousing the value of loving one’s job (e.g., Bloch and Richmond, 1998; Gordon, 2005; Lees, 2007; Mattson and Miller, 1999; Tracy, 1994; Whiteley, 2001). Oprah Winfrey staged an entire show on the topic (“I Love My Job!” aired February 24, 2003). More recently, websites and blogs (such as <http://lyjnow.wordpress.com>) have emerged encouraging workers to love their jobs or seek work that they love. As a result of these evolutionary changes, the phrase “loving your job” has been entrenched into the business community’s common vernacular.

Yet, over the same decade, organizational theorists have persisted to uphold job satisfaction, with its reliance on cognitive (rather than emotional or motivational) level assessments, as the prevailing construct to predict employee behavior despite disappointing correlations (in the range of .30) between employee and organizational outcomes and job satisfaction (Brief, 1998; Fisher, 2000; D. Weiss, 2001). Perhaps the motivational drive that is inherent in the definition of love put forward by Rempel and Burris (2004) is a more reliable source of well-being and a stronger predictor of workplace behavior than the predominantly cognitive evaluation that accompanies job



satisfaction (Brief, 1998; Fisher, 2000; Weiss, 2001). The proposition is that workers are not motivated merely by material rewards and achievements at work. People want jobs that are “meaningful to the overall health of life ...[that] pull people and organizations together” (Beck and Cowan, 1996, p.8).

The topic of loving one’s job is only now emerging in the organizational behaviour literature as a contender against the construct of job satisfaction in terms of its intrinsic motivation (Barling and Inness, 2007; Hadley, 2008; Kelloway et al., 2010). Barling and Inness (2007) and Kelloway et al., (2010) have developed a scale to measure the passion, intimacy, and commitment dimensions of LOJ, but they have not yet determined the most appropriate way to combine these dimensions. They propose that LOJ could be operationalized as either a common factor, an interaction among the dimensions, or as a taxonomy (Kelloway et al., 2010). Hadley (2008) also problematizes the measurement issue proposing that love of the job can either be measured as a composite of intimacy, passion, and commitment whereby “individuals would have to score highly on each of the subscales”, or as a criterion measure whereby individuals would identify if they “love”, “like”, “dislike”, or “hate” their jobs (Hadley, 2008, p.54-55).

The construct of loving one’s job is emerging at an auspicious time: During the infancy stage of positive organizational scholarship. Informed by positive psychology, the positive organizational scholarship movement seeks to facilitate a paradigm shift from a pre-occupation with profit or cost measurement to “the study of that which is positive, flourishing, and life-giving in organizations” (Cameron and Caza, 2004, p.731).

To illustrate, topics in the book, “Positive Organizational Scholarship: Foundation of a new discipline” include: acts of gratitude in organizations (Emmons, 2003); investing in strengths (Clifton and Harter, 2003); and fostering meaningfulness in working and at work (Pratt and Ashforth, 2003). This positive organizational scholarship movement is paving the way for a new discourse in organizational behavior research that encourages the exploration of positive, motivational constructs such as love of the job.

### ***Benefits of loving a job***

The proposition is not that jobs can or should take the place of friends, family, spirituality, recreation or other emotional outlets. Rather, the proposition is that the act or experience of love of the job can provide benefits for workers and the organizations they work for at no or minimal cost. Emotional labour (Hochschild, 1979), perhaps the ultimate cost paid by employees who feel emotional dissonance from their jobs, can be alleviated by the effortless expression of emotions that emanate from love for one’s job. In addition to the reduced emotional labour costs, the benefits of love of the job can be experienced by both the worker and the organization.

Before explaining the benefits of loving a job, it is important to reiterate that in this context, love is defined as “a motivational state in which the goal is to preserve and promote the well-being of the valued object” (Rempel and Burris, 2005, p.299). The emphasis here is on love of the job as a “state” rather than a “trait”. Whereas traits are considered to be enduring, persistent characteristics (such as personality traits), states are more reactive and subject to change based on experience or circumstance (Kraemer, Gullion, Rush, Frank, & Kupfer, 1994). I may, for example, be a compassionate, loving

person (trait), but I am not necessarily motivated to respond to or love a job simply because of my pre-disposition to be loving. I react to or behave in a particular way to a job that I love based on circumstances and the extent of my investment in that object of my love.

The benefits of experiencing the state of love include the health benefits for individuals through enhanced well-being (Isen, 1987; Warr, 1990). The actual expression of positive feelings through a conduit such as love is healthy for individual. Although I concur with fellow positive organizational behaviour theorists that employee health and happiness are worthwhile pursuits in their own right (Bakker and Schaufeli, 2008; Wright, 2003), it is prudent to consider that the context of this research is organizational behavior and theory. Therefore, in order for love of the job to be significant in the organizational context, it should demonstrate benefits for organizations as well.

Thus, the second benefit of studying love of the job is to help organizations reap economic benefit through “Integral Health Management” (Zwetsloot and Pot, 2004, p.116) whereby the focus on costs associated with absenteeism or turnover is supplanted with a focus on investment in occupational health and well-being (Bakker and Schaufeli, 2008). For decades, research has indicated that positive states such as employee well-being benefit the organization through improved employee performance (Iaffaldano and Muchinski, 1985; Judge, Thoresen, Bono, and Patton, 2001; Wright and Cropanzano, 2000). Therefore, if love of the job could be linked to or predict well-being, it would serve two benefits: Individual well-being for the employee and improved employee performance through a ripple effect.

### **Review of the Happy / Productive Worker Literature**

For much of the twentieth century, utilizing employee attitudes to predict job behavior was a dominant endeavor in organizational research and gave rise to a plethora of attitude-based behavior theories. Likely inspired by Herzberg's two-factor motivation theory (Herzberg, Mausner, and Snyderman, 1959), researchers have attempted to better understand employees' dispositional effects in the workplace by supporting or negating the happy / productive worker thesis (Ledford, 1999; Wright and Staw, 1999a). In effect, the thesis proposes that happy workers behave in more productive ways than unhappy workers (Wright, Cropanzano, Denney, and Moline, 2002). Despite research to the contrary (Vroom, 1964), the happy / productive worker thesis has been misappropriated as the relationship between job satisfaction and job performance and revered as the holy grail of job motivation theory for decades (Herzberg et al., 1959; Landy, 1989; Weiss and Cropanzano, 1996; Wright and Cropanzano, 2000; Wright and Staw, 1999a).

Believing that a happy worker is more productive than an unhappy one is understandably seductive if both management's and workers' enlightened self-interests could be served. However, despite the popularity of the happy / productive worker thesis, empirical results linking attitude-based constructs, such as job satisfaction, with performance have been equivocal, rarely significant, and disappointing (Iaffaldano and Muchinski, 1985; Locke, 1976; Rempel and Burris, 2005; Vroom, 1964; Wright et al., 2002). Although recent meta-analyses indicate that the corrected correlation between job performance and job satisfaction can be as high as .30 (Judge et al., 2001), many researchers concur that there is a weak causal or consequential relationship between the

two (Blau, 1999; Brief, 1998; Fisher, 2000; Iaffaldano and Muchinski, 1985; Judge and Watanabe, 1993; Porter, 1996; Weiss, 2001). As a result, some disillusioned researchers have abandoned the happy / productive worker thesis and “relegated the notion of the happy-productive worker to the folklore of management as an unsubstantiated claim of practitioners and the popular press” (Wright and Staw, 1999a, p.3).

But we need not throw the baby out with the bath water. It is possible that the lack of support for the happy / productive worker thesis is a result of misdiagnosing “happy” in an attitudinal rather than a motivational or affective way (Wright and Staw, 1999b). Perhaps the secret to the unexplained variance between job motivation and job performance lies in the interpretation of “happy” as an affective state or drive that motivates employees’ behavior.

If, to “fully understand the happy-productive worker thesis, we need to expand our knowledge of the constructs involved” (Wright and Staw, 1999, p.33), the time is ripe to investigate positive, affective states to better understand their impacts on individual workers and organizations (George and Brief, 1996; Wright and Staw, 1999a). Therefore, this doctoral research intends to expand our knowledge of the motivational construct of LOJ as proposed by Kelloway et al. (2010) and Hadley (2006, 2008) and clarify its impact on organizational and individual outcomes.

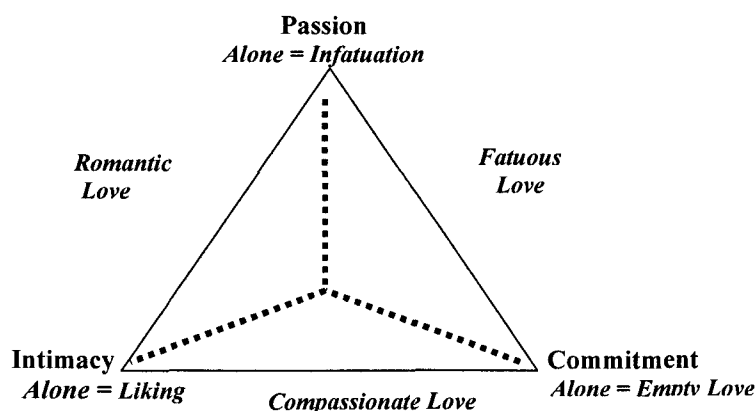
### **Towards a Theory of Love of the Job**

The triangle of love theory, developed by Sternberg (1986, 1988, 1997), captures the significance of both the amount and balance of three interrelated aspects of love in a healthy relationship: passion, commitment, and intimacy. Sternberg proposed that people

who experience consummate or ideal love possess large and roughly equal amounts of passion, intimacy and commitment toward the other (Sternberg, 1986, 1997). Proposing that both the shape (balance) and size (strength) of each dimension of the triangle are pertinent, Sternberg developed and validated an instrument to measure each aspect (Sternberg 1977). In short, the triangular love theory “holds that love can be understood in terms of three components that together can be viewed as forming the vertices of a triangle” and that these “components are “separable, but interactive with each other” (Sternberg, 1997, p.314 - 315).

There are two integral aspects of this interaction among the dimensions that are significant. First, there needs to be a similarity or reciprocity of emotions felt by each party. Research suggests that interpersonal relationships tend to be healthier in the long run when the sizes (amounts) and shapes (types) of their love triangles roughly correspond (Sternberg, 2006). See Figure 1 for a triangular depiction of love.

Figure 1 – Triangular Theory of Love



Source: (Sternberg, 1997 p.123-124)

The second aspect of the interaction among the dimensions is the need for a large amount and relative balance of passion, intimacy and commitment felt in order to achieve consummate love. In other words, ideal love exists when two people are passionate about each other, they make a decision to commit to each other, and they feel intimacy for each other. Absence or imbalance of any of these dimensions results in something other than ideal love. Sternberg (1989) outlined a taxonomy whereby eight alternative types of emotion can be felt depending on the absence or presence of each of the three dimensions.

Sternberg (1997) not only describes the dimensional requirements for ideal love, he articulates different typologies or types of love. For example, when one component or dimension overshadows the other two, the following types of relationships emerge: Intimacy alone becomes *liking*; passion alone becomes *infatuation*; and commitment alone becomes *empty love*. Sternberg (1987) also proposed that overbearing scores on two dimensions at the expense of the third dimension leads to suboptimal relationships (Sternberg, 1997). Absence of intimacy leads to *fatuous love*, or whirlwind type of romances that lack stability. Absence of passion leads to *companionate* love where, it is argued, many marriages end up when the physical attraction or source of passion wanes. An inadequate level of commitment in the love triangle is evidence of *romantic love* whereby a person lacks staying power or experiences wander lust (Sternberg, 1997). These topologies are depicted on Figure 1.

Sternberg's (1988) triangular theory is widely documented and empirically popular in human psychology literature (Acker and Davis, 1992; Aron and Westbay,

1996; Carlos, 2006; Lemieux and Hale, 1999; Whitley, 1993) with over two hundred citations listed on the EPSCO research database for the seminal article: “A triangular theory of love” printed in the *Psychological Review* (Sternberg, 1986). Empirical studies replicating Sternberg’s three scales show correlations ranging from .17 to .70 among the three factors (Acker and Davis, 1992; Fraia, 1991; Yela, 2006).

Sternberg’s theory is also conceptually similar to recent qualitative research on emotionally charged work theory (Gordon, 2005; Richie et al., 1997). Both Gordon (2005) and Ritchie et al. (1997) based their research on working women and found three universal themes that align with Sternberg’s (1986) three dimensions of love: Gordon’s (2005) process theme, which taps into how a worker is challenged by and engaged in her job’s activities, and Richie et al.’s (1997) passion for the work theme align with Sternberg’s passion dimension. Gordon’s (2005) purpose theme, or the extent to which the employee feels compelled to fulfill herself through her work, and Richie et al.’s (1997) persistence theme align with Sternberg’s commitment dimension. Finally, Gordon’s (2005) people theme, which captures how relationships on the job are both personally and professionally fulfilling, and Richie et al.’s (1997) connectedness theme align with Sternberg’s intimacy dimension.

A final impetus for using Sternberg’s triangular theory of love as a foundation for the construct of love of the job is that its underlying experiential components or dimensions correspond with three well established areas of organizational research: Passion corresponds with motivation drive theory (Lawrence and Nohria, 2002); commitment corresponds with Meyer and Allen’s affective commitment (1997); and



intimacy corresponds with compassionate relationships among coworkers measured by the Gallup Q12 survey (Bassi and McMurrer, 2005, Harter et al., 2002).

### **Love of the Job Construct**

What follows is an in-depth discussion of each of Sternberg's dimensions of love in the work or job context: Passion for the job, Commitment to the organization, and Intimate relationships with people in the workplace.

#### ***Passion for the Job***

According to Sternberg's (1997) triangular love theory, the dimension of passion refers to motivational drives that are fed by "self-esteem, succorance, nurturance, affiliation, dominance, submission and self-actualization" (Sternberg, 1997, p.345). Described in this way, the passion dimension is conceptually similar to the vigor component of job engagement (Schaufeli, 2002) and enhanced job involvement that purportedly leads to increased productivity and well-being. Research suggests, however, that measures of job involvement or job engagement do not capture the full range of experiences and feelings workers have for their jobs and miss the extreme responses such as passion, engagement, excitement, and enthusiasm (Sirota, Mischkind, and Meltzer, 2005).

As with the vigor component of job engagement, passion involves high energy levels, persistence, enthusiasm, and willingness to put in the extra effort on the job (Schaufeli and Bakker, 2004). The energy source for vigor, however, is not known. It could be due to a good night's sleep or a protein-filled breakfast. By contrast, the energy

source for passion is the object of affection itself. Whereas vigor may be indicated by external forces and intense energy, “passion is more like love” (Gubman, 2004, p.44) and intrinsically motivates you to “follow your bliss” (Moyers and Campbell, 1988 p.117). And, although it has been reported to “touch us so deeply that it both hurts and feels right, [passion] is the only way to love life” (Hollis, 1993, p.107). Described in this way, passion transcends spurts of energy and taps into innate, motivational drives. At a minimum, then, passion can be defined as the “strong inclination toward an activity [job] that people like, that they find important, and in which they invest time and energy” (Vallerand, Blanchard, Mageau, and Koestner, 2003, p.757).

### ***Commitment to the Organization***

Sternberg conceptualized the decision / commitment dimension as a combination of both a cognitive decision and commitment to a relationship whereby “one makes a short-term choice to love another and a long-term commitment to maintain that love” (Sternberg, 1986, p.119). While the decision aspect can ultimately control all other aspects of the relationship, it is the commitment component that provides motivation and “can be essential to getting through hard times and returning to better ones” (Sternberg, 1986, p.123). The example Sternberg uses is the hypothetical reaction of a spouse upon discovering that his or her partner has had an affair: It is not so much the decision of the cheating spouse to commit the act of adultery that is hurtful, it is the breach of long-term commitment that it is ultimately more damaging to the relationship. It is the existence or lack of an individual’s committed loyalty for the long-run that can make or break healthy relationships among people and organizations.

Meyer and Allen's (1997) three-component organizational commitment model differentiates affective commitment (based on conscious free choice) from continuance commitment (based on lack of alternatives) and normative commitment (based on calculated shoulds or expectations). Research suggests that affective commitment is associated with more positive outcomes of job performance than continuance or normative commitment (Meyer and Allen, 1997; Meyer, Paunonen, Gellatly, Goffin, and Jackson, 1989). It appears that Sternberg's (1986) commitment factor is conceptually similar to Meyer and Allen's (1997) affective commitment dimension in that they both capture how parties consciously consider their own interests and the interests of others (Allen and Meyer, 1990, 1996). Of keen interest to this researcher, affective commitment has also been empirically linked with individual well-being (Warr, Cook, and Wall, 1979) which is the ultimate outcome of interest for the LOJ construct.

### ***Intimate Relations with People in the Workplace***

Sternberg (1997) describes intimacy as the feelings that "promote closeness, bondedness, and connectedness" (Sternberg, 1986, p.120). In an organizational context, Sternberg's (1997) dimension of intimacy can be operationalized as the experience of happiness with, high regard for, and receipt of emotional support from coworkers, suppliers, and clients.

Described in this way, Sternberg's intimacy dimension is conceptually similar to social identity theory in the organizational behavior literature (Dutton and Dukerich, 1991; Haslam, 2001; Sluss and Ashforth, 2007; Turner, 1982), identity personality theory in the psychology literature (Lazarus, 1991b), and identity theory in the sociology

literature (Hogg et al., 1995) in that they all deal with the relationship between social structure and individual behaviour. Social identity theory, in particular, resonates strongly with the intimacy dimension in this description by its originator: Social identity is “the individual’s knowledge that [s]he belongs to certain social groups together with some emotional value significance to him [or her] of this group membership” (Tajfel, 1972, p. 292). Thus, both social identity theory and the intimacy dimension deal with the significance of belonging or connectedness with others.

Research suggests that the relationship a worker has with his/her immediate manager or coworkers is integral to employee engagement and employee retention or intention to remain (Buckingham and Coffman, 1999; Harter, Schmidt, and Keyes, 2002; Karasek, Brisson, Kawakami, Houtman, and Bongers, 1998; Van Veldhoven, De Jong, Broersen, Kompier, and Meijman, 2002) and is consistent with citizenship behaviour (Settoon and Mossholder, 2002). Despite this empirical significance, relationships (the intimacy dimension) are virtually ignored in current models of job engagement and job satisfaction or when predicting positive performance outcomes (Roberts and Davenport, 2002; Schaufeli, 2002). In the practitioner community, however, intimate relationships with co-workers and supervisors are recognized as paramount to success according to the Gallup Q12 reports (Bassi and McMurrer, 2005, Harter, et al., 2002). Therefore, the role that intimate relationships in the workplace play in love of the job is of keen interest in this research.

With respect to Sternberg’s typologies of types of love, large and equal amounts of passion for the job would connote love of the job. *Fatuous love*, might be identified as

the “up and comer” who steps on everyone in his or her path on the way to the top, hurting themselves and others in the long run. *Companionate* love results when gratification flows only one way, toward the organization, and is neither gratifying nor consummate for the individual in the long run. Such workers may feel supported by their co-workers and committed to their organizations but they lack passion for their job which could lead to lower performance, innovation, or retention in the long run. *Romantic love* in the organizational context may be indicated by the talented, well-liked employee who hops from firm to firm looking for the romanticized, perfect job match.

### **Overview of the Research**

This research comprises two studies. The first study was intended to elaborate on the theoretical construct of love of the job (LOJ) proposed by Barling and Inness (2007) and Hadley (2006, 2008) and to help resolve the measurement quandary proposed by Kelloway et al. (2010) and Hadley (2008). Recall that this quandary involves the uncertainty of how the LOJ construct should be measured: as a composite of subscales; as a common factor; as an interaction among the subscales; as a taxonomy; or as a criterion measure. The model proposed by Kelloway et al. (2010) was analyzed to determine the most appropriate measurement method and was compared to similar job motivational constructs to investigate its discriminant validity. The second study was intended to demonstrate the consequences and antecedents of LOJ. Once the construct was measurable, the ability to predict precursors to LOJ and to predict outcomes of employees who loved their jobs was paramount to establish its value to organizational scholarship.

To demonstrate the power of an emotionally-based construct such as LOJ in the organizational context, the following general hypotheses were addressed:

1. Love of the Job (LOJ) is appropriately measured as a three-factor construct comprised of passion, commitment, and intimacy
2. LOJ is comprised of large and balanced amounts of passion, commitment and intimacy.
3. LOJ is distinct from other constructs such as job satisfaction
4. LOJ is distinct from other constructs such as job engagement
5. LOJ needs to be requited or reciprocated
6. LOJ explains more of the variation in turnover intention, organizational citizenship behaviour, productivity, and well-being than job satisfaction and job engagement alone

### ***Definition of Love of the Job***

In his research, love is conceptualized as a “motivational state in which the goal is to preserve and promote the well-being of the valued object” (Rempel and Burris, 2005, p.309). In the work context, love of the job is operationalized as a composite of three underlying factors of intimacy, commitment, and passion originally described by Sternberg (1988) and revised for the work context by Barling and Inness (2007) and Kelloway et al. (2010). Based on the preceding review, I adopt the following definition of Love of the Job: Love of the job comprises “passion for the work itself, affective commitment to the organization, and intimate relationships in the workplace” (Kelloway et al., 2010, p.120). More specifically, I propose that love of the job is a three-factor latent construct that exists when one feels significant and relatively equal amounts of passion, commitment and intimacy in his or her job. Therefore, I propose the following hypotheses:

- H1: Love of the Job is appropriately measured as a three-factor model comprised of Passion, Intimacy and Commitment.*
- H2: People who love their jobs have higher and more balanced scores on Passion, Intimacy and Commitment than people who do not love their jobs.*

Before drawing inferences about the significance or predictive power of LOJ in organizational behaviour, it is important to clarify its convergent and discriminant validity (Cronbach and Meehl, 1955). Although we would expect LOJ to be related to other similar constructs, we need to know that it is distinct from job satisfaction and job engagement.

## **Related Constructs**

### ***Job Satisfaction***

Even though job satisfaction has been the preferred predictor of job performance for over fifty years, research has failed to establish a consistently strong relationship between the two (Iaffaldano and Muchinski, 1985; Vroom, 1964). Recently, research indicates that the weak relationship (correlations below .30) between job satisfaction and job performance may be due to “a flaw in the manner in which satisfaction has been operationalized” (Jones, 2006 p.21). Enlarging the measure of job satisfaction to include more extreme levels of affect such as happiness (Wright and Cropanzano, 2000), life satisfaction (Jones, 2006), or psychological well being (Wright, 2006) tends to yield stronger correlations with performance. Splitting job satisfaction into either extrinsic or intrinsic dimensions also appears to improve its validity (Cook et al., 1981; Wall et al., 1986; Warr et al., 1979). For example, Warr et al. (1979) define job satisfaction as: “the degree to which a person reports satisfaction with intrinsic and extrinsic features of the job” and define total job satisfaction as: “the sum of all separate items” (p.133). Spector (1997) elaborates on the distinction between the two dimensions of job satisfaction by describing intrinsic job satisfaction as how workers evaluate the nature of the job tasks and extrinsic job satisfaction as how workers evaluate aspects of the work environment that are external to the job itself.

Although some improvement has been made to the measure of job satisfaction by delineating the intrinsic and the extrinsic dimensions (Cook et al., 1981; Warr et al., 1979), the very label *satisfaction*, even if it is prefaced with elaborate descriptors such as



extremely or very, denotes passivity. In its present form “job satisfaction may not sufficiently assess the full range of possible affective states... [which] may explain the limited empirical support to date” (Van Katwyk, Fox, Spector, and Kelloway, 2000, p.229). By contrast, a label such as love is more vibrant and taps into more affective states. Essentially, LOJ is affective-based while job satisfaction is based on cognitive evaluation. Therefore, I propose the following hypotheses:

*H3: Love of the Job is a distinct construct from Job Satisfaction*

### ***Job Engagement***

Job, work, or employee engagement is a relatively new construct in both the academic and practitioner literature. Engagement was originally described by Kahn (1990) as how people “use varying degrees of their selves, physically, cognitively and emotionally in work role performances” (p.692). Kahn’s (1990) three psychological dimensions of engagement (meaningfulness, safety, and availability) have also been empirically supported (May, Gilson, and Harter, 2004).

In the decade following Kahn’s (1990) conceptualization of engagement, the practitioner community embraced and commercialized the engagement construct with numerous workplace attitude surveys such as the Gallup Workplace Audit (Buckingham and Coffman, 1999) and the Hewitt Associates Employee Engagement Survey (Gubman, 2004). Although private consulting firms profess to link employee engagement to organizational success factors such as productivity, turnover, and organizational citizenship behaviour, commercialization of the proprietary surveys can be problematic and produce “thinly linked theoretical ideas, unpublished methodologies, undocumented

constructs, unsubstantiated correlations, and inflated promises” (Zigarmi et al., 2009, p.302) . In the academic community there is also significant debate over the conceptual framework, measure, and meaning of engagement.

For example, Saks (2006) distinguishes individual engagement from the situation or job itself in his definition of employee engagement as an “emotional and intellectual commitment to the organization” (p.601). Other researchers attach more meaning to the job itself (Roberts and Davenport, 2002) and describe work or job engagement as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli and Bakker, 2004, p.295).

To measure job engagement, Schaufeli et al. (2002) developed the Utrecht Work Engagement Scale (UWES) that operationalized each of the dimensions as follows: The vigor dimension was indicated by high energy levels, mental resilience, the willingness to put additional effort in one's work, persistence during challenging or difficult times, and enthusiasm in one's job (Roberts and Davenport, 2002; Schaufeli and Bakker, 2004). The dedication dimension was operationalized by an employee's feelings of enthusiasm through significance, inspiration, pride, and challenge at work. The absorption dimension, which is similar to what Csikszentmihalyi (1990) refers to as flow, was operationalized as a state of optimal experience whereby concentrated focused attention eventually leads to intrinsic enjoyment, a loss of self-consciousness, and the feeling of being so engrossed in one's work that the time passes quickly (Schaufeli and Bakker, 2004).

Some researchers contend that job engagement is the opposite of burnout whereby its three dimensions of vigor (energy), dedication (involvement), and absorption (efficacy) align with the three dimensions of burnout which are exhaustion, cynicism, and low professional efficacy (Maslach and Leiter, 1997). Even though job engagement appears to be an adequate measure for explaining why people do not burnout, I propose that it falls short of explaining why or how people ultimately behave in their jobs. Although job engagement may be a “heightened emotional connection to a job and organization that goes beyond satisfaction [it] may not describe the highest levels of motivation people can feel and show for their work. It falls short of true passion” (Gubman, 2004, p.43).

As previously discussed, the construct of love of the job entails the presence of three dimensions: commitment, passion, and intimacy (in line with Sternberg’s Triangular Theory of Love). Although job engagement appears to be a similar construct, I propose that LOJ is a distinct construct because it taps into a dimension that job engagement does not measure: the social support or intimate relationship dimension that is paramount in the job love model and the Gallup Q<sup>12</sup> literature. Further, I propose that the job engagement factor identified as “vigor” does not adequately capture what Sternberg (1988) and Gubman (2004) refer to as a passion. Therefore, I propose the following hypothesis:

*H4: Love of the Job is a distinct construct from Job Engagement*

### *Reciprocity and the Psychological Contract*

Along with size or balance of the triangular dimensions, Sternberg's triangular love theory indicates that reciprocity of love, or matching triangles, is a significant factor for obtaining and sustaining healthy love (Hadley, 2006; Levinger, 1988; Sternberg, 1988). That is, the shape and size of each love triangle in the relationship should match or be symmetrical. The assumption is that a person not only feels passion, intimacy, and commitment for the other party, but that "it matters a great deal whether a person (P) believes the other (O) reciprocates P's love" (Levinger, 1988, p.142).

Psychology researchers allude to this need for reciprocity when they conceive of love as "a relationship between persons in which they confer mutual benefits on each other" (Montagu, 1975, p.7) or as a blend of "acquisitiveness and benevolence" (Murstein, 1988, p.24) that is "conducive to the optimal growth of both" (Foote, 1953, p.246).

In the work context, the conjecture that love needs to be requited resonates with social exchange theory (Coyle-Shapiro and Conway, 2004). With its focus on the negotiated exchange between parties, social exchange theory is inextricably linked to the construct of psychological contracts (Coyle-Shapiro, 2002; Guest, 1998; Rousseau, 1990) and the norm of reciprocity (Blau, 1964; Gouldner, 1960; Homans, 1958; Sahlins, 1972; Wu et al., 2006).

Research on psychological contracts tends to support the contention that employees expect some level of return for their investment in the organization or job and that "commitment to an organization is intertwined with maintaining a relationship of

consistency and good faith [and] can be construed as an array of obligations that employees incur as a result of the inducements they accept from employers” (Robinson et al., 1994, p.149). Empirically, the perceived inequities between employer obligations and their delivery of inducements have been linked to negative outcomes such as decreased job satisfaction, diminished organizational citizenship behaviour, and increased turnover (Coyle-Shapiro, 2002; Simons and Roberson, 2003).

The existence of a psychological contract entails “an individual’s beliefs regarding his or her obligations to the employer and the obligations the employer owes in return” (Ho, Rousseau, and Levesque, 2006, p.460). In other words, employees recognize that the implicit psychological contract flows both ways (O’Neill, Halbesleben, and Edwards, 2007). The employees’ behavior is thereby contingent upon their perceptions of how well the employers meet their expectations and the extent to which employers appear to fulfill their obligations. In summary, it is “mutual obligations [that] are the essence of the employment contract” (Robinson et al., 1994, p.137).

Viewed this way, the construct of reciprocity (assumption of mutual obligations) underscores the existence of psychological contracts and underpins social exchange theory. The norm of reciprocity dates back a half century (Gouldner, 1960) and has been well researched in terms of theoretical topology (Sahlins, 1972). Marshall Sahlins (1972), a popular cultural anthropologist, described three key dimensions of reciprocity in his best-selling book, *Stone Age Economics*: Generalized, negative and balanced reciprocity.

The generalized reciprocity dimension taps into an altruistic perspective of psychological contracts whereby actors in the exchange have low self-interest and no pre-

determined expectations for payback. The only gift the giver anticipates is the satisfaction or joy of the giving. In essence, it is a “sustained one way flow” from the giver without expectation for return (Sahlins, 1972, p.194). In modern industrialized society, this type of reciprocity is most often associated with social relationships rather than business arrangements. In business dealings, we most often approach the notion of reciprocity from either the negative or the balanced dimension (which are explained in the following paragraphs). However, given that the love of the job construct deals with underlying emotions and motivational states beyond business-like evaluative assessments, it is worth examining the generalized reciprocity in the work context.

Sahlins’ (1972) negative reciprocity dimension is characterized by high self-interest (at the expense of the other party) and is similar to a win-lose orientation. From an economic viewpoint, this type of reciprocity is similar to barter whereby immediate payment is expected or there will be negative consequences. It is accompanied with a lack of trust between the parties and high self-interest. Taken to the extreme, the “quid pro quo” perspective stems from negative reciprocity by condoning the retaliation of negative actions with negative reactions.

Between the two extremes of general and negative reciprocity lies Sahlins’ (1972) balanced reciprocity dimension. This type of reciprocity is similar to a tit-for-tat, win-win exchange with a balanced expectation of equivalent returns for both parties. The key difference between this dimension and negative reciprocity is that the two parties trust that their actions will be appropriately and eventually reciprocated. This type of

reciprocity is typical of work environments where we go an extra mile for a co-worker who we hope will do us a favor at some point in the future.

Based on Sahlins' (1972) topology of these three dimensions of reciprocity (generalized, negative, and balanced), Wu et al. (2006) validated a 16-item, three-dimensional scale for use in organizational research. Four items measured generalized reciprocity, for example: "My organization would do something for me without any strings attached". Five items measured negative reciprocity, for example: "My organization would never help me out unless it was in the organization's own interest". Seven items measured the balanced reciprocity dimension, for example: "My organization takes care of the organization's interests as much as my interest".

In line with social exchange theory, and psychological contracts, and the norm of reciprocity, I propose that if employees feel that their organizations are obligated to them then it is logical to imagine that these employees will expect reciprocation for the love that they feel for their jobs. Therefore, I propose the following general hypothesis:

*H5: Reciprocity is associated with Love of the Job*

Given the distinct nature of the three dimensions of reciprocity, it will be valuable to extricate the impact that each of them may have on LOJ. Further, if the results of H1 indicate that the LOJ construct is comprised of three dimensions, then it will be meaningful to examine the unique impact of on each dimension. In this event, I further propose the following hypotheses:

- H5: a) Generalized Reciprocity is associated with LOJ Passion
- b) Generalized Reciprocity is associated with LOJ Commitment
- c) Generalized Reciprocity is associated with LOJ Intimacy
- d) Negative Reciprocity is associated with LOJ Passion

- e) Negative Reciprocity is associated with LOJ Commitment
- f) Negative Reciprocity is associated with LOJ Intimacy
- g) Balanced Reciprocity is associated with LOJ Passion
- h) Balanced Reciprocity is associated with LOJ Commitment
- i) Balanced Reciprocity is associated with LOJ Intimacy

### ***Intention to Turnover***

Voluntary turnover, rather than involuntary turnover, is the construct of interest in this study. Involuntary turnover relates to employees leaving the organization for reasons outside of their control such as employer layoffs, retirement, or termination (Shaw, Delery, Jenkins, and Gupta, 1998). For this study, I am more interested in the voluntary termination of employment by employees who are valued by the organization. Voluntary turnover is a costly venture in terms of increased recruitment costs, training expenses, and lost productivity (Kacmar et al., 2006). The basic premise is that if employees are unhappy in a job, they will choose to leave if they can. Turnover has been empirically linked to job satisfaction (Griffeth, Hom, and Gaertner, 2000; Hom, 2001; Portera et al., 1974) and job engagement (Saks, 2006, Schaufeli, and Bakker, 2004). It has also been theoretically linked to love of the job (Hadley, 2008). It is interesting to explore whether turnover intention is an immediate reaction to love of the job (or lack of it) or if the perception is formed over time. Therefore I propose the following hypothesis:

*H6: Love of the Job impacts turnover intention*

Further, if results of H1 indicate that the LOJ construct is a three-dimensional construct, the following hypotheses will be tested:

- H6: a) LOJ - Passion impacts turnover intention*
- b) LOJ - Commitment impacts turnover intention*
- c) LOJ - Intimacy impacts turnover intention*



### ***Organizational Citizenship Behavior***

Organizational Citizenship Behavior (OCB) is a well researched phenomenon with over two dozen interpretations in the literature (Podsakoff et al., 2000). For this study, OCB is described as “behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (Organ, 1988, p.4). Included in this conceptualization of OCB are multiple behaviours such as voluntary, cooperative, and collaborative helping behaviour (Smith, Organ, and Near, 1983), good sportsmanship (Organ 1990), self-development (George and Brief, 1996), organizational loyalty (George and Jones, 1997), organizational compliance (Smith et al., 1983), and civic virtue (Organ, 1988).

Research suggests that there are two main drivers of OCB: an affective morale factor which includes job satisfaction, affective commitment and perceptions of fairness; and a dispositional factor that includes positive affectivity and agreeableness (Organ and Ryan, 1995; Podsakoff et al., 2000). Therefore, it seems logical to test if people who have a disposition to love their jobs will also want to engage in positive organization citizenship behavior. The following hypothesis is proposed:

*H7: Love of the Job impacts organizational citizenship behaviour*

Further, if results of H1 indicate that the LOJ construct is a three-dimensional construct, the following hypotheses will be tested:

- H7: a) LOJ - Passion impacts organizational citizenship behaviour*
- b) LOJ - Commitment impacts organizational citizenship behaviour*
- c) LOJ - Intimacy impacts organizational citizenship behaviour*

### *Productivity*

Given that one of the underlying assumptions being investigated in this study is the happy / productive worker thesis, it is logical to address the issue of productivity and whether or not the LOJ construct has an impact on such a valued organizational outcome. Both job engagement and job satisfaction have been linked to job performance (Wright and Cropanzano, 2000) along with positive affect (Zelenski, Murphy, and Jenkins, 2008). I propose that a positive emotional experience such as job love will inspire productivity as well. In this research, respondents were asked to report their billable hours and their total hours worked in the week. A ratio of billable hours divided by hours worked was created as a proxy for productivity. The premise is that for professionals such as accountants and consultants, time spent on activities that can be billed to clients is more productive than time spent on non-revenue generating activities. Further, a comparison of hours worked with billable hours helps to determine the quality, rather than the mere quantity, of time. For example, a consultant that worked 20 hours in a week and billed for 10 of these hours would be as productive as a consultant who worked 50 hours in a week and billed for 25 of these hours. Although the second consultant would bring in more overall revenue in that week, both consultants are considered to be equally productive. Although billable hours can be subject to biased responses, self-reported productivity has been accepted in organizational behaviour research for decades (Butler et al., 2007; Landy and Farr, 1983). Therefore the following hypothesis is proposed:

*H8: Love of the Job impacts productivity*

Further, if results of H1 indicate that the LOJ construct is a three-dimensional construct, the following hypotheses will be tested:

- H8: a) LOJ - Passion impacts productivity*  
*b) LOJ - Commitment impacts productivity*  
*c) LOJ - Intimacy impacts productivity*

### ***Well-being***

Well-being is a critical component of this research not only because it is linked to cost-related organizational outcomes (Wright and Cropanzano, 2002), but because individual well-being is, in its own right, a justifiable pursuit of positive organizational scholarship (Beck and Cowan, 1996; Cameron and Caza, 2004). In the psychology literature, well-being is often categorized as either hedonic / Subjective Well Being (SWB) or eudemonic / Psychological Well Being (PWB) (Ryan and Deci, 2001; Keyes, Shmotkin, and Ryff, 2002).

The SWB construct is considered to be an index of one's quality of life in terms of subjectively defined life satisfaction and happiness (Andrews and Withey, 1976; Campbell et al., 1976). It is predominantly used in social and health disciplines (Raphael et al., 1996) and mainstream psychology (Deiner et al., 1999) to assess long-term rather than short-term affect (Weiss, 2002). By contrast, PWB moves beyond the conceptualization of well-being as life satisfaction and happiness to tap into higher order aspects of human development and existential awareness (Keyes et al., 2002).

One of the most popular measures of psychological well-being, the Ryff PWB scale, captures six dimensions or categories of challenges that people encounter as they strive to be healthy and has been successful in predicting short term affect (Ryff, 1989,

1995) . Participants are asked to rate their agreement with items on a six-point Likert scale. The highly interdependent yet distinct dimensions of the Ryff PWB scale are: autonomy, environmental mastery, personal growth, positive relations, and life purpose. Someone with high autonomy would be self-determining, independent, able to resist peer pressure, and would rank highly on scale items such as “People would describe me as a giving person, willing to share my time with others”. A high agreement score on an item such as “Some people wander aimlessly through life but I am not one of them” would indicate a high degree of environmental mastery and competence in controlling or making appropriate changes to accommodate one’s needs. A person with high level of personal growth would be open to new experiences and have a sense of reaching his or her full potential. A person with high scores in the positive relations with others dimension would have strong levels of intimacy, affection, empathy, and understanding with others. People who score highly on the purpose of life dimension would possess vision and clear objectives for healthy living. Finally, people with high scores in the self-acceptance dimension would recognize and accept both their good and bad qualities.

In the empirical research, well-being more often accompanies job satisfaction as a predictor of organizational outcomes (Wright and Cropanzano, 2000) or as an outcome variable (Souza-Poza and Sousa-Poza, 2000), than as a cause or effect. The more emotionally laden construct of LOJ, however, may possess more of a causal relationship with well-being particularly if “the ability to love is viewed as a central component to mental health” (Ryff, 1989, p. 1071). More recent studies have shown that expression of

positive emotions is positively related to well-being (Gross and John, 2003). Therefore, I propose the following hypothesis:

*H9: Love of the Job impacts overall well-being*

Further, if results of H1 indicate that the LOJ construct is a three-dimensional construct, the following hypotheses will be tested:

- H9: a) LOJ - Passion impacts productivity / billable hours*
- b) LOJ - Commitment impacts productivity / billable hours*
- c) LOJ - Intimacy impacts productivity / billable hours*

### **The Current Research**

In this research, two studies were conducted to elaborate on the construct of love of the job (LOJ) introduced by Hadley (2006) and refined by Barling and Inness (2007) and Kelloway et al., (2010). To enhance the generalizability of the theory and model of LOJ, two distinct populations were sampled: Certified General Accountants and Certified Management Consultants. The intent of this research was to increase understanding of the motivational power that emanates from states such as love and to discover more salient ways to develop healthy employees and create healthy workplaces. In the first study, the objective was to provide empirical support for an appropriate measure of LOJ, to clearly discriminate LOJ from other constructs such as job satisfaction and job engagement, and to test the impact of antecedents (reciprocity) and consequences such as turnover, organizational citizenship behaviour, and well-being.

The following hypotheses were tested in study one:

- H1: Love of the Job is appropriately measured as a three-factor model comprised of Passion, Intimacy, and Commitment.
- H2: People who love their jobs have higher and more balanced scores on Passion, Intimacy and Commitment than people who do not love their jobs.
- H3: Love of the Job is a distinct construct from Job Satisfaction
- H4: Love of the Job is a distinct construct from Job Engagement
- H5: Reciprocity is associated with Love of the Job
  - a) Generalized Reciprocity is associated with LOJ Passion
  - b) Generalized Reciprocity is associated with LOJ Commitment
  - c) Generalized Reciprocity is associated with LOJ Intimacy
  - d) Negative Reciprocity is associated with LOJ Passion
  - e) Negative Reciprocity is associated with LOJ Commitment
  - f) Negative Reciprocity is associated with LOJ Intimacy

- g) Balanced Reciprocity is associated with LOJ Passion
- h) Balanced Reciprocity is associated with LOJ Commitment

H6: Love of the Job impacts Turnover intention

- a) LOJ - Passion impacts Turnover intention
- a) LOJ - Commitment impacts Turnover intention
- c) LOJ - Intimacy impacts Turnover intention

H7: Love of the Job impacts organizational citizenship behaviour

- a) LOJ - Passion impacts OCB
- b) LOJ - Commitment impacts OCB
- c) LOJ - Intimacy impacts OCB

H8: Love of the Job impacts productivity

- a) LOJ - Passion impacts productivity
- b) LOJ - Commitment impacts productivity
- c) LOJ - Intimacy impacts productivity

H9: Love of the Job impacts overall well-being

- a) LOJ - Passion impacts overall well-being
- b) LOJ - Commitment impacts overall well-being
- c) LOJ - Intimacy impacts overall well-being

## Study 1

The main objective of the first study was to evaluate the measure of the LOJ construct as developed by Barling and Inness (2007) and discussed by Kelloway et al. (2010) so that it can be used to measure or predict antecedents and consequences. I wanted to know if the construct was measured as an aggregate scale (common factor) or a three-dimensional model and if the size of those dimensions was important. To achieve this objective, the following were hypothesized:

*H1: Love of the Job is appropriately measured as a three-factor model comprised of Passion, Intimacy, and Commitment.*

*H2: People who love their jobs have higher and more balanced scores on Passion, Intimacy, and Commitment than people who do not love their jobs.*

The next objective was to provide discriminant validity for the LOJ construct and differentiate it from other similar constructs. Therefore the following hypotheses were proposed:

*H3: Love of the Job is a distinct construct from Job Satisfaction*

*H4: Love of the Job is a distinct construct from Job Engagement*

Once I was able to measure the construct and show that it was distinct from other similar constructs, I wanted to know if employees needed to feel that their love for the job was requited. Since LOJ was best measured as a three-dimensional construct, the following hypotheses were tested:

*H5: Reciprocity will be associated with Love of the Job*

*a) Generalized Reciprocity is associated with LOJ Passion*

*b) Generalized Reciprocity is associated with LOJ Commitment*

*c) Generalized Reciprocity is associated with LOJ Intimacy*

*d) Negative Reciprocity is associated with LOJ Passion*

*e) Negative Reciprocity is associated with LOJ Commitment*



- f) Negative Reciprocity is associated with LOJ Intimacy*
- g) Balanced Reciprocity is associated with LOJ Passion*
- h) Balanced Reciprocity is associated with LOJ Commitment*
- i) Balanced Reciprocity is associated with LOJ Intimacy*

The final objective of study one was to expose the potential value that the construct could provide to organizational behaviour scholarship. I wanted to know what, if any, incremental impact love of the job adds to the understanding of variation in organizational and individual outcomes. Therefore the following hypotheses were tested:

*H6: Love of the Job (LOJ) impacts Turnover intention*

- a) LOJ Passion impacts Turnover intention*
- b) LOJ Commitment impacts Turnover intention*
- c) LOJ Intimacy impacts Turnover intention*

*H7: Love of the Job (LOJ) impacts organizational citizenship behaviour (OCB)*

- a) LOJ Passion impacts OCB*
- b) LOJ Commitment impacts OCB*
- c) LOJ Intimacy impacts OCB*

*H8: Love of the Job (LOJ) impacts productivity*

- a) LOJ Passion impacts productivity*
- b) LOJ Commitment impacts productivity*
- c) LOJ Intimacy impacts productivity*

*H9: Love of the Job (LOJ) impacts overall well-being*

- a) LOJ Passion impacts overall well-being*
- b) LOJ Commitment impacts overall well-being*
- c) LOJ Intimacy impacts overall well-being*

## **Method**

### ***Participants and Setting***

Four professional, national designation granting associations were approached to participate in this study: The three accounting designation-granting associations and the single certified management consulting organization in Canada. The Certified General

Accountants and the Certified Management Consultants agreed to participate and pass the invitation and survey information along to their members in their spring newsletters.

Within the newsletter that was emailed to nearly 10,000 CGA and 2,000 CMC subscribers, each association's communications director assured members of the voluntary, anonymous, and confidential nature of the survey and provided a URL to the on-line survey. By accessing the URL link, respondents indicated their understanding of the confidential and anonymous nature of the survey. Due to privacy protection and regulations imposed by both associations, no reminder emails could be sent.

Professional groups such as the CGA and CMC are bombarded by requests for information sharing and survey research. Therefore, to protect their members, communications directors are loathe sending multiple emails about one survey. To inspire cooperation, however, the CGA association offered a prize, a plane trip / vacation for two up to a value of \$2,000. The contest was open to all respondents from both associations. The surveys were administered between May and August 2010.

Although the economic benefit associated with the elimination of postage, printing, and data entry costs in web-based surveys is significant, it comes at the cost of lower and more variable response rates (Cobanoglu, Warde, and Moreo, 2001; Kaplowitz, Hadlock, and Levine, 2004). Since web-based survey respondents are more likely to be computer savvy and have the economic benefit of access to a computer, this research is susceptible to sample selection bias. The variability is justifiable in this case, however, since the sample in this study consisted of working adults who typically rely on the computer and the internet as business tools.

With respect to response rates, recent meta-analyses suggest that response rates for e-mail and web-based surveys do not nearly reflect those of mail or face-to-face survey methods (Cook, Heath, and Thompson, 2000) and may be as low as 11 % (Sax, Gilmartin, and Bryant , 2003). Information overload (Baruch and Holtom, 2008; Rogelberg and Stanton, 2007) and concerns over internet security and spam (Sills and Song, 2002) are common culprits for such poor response rates.

To determine the response rate, we need to ascertain the number of recipients of the survey. This task may be straight forward for a traditional mail survey, but not necessarily for a web-based survey. For this study, the survey link was included in the CGA Magazine spring newsletter that was mailed to approximately 10,000 members, and the CMC spring newsletter that was emailed to approximately 2,000 CMCs. According to the Nielsen Norman Group (2010), less than 20 % of magazine or newsletter recipients actually read the document thoroughly (Nielsen Norman Group, 2010). Therefore, of the approximately 12,000 survey links that were sent, an estimated twenty percent, or 2,400 people were actually aware of the survey. Of this audience, 310 usable responses were provided yielding a response rate of 13%. This response rate may seem low with respect to the 21% benchmark for email surveys (Kaplowitz, et al., 2004), but it is within the range of 11.2 to 20.5 percent response reported by Sax, Gilmartin, and Bryant (2003) for web surveys with a response incentive. Research suggests that response rates for surveys in general, and electronic surveys in particular, have declined steadily over the past two decades (Bickart and Schmittlein, 1999) due to over-surveying (Baruch and Holtom, 2008; Rogelberg and Stanton, 2007).

Nonetheless, low response rates such as 13% could be a concern if the lack of response biased the estimate of the population (Bean and Roszkowski, 1995). Response rate is really only an issue if it impacts representativeness (Krosnick, 1999). Since “a sample of 1% of the population can be more representative, indeed much more representative, than a sample of 50% or 60% of the population” (Cook, Heath, and Thompson, 2000, p.821), the key is to ensure that responses of the sample represent the population. Despite the disappointing response rate in this study, response representativeness was indicated (Cook et al., 2000). The sample appeared to be representative of the general population of CGAs and CMCs with respect to age, gender, location and industry. For example, the CGA respondents in the survey worked in the following industries: 25% in consulting or public practice (compared to 27% for the CGA population); 21% in government and non-profit (compared to 20% for the CGA population); and 24% in service industries (compared to 24% for the CGA population).

For both associations, approximately one third of the membership population resides or works in Ontario, which is in-line with the sample percentage of 35%. Gender representation is also comparable at 50% females and males. The slightly higher female proportion of the CGA sample (54%) was in line with the CGA population norm of 52% female and off-set the slightly higher proportion of males for the CMC sample (52%) and CMC population of 53%. Thus, the combined sample comprised 50% representation for each gender.

The mean age was 39 with a minimum age of 22 and a maximum age over 65. The mean age for professionals (45) was significantly higher than that of interns (25), and

the mean age for CMCs (40) was higher than the mean age for CGAs (31), both of which are consistent with the population estimates. CMCs tend to be more experienced in their careers and advanced in age before they enter the consulting profession. Table 1 contains comparisons of the sample and the population estimates.

Half of the sample was female (50%). Over one-third of the respondents were working in Ontario (35%), less than 2% worked outside the country, and the balance was spread across Canada. Participants worked an average of 37 hours per week, predominantly in consulting and public practice, the government sector, or in the service industries. The balance of the sample worked in the education, health care and manufacturing sectors. Over half of the respondents (55%) were affiliated with the Certified Management Consultants of Canada, 63% of which were professionally designated. Of the 138 respondents associated with the Certified General Accountants association, 51% were professionally designated while the remainder were interning. Please refer to Table 1 for more details.

**Table 1 – Comparison of Sample and Population Estimates**

	<i>CGA Population</i>	<i>CGA Sample</i>	<i>CMC Population</i>	<i>CMC Sample</i>
Female gender	52%	<b>54%</b>	47%	<b>48 %</b>
Ontario residents	33%	<b>35%</b>	33%	<b>35%</b>
Professional average age	45	<b>41</b>	48	<b>53</b>
Intern average age	23	<b>23</b>	28	<b>27</b>
Consulting / public practice	27%	<b>25%</b>	NA	<b>40%</b>
Government & non-profit	20%	<b>21%</b>	NA	<b>27%</b>
Service industries	24%	<b>24%</b>	NA	<b>24%</b>

Source: CGA and CMC Associations Marketing and Communications directors

In summary, it is not likely that the low response rate caused distortion of the true effect (Schalm and Kelloway, 2001), compromised representativeness, or threatened the generalizability of the results to these populations (Rogelberg and Stanton, 2007).

### ***Survey Design***

The 103-item survey was entered on-line using the Lime Survey software package available to Saint Mary's University students, housed on a secure page of the Saint Mary's University server, and designed to be completed in 20 minutes with point-and-click responses and drop-down menus. The items included existing scales for love of the job (Kelloway et al., 2010; Hadley, 2006), reciprocity (Wu et al., 2006), well-being (Keys, Shmotkin, and Ryff, 2002), intention to turnover (Seashore et al., 1982), organizational citizenship behavior (Smith et al., 1983), job satisfaction (Warr, Cook and Wall, 1979), job engagement (Schaufeli and Bakker, 2004), productivity (billable hours / total hours worked), and demographic data.

### ***Love of the Job Measures***

Love of the job was measured in two ways: the composite scale proposed by Barling and Inness (2007) and the three-item criterion/continuous measure proposed by Hadley (2006, 2008).

#### ***Composite Scale***

The Love of the Job (LOJ) scale introduced by Barling and Inness (2007) and discussed by Kelloway et al., (2010) was used in this research and is included in Appendix A. The 15-item LOJ scale is evenly split into three subscales: passion, intimacy

and commitment on the job. Respondents were asked to rate their agreement with each statement on a 7-level Likert-type scale ranging from 1 (very strongly or absolutely agree) to 7 (very strongly or absolutely disagree). The passion items consisted of statements such as “My work is more than just a job for me, it is a passion. The commitment dimension consisted of items such as: “I really feel as if this organization’s problems are my own”. The intimacy dimension contained items such as: “I love the people I work with”.

#### ***Criterion / Continuous Measure***

The Hadley (2006) three-item measure was also used to measure love of the job in this research and is described in more detail in Appendix B. Hadley (2006) was able to investigate the construct of job love from both a categorical / criterion and a continuous perspective with data from the following three questions: “Overall, what phrase best describes how you feel about your current job?”; “If we asked your significant other or close friend to describe how you feel about your current job, what would he or she say?”; and “Once again, indicate how you feel overall about your current job”. For the first two questions participants were given the following choices: “I hate it”; “I dislike it”; “I’m neutral about it”; “I like it”; and “I love it”. For the final question, participants had to indicate how they felt about their jobs on a 10-point scale where 0 represents “I hate it” and 10 represents “I love it”.

#### ***Self-perceived Reciprocity Scale***

A healthy relationship requires a similarity in the feelings of passion, intimacy and commitment of each party. To test the size or shape of the other party’s love triangle

in a human relationship, we would simply ask him or her. However, since jobs are inanimate objects and don't have feelings or the ability to fill out surveys, we are faced with similar challenges to those faced by researchers of psychological contracts: How do we measure the degree of commitment or obligation that an organization or a job has to an employee? The Psychological Contract Inventory (Coyle-Shapiro, 2002; Rousseau, 1990) relies to a large extent on the self-reported perception of the employee.

In a similar fashion, a self-report scale by Wu et al. (2006) was used in this study. This 16-item scale measures Sahlins' (1972) three dimensions of generalized, balanced, and negative reciprocity and is included as Appendix C. Respondents were asked to rate their agreement on a seven-point scale with statements such as: "My organization would do something for me without any strings attached" to measure generalized reciprocity. To measure balanced reciprocity, one statement was: "It seems important to my organization that my efforts are equivalent to what I receive from the organization". Negative reciprocity was measured using statements such as: "My organization seems to think that I need to work hard no matter how poorly I am treated".

### ***Well-being Scale***

The Ryff scales of psychological well-being were used because of their theoretical grounding in multiple aspects such as autonomy, environmental mastery, personal growth, positive relations and life purpose. A shortened 15-item, five-factor version of the Ryff's scales of psychological well-being was used in this study for parsimonious reasons and because Ryff herself used this scale with positive results (Keyes, Shmotkin, and Ryff, 2002; Ryff and Keys, 1995).



In study one of this research, the coefficient alpha for the entire scale was .82. Respondents rated their agreement with items based on a seven-point Likert scale. For example, well-being autonomy as measured with items such as: “I tend to be influenced by people with strong opinions”. Well-being environmental mastery was measured with statements such as: “In general, I feel I am in charge of the situation in which I live”. Well-being personal growth was measured by items such as: “For me, life has been a continuous process of learning, changing, and growth”. The well-being positive relations dimension was measured by items such as: “People would describe me as a giving person, willing to share my time with others”. Well-being life purpose was measured with items such as: “Some people wander aimlessly through life, but I am not one of them”. The entire scale is included in Appendix D.

### ***Intention to Turnover Scale***

Intention to turnover was self-reported using three items extracted from the Michigan Organizational Assessment Questionnaire that have yielded coefficient alpha of .83 (N = 400) (Cook, Hepworth, Wall, and Warr, 1981; Seashore, Lawler, Mirvis, and Cammann, 1982). On a seven-point Likert scale, respondents indicated their intention to leave their existing jobs or quit. For a detailed description, refer to Appendix E.

### ***Organizational Citizenship Behavior Scale***

Organizational Citizenship Behavior (OCB) was measured with an abbreviated version of OCB scale (Smith, Organ, and Near, 1983). The scale consists of eight items rated on a five-point Likert scale ranging from 1 (strongly agree) to 5 (strongly disagree)

and has achieved Cronbach's alpha of .71 (Riketta and Landerer, 2005). For example, respondents were asked to rate their agreement on a seven-point Likert scale with items such as: "I have voluntarily done more work than required" and "I helped my colleagues when they had much work to do". This scale is described in more detail in Appendix F.

### ***Job Satisfaction Scale***

The 15-item Warr-Cook job satisfaction scale was used in this research and is described in detail in Appendix G. Odd items of this scale represented extrinsic job satisfaction, and even items represented intrinsic satisfaction (Warr, Cook, and Wall, 1979). On a five-point Likert scale ranging from very dissatisfied to very satisfied, respondents were asked to rate extrinsic items such as "The physical work conditions" and intrinsic items such as "The recognition you get for good work".

### ***Job Engagement Scale***

Job engagement was measured with the Utrecht Work Engagement Scale (UWES) developed by Schaufeli (1995) which has been empirically tested in diverse samples and geographical settings (Roberts and Davenport, 2002; Schaufeli et al., 2002). A reduced (nine-item) version of the original 17-item UWES scale was justified by parsimony and previous success with the shorter version. The original 17-item Likert-type scale (Schaufeli, 2002) with a Cronbach's alpha of .82 has been reduced to nine items with minor impact on the scale reliability (Cronbach's alphas ranging from .70 to .90) (Schaufeli and Bakker, 2004; Schaufeli, Bakker, and Salanova, 2006). Respondents were asked to rate their agreement with statements on a seven-point Likert scale ranging

from “never” to “everyday”. Items for the vigor scale included: “At my job I feel strong and vigorous” and “At work I feel bursting with energy”. The dedication subscale included items such as: “I find the work that I do full of meaning and purpose”. The absorption subscale included items such as: “Time flies when I am working”. The scale is described in more detail in Appendix H.

### ***Productivity***

As a proxy for productivity, billable hours and total working hours were self-reported and used to create a ratio of billable hours divided by total hours worked in the week. In the services sectors such as accounting and management consulting, it is the hours that can be billed to clients that are considered to be productive rather than the actual hours worked. Percentage of billable hours to overall hours was used as an indication of effective time management or efficiency. Survey items are in Appendix I.

### ***Demographic Measures***

Demographical data were collected to provide demographic information and possibly add insights into job love characteristics. Respondents were asked to disclose: age, gender, professional status, workplace province, total working hours and billable hours. They were also asked to create a pseudo code comprised of their birth month, day, and year and their mother’s maiden name. This enabled the software to match up multiple responses for those respondents who filled out the survey more than once. Items were aggregated and care was taken to ensure that no respondent was identifiable by unique category.

### ***Method of Data Analysis***

#### **Hypotheses Testing**

To examine hypothesis 1, structural equation modelling was conducted using AMOS 7.0. To examine hypothesis 2, MANOVA tests were conducted using SPSS 15.0 for Windows. To examine hypotheses 3 and 4, structural equation modelling was conducted using AMOS 7.0. To examine hypotheses 5 to 9, hierarchical multiple regression analyses were conducted using SPSS 15.0 for Windows.

#### **Common Method Variance**

The self-report surveys used in this study, whereby participants responded to all similarly scaled items at one point in time, can be susceptible to common method variance (CMV) (Kemery and Dunlap, 1986; Lindell and Whitney, 2001; Malhotra et al., 2006; Podsakoff et al., 2003). CMV, or the “variance that is attributable to the measurement method rather than the constructs the measures represent” (Podsakoff et al., 2003, p.879) may artificially inflate the observed correlations among variables (Lindell and Whitney, 2001). Although there is considerable debate in the management literature as to the significance of CMV ranging from bias against studies that provide no evidence of construct validity for the survey items (Campbell, 1982) to CMV as an urban legend (Spector, 2006), this researcher followed the advice of Podsakoff et al. (2003) to control for and report on CMV.

To establish construct (trait) validity and to mitigate the potential for CMV, two ex ante research design methods were deployed. First, construct indicators / survey items

were randomly assigned by the survey software. Apart from the demographical data being entered at the end of the survey, all other groups of items or scales were delivered to respondents in a random fashion rather than in serial order. Some respondents may have received love of the job items first whereas others may have received job satisfaction items up front. When the survey was downloaded by the researcher, however, all items were in serial order from 1 to 103 items. As well, different scales required different responses. Some scales required the respondent to indicate their agreement on a 7-point continuum from, for example, “I strongly disagree” to “I strongly agree”. Other items required that the respondent select a criterion response such as “I hate it” or “I love it”. This mixing up of the order and type of the survey scales was an attempt to reduce the participant’s propensity to “cognitively ‘create’ the correlation needed to produce a CMV pattern of responses” (Chang et al., 2010, p.180). As a second preventative measure, the participants were assured of their confidentiality and anonymity in an attempt to minimize evaluation apprehension and the tendency to acquiesce to the researcher’s goals or social norms.

Two ex post analyses were conducted to investigate the presence and nature of CMV: the Harman single-factor CFA test and the marker variable technique were both conducted. Details of these tests follow under the section entitled “Common Method Variance”.

## Results

Descriptive statistics and intercorrelations for all study variables are provided in Table 2 and Table 3. Table 2 contains the Pearson correlations for the manifest variables without any adjustment for common method variance. Table 3 contains a Common Method Variance (CMV) adjusted matrix using a marker variable adjustment to deflate the correlations by possible contamination due to the data collection method. The marker variable used was the correlation between Productivity and Job Engagement Vigor ( $r = .028$ ) because it was the second smallest, positive correlation (Lindell and Whitney, 2001). Although more detail is included in the section entitled Common Method Variance, it is important to note that the CMV adjusted correlation matrix is not significantly different from the original correlation matrix. The inflation caused by CMV was less than 8% and only three correlations below .13 ceased to be significant after controlling for CMV.

Scale reliability was tested with SPSS 15.0 for Windows. The results were significant and positive: Cronbach's alpha for the LOJ Passion subscale was .95 ( $M = 24.95$ ,  $SD = 7.20$  for five items); Cronbach's alpha for the LOJ Commitment subscale was .91 ( $M = 22.56$ ,  $SD = 7.35$  for five items); and Cronbach's alpha for the LOJ Intimacy subscale was .93 ( $M = 24.67$ ,  $SD = 5.81$  for five items). These results are within the recommended reliability levels for applied research (of between .90 and .95) (Nunnally, 1967) and are summarized on Table 15.

**Table 2** (continues)

Means, Standard Deviations, and Unadjusted Pearson Correlations for Study 1

		<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11	12	13
1	Generalized Reciprocity	4.98	1.42													
2	Balanced Reciprocity	4.64	0.99	.55**												
3	Negative Reciprocity	5.16	1.33	.57**	.29**											
4	Reciprocity Overall	4.96	1.01	.85**	.67**	.87**										
5	LOJ Passion	4.89	1.44	.25**	.36**	.17**	.30**									
6	LOJ Commitment	4.51	1.47	.52**	.52**	.39**	.56**	.68**								
7	LOJ Intimacy	4.93	1.16	.40**	.39**	.30**	.43**	.51**	.60**							
8	LOJ Overall	4.78	1.17	.45**	.50**	.33**	.50**	.87**	.90**	.79**						
9	Well-being: Autonomy	5.63	0.94	.04	.19**	.06	.11	.29**	.20**	.16**	.26**					
10	WB: Environ. Mastery	5.29	0.94	.15**	.19**	.30**	.28**	.25**	.17**	.27**	.31**	.37**				
11	WB: Personal Growth	6.15	0.78	.10	.07	.32**	.24**	.14**	.13*	.21**	.23**	.28**	.42**			
12	WB: Positive Relations	5.55	1.10	.12*	.08	.31**	.24**	.08	.11	.30**	.23**	.11	.47**	.46**		
13	WB: Life Purpose	5.88	0.94	.12*	.08	.33**	.25**	.15**	.08	.14**	.14**	.23**	.44**	.55**	.46**	-

N = 310, \*p < .05. \*\* p < .01

(Table continues on next page)

**Table 2** (continued from previous page)

Means, Standard Deviations, and Unadjusted Pearson Correlations for Study 1

		<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11	12	13
14	Well-being overall	5.69	0.68	.16**	.17**	.38**	.32*	.24**	.19**	.32**	.28**	.50**	.78**	.75**	.77**	.73**
15	Turnover Intention	2.93	1.63	-.52**	-.34**	-.56**	-.61**	-.29**	-.59**	-.35**	-.49**	-.07	-.27**	-.15**	-.22**	-.17**
16	Job Sat Extrinsic	3.82	0.61	.62**	.44**	.59**	.70**	.25**	.49**	.50**	.53**	.08	.37**	.12*	.24**	.17**
17	Job Sat Intrinsic	3.79	0.73	.59**	.55**	.49**	.66**	.55**	.65**	.45**	.65**	.25**	.33**	.19**	.20**	.23**
18	Job Sat Overall	3.81	0.62	.65**	.54**	.58**	.73**	.43**	.62**	.51**	.61**	.18**	.38**	.17*	.24**	.22*
19	Job Eng Vigor	5.51	1.06	.31**	.32**	.26**	.36**	.65**	.56**	.52**	.68**	.31**	.41**	.28**	.23**	.29**
20	Job Eng Dedication	5.50	1.22	.42**	.41**	.34**	.47**	.72**	.61**	.50**	.72**	.28**	.35**	.28**	.23**	.29**
21	Job Eng Absorption	5.27	1.13	.22**	.29**	.11	.23**	.63**	.48**	.43**	.61**	.23**	.14*	.22**	.08	.15**
22	Productivity (23/24)	.63	0.32	-.06	-.07	-.02	-.06	0	-.06	.05	-.01	-.01	.01	-.01	0	.04
23	Total Hrs Worked	36.8	13.4	.12*	.11	-.04	-.03	.33**	.24**	.15**	.25**	.27**	.05	.13*	.02	0
24	Billable Hours	24.3	14.9	.14*	-.02	-.09	-.10	.19**	.08	.14*	.16**	.13*	.04	.04	-.01	0
25	OCB	5.34	0.81	.22**	.31**	.26**	.32**	.46**	.52**	.41**	.55**	.30**	.23**	.29**	.19**	.27**
26	Hadley Job Love #1	3.95	0.85	.44**	.39**	.33**	.46**	.68**	.67**	.52**	.73**	.24**	.30**	.21**	.21**	.20**

N = 310, \*p < .05. \*\* p < .01

(Table continues on next page)



**Table 2** (continued from previous page)

Means, Standard Deviations, and Unadjusted Pearson Correlations for Study 1

		<i>M</i>	<i>SD</i>	14	15	16	17	18	19	20	21	22	23	24	25	26
14	Well-being overall	5.69	0.68													
15	Turnover Intention	2.93	1.63	-.26**												
16	Job Sat Extrinsic	3.82	0.61	.32**	-.56**											
17	Job Sat Intrinsic	3.79	0.73	.33**	-.60**	.70**										
18	Job Sat Overall	3.81	0.62	.34**	-.64**	.86**	.93**									
19	Job Eng Vigor	5.51	1.06	.42**	-.31**	.42**	.54**	.51**								
20	Job Eng Dedication	5.50	1.22	.39**	-.39**	.44**	.68**	.60**	.83**							
21	Job Eng Absorption	5.27	1.13	.22**	-.18**	.22**	.43**	.33**	.75**	.77**						
22	Productivity (23/24)	.63	0.32	.01	.03	.13*	.05	.08	.03	-.01	0					
23	Total Hrs Worked	36.8	13.4	.12*	0	.08	.12*	.01	.30**	.28**	.36**	.03				
24	Billable Hours	24.3	14.9	.04	.06	.14*	.10	.06	.17**	.13*	.19**	.83**	.50**			
25	OCB	5.34	0.81	.34**	-.28**	.37**	.41**	.39**	.59**	.55**	.52**	-.05	.35**	.14*		
26	Hadley Job Love #1	3.95	0.85	.33**	-.52**	.47**	.64**	.60**	.55**	.67**	.48**	-.02	.20*	.11	.44**	-

N = 310, \*p < .05. \*\* p < .01

**Table 3** (continues)

Means, Standard Deviations, and CMV Corrected Correlations using Marker Variable for Study 1

		<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11	12	13
1	Generalized Reciprocity	4.98	1.42													
2	Balanced Reciprocity	4.64	0.99	.53**												
3	Negative Reciprocity	5.16	1.33	.53**	.26**											
4	Reciprocity Overall	4.96	1.01	.84**	.65**	.86**										
5	LOJ Passion	4.89	1.44	.22**	.33**	.14**	.29**									
6	LOJ Commitment	4.51	1.47	.50**	.50**	.36**	.55**	.67**								
7	LOJ Intimacy	4.93	1.16	.38**	.36**	.27**	.41**	.49**	.58**							
8	LOJ Overall	4.78	1.17	.43**	.48**	.31**	.48**	.85**	.88**	.77**						
9	Well-being: Autonomy	5.63	0.94	0	.16**	.02	.09	.26**	.17**	.13*	.23**					
10	WB: Environ. Mastery	5.29	0.94	.13*	.15**	.27**	.27**	.21**	.13**	.24**	.28**	.34**				
11	WB: Personal Growth	6.15	0.78	.07	.03	.29**	.23**	.10**	.09	.18**	.20**	.25**	.40**			
12	WB: Positive Relations	5.55	1.10	.09	.04	.28**	.23**	.04	.07	.29**	.19**	.07	.44**	.44**		
13	WB: Life Purpose	5.88	0.94	.08	.04	.30**	.24**	.12**	.04	.10*	.11*	.20**	.42**	.54**	.44**	-

N = 310, \*p < .05. \*\* p < .01

(Table continues on next page)

**Table 3** (continued from previous page)

Means, Standard Deviations, and CMV Corrected Correlations using Marker Variable for Study 1

		<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11	12	13
14	Well-being overall	5.69	0.68	.14**	.14**	.36**	.31*	.22**	.17**	.30**	.25**	.48**	.76**	.73**	.75**	.67**
15	Turnover Intention	2.93	1.63	-.50**	-.31**	-.54**	-.61**	-.26**	-.57**	-.32**	-.47**	-.03	-.23**	-.11**	-.19**	-.14**
16	Job Sat Extrinsic	3.82	0.61	.60**	.41**	.57**	.68**	.23**	.47**	.49**	.51**	.05	.35**	.10*	.21**	.12*
17	Job Sat Intrinsic	3.79	0.73	.57**	.53**	.47**	.65**	.53**	.63**	.42**	.64**	.21**	.30**	.15**	.16**	.20**
18	Job Sat Overall	3.81	0.62	.64**	.52**	.56**	.72**	.41**	.60**	.49**	.60**	.14**	.35**	.13*	.20**	.18**
19	Job Eng Vigor	5.51	1.06	.28**	.29**	.23**	.35**	.63**	.54**	.50**	.66**	.28**	.38**	.25**	.20**	.26**
20	Job Eng Dedication	5.50	1.22	.40**	.38**	.31**	.46**	.71**	.60**	.48**	.71**	.24**	.32**	.24**	.19**	.26**
21	Job Eng Absorption	5.27	1.13	.19**	.26**	.07	.22**	.62**	.46**	.40**	.60**	.20**	.10*	.19**	.04	.11*
22	Productivity (24/23)	.63	0.32	-.04	-.05	-.01	-.04	0	-.04	.03	0	0	0	0	0	.01
23	Total Hrs Worked	36.8	13.4	.07	.07	-.01	-.02	.30**	.22**	.11**	.23**	.25**	.02	.10	0	0
24	Billable Hours	24.3	14.9	.10	0	-.06	-.08	.16**	.06	.12	.14**	.10*	.02	.02	0	0
25	OCB	5.34	0.81	.19**	.28**	.23**	.31**	.44**	.50**	.39**	.53**	.27**	.20**	.296**	.16**	.24**
26	Hadley Job Love #1	3.95	0.85	.42**	.37**	.30**	.44**	.66**	.65**	.50**	.70**	.22**	.28**	.19**	.19**	.17**

N = 310, \*p < .05. \*\* p < .01

(Table continues on next page)

**Table 3** (continued from previous page)

Means, Standard Deviations, and CMV Corrected Correlations using Marker Variable for Study 1

		<i>M</i>	<i>SD</i>	14	15	16	17	18	19	20	21	22	23	24	25
14	Well-being overall	5.69	0.68												
15	Turnover Intention	2.93	1.63	-.22**											
16	Job Sat Extrinsic	3.82	0.61	.30**	-.53**										
17	Job Sat Intrinsic	3.79	0.73	.30**	-.57**	.69**									
18	Job Sat Overall	3.81	0.62	.31**	-.61**	.85**	.92**								
19	Job Eng Vigor	5.51	1.06	.40**	-.28**	.40**	.52**	.49**							
20	Job Eng Dedication	5.50	1.22	.37**	-.37**	.41**	.67**	.59**	.82**						
21	Job Eng Absorption	5.27	1.13	.20**	-.17**	.19**	.40**	.30**	.74**	.76**					
22	Productivity (24/23)	.63	0.32	0	.01	.09	.02	.05	0	0	0				
23	Total Hrs Worked	36.8	13.4	.12*	0	.06	.09	0	.27**	.26**	.34**	0			
24	Billable Hours	24.3	14.9	.01	.04	.10*	.08	.03	.14*	.10*	.16**	.81**	.48**		
25	OCB	5.34	0.81	.31**	-.26**	.34**	.39**	.36**	.57**	.53**	.50**	-.02	.34**	.10	
26	Hadley Job Love #1	3.95	0.85	.33**	-.52**	.47**	.64**	.60**	.55**	.67**	.48**	-.02	.17*	.07	.41**

N = 310, \*p < .05. \*\* p < .01

***H1 – LOJ is appropriately measured as a three-factor model comprising passion, commitment, and intimacy***

The next step was to test the fit of the hypothesized three-factor model through confirmatory factor analysis (CFA). CFA rather than exploratory factor analysis was warranted in this case because there was “sufficient theoretical and empirical basis for a researcher to specify the model” (Fabrigar, Wegener, MacCallum, and Straham, 1999, p.277). Using AMOS 7.0 (Byrne, 2001), two hypothesized models were assessed following the alternative methods scenario recommended by Joreskog (1993). First, a theory driven, three-factor model was tested whereby each item was loaded on the factor as indicated by Barling and Inness (2007) in their exploratory analyses. Next, a unidimensional model of LOJ was tested by loading all fifteen items on one factor. This procedure of comparing a one-factor model to an alternative multifactor model is a version of Harman’s single factor test and has been recommended as a suitable way to assess construct validity (Garver and Mentzer, 1999; Kelloway, 1998).

The pre-determined subscales of LOJ Passion, Commitment and Intimacy contained five items each. The two potential dimensionalities of the LOJ scale were tested with maximum likelihood estimation and with all analyses being based on the covariance matrix. The unidimensional LOJ model provided a poor fit to the data.  $\chi^2$  (90, N = 310) = 1606.79,  $p < .01$ ; Normed Fit Index (NFI) = .64; Comparative Fit Index (CFI) = .65; Root Mean Square Error of Association (RMSEA) = .23,  $p < .01$ . The three-factor model (Passion, Commitment, and Intimacy) provided a significantly better fit to the data,  $\chi^2$  (87, N=310) = 396.33; NFI = .91; CFI = .93; RMSEA = .11,  $p < .01$ , yielding a  $\chi^2_{\text{difference}}$  (3, N=310) = 1210.46,  $p < .01$ . Although the RMSEA and Chi Square statistics

do not indicate an outstanding fit to the data for the three-factor model, the model is deemed acceptable because the Normed Fit Index (NFI) and Comparative Fit Index (CFI) exceed .90 (Byrne, 2001). Standardized parameters for the model are presented in Table 4. All parameter estimates were significant ( $p < .01$ ) and above the minimum threshold of .50 recommended by Bagozzi and Yi (1988). The disattenuated correlations among the factors were between .54 and .72 ( $p < .01$ ) suggesting that the measures are related but empirically distinct. Therefore, H1 was supported. The LOJ construct is appropriately measured as a three-factor model comprised of Passion, Intimacy and Commitment.

**Table 4 - Standardized Parameter Estimates for Alternative Measures of LOJ**

<i>Item</i>	<i>Passion</i>	<i>Intimacy</i>	<i>Commitment</i>	<i>R<sup>2</sup></i>
My work is more than just a job, it is a passion	.88			.71
I adore what I do at work	.94			.69
My job keeps my interest engaged like no other task	.89			.85
I wish my friends found their work as fulfilling...	.85			.69
I am so happy to do the job I do	.87			.68
We care deeply for each other at work		.77		.60
I love the people I work with		.82		.68
I feel very close to the people at work		.81		.65
We value each other greatly in our work-life		.91		.82
I'd feel a deep sense of loss if I couldn't work here		.81		.66
I love the organization for which I work			.85	.78
I would be happy to spend my career with this Org			.83	.89
I really feel as if this Org's problems are my own			.92	.79
This Org has a great deal of personal meaning for me			.83	.71
I 'd do almost anything to keep doing what I'm doing			.82	.76

***H2 – People who love their jobs have higher and more balanced scores on passion, commitment, and intimacy than people who do not love their jobs***

To examine the size and proportion of the three dimensions of the LOJ construct, known groups' validity was assessed with a one-way analysis of variance (ANOVA). The independent variable was Hadley's (2006) first love of the job item: "Overall what phrase

best describes how you feel about your current job?” The two lowest categories of “I hate my job” and “I dislike my job” were collapsed because they did not contain sufficient responses to satisfy the requirements of the ANOVA test. Therefore, the five original levels of the Hadley (2006) item were collapsed into four levels of one independent variable: 1) “I hate or dislike my job”; 2) I am neutral toward my job”; 3) I like my job”; and 4) “I love my job”. The dependant variables in the ANOVA were LOJ Passion, LOJ Commitment, and LOJ Intimacy mean scores. The correlations between the Hadley (2006) first item and the three subscales were all significant at  $p < .01$  and were as follows: .68 for LOJ Passion; .66 for LOJ Commitment; and .52 for LOJ Intimacy.

Preliminary assumption testing was conducted to test for sample size, normality, linearity, univariate and multivariate outliers, homogeneity of variance–covariance matrices, and multicollinearity, with no serious violations.

**Table 5** – LOJ Means for Known Groups of Loving, Liking, and Hating the Job

	<i>LOJ Passion</i>		<i>LOJ Commitment</i>		<i>LOJ Intimacy</i>		<i>Computed Overall<sup>a</sup></i>	
	M	SD	M	SD	M	SD	<i>GrandMean</i>	<i>SD</i>
I dislike or hate my job	<b>2.8</b>	1.6	<b>2.5</b>	1.4	<b>3.8</b>	1.5	<b>3.1</b>	.68
I am neutral about my job	<b>3.5</b>	1.4	<b>3.2</b>	.92	<b>4.1</b>	1.1	<b>3.6</b>	.46
I like my job	<b>4.9*</b>	.99	<b>4.5*</b>	1.2	<b>4.9*</b>	1.0	<b>4.8</b>	.23
I love my job	<b>6.2*</b>	0.7	<b>5.9*</b>	1.0	<b>5.8*</b>	0.8	<b>6.0</b>	.21

<sup>a</sup> Grand Means are computed for all LOJ subscales for this known group.

Standard Deviations are computed for each LOJ subscale mean from Grand Mean.

\* Denotes Scheffe test results of differences are significant at the .05 level.

There were 8 people who hated their jobs, 19 people who disliked their jobs, 44 people were neutral toward their jobs, 158 who liked their jobs, and 81 who loved their jobs. Of note, sample size ensured that there were more than 5 (number of dependant variables) cases in each of 15 cells (5 levels of the independent variable x 3 dependant variables). One outlier was detected based on Mahalanobis' distance. Therefore, analyses were conducted with and without the outlier. Both analyses resulted in the same findings (the means differed only in the 2nd decimal place). Therefore, all cases were retained in the subsequent analyses. Tests of linearity, multicollinearity and singularity satisfied the assumptions in this case. Finally, the Scheffe test was used to determine if differences among the four known groups were significant.

ANOVA results indicated that there were statistically significant differences between those who loved, liked, were neutral about, or disliked / hated their jobs in each of the LOJ subscales. Using a Bonferoni adjusted alpha level of .017, all LOJ subscales reached statistical significance. Results were as follows: For LOJ Passion:  $F(3, 305) = 94.28$ ,  $p < .001$ ; partial eta squared = .48; for LOJ Commitment:  $F(3, 305) = 87.10$ ,  $p < .001$ ; partial eta squared = .46; and LOJ Intimacy:  $F(3, 305) = 40.57$ ,  $p < .001$ ; partial eta squared = .29.

Mean scores and standard deviations are presented in Table 5. To assist with interpretation, a final column was added containing computations of the overall mean LOJ scores for each known group. As well, standard deviations were computed to indicate the variance among the LOJ scores for each known group. An inspection of the mean scores indicates that people who claimed to love their jobs scored significantly higher in Passion ( $M = 6.2$ ,  $SD = .67$ ), Commitment ( $M = 5.9$ ,  $SD = .96$ ) and Intimacy



( $M = 5.8$ ,  $SD = .78$ ) than those that did not say they loved their jobs. Further, the computed standard deviation of these scores is smaller than the standard deviations of the other groups indicating that there less variation among perceptions of passion, commitment and intimacy for those who love their jobs. Thus, H2 is supported. People who love their jobs have significantly larger and equal amounts of Passion, Commitment, and Intimacy than those that do not love their jobs.

To test for interaction among the LOJ subscales, Z scores were computed for LOJ Passion, Commitment, and Intimacy and the interaction of the three. These variables were then regressed on Hadley's (2006) third item that measured how respondents rated love for their jobs on a scale from 1 (I hate it) to 10 (I love it). While the individual subscale Z scores were significantly associated with Hadley's love of the job measure with a total  $R^2$  of .58,  $F(4, 303) = 100.99$ , the interaction among the subscales was not significant.

### *Common Method Variance*

To assess common method variance (CMV), two approaches were used: Harman's single-factor test and the marker variable technique. Although Harman's single-factor test has been criticized as being insensitive (Chang et al., 2010, Podsakoff et al., 2003), it was used as a preliminary test for CMV in this study. Confirmatory factor analysis (CFA) was used whereby all scale items were tested / modeled as potential indicators of a single factor that represents method effects. The premise is that CFA provides more precision by testing the hypothesized model without measurement bias (Siddhartha, 2009). As previously reported, the three-factor model (Passion,

Commitment, and Intimacy) provided a significantly better fit to the data than the unidimensional factor. Therefore, common method variance bias was not assumed to be substantial in this case because the hypothesized single-factor model was not a better fit to the data than the theoretically driven three-factor model (Mossholder et al., 1998; Malhotra et al., 2006).

A second approach to assessing CMV was taken following the advice Malhotra, et al., (2006) and Lindell and Whitney (2001). A marker variable technique was used whereby an estimate was made for the maximum amount of correlation or variation that could be due to use of a common method, then that amount was extracted from the original correlations.

Since no marker variable has been included a priori in the survey design, the marker variable selected in this case was the second lowest correlation in the unadjusted matrix: the correlation between Productivity and Job Engagement Vigor ( $r = .028$ ). Since the correlation is very small and not significant ( $p > .05$ ), it is considered to be a proxy for the maximum amount of correlation that could be due to contamination by the common research method (Lindell and Whitney, 2001). Revised correlations were computed using the following formula recommended by Lindell and Whitney (2001) and Malhotra et al. (2006) where  $r_A$  = the CMV adjusted correlation,  $r_U$  = the original / unadjusted correlation, and  $r_M$  = marker variable correlation:

$$r_A = \frac{r_U - r_M}{1 - r_M}$$

Using excel, the second smallest correlation in the matrix, .028 between productivity and job engagement vigor ( $r_M$ ), was “partialled out of the remaining

correlations” (Lindell and Whitney, 2001, p.115) and presented in a revised matrix. Next, associated  $t$  scores were computed<sup>1</sup> and converted to  $p$  values (\*  $p < .05$  and \*\*  $p < .01$ ) based on  $t$  critical values of 1.645 and 2.326 respectively. The revised CMV-adjusted correlations are presented in Table 3. Results indicate that any inflated correlation caused by CMV was less than 8% and that only 3 additional correlations below .14 ceased to be significant after controlling for CMV. Unfortunately, the only significant correlation between productivity and any other variable (Extrinsic Job Satisfaction) in the original table, ceased to be significant in the CMV adjusted table.

### ***Sample Selection Bias***

Sample selection bias may be the result of "using nonrandomly selected samples to estimate behavioural relationships" (Heckman, 1979, p. 160). It can arise from two main sources: First, bias can occur when the researcher “does not observe a random sample of a population of interest” (Winship and Mare, 1992, p. 328) either due to self-selection bias by the respondents or due to inappropriate sample selection decisions by the researcher (Heckman, 1979). Second, bias occurs when data for the dependant variable are “missing nonrandomly conditional on the independent variables” (Winship and Mare, 1992, p. 328). In this study, there were no missing data due to the rigor of the on-line survey software. With the exception of demographical data, respondents were not permitted to move to the next item if a response was not entered. Although this may have reduced the overall response rate, the process reduced the potential for missing data. With

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<sup>1</sup> The calculation used to compute  $t$  scores was:  $t_{\alpha/2, n-3} = \frac{rA}{\sqrt{(1-r^2A)/(n-3)}}$

respect to non-random sample bias, there is a possibility that only certain types of people self-selected and responded to the survey, which is always an issue for any social researcher. However, to reduce the potential for bias due to self-selection or researcher sample selection, the survey was open to all CGA and CMC members regardless of professional status (designated or interning) location. Apart from introducing the survey as dealing with job motivation, no mention was made of the word “love” in the preamble to the survey, thus reducing the potential for attracting only those who felt extreme love or hate for their jobs. Finally, with respect to the bias inherent in the sample of university-educated, computer savvy working accountants and consultants, this researcher fully discloses that the results of this study should not be generalized to the entire working population. That is the role of future researchers, to expand the study of LOJ into more industries and sectors of the workforce.

Sample selection bias can be problematic in multiple regression analyses (Heckman, 1979) particularly when ordinary least squares is used to estimate the regression model (Olsen, 1980; Winship and Mare, 1992). Although no single technique has been found to correct for such bias, several methods have been proposed to deal with suspected sample selection bias (Amemiya, 1973; Olsen, 1980; Puhani, 2000). Perhaps the most common of these methods is Heckman’s (1979) two-step correction method which requires a recalculation of the regression coefficient equation using a new independent variable (based on the Mills ratio). However, analyses of survey data indicate that these corrective attempts have not always been successful, “sometimes grossly worsening estimates rather than improving them, without providing any indication that a problem has occurred” (Stolzenberg and Relles, 1997, p. 494). Some

techniques have been criticized for being so imprecise that they reduce the researcher's ability to address meaningful research questions (Manski, 1995) yet are no more reliable than a coin toss (Stolzenberg and Relles, 1997).

After scrutinizing the sample selection process in this study, the data do not appear to be selected as described by Heckman's (1976) original selection bias model. Although there may be imperfect data present, there is no test available that will help us know how much non-consultants or non-accountants love their jobs. Therefore, I conclude that the data are not necessarily unbiased, but that they are biased in such a way that it does not impair the ability to interpret the multiple regression results.

### ***Discriminant validity among similar constructs***

Being able to empirically distinguish between LOJ and other job motivational constructs such as Job Engagement and Job Satisfaction is a necessary precondition for the LOJ model. Therefore, this section deals with the following hypotheses:

*H3: Love of the Job is a distinct construct from job satisfaction*

*H4: Love of the Job is a distinct construct from job engagement*

Since LOJ is highly correlated with job engagement ( $r = .70^{**}$ ) and job satisfaction ( $r = .62^{**}$ ), it is conceivable that the three constructs comprise a unidimensional construct of job attitudes. It is also equally conceivable that the three constructs are distinct and that they comprise a multiple-factor model of job motivation. AMOS Structural Equation Modelling was used to build and contrast two theoretical models of job attitudes: A single-factor, unidimensional model with all eight indicators

(means from each of the above subscales) loaded on a single factor; and a three-factor model of job attitude comprising the subscales for the three separate constructs of job engagement, job satisfaction and LOJ subscales. Both models were tested with maximum likelihood estimation and with all analyses being based on the covariance matrix. Parameter estimates and inter-factor correlations are shown in Table 6.

The proposed unidimensional model of job motivation provided a poor fit to the data with  $\chi^2$  (20, N = 310) = 387.7,  $p < .001$ ; NFI = .79; CFI = .80; RMSEA = .24,  $p < .001$ . The three-factor model provided a better fit to the data with  $\chi^2$  (17, N = 310) = 176.14,  $p < .001$ ; NFI = .90; CFI = .91; RMSEA = .17,  $p < .001$ . The  $\chi^2_{difference}$  is (3, N = 310) = 211.56,  $p < .01$ . And, since the  $\chi^2_{difference}$  is significant, the three-factor model appears to be more appropriate than the unidimensional factor model. These results provide sufficient evidence to support the proposed hypotheses (H2 and H3) that LOJ is distinct from Job Satisfaction and Job Engagement. Although the disattenuated correlations are high, they do not approach 1, suggesting that the constructs are related but not redundant.

**Table 6** - Standardized Parameter Estimates for Alternative Measures / Constructs  
Discrimination between LOJ, Job Satisfaction and Job Engagement

<i>Item</i>	<i>1 Factor Model</i>	<i>3 Factor Model</i>		
		LOJ	Job Sat	Job Eng
LOJ Passion	.78	.84		
LOJ Commitment	.71	.65		
LOJ Intimacy	.60	.83		
Job Sat Extrinsic	.71		.70	
Job Sat Intrinsic	.51		.99	
Job Eng Absorption	.79			.81
Job Eng Dedication	.93			.96
Job Eng Vigor	.87			.88
<i>Inter-factor Correlations:</i>				
<i>LOJ</i>			.71	.84
<i>Job Satisfaction</i>				.67

### *Subsample Differences*

Before analyzing the antecedents or incremental impact of LOJ, it was important to examine the potential for subsample differences due to the disparate working situations of the participants. It was important to know if there were significant differences between the two designation types (CGA or CMC) or between the two designation status groups (practicing professionals or interns). As previously indicated, just over half of the 310 survey participants were already professionally designated; the other 49% were interning. Approximately 40% of the professionally designated participants were CGAs while the other 60% were CMCs. Conversely, CGA interns accounted for more than half (51%) of the interning population.

To address the question of how the four groups may differ in their perception of LOJ, a two-way Multivariate Analysis of Variance (MANOVA) was conducted. The independent variables were Designation Type (CGA or CMC) and Designation Status (Professional or Intern). The three dependant variables were LOJ Passion, LOJ Commitment, and LOJ Intimacy means. Preliminary assumption testing was conducted to test for sample size, normality, linearity, univariate and multivariate outliers, homogeneity of variance–covariance matrices, and multicollinearity, with no serious violations. With respect to outliers, the Mahalanobis distance exceeded the critical value of 16.72 (for 3 dependant variables) but only because one case exceeded the maximum. However, when redundant MANOVA were conducted on the sample without the outlier case, the results were not significantly different. Therefore, the assumption of no outliers was relaxed to accept this one case.

With respect to linearity, scatter plots of dependent variables (LOJ subscales) and the two different categories of respondents did not show evidence of non-linearity. With respect to multicollinearity and singularity, the correlations among the dependant variables were understandably high (between .51 and .69), but they were not cause for concern (above .80). With respect to homogeneity of variance-covariance matrices, the Box's M Test of Equality of Covariance,  $F(18,280) = 1.85$ ,  $p > .01$ , indicated that the assumption of homogeneity has not been violated (Tabachnick and Fidell, 1996).

There was a statistically significant difference on the combined dependant variables as a result of designation type:  $F(3,304) = 2.82$ ,  $p < .05$ ; Wilks' Lambda = .97,  $p < .05$ ; partial eta squared = .03 and designation status:  $F(3, 304) = 9.12$ ,  $p < .001$ ; Wilks' Lambda = .9,  $p < .001$ ; partial eta squared = .08. However, the interaction between the two was not significant. When considered independently, the only statistically significant difference for designation type occurred with the dependent variable LOJ Commitment  $F(1, 306) = 8.36$ ,  $p < .01$ ; partial eta squared = .03. Inspection of the mean scores indicated that CMCs scored significantly higher on LOJ commitment ( $M = 4.77$ ,  $SD = 1.43$ ) than CGAs ( $M = 4.19$ ,  $SD = 1.46$ ).

Designation status appeared to impact two of the dependant variables: LOJ Passion  $F(1, 309) = 23.56$ ,  $p < .001$ , partial eta squared = .07; and LOJ commitment  $F(1, 309) = 5.45$ ,  $p < .05$ , partial eta squared = .02. An inspection of the mean scores indicated that respondents with a professional designation reported higher levels of LOJ passion ( $M = 5.25$ ,  $SD = 1.34$ ) than the interning respondents ( $M = 4.42$ ,  $SD = 1.43$ ) and higher levels of LOJ commitment ( $M = 4.71$ ,  $SD = 1.58$ ) than did the interns ( $M = 4.24$ ,  $SD = 1.26$ ). The mean scores for each dependant variables are reported in Table 7.



**Table 7 – LOJ Means for Different Designation Status and Type**

	<i>CMC</i>	<i>CGA</i>	<i>Professional</i>	<i>Intern</i>	<i>Average</i>
LOJ Passion	5.07	4.86	5.25***	4.42***	4.90
LOJ Commitment	4.77**	4.19**	4.71*	4.24*	4.47
LOJ Intimacy	5.01	4.84	5.06	4.76	4.97
Average	4.95	4.63	5.07	4.47	

\*  $p < .05$  \*\*  $p < .01$  \*\*\*  $p < .001$  denotes significant difference between groups

### ***Reciprocity as Antecedent of LOJ***

In this section, the hypothesis that love of the job may need to be required or reciprocated is examined. The following hypotheses were tested:

H5: Reciprocity is associated with Love of the Job

- a) Generalized Reciprocity is associated with LOJ Passion
- b) Generalized Reciprocity is associated with LOJ Commitment
- c) Generalized Reciprocity predict LOJ Intimacy
- d) Negative Reciprocity is associated with LOJ Passion
- e) Negative Reciprocity is associated with LOJ Commitment
- f) Negative Reciprocity is associated with LOJ Intimacy
- g) Balanced Reciprocity is associated with LOJ Passion
- h) Balanced Reciprocity is associated with LOJ Commitment
- i) Balanced Reciprocity is associated with LOJ Intimacy

A series of hierarchical multiple regressions were conducted whereby each of the LOJ subscales were regressed on designation type and status in step one, then the reciprocity subscales (generalized, negative and balanced reciprocity) in step two. Overall, reciprocity accounted for a significant portion of the variation in LOJ beyond designation status and type. Results of the analyses are presented in Table 8 and described in more detail below.

### **LOJ Passion**

Reciprocity was associated with LOJ passion with a total a total  $R^2$  of .23,  $F(5,304) = 17.92$  and  $\Delta R^2$  of .09,  $p < .001$ . Balanced reciprocity was the only significant

variable, however, with Standardized beta = .21,  $p < .001$ . Neither generalized nor negative reciprocity was associated with LOJ Passion.

Therefore the following hypothesis is supported:

*H4g: Balanced reciprocity is associated with LOJ Passion*

The following hypotheses are rejected:

*H4a: Generalized reciprocity is associated with LOJ Passion*

*H4d: Negative reciprocity is associated with LOJ Passion*

#### **LOJ Commitment**

Reciprocity predicted LOJ commitment with a total a total  $R^2$  of .46,  $F(5,304) = 74.38$  and  $\Delta R^2$  of .40,  $p < .001$ . All reciprocity subscale beta scores were significant as follows: for Generalized reciprocity  $\beta = .35$ ,  $p < .001$ ; for Negative reciprocity,  $\beta = .17$ ,  $p < .01$ ; and for Balanced reciprocity  $\beta = .28$ ,  $p < .001$ .

Therefore, the following hypotheses are supported:

*H4b: Generalized reciprocity is associated with LOJ Commitment*

*H4e: Negative reciprocity is associated with LOJ Commitment*

*H4h: Balanced reciprocity is associated with LOJ Commitment*

#### **LOJ Intimacy**

Reciprocity predicted LOJ intimacy with a total  $R^2$  of .27,  $F(5,304) = 22.24$  and  $\Delta R^2$  of .25,  $p < .001$ . All reciprocity subscale betas were significant as follows: for Generalized reciprocity  $\beta = .29$ ,  $p < .001$ ; for Negative reciprocity,  $\beta = .13$ ,  $p < .05$ ; and for Balanced reciprocity  $\beta = .21$ ,  $p < .01$ .

Therefore, the following hypotheses are supported:

*H4c: Generalized reciprocity is associated with LOJ Intimacy*

*H4f: Negative reciprocity is associated with LOJ Intimacy*

*H4i: Balanced reciprocity is associated with LOJ Intimacy*

**Table 8** – Parameter Estimates of Reciprocity subscales as Antecedents of LOJ

<i>Dependant Variables</i> Predictors	<i>LOJ Passion</i>			<i>LOJ Commitment</i>			<i>LOJ Intimacy</i>		
	<i>R<sup>2</sup></i>	<i>Δ R<sup>2</sup></i>	<i>β</i>	<i>R<sup>2</sup></i>	<i>Δ R<sup>2</sup></i>	<i>β</i>	<i>R<sup>2</sup></i>	<i>Δ R<sup>2</sup></i>	<i>β</i>
Step 1	.14***			.06***			.02*		
Designation Type <sup>a</sup>			.12*			.18**			.06
Designation Status <sup>b</sup>			.34***			.14*			.12*
Step 2	.23***	.09***		.46***	.40***		.27***	.25***	
Generalized Reciprocity			.11			.35***			.29***
Negative Reciprocity			.03			.17**			.13*
Balanced Reciprocity			.21***			.28***			.21**

N = 310 \* p < .05 \*\*p < .01 \*\*\*p < .001

<sup>a</sup>CMC=1, CGA=0

<sup>b</sup>Professional = 1, Intern = 0

βs = Standardized beta weights prior to the subsequent hierarchical step

In summary, based on the hierarchical multiple regression analyses, the following hypotheses are supported:

*H4) Reciprocity is associated with LOJ*

*H4b) Generalized Reciprocity is associated with LOJ Commitment*

*H4c) Generalized Reciprocity predict LOJ Intimacy*

*H4e) Negative Reciprocity is associated with LOJ Commitment*

*H4f) Negative Reciprocity is associated with LOJ Intimacy*

*H4g) Balanced Reciprocity is associated with LOJ Passion*

*H4h) Balanced Reciprocity is associated with LOJ Commitment*

*H4i) Balanced Reciprocity is associated with LOJ Intimacy*

The following hypotheses are rejected:

*H4a) Generalized Reciprocity predicts LOJ Passion*

*H4d) Negative Reciprocity predicts LOJ Passion*

### ***Incremental Impact of LOJ***

Being able to empirically distinguish between LOJ and other job motivation constructs is a necessary precondition for the model. The model presumes that the divergent affects of LOJ Passion, LOJ Intimacy, and LOJ Commitment on relevant outcome variables are due to the unique impact of LOJ rather than a result of the effect of

other related constructs. Beyond designation type and status, it is important to examine the incremental impact that LOJ may have beyond these differences. Therefore, in this stage, the incremental impact of LOJ on turnover intention, individual well-being, organizational citizenship behaviour, and productivity were examined and the following hypotheses were tested:

H6: Love of the Job is associated with turnover intention

- a) LOJ Passion is associated with turnover intention
- b) LOJ Commitment is associated with turnover intention
- c) LOJ Intimacy is associated with turnover intention

H7: Love of the Job (LOJ) is associated with organizational citizenship behaviour (OCB)

- a) LOJ Passion is associated with OCB
- b) LOJ Commitment is associated with OCB
- c) LOJ Intimacy is associated with OCB

H8: Love of the Job (LOJ) is associated with productivity

- a) LOJ Passion is associated with productivity
- b) LOJ Commitment is associated with productivity
- c) LOJ Intimacy is associated with productivity

H9: Love of the Job (LOJ) is associated with overall well-being

- a) LOJ Passion is associated with overall well-being
- b) LOJ Commitment is associated with overall well-being
- c) LOJ Intimacy is associated with overall well-being

To explore the incremental impact that LOJ has on these outcomes, two series of hierarchical regression analyses were conducted. In the first series, each downstream variable in the model was regressed on designation type and status in the first step, job engagement and job satisfaction in the second step, and LOJ subscales in the final step. Results of these analyses are displayed in Table 9. In the second series, a redundancy analysis was conducted whereby the downstream variables were regressed on designation

type and status in the first step, LOJ subscales in the second step, then job engagement and job satisfaction in the final step. Results of these analyses are displayed in Table 10.

### ***Turnover Intention***

The hypotheses tested in this section were:

- H6: Love of the Job is associated with turnover intention*  
*a) LOJ Passion is associated with turnover intention*  
*b) LOJ Commitment is associated with turnover intention*  
*c) LOJ Intimacy is associated with turnover intention*

In the first hierarchical regression, LOJ added 10% to the explanation of variance in turnover intention. Total  $R^2 = .51$ ,  $F(9, 300) = 20.10$ ,  $p < .001$  and a total  $\Delta R^2 = .10$ ,  $p < .001$ . LOJ Commitment had the strongest impact of any variable in the equation with standardized Beta of  $-.51$ ,  $p < .001$ . LOJ Passion was also a significant predictor with a standardized Beta of  $-.15$ ,  $p < .05$ . LOJ Intimacy was not a significant predictor of turnover intention.

Therefore, the following hypotheses are supported:

- H6a) LOJ Passion is associated with turnover intention*  
*H6b) LOJ Commitment is associated with turnover intention*

The following hypothesis is rejected:

- H6c) LOJ Intimacy is associated with turnover intention*

Other significant predictors were extrinsic job satisfaction ( $\beta = -.23$ ,  $p < .01$ ); intrinsic job satisfaction ( $\beta = -.22$ ,  $p < .01$ ); designation status ( $\beta = .15$ ,  $p < .01$ ); and LOJ passion. The lack of negative sign for the standardized beta for designation status (dummy variable where professionals were coded as 1 and interns were coded as 0),

indicates that there is a positive relationship between being professionally designated and intention to leave the organization.

In redundancy analyses whereby LOJ subscales were entered in step two while job satisfaction and engagement were entered in step three, results were similar. As before, the total  $R^2 = .51$ , but with  $F(5, 304) = 32.98$ ,  $p < .001$  and a total  $\Delta R^2 = .10$ ,  $p < .001$ . Again, LOJ Commitment had the strongest impact of any variable in the equation with standardized Beta of  $-.70$ ,  $p < .001$  (an increase of .20 or 40%). Both extrinsic and intrinsic job satisfaction remained constant with standardized betas of  $-.23$ ,  $p < .01$  and  $-.22$ ,  $p < .01$  respectively. LOJ passion was also relatively constant with a standardized beta of  $-.15$ ,  $p < .05$  (a decrease or .01).

**Table 9** – Parameter Estimates for LOJ and Outcome Variables –  
LOJ entered in Final Step

Predictors	<i>DVs</i>			<i>Turnover</i>			<i>Well-Being</i>			<i>OCB</i>		
	$R^2$	$\Delta R^2$	$\beta$	$R^2$	$\Delta R^2$	$\beta$	$R^2$	$\Delta R^2$	$\beta$	$R^2$	$\Delta R^2$	$\beta$
Step 1	.02			.01			.08					
Designation Type <sup>a</sup>			-.11			.06			.15**			
Designation Status <sup>b</sup>			.15**			.07			.27***			
Step 2	.41	.40***		.20	.19***		.41	.33***				
Job Sat extrinsic			-.23**			.16*			.17*			
Job Sat intrinsic			-.22**			.01			0			
Job Eng vigor			.06			.27**			.31***			
Job Eng dedication			-.09			.08			.11			
Job Eng absorption			-.07			0			.11			
Step 3	.51	.10***		.24	.04**		.45	.03**	.17			
LOJ passion			.15*			-.07			-.11			
LOJ commitment			-.51***			-.27**			.26***			
LOJ intimacy			.06			.17*			0			

N = 310 \*  $p < .05$  \*\* $p < .01$  \*\*\* $p < .001$

<sup>a</sup>CMC = 1, CGA = 0

<sup>b</sup>Professional = 1, Intern = 0

$\beta$ s = Standardized beta weights prior to the subsequent hierarchical step

**Table 10** – Parameter Estimates for LOJ and Outcome Variables –  
LOJ entered in Second Step

Predictors	<i>DVs</i>	<i>Turnover</i>			<i>Well-Being</i>			<i>OCB</i>		
		R <sup>2</sup>	Δ R <sup>2</sup>	β	R <sup>2</sup>	Δ R <sup>2</sup>	β	R <sup>2</sup>	Δ R <sup>2</sup>	β
Step 1		.03			.01			.10		
Designation type <sup>a</sup>				-.11			.06			.15**
Designation status <sup>b</sup>				.15*			.07			.27***
Step 2		.41	.38***		.12	.11***		.34	.24***	
LOJ passion				.14*			.15			.11
LOJ commitment				-.70***			-.10			.33***
LOJ intimacy				-.03			.30***			.13*
Step 3		.51	.10***		.28	.16**		.45	.11**	
Job satisfaction extrinsic				-.23**			.06			.12
Job satisfaction intrinsic				-.22**			.13			-.07
Job engagement vigor				.06			.39***			.29**
Job engagement dedication				-.10			.29**			.11
Job engagement absorption				.07			-.32***			.10

N = 310 \* p < .05 \*\*p < .01 \*\*\*p < .001

<sup>a</sup>CMC = 1, CGA = 0

<sup>b</sup>Professional = 1, Intern = 0

βs = Standardized beta weights prior to the subsequent hierarchical step

### ***Organization Citizenship Behaviour***

The hypotheses tested in this section were:

H7: Love of the Job (LOJ) is associated with organizational citizenship behaviour (OCB)

- a) LOJ - Passion is associated with OCB
- b) LOJ - Commitment is associated with OCB
- c) LOJ - Intimacy is associated with OCB

When the LOJ subscales were entered in the last step, LOJ added 3% to the explanation of variance in Organizational Citizenship Behaviour (OCB). Total R<sup>2</sup> = .45, F(9, 300) = 24.34, p < .001 and a total ΔR<sup>2</sup> = .03, p < .001. Only the LOJ Commitment subscale was significant (Standardized Beta of .26, p < .001). The results of the redundant multiple regression were different with Total R<sup>2</sup> = .34, F(5, 304) = 31.21, p < .001 and a total ΔR<sup>2</sup> = .24, p < .001. In this case, both LOJ commitment and intimacy were significant with Standardized Betas of .33, p < .001, and .13, p < .05 respectively.

Regardless of the results of the redundancy analyses, only the following hypothesis is supported:

*H7b: LOJ - Commitment is associated with OCB*

The following hypotheses are rejected:

*H7a: LOJ - Passion is associated with OCB*

*H7c: LOJ - Intimacy is associated with OCB*

### ***Well Being***

The hypotheses tested in this section were:

H9: Love of the Job (LOJ) is associated with overall well-being

- a) LOJ Passion is associated with overall well-being
- b) LOJ Commitment is associated with overall well-being
- c) LOJ Intimacy is associated with overall well-being

In the first stage, LOJ added 4% to the explanation of variance in Well Being.

Total  $R^2 = .28$ ,  $F(9, 300) = 10.72$ ,  $p < .01$  and a total  $\Delta R^2 = .04$ ,  $p < .001$ . Both the LOJ Commitment (Standardized Beta of  $-.27$ ,  $p < .01$ ) and Intimacy (Standardized Beta of  $.20$ ,  $p < .05$ ) subscales were significant. The LOJ Passion scale score was not a significant predictor. The results of the redundancy regression were somewhat different. Total  $R^2 = .12$ ,  $F(5, 304) = 7.98$ ,  $p < .001$  and a total  $\Delta R^2 = .11$ ,  $p < .001$ . Further investigation into the negative sign for the LOJ Commitment beta weight indicated the presence of a classic suppressor effect between LOJ Commitment and LOJ Intimacy. When entered alone the beta weight for LOJ Commitment regressed on overall well-being was significant and positive. Adding LOJ Intimacy to the equation resulted in a sign change and lack of significance. Thus, LOJ Intimacy is suppressing much of the impact that LOJ Commitment has on well-being.



In the redundant regression, LOJ Intimacy was the only significant LOJ subscale (Standardized Beta of .30,  $p < .05$ ). Although vigor was the only significant job engagement subscale in the first regression, all of the job engagement subscales indicated significance in the redundancy test.

Therefore, the following hypotheses are supported:

*H9b: LOJ Commitment is associated with overall well-being*

*H9c: LOJ Intimacy is associated with overall well-being*

The following hypothesis is rejected:

*H9a: LOJ Passion is associated with overall well-being*

### ***Productivity***

The hypotheses tested in this section were:

H8: Love of the Job (LOJ) is associated with productivity

a) LOJ - Passion is associated with productivity

b) LOJ - Commitment is associated with productivity

c) LOJ - Intimacy is associated with productivity

Tables 11 and 12 contain details of the analyses. Other than professional designation type ( $\beta = -.16$ ,  $p < .01$ ) and designation status ( $\beta = .38$ ,  $p < .001$ ), none of the other variables had an impact on productivity. Productivity was measured as billable hours divided by total hours worked. When LOJ was entered in the final step, total  $R^2 = .20$ ,  $F(5, 296) = 7.34$ ,  $p = .114$ . These results were supported in redundancy analyses with a total  $R^2 = .16$ ,  $F(2, 304) = 28.36$ , ns.

**Table 11 – Parameter Estimates for Productivity / Hours - LOJ entered in Final Step**

<i>Predictor</i>	<i>Productivity Billable / Working Hrs</i>			<i>Total Hours Worked</i>			<i>Billable Hours</i>		
	<i>R<sup>2</sup></i>	<i>ΔR<sup>2</sup></i>	<i>β</i>	<i>R<sup>2</sup></i>	<i>ΔR<sup>2</sup></i>	<i>β</i>	<i>R<sup>2</sup></i>	<i>ΔR<sup>2</sup></i>	<i>β</i>
Step 1	.04**			.41**			.16***		
Designation type <sup>a</sup>			.01			.07			-.16**
Designation status <sup>b</sup>			-.20**			.63***			.38***
Step 2	.06	.02		.46**	.05**		.18	.03	
Job Sat Intrinsic			.07			-.04			.04
Job Sat Extrinsic			.10			-.01			.09
Job Eng Vigor			.11			.10			.15
Job Eng Dedication			-.19			.10			-.14
Job Eng Absorption			.03			.05			.06
Step 3	.08	.02		.46	.01		.19	.01	
LOJ Passion			.08			-.01			.09
LOJ Commitment			-.21*			.07			-.16
LOJ Intimacy			.06			-.07			.05

<sup>a</sup>CMC = 1,CGA = 0 included in step 1 as covariates.

<sup>b</sup>Prof = 1,Intern = 0 included in step 1 as covariates.

*β*'s = Standardized betas prior to the subsequent hierarchical step(s)

\* *p* < .05, \*\* *p* < .01, \*\*\* *p* < .001

**Table 12 – Parameter Estimates for Productivity / Hours - LOJ entered in Second Step**

<i>Predictor</i>	<i>Productivity Billable / Working Hrs</i>			<i>Total Hours Worked</i>			<i>Billable Hours</i>		
	<i>R<sup>2</sup></i>	<i>ΔR<sup>2</sup></i>	<i>β</i>	<i>R<sup>2</sup></i>	<i>ΔR<sup>2</sup></i>	<i>β</i>	<i>R<sup>2</sup></i>	<i>ΔR<sup>2</sup></i>	<i>β</i>
Step 1	.04**			.41***			.16***		
Designation type <sup>a</sup>			-.21**						-.16**
Designation status <sup>b</sup>			.01						.38***
Step 2	.05	.01		.44**	.03**		.02		
LOJ Passion			.06			.13*			.12
LOJ Commitment			-.13			.07			-.09
LOJ Intimacy			.11			-.03			.10
Step 3	.08	.02		.46*	.03*		.02		
Job Sat Intrinsic			.09			-.01			.06
Job Sat Extrinsic			.15			-.04			.12
Job Eng Vigor			.12			.11			.14
Job Eng Dedication			-.19			.10			-.16
Job Eng Absorption			.02			.06			.05

<sup>a</sup>CMC = 1,CGA = 0 included in step 1 as covariates.

<sup>b</sup>Prof = 1,Intern = 0 included in step 1 as covariates.

*β*'s = Standardized betas prior to the subsequent hierarchical step(s)

\* *p* < .05, \*\* *p* < .01, \*\*\* *p* < .001

Therefore, the following hypotheses are rejected:

*H8 a: LOJ - Passion is associated with productivity*

*H8b: LOJ - Commitment is associated with productivity*

*H8c: LOJ - Intimacy is associated with productivity*

As a follow-up procedure, both total hours worked and billable hours were tested as dependent variables for different scenarios of LOJ, job satisfaction, and job engagement. With respect to total hours worked, although the second step appeared to be significant with a total  $R^2 = .46$ ,  $F(5, 302) = 5.16$ ,  $p < .01$ , none of the beta coefficients for job engagement or job satisfaction were significant. The final step, whereby LOJ was entered, was not significant with total  $R^2 = .46$ ,  $F(3, 299) = 0.60$ ,  $p = .615$ . The only significant variable was professional status in step one with a  $\beta = .63$ ,  $p < .001$ . This can be interpreted as professionals were more likely to work longer hours than interns. When billable hours were entered as a dependent variable, only step one was significant with a total  $R^2 = .16$ ,  $F(2, 304) = 28.36$ ,  $p < .001$ . Professional designation status was the largest predictor with a  $\beta = .38$ ,  $p < .001$ , while professional designation type accounted for a  $\beta = -.16$ ,  $p < .01$ . This can be interpreted as professionals were more likely to claim billable hours than interns, and CGAs claimed more billable hours than CMCs in study two. Of note, when entered in the second step, LOJ passion appears to impact total hours worked with a  $\beta = .13$ ,  $p < .05$ .

## Discussion

The first objective of this study was to determine how to measure Love of the Job (LOJ). First, the LOJ measure must be demonstrated to be valid through evidence of dimensionality, consistency / reliability, and validity (Ping, 2004). Dimensionality of the LOJ construct and measure was demonstrated through confirmatory factor analysis. Known groups' validity was demonstrated through correlation with and analysis of variance between the Kelloway et al. (2010) scale and the Hadley (2006) criterion measure of love of the job. Construct (trait) validity was established through Harman's single-factor CFA test and a CMV-adjusted correlation matrix using a marker variable technique (Lindell and Whitney, 2001). Nomological construct and convergent validity were demonstrated through structural equation modeling. The final LOJ model demonstrated three-dimensions with unidimensionality within each subscale, reliability and internal consistency, construct (nomological and trait) validity, discriminant validity and convergent validity.

What follows is a discussion of the results of each hypothesis tested in this study. For a summary list of the hypotheses along with the results, refer to Appendix M.

***H1: LOJ is appropriately measured as a three-factor model comprised of Passion, Intimacy and Commitment.***

H1 was supported in this study by confirmatory factor analysis indicating that the LOJ construct is best measured as a three-factor model comprising passion, commitment, and intimacy. This finding aligns with Kelloway et al.'s (2010) conceptualization of a tridimensional LOJ model that "is superior in a predictive sense to any of its three

components alone” (p. 120). Support for this hypothesis does not, however, add insight into how these three components interact or combine in the measure. Kelloway et al. (2010) proposed that LOJ might be measured in one of three ways: 1) as a common factor / additive approach in much the same way that positive psychological capital is measured as an aggregation of hope, optimism, resiliency, and self-efficacy (Luthans, Youssef and Avolio, 2006); 2) as an interaction amongst the three sub-scales in much the same way that Sternberg (1987) operationalized eight different types of relationship love; 3) or in a taxometric way (Ruscio and Ruscio, 2004), 1995) whereby respondents fall into non-arbitrary categories such as loving or hating their jobs. Insight into this proposition is added through confirmation of the second hypothesis:

***H2: People who love their jobs will score higher and more balanced scores in passion, commitment, and intimacy than those who do not love their jobs.***

H2 was supported through known groups’ validity comparisons of the LOJ subscale means for those who stated categorically that they: disliked or hated their jobs; were neutral toward their jobs; liked their jobs; and loved their jobs. The LOJ Passion, Commitment, and Intimacy mean scores for those who claimed to love their jobs were significantly higher than, distinct from, and contained less variation among the scores than the other three groups.

According to Table 4 (LOJ Means for Known Groups), scores of  $6.0 \pm .21$  in each of the LOJ dimensions indicate actual love for the job. Scores of less than 3.8 in each dimension indicate dislike or hate for the job. Scores of  $4.8 \pm .23$  in each dimension denote mere liking for the job. In other words, there were not only significantly lower LOJ Passion, Commitment, and Intimacy subscale scores for those that said they disliked

or hated their jobs; there was also more variation among the scores than for those that said they loved their jobs. For example, the average standard deviation of LOJ subscale scores for those that loved their jobs was less than half that of the subscale scores for those that disliked or hated their jobs. The overall standard deviation from the grand mean for people who loved their jobs was .21 while the overall standard deviation from the grand mean for people who disliked or hated their jobs was .68. In other words, scores for those who loved their jobs are consistently high whereas scores for those that disliked or hated their jobs are “all over the map” and vary by as much as 60%.

If we were to draw LOJ as a triangle comprised of the three dimensions, those who claim to love their jobs would be depicted as large, roughly equilateral triangles. By contrast, those who dislike or hate their jobs would have much smaller triangles of very odd shapes since the legs of those triangles could vary by 60%. Further, we could depict the scores of someone who scored high in two dimensions but low in another dimension as an isosceles triangle and could conclude that this person does not love his or her job. For example, if someone was extremely committed to the organization and had wonderfully intimate relationships with coworkers but lacked passion for the job, we would not say that this person loved his or her job because the “triangle” would not be balanced. This would be akin to what Sternberg (1988) described as companionate love in interpersonal relationships and would fall short of the ideal of consummate love.

The empirical evidence suggests that the LOJ construct is not measured as an aggregate of three sub-factors since high scores in one dimension cannot make up for low scores in another. Consistent with Sternberg’s (1988) triangular love theory, people who love their jobs have large amounts of passion for the job, intimate relationships with the

people they work with, and commitment to the organization. No single dimension constitutes love of the job – it is the combination of high scores in all three dimensions.

With respect to Kelloway et al.'s (2010) proposition that LOJ may be measured as an interaction among the three dimensions, this study does not add any empirical validation, most likely due to “the methodological difficulties in detecting interactions” (p.121). The lack of sophistication of statistical processes such as multiple regression restricts our ability to identify interactions among the subscales. For example, even though a classic suppressor effect appeared to be present between LOJ Intimacy and LOJ Commitment when regressed on well-being, the Z scores and interaction affect among these subscales were not significant. Therefore, the test for interactions among the LOJ subscales is inconclusive and the actual interaction among them is not known.

However, there is empirical evidence that the subscales are highly correlated and that they are significantly associated with self-rated love of the job. Further, face validity supports the notion that the dimensions are interdependent or, at a minimum, interrelated. People are likely to be committed to organizations if they are passionate about their jobs and have intimate relationships with their co-workers. Intimate relationships in the workplace are nurtured through the passion that people feel for their jobs and the mutual commitment that the co-workers share for their organization. People can give themselves permission to unleash their passions on the job because they have already made a commitment to the organization and because they are surrounded by supportive people.

With respect to Kelloway et al.'s (2010) conjecture that LOJ may be an all-or-nothing, taxonomic measure, this study did not provide empirical evidence to support this proposition. Although the LOJ subscale scores could have been dichotomized to create a

dummy variable to differentiate those who loved their jobs (scores over 6.0 in all three dimensions) from those who did not, this methodological practice is inherently biased. Nonetheless, this research extends our basic understanding of the construct of love the job to the point where the debate over the taxometric (discrete) or dimensional (continuous) nature of the latent construct is possible. That is, future researchers can use the LOJ measure to investigate whether the construct is best measured along a continuum (dimensionally) or as two or more taxa (categorically) (Ruscio and Ruscio, 2004).

### *Sample differences*

The results indicated a significant difference in age between CGAs and CMCs in the sample: the average age of a CMC is 43 whereas the average age of a CGA is 34. This difference in age may explain why CMCs scored higher than CGAs on LOJ Commitment. Research suggests that as working professionals age, their affective and normative commitment to their professions and organizations tends to increase significantly (Allen and Meyer, 1993).

Age difference may also help to explain why professionally designated workers scored higher on LOJ Passion and Commitment than did the interns. Interns are understandably younger since they are just embarking on their careers and have not had much life experience or opportunity to assess the meaning of work. Research has also linked continuance commitment with tenure or the length of time invested in the profession or with the organization (Allen and Meyer, 1993). Although the Commitment dimension of the LOJ model being examined in this research was hypothesized to



resonate strongly with affective commitment, it is possible that the survey items are getting at some continuance commitment undercurrents as well.

### ***Discriminant Validity among other Constructs***

The second and third hypotheses dealt with the ability to discriminate LOJ from other constructs that are commonly used in organizational behaviour scholarship to predict or otherwise understand employee motivation and organizational outcomes (Cronbach and Meehl, 1955). Although job satisfaction, job engagement, and love of the job overlap and share some commonalities, confirmatory factor analysis indicates that LOJ is a distinct construct from both job satisfaction and job engagement. All three constructs appear to measure or address degrees of cognition, affect, and behaviour components. The cognitive component taps into judgment and relies on evaluative measures such as “rate” and “believe”. The affect component taps into emotions and measures such things as enthusiasm, happiness, and love. The behavioural component taps into action and is associated with assessments such as discretionary output or effort.

From a practical perspective, the added value that LOJ adds to the measure of the affective component is particularly interesting for positive organizational behaviour researchers. If the goal is to instigate a paradigm shift from a pre-occupation with profit to “the study of that which is positive, flourishing, and life-giving in organizations” (Cameron and Caza, 2004, p.731), research into meaningfulness and love of work (Pratt and Ashforth, 2003) is now more possible with an empirical measure such as the LOJ scale. At a minimum, the presence of the word “love” in a work related context gives space for the further exploration of other emotionally laden and affective constructs.

***H3: Love of the Job is a distinct construct from job satisfaction***

Job satisfaction and LOJ appear to have fundamental differences in their conceptual components: Job satisfaction appears to be tapping into more cognitive aspects than affect or behavioural components while LOJ appears to tap into all three components. The job satisfaction scale asks respondents to “rate their satisfaction” with or evaluate their beliefs about certain extrinsic and intrinsic job conditions. Respondents are not asked about their emotions or their discretionary effort. By contrast, the LOJ scales tap into the affect component through emotionally charged statements such as “I adore what I do at work” and “I love the people I work with”. The behavioural component is also measured in the LOJ scales by items such as: “I would do almost anything to do what I currently do in this organization” and “I would feel a deep sense of loss if I could no longer work with my co-workers / clients”. Therefore, job satisfaction and LOJ are fundamentally different constructs in that the former measures predominantly cognitive aspects while LOJ measures cognitive, affect, and behavioural components.

This tri-dimensionality of cognitive, affect, and behavioural measure adds potential richness to organizational behaviour research. Disappointing correlations between cognitive-based measures and organizational outcomes can be supplemented with enhanced understanding of the affective component of individual and organizational behaviour. Perhaps affective and behavioural components of emotion or love-based constructs can help to explain the lion’s share of variation in outcomes such as turnover, organizational citizenship behaviour and well-being.

***H4: Love of the Job is a distinct construct from job engagement***

Job engagement appears to have commonality with the LOJ construct with respect to conceptual components in that they both appear to tap into cognition, affect, and behaviour. For example, job engagement measures cognition through terms such as “rate your agreement”; affect through terms such as “bursting with energy” and “inspires me”; and behaviour through items such as “At work I always persevere even when things do not go well” and “I get carried away when I am working”.

The two scales differ, however, in the content of their dimensionalities. Although the UWES scale and model conceptualize job engagement as three distinct dimensions of vigor, absorption, and dedication, all three dimensions appear to converge on the LOJ Passion dimension with correlations ranging from .62 to .71. The vigor item (“I feel bursting with energy”), the absorption item (“I am immersed in my work”), and the dedication item (“To me my job is challenging”) all appear to converge on the LOJ passion dimension. Job engagement does not appear to tap into the LOJ Commitment dimension (“This organization has a great deal of personal meaning for me”) or the intimacy dimension (“I love the people I work with”). In other words, LOJ appears to be more of a holistic measure. It not only taps into the passion dimension that job engagement captures, it also measures the commitment and intimacy dimensions.

### *Reciprocity as Antecedent of LOJ*

#### **Generalized Reciprocity**

The fourth group of hypotheses in this study dealt with whether LOJ needed to be requited or reciprocated. The results of the multiple regression analyses indicate that perceptions of generalized reciprocity are associated with LOJ Commitment and Intimacy but not Passion.

The Generalized Reciprocity scale dealt with issues such as willingness for the organization to develop and invest in employees, with no strings attached, and in cases where the acknowledgement may exceed the employee's contribution to the organization. It seems intuitive and logical that employees would feel committed to an organization and intimate with co-workers when their best interests are being served regardless of their output. Research into psychological contracts suggests that "commitment to an organization is intertwined with maintaining a relationship of consistency and good faith" and it "can be construed as an array of obligations that employees incur as a result of the inducements they accept from employers" (Robinson et al., 1994, p.149). This provides further evidence that LOJ is reciprocal in nature and involves an assessment by the employee of the fulfillment of certain obligations (commitments) by the employer. The notion that employees need to experience reciprocity (rather than unrequited love) for their emotional efforts warrants more attention in the organizational behaviour literature particularly as the era of job loyalty and permanent employment is usurped by contingent employment and contractual work.

What is particularly interesting is the lack of connection between passion for the job and the expectation of unconditional support or generalized reciprocity. It is possible that passion is so emotionally laden that affective meaning is immediately experienced without prior or subsequent cognitive processing (Lazarus, 1984; Zigarmi et al., 2009). In other words, the process of attaching affective (emotional) meaning of passion for the job may be more immediate and less evaluative than the process of attaching meaning to LOJ commitment or intimacy. Therefore, perceptions of reciprocity are not factored into an immediate, affective response to how passionate one is about one's job.

### **Balanced Reciprocity**

The multiple regression analyses indicated that balanced reciprocity predicts all of the LOJ dimensions. Since balanced reciprocity measures perception of the tit-for-tat, win-win relationship, it appears that employees are more passionate about their jobs, committed to the organization, and intimate with the people they work with when they anticipate that there is an expectation of a balanced return for both parties. Items in this scale dealt with acknowledgement of efforts by the organization such opportunity for promotion, extra reward, or concern for the employee's welfare. As was previously discussed, LOJ Passion appears to be more affect based than evaluative in nature. Perhaps passion for the job can be unleashed when the worker passively assumes that the organization will reciprocate. Therefore, if employers want employees to love their jobs, employers need to demonstrate willingness to anticipate the employee reaction and reciprocate in advance by providing extrinsic and intrinsic rewards.

### **Negative Reciprocity**

The results of the hierarchical multiple regression analyses indicated that perceptions of negative reciprocity predict LOJ Commitment and Intimacy but not LOJ Passion. The Negative Reciprocity scale dealt with issues such as anticipating that the organization was serving its own interests at the expense of employees and that the organization expected more from employees than it gave in return. Although it appears that this subscale is the antithesis of the balanced subscale, it is interesting that the LOJ passion subscale was not significantly predicted.

According to the research, obligations inherent in the psychological contract may help to sustain the perceived value of the organization or job by creating an environment of trust, fairness, and goodwill (MacNeil, 1985). On the flip side, if employees perceive that the implied contract has been violated or not reciprocated by the employer, then the value of the job or organization is marginalized or destroyed. The terms of the relationship between the employee and his or her employer change such that “the employee may no longer want a long-term relationship with a current employer and hence, may ... feel much less obligated to be loyal or perform extra role behavior” (Robinson et al., 1994, p.141). In as much as LOJ entails emotional energy felt for the valued object (in this case the job), any violation to a psychological contract between an employee and the controller of that job will likely change the employee’s perception of the relationship’s value and may diminish the feeling of passion that the employee feels toward the job as an object.

### ***Incremental Impact of LOJ***

The measurement model presumes that the impact that LOJ Passion, Intimacy, and Commitment have on relevant outcome variables is due to the unique impact of LOJ rather than the effect of other job motivational constructs. What follows is a discussion of the impact that the LOJ dimensions have on various outcomes tested in this study.

#### **Turnover Intention**

Both LOJ Commitment and Passion demonstrated significant impact on turnover intention, while Intimacy appeared to have no impact. Commitment had the strongest impact of any variable including job satisfaction and job engagement. This is not a surprise since the LOJ commitment dimension is very similar to Meyer and Allen's (1991) affective commitment component of organizational commitment which had been empirically linked to turnover intention in multiple cultures and settings (Anvari et al., 2010; Ko et al., 1997; Williams and Hazer, 1986).

Meyer and Allen (1991) conceptualize affective commitment as emotional attachment to the organization, which is essentially what is being measured by the LOJ Commitment dimension. Three of the five items in the LOJ Commitment scale are direct reflections of three items of the Meyer and Allen affective commitment subscale: "I would be happy to spend the rest of my career with this organization"; "I really feel as if this organizations problems are my own"; and "This organization has a great deal of personal meaning for me". So, by design the two scales are similar and have similar impact on outcomes such as turnover.

What is unique about LOJ, however, is the additional contribution that LOJ Passion adds to the explanation of turnover. Workers appear to be less willing to leave and are more attached to the organization if they are passionate about their work and are happy with their jobs that they do. This may be evidence of the significance of the meaning of work to individuals (MOW International Research Team, 1987) that it has been empirically linked to turnover as work competence (Richer et al., 2002) and as passion on the job (Stalcup, 2001).

### **Well Being**

Each of the LOJ subscales had a significant impact on overall well-being. This relationship is logical if we first revisit the definition of love as “motivational state in which the goal is to preserve and promote the well-being of the valued object”. The next step is to acknowledge that love is a disposition to “respond to a variety of kinds of situations with a variety of emotions and actions” (Whiteley, 1979, p. 235). Thus, we can concur that love of the job is a motivational state that encourages or at least enables workers to respond emotionally. The final step of the argument is to appreciate how emotional expression is cathartic and actually fosters well-being (DeLongis et al., 1988; Epstein, 1984; Katz and Campbell, 1994; Pennebaker et al., 1990). As was previously discussed, “the ability to love is viewed as a central component to mental health” (Ryff, 1989, p.1071). In summary, workers who love their jobs are able to express their emotions in healthy ways that ultimately increase their emotional health and well-being.



### **Organization Citizenship Behaviour**

Both LOJ Commitment and Intimacy had a significant impact on organizational citizenship behaviour (OCB) whereas LOJ Passion did not. In so much as LOJ Commitment and affective commitment are very closely related constructs, it is not surprising that LOJ commitment impacted OCB. Affective commitment has been empirically shown to predict OCB (Organ and Ryan, 1995; Podsakoff et al., 2000). LOJ Commitment appears to tap into or reflect the OCB components of organizational loyalty (George and Jones, 1997), organizational compliance (Smith et al., 1983), and civic virtue (Organ, 1988). LOJ Intimacy on the other hand appears to tap into additional components of OCB such as voluntary helping behaviour (Smith et al., 1983), individual initiative (Organ 1988), and good sportsmanship (Organ, 1990). Although one would think that LOJ Passion would tap into the self-development aspect of OCB (George and Jones, 1997), the lack of significant results indicates that any relationship is weak. Perhaps LOJ Passion is more of an internal drive to succeed than a need to further the interests of the organization or others such as co-workers.

Finally, since LOJ is highly correlated with job satisfaction, and job satisfaction has been shown to predict OCB (Organ and Ryan, 1995; Schappe, 1998), it is not surprising that LOJ would also impact OCB. However, beyond job satisfaction, LOJ commitment and intimacy add incrementally to the explanation of variance in OCB. This finding suggests that commitment to the organization and relationships with co-workers and clients are extremely important facets of OCB that may have been overlooked in previous studies.

### *Summary of Findings*

A major achievement of this study was confirmation of the three-factor model for LOJ comprising Passion, Commitment, and Intimacy identified in previous research (Barling and Inness, 12007; Kelloway et al., 2010). Although the interaction among the subscales was not significant, the construct does appear to be operationalized as three related factors. High scores in each of these factors or subscales appear to constitute love of the job. Further, the LOJ construct appears to be distinct from other similar constructs such as job satisfaction and job engagement. Reciprocity, particularly balanced reciprocity, or the perception of equitable efforts on the part of both the organization and the employee to honor the psychological contract, appears to be a significant antecedent for LOJ. Finally, LOJ appears to have incremental impact on turnover intention, organizational citizenship behaviour, and well-being.

The lack of correlation or relationship between LOJ and productivity is disappointing but may point to the need to improve or at least elucidate measures of productivity. In this study, productivity was measured as a billable hours divided by total hours worked. Although productivity thus measured may be intuitively obvious to the professional services industry, it may be constrained by situational or role factors. Perhaps the assumption that billable hours or total hours worked are under the control of the individual accountant or worker is what Ross (1977) refers to as the fundamental attribution error. Whereas an individual's opinions or affective responses can be private and unconstrained, "situational factors in the workplace (such as limited resources) constrain the conversion of ability and motivation into job performance" (Johns, 1991,

p.94). Further, by virtue of their roles as consultants, respondents may be constrained by client issues such as timing of billing or fiscal budgets. In retrospect, performance could have been measured with self-appraisal scales such as R. J. House's six-item scale that measures quality of work, effort expended, and the ability to work with others discussed by Ashford and Saks (1996), or the seven-item scale used by Fogarty and Kalber (2006) that asks participants to rate themselves on such things as quantity of work accomplished or quality of relations with clients, relative to their peers (Kalbers and Cenker, 2008).

### *Limitations*

The first limitation in this study deals with external validity, selection bias, and the limited range of occupations within the sample. Only Certified General Accountants and Certified Management Consultants were surveyed which limits the generalizability of the results to professionals and interns in these two areas. Although multiple industries were represented along with both professionally designated and interning individuals, the professional nature of the respondents may bias the research toward only university graduates and professional contractors more so than typical employees. This means that love of the job for occupations for which a university degree is not required or for typical employer / employee relationships are unexplored in this study. Results should not be generalized to service workers or the trades, for example.

The cross-sectional nature of the research limits the internal validity through weak causal inferences. Relationships among variables can, at best, be associated rather than inferred or predicted. All we have is patterns of association and without temporal order

we cannot make inferences or predictions. Thus, a second study that considers relationships over time, is required in order to infer antecedents or consequences of LOJ.

### *Implications*

If “love and work are the cornerstones of our humanness” (Freud in Yerkes, 2007, p. 8), the connection between love, work-related outcomes, and wellness in the workplace is compelling and particularly pertinent to positive organizational scholarship. The challenge for organizational behaviour scholars is to revisit the happy-productive worker thesis with renewed interest in more motivationally driven constructs such as job love. The LOJ scale is a parsimonious measure (15 items) that researchers can use to better understand organizational and individual outcomes. The interrelationship among the subscales indicates that a relative balance of passion, commitment, and intimacy are necessary to sustain individual and organizational outcomes.

For the human resources stream, the implications include recruitment strategies that evoke images of love such as: passion for the key aspects of the job, commitment to a valued employer that values its employees in return, and the possibility to develop meaningful relationships in the workplace. Human resource management practices could include training and development initiatives to match people with their passions, demonstration and communication of the organization’s commitment to its employees, and team-building activities that help employees develop intimate relationships with co-workers or clients beyond work-related tasks. For example, to demonstrate balanced reciprocity, inspire commitment, and help employees develop intimate relationships in the workplace, organizations could encourage teams of employees to volunteer for

community work on company time. For the career management stream, the implications of this study are that people should pursue jobs and careers that ignite their passions, choose to work for organizations that earn and reciprocate their commitment, and develop intimate relationships with co-workers and clients beyond work related roles.

### ***Future Research***

In the organizational behaviour literature, more research is needed to understand the interaction among the LOJ subscales of passion, commitment, and intimacy. A comparison of the measure from both a taxonic and dimensional perspective would be valuable to determine if the latent construct of LOJ is discrete or continuous. Any improvement to the measure can enhance its ability to capture nuances or possible associations that were not included in this study and perhaps, help to elucidate the association between LOJ and productivity or performance. As well, the relationship between LOJ and other possible antecedents such as personality, emotional maturity, spirituality, or situational factors could be valuable research for organizational behaviour, psychology, and sociology scholars.

In the human resources literature, research focus could be placed on training and development initiatives that encourage employees to experience passion for their jobs; organizational initiatives that encourage commitment to the organization and inspire intimate relationships among co-workers; and recruitment efforts to attract people that love their jobs in the first place. Although there was no direct, significant association with productivity in this study, there is significant evidence that LOJ impacts well-being, which, in turn, is empirically linked with productivity (Wright and Cropanzano, 2002; Wright and Staw, 1999a). Therefore, LOJ can lead to increased productivity through an

increase in well-being. This potential for increase in productivity through enhanced well-being, plus the potential for reduced costs of high turnover may inspire organizations to invest in LOJ analyses and practices.

On a micro level, the longitudinal impact of LOJ on individual and organizational outcomes could add value to practitioners and researchers beyond existing satisfaction or engagement measures. As well, the impact of reciprocity on LOJ as well as the interaction among the LOJ subscales over time may provide insights as to how love of the job may be maintained.

## Study 2

The main goals of study two were to address the limitation of study one with respect to cross-sectional data and to further explore the interactional nature of the love of the job (LOJ) subscales. Using a very similar sample to that of study one, a longitudinal approach the three-factor scale LOJ was used to predict antecedents and consequences of the construct. I wanted to know if perceptions of reciprocity in one time period would lead to LOJ in a subsequent time period.

Study one indicated that perceptions of reciprocity had an immediate impact on love for the job. I wanted to know if these feelings could be sustained over time or carried over into another time period. I also wanted to know if LOJ in one time period would lead to positive behaviours such as well-being, reduced turnover intention, organizational citizenship behaviour, productivity, or job satisfaction in a later period. With interpersonal love, it is easy to imagine positive behaviours in the present stemming from love we felt toward the object of our affection in the past tense. Spouses go off to war and our children go off to university, but we remain loyal and attentive during their absence. I wanted to know if LOJ would have similar longitudinal attributes as those of interpersonal love. Finally, to assess the interactional nature of the LOJ subscales, I also wanted to know if any of the LOJ dimensions predicted other LOJ dimensions in later time periods. The following hypotheses were tested:

H1: Reciprocity predicts Love of the Job (LOJ)

- a) Generalized Reciprocity in time 1 predicts LOJ Passion in time 2
- b) Generalized Reciprocity in time 1 predicts LOJ Commitment in time 2
- c) Generalized Reciprocity in time 1 predict LOJ Intimacy in time 2
- d) Negative Reciprocity in time 1 predicts LOJ Passion in time 2

- e) Negative Reciprocity in time 1 predicts LOJ Commitment in time 2
- f) Negative Reciprocity in time 1 predicts LOJ Intimacy in time 2
- g) Balanced Reciprocity in time 1 predicts LOJ Passion in time 2
- h) Balanced Reciprocity in time 1 predicts LOJ Commitment in time 2
- i) Balanced Reciprocity in time 1 predicts LOJ Intimacy in time 2

H2: Love of the Job (LOJ) predicts Turnover intention

- a) LOJ - Passion in time 1 predicts Turnover intention in time 2
- b) LOJ - Commitment in time 1 predicts Turnover intention in time 2
- c) LOJ - Intimacy in time 1 predicts Turnover intention in time 2

H3: Love of the Job (LOJ) predicts organizational citizenship behaviour (OCB)

- a) LOJ - Passion in time 1 predicts OCB in time 2
- b) LOJ - Commitment in time 1 predicts OCB in time 2
- c) LOJ - Intimacy in time 1 predicts OCB in time 2

H4: Love of the Job (LOJ) predicts productivity / billable hours

- a) LOJ Passion in time 1 predicts productivity / billable hours in time 2
- b) LOJ Commitment in time 1 predicts productivity / billable hours in time 2.
- c) LOJ Intimacy in time 1 predicts productivity / billable hours in time 2.

H5: Love of the Job (LOJ) predicts overall well-being

- a) LOJ Passion in time 1 predicts overall well-being in time 2
- b) LOJ Commitment in time 1 predicts overall well-being in time 2.
- c) LOJ Intimacy in time 1 predicts overall well-being in time 2.

H6: Love of the Job (LOJ) predicts well-being – autonomy

- a) LOJ Passion in time 1 predicts well-being - autonomy in time 2
- b) LOJ Commitment in time 1 predicts well-being - autonomy in time 2.
- c) LOJ Intimacy in time 1 predicts well-being - autonomy in time 2.

H7: Love of the Job (LOJ) predicts well-being – environmental mastery

- a) LOJ Passion in time 1 predicts well-being - environmental mastery in time 2
- b) LOJ Commitment in time 1 predicts well-being-environmental mastery in time 2
- c) LOJ Intimacy in time 1 predicts well-being - environmental mastery in time 2.

H8: Love of the Job (LOJ) predicts well-being – personal growth

- a) LOJ Passion in time 1 predicts well-being - personal growth in time 2
- b) LOJ Commitment in time 1 predicts well-being - personal growth in time 2.
- c) LOJ Intimacy in time 1 predicts well-being - personal growth in time 2.

H9: Love of the Job predicts well-being – positive relations

- a) LOJ Passion in time 1 predicts well-being - positive relations in time 2
- b) LOJ Commitment in time 1 predicts well-being - positive relations in time 2.
- c) LOJ Intimacy in time 1 predicts well-being - positive relations in time 2.



H10: Love of the Job (LOJ) predicts well-being – life purpose

- a) LOJ Passion in time 1 predicts well-being - life purpose in time 2
- b) LOJ Commitment in time 1 predicts well-being - life purpose in time 2.
- c) LOJ Intimacy in time 1 predicts well-being - life purpose in time 2.

H11: Love of the Job (LOJ) predicts LOJ in time 2

- a) LOJ passion in time 1 predicts LOJ in time 2
- b) LOJ Commitment in time 1 predicts LOJ in time 2
- c) LOJ Intimacy in time 1 predicts LOJ in time 2

H12: Love of the Job (LOJ) predicts intrinsic job satisfaction

- a) LOJ Passion in time 1 predicts intrinsic job satisfaction in time 2
- b) LOJ Commitment in time 1 predicts intrinsic job satisfaction in time 2.
- c) LOJ Intimacy in time 1 predicts intrinsic job satisfaction in time 2.

## **Method**

### **Participants and Setting**

The same two professional organizations that were surveyed in study one were resurveyed in study two: The Certified General Accountants and the Certified Management Consultants associations of Canada. In the newsletter that was mailed to nearly 10,000 CGAs and emailed to 2,000 CMC subscribers, each association included an invitation to participate in the on-line. To encourage multiple responses (thus providing time series data), the CGA offered a prize of a vacation trip for two anywhere Air Canada flies. Each time the respondent filled out the survey, at least one week apart, they would receive a ballot for the contest. The associations' communications directors assured members of the voluntary, anonymous, and confidential nature of the survey and provided a URL to the on-line survey. By accessing this URL link, respondents indicated their understanding of the confidential and anonymous nature of the survey.

The same on-line, 103-item survey used in study one was administered in this study. This survey was developed using Lime Survey software and was housed on the secure Saint Mary's University server. The major difference between this study and study one is the time series nature of the data. Rather than cross-sectional analyses, the intent of this study was to determine the effects of LOJ over time or across time periods.

Therefore, only those respondents who responded on multiple occasions were included in this study. Respondents' multiple survey responses were linked through a pseudo-code that each respondent had created based on his or her mother's maiden name, and the date, month, and year of his or her birth. A total of 475 people responded to the survey on multiple occasions. Their time lags varied from one week to three months. The most usable dataset consisted of 204 respondents that had responded to the survey a week to ten days apart. Unfortunately, less than 150 people responded to the survey three times or more, yielding insufficient numbers to warrant statistical analyses.

The total sample of 204 consisted of 90 members of the Certified General Accountants Association (CGA) and 114 members of the Certified Management Accountants Association (CMC) in Canada. Using the pseudo codes, I was able to identify 163 respondents who had also filled out the survey once in study one between May and July 2010. However, in study one, only their first survey responses were analyzed. In study two, their first and second survey responses were analyzed. An additional 41 respondents accessed the survey twice, approximately one week apart, between August and September 2010.

As with study one, no reminder emails could be sent since the CGA and CMC associations are bombarded by requests for information-sharing and survey requests. As a

result, response rates were very low (less than 10%). Research suggests that low response rates on web-based surveys are not atypical due to information overload, spam, and increased concern over internet security ((Baruch and Holtom, 2008; Rogelberg and Stanton, 2007; Sax et al., 2003; Sills and Song, 2002). Low response rates did not appear to negatively impact the representativeness of the sample in this study. The demographic profiles of both the CGA and CMC samples resemble their populations and the demographic profiles of study one (Cook et al., 2000). An analysis of variance between the two study groups demonstrated that there was no significant difference between them. That is gender, age, and designation type is similar for both groups and for the memberships at large. Table 13 contains details of these findings. Therefore, there is insufficient evidence that the low response rate caused distortion of the true effect (Schalm and Kelloway, 2001) or threatened the generalizability of the results (Rogelberg and Stanton, 2007).

Of the sample of 204 individuals, 50% were women and the average age was 37. This slightly younger average age than was experienced in the first study may be explained by a higher percentage of interns (46% of the respondents were working towards their designations in study two vs. 42% in study one). Approximately 44% were CGAs or working toward this designation, 56% were CMCs or working toward this designation. Approximately 32% were working in Ontario, and the balance worked in other regions of Canada. Approximately 23% worked in the service sectors, 38% in the consulting or public practice sectors, and 19% in the government sector.

**Table 13 – Comparison of Sample Means**

	<b>CGA</b> <i>Population</i>	<b>CGA</b> <i>Study 1</i> <b>N=310</b>	<b>CGA</b> <i>Study 2</i> <b>N=204</b>	<b>CMC</b> <i>Population</i>	<b>CMC</b> <i>Study 1</i> <b>N=310</b>	<b>CMC</b> <i>Study 2</i> <b>N=204</b>
Female Gender	52%	54%	<b>52%</b>	47%	48%	<b>48%</b>
Ontario residents	33%	35%	<b>33%</b>	33%	35%	<b>31%</b>
Professional Ave Age	45	41	<b>40</b>	48	53	<b>48</b>
Intern Average Age	23	23	<b>23</b>	28	27	<b>26</b>

### ***Survey Design***

As with study one, the 103-item survey was housed on the secure Saint Mary's University server, developed using Lime Survey software, and was designed to be completed in 20 minutes with point-and-click responses and drop-down menus. The items included existing scales for love of the job (LOJ) (Kelloway et al., 2010; Hadley, 2006), reciprocity (Wu et al., 2006), well-being (Keys, Shmotkin, and Ryff, 2002), intention to turnover (Seashore et al., 1982), organizational citizenship behavior (Smith et al., 1983), productivity (billable hours / total hours worked), job satisfaction (Warr, Cook and Wall, 1979), job engagement (Schaufeli and Bakker, 2004), and demographic data.

### ***Love of the Job Scale***

The Love of the Job (LOJ) scale that was introduced by Kelloway et al. (2010) and Barling and Inness (2007) and evaluated in study one was used in this study and is included in Appendix A. The 15-item LOJ scale is evenly split into three subscales: Passion, Intimacy, and Commitment on the job. Respondents were asked to rate their agreement with each statement on a seven-point Likert-type scale ranging from 1 (very strongly or absolutely agree) to 7 (very strongly or absolutely disagree). The passion

items consisted of statements such as “My work is more than just a job for me, it is a passion. In study one, coefficient alpha for this 5-item subscale was .95. The commitment dimension consisted of items such as: “I really feel as if this organization’s problems are my own”. In study one, coefficient alpha for this 5-item subscale was .91. The intimacy dimension contained items such as: “I love the people I work with”. In study one, Cronbach’s alpha for this 5-item subscale was .93. The entire scale is included in Appendix A.

### ***Self-perceived Reciprocity Scale***

To measure the respondents’ perceptions of how well the organizations they worked for fulfilled their mutual obligations or reciprocated their efforts and commitment, the Wu et al. (2006) Reciprocity scale was used. Based on Sahlins’ (1972) topology of reciprocity, respondents were asked to rate their commitment with 16 statements using a seven-point Likert scale ranging from strongly disagree to strongly agree. The first four items represented the generalized dimension which measures perception of an altruistic giving by the organization without expectation of return. For example: “My organization takes care of me in ways that exceed my contribution to the organization”. By contrast, seven items measured the negative reciprocity dimension which taps into the adversarial win-lose approach to reciprocity. Items such as: “My organization expects more from me than it give in return” were reverse coded. The final five items measured the balanced reciprocity dimension which is operationally similar to the win-win orientation. For example: “My organization takes care of its own interests as much as my interest”. Cronbach’s alphas for this scale and subscale in study one were as

follows: Generalized reciprocity, four-item subscale  $\alpha = .89$ ; Negative reciprocity, seven-item subscale  $\alpha = .91$ ; Balanced reciprocity, five-item subscale  $\alpha = .45$  (which was improved to  $\alpha = .69$  with the deletion of item 8 “If my job performance exceeds my organization’s need, my organization will give me an extra reward. Otherwise my organization will punish me”). The entire sixteen-item scale  $\alpha = .90$ . The entire scale is included in Appendix C.

### ***Well-being Scale***

To measure well-being, the Ryff scales of psychological well-being were used because of their theoretical grounding in multiple aspects such as autonomy, environmental mastery, personal growth, positive relations and life purpose. A shortened 15-item, five-factor version of the Ryff’s scales of psychological well-being was used in this study for parsimonious reasons and because Ryff herself used this scale with positive results (Keyes, Shmotkin, and Ryff, 2002; Ryff and Keys, 1995). In study one, the Cronbach’s alphas for the entire scale was .82. The scale is included in Appendix D.

### ***Intention to Turnover Scale***

Intention to turnover and was self-reported using three items extracted from the Michigan Organizational Assessment Questionnaire that have yielded Cronbach’s alpha of .83 ( $N = 400$ ) (Cook, Hepworth, Wall, and Warr, 1981; Seashore, Lawler, Mirvis, and Cammann, 1982). On a seven-point Likert scale, respondents indicated their intention to leave their existing jobs or quit. In study one, the Cronbach’s alpha for the three-item scale was .81. For a detailed description of this sub-scale, refer to Appendix E.

### ***Organizational Citizenship Behavior***

Organizational Citizenship Behavior (OCB) was measured with an abbreviated version of OCB scale (Smith, Organ, and Near, 1983). The scale consists of eight items rated on a five-point Likert type scale from 1 (strongly agree) to 5 (strongly disagree). In study one, the Cronbach's alpha was .67 which is comparable to alphas achieved in other studies such as .71 (Riketta and Landerer, 2005). This scale is described in more detail in Appendix F.

### ***Job Satisfaction Scale***

The 15-item Warr, Cook and Wall (1979) job satisfaction scale was used in this research. Research indicates that job satisfaction may be better measured as two dimensions (extrinsic and intrinsic job satisfaction) rather than as a summary of all items (Moorman, 1993; Organ and Konovsky, 1989; Organ, 1988, 1990). The extrinsic dimension requires respondents to "look outside themselves and evaluate the relative value of 'what they get'" (Moorman, 1993, p. 770). With respect to intrinsic job satisfaction, "the emphasis is not so much the cool appraisal of 'what's out there' but what the individual feels" (Organ and Near, 1985, p.243). Thus, intrinsic job satisfaction, with its affective undertones appears to resonate more with LOJ than does extrinsic job satisfaction based on cognitive evaluations. I wanted to know if LOJ had an impact on intrinsic job satisfaction over time, therefore I needed to identify the items that identified this dimension.

Following the lead of previous researchers, the odd items of this scale represented extrinsic job satisfaction (evaluation of the aspects of the job that are external to the job

itself such as physical work conditions and rate of pay) and even items represented intrinsic satisfaction (evaluation of aspects of the job tasks such as amount of responsibility and opportunity to use one's abilities) (Cook et al., 1981; Wall et al., 1986; Warr, Cook and Wall, 1979).

The Cronbach's alphas in the first study were as follows:  $\alpha = .89$  for the entire job satisfaction scale,  $\alpha = .79$  for the extrinsic subscale, and  $\alpha = .86$  for the intrinsic subscale. The job satisfaction scale is included in Appendix G.

### ***Job Engagement Scale***

Job engagement was measured with the Utrecht Work Engagement Scale (UWES) developed by Schaufeli (1995) and popular with management and organizational researchers (Roberts and Davenport, 2002; Schaufeli, 2002). A parsimonious (nine-item) version of the original 17-item UWES scale was justified by success in previous studies (Schaufeli and Bakker, 2004; Schaufeli, Bakker, and Salanova, 2006) and by Cronbach's alphas in study one as follows: For the six-item vigor subscale,  $\alpha = .85$ ; for the five-item dedication subscale,  $\alpha = .89$ ; for the six-item absorption subscale,  $\alpha = .83$ ; and for the entire seventeen-item scale  $\alpha = .94$ . The scale items are described in detail in Appendix H.

### ***Productivity Measure***

As with study one, a proxy for productivity was calculated by dividing billable hours into total working hours. Respondents self-reported both billable and working hours for the seven days leading up to the filling out the survey.



### ***Demographic Measures***

Demographic data were collected to provide additional information on sample characteristics. Respondents were asked to disclose: age, gender, professional status, designation type, and workplace location. They were also asked to create a pseudo code comprised of their birth month and year and their mother's maiden name. This enabled the software to match up multiple responses for those respondents who filled out the survey more than once. Items were aggregated and care was taken to ensure that no respondent was identifiable by unique category.

### ***Method of Data Analysis***

#### **Hypotheses testing**

All hypotheses were tested using hierarchical multiple regression analyses with SPSS 15.0 for Windows. The dependant variable in each case was either the LOJ subscale (for antecedent analyses) or the outcome (in consequence analyses) in the second time period (time 2). Based on evidence of potential bias due to designation status (discussed in detail in the section to follow entitled Sample Differences), this parameter was entered in step one of the multiple regression. Step one of the regressions also contained the dependant variable from the first time period (time 1). For investigation of consequences of LOJ, job satisfaction, and job engagement subscales in time 1 were entered in step two to extract the impact that these constructs may have on the outcome variables. Step three contained the independent variables or potential predictors of interest (in time 2).

### **Common Method Variance**

The self-report surveys used in this study, whereby participants responded to all similarly scaled items at one point in time, can be susceptible to common method variance (CMV) (Kemery and Dunlap, 1986; Lindell and Whitney, 2001; Malhotra et al., 2006; Podsakoff et al., 2003). CMV, or the “variance that is attributable to the measurement method rather than the constructs the measures represent” (Podsakoff et al., 2003, p.879) may artificially inflate the observed correlations among variables (Lindell and Whitney, 2001). Although there is considerable debate in the management literature as to the significance of CMV ranging from bias against studies that provide no evidence of construct validity for the survey items (Campbell, 1982) to CMV as an urban legend (Spector, 2006), this researcher followed the advice of Podsakoff et al. (2003) to control for and report on CMV.

To establish construct (trait) validity and to mitigate the potential for CMV, two ex ante research design methods were deployed. First, construct indicators / survey scales were randomly assigned by the survey software. This mixing up of the order of the survey scales was an attempt to reduce the participant’s propensity to “cognitively ‘create’ the correlation needed to produce a CMV pattern of responses” (Chang et al., 2010, p.180). As a second preventative measure, the participants were assured of their confidentiality and anonymity in an attempt to minimize evaluation apprehension and the tendency to acquiesce to the researcher’s goals or social norms.

## Results

Descriptive statistics for all study variables are in Table 15. To assist with the comparisons between the two studies, Table 15 includes coefficient alphas, mean scores, and standard deviations for the scales used in study one and study two. Intercorrelations for all study two variables are provided in Table 16. Since the correlation matrix adjusting for CMV was not significantly different from the unadjusted correlation matrix (less than 7% variation with no change in statistical significance), there was no adjusted matrix provided in this study.

Scale reliability results, using SPSS 15.0 for Windows were significant and positive. Cronbach's coefficient alphas for the LOJ Passion subscale were .95 at time one ( $M = 21.97$ ,  $SD = 6.96$  for five items) and .94 at time two ( $M = 22.51$ ,  $SD = 6.25$  for five items); Cronbach's coefficient alphas for the LOJ Commitment subscale were .90 at time one ( $M = 21.40$ ,  $SD = 6.42$  for five items) and .91 at time two ( $M = 25.35$ ,  $SD = 5.05$  for five items); and Cronbach's coefficient alphas for the LOJ Intimacy subscale were .95 at time one ( $M = 24.78$ ,  $SD = 6.41$  for five items) and .92 at time two ( $M = 22.67$ ,  $SD = 4.41$  for five items). These results are similar to those of study one, within the recommended reliability levels for applied research (of between .90 and .95) (Nunnally, 1967), and are summarized on Table 15.

### *Sample Differences*

Before analyzing the antecedents or incremental impact of LOJ, it was important to examine if there were significant differences between the two designation types (CGA

or CMC) or between the two potential statuses (practicing professionals or the interns) in this second study. As previously indicated, 56% of the survey participants were already professionally designated while 46 percent were interning. Approximately 42% of the participants were CGAs while the other 58% were CMCs. These results are similar to those in study one.

To address the question of how the four groups may differ in their perception of LOJ, two-way Multivariate Analyses of Variance (MANOVA) were conducted. The independent variables were Designation Type (CGA or CMC) and Designation Status (Professional or Intern). The three dependant variables were LOJ Passion, LOJ Commitment, and LOJ Intimacy means. Preliminary assumption testing was conducted to test for sample size, normality, linearity, univariate and multivariate outliers, homogeneity of variance–covariance matrices, and multicollinearity, with no serious violations noted. With respect to homogeneity of variance-covariance matrices, the Box’s M Test of Equality of Covariance,  $F(6) = 3.48$ ,  $p = .76$ , indicated that that the assumption homogeneity had not been violated (Tabachnick and Fidell, 1996).

There was no statistically significant difference on the combined dependant variables as a result of designation type:  $F(3,200) = .47$ ,  $p = .71$ . There was, however, a statistically significant difference on the combined dependant variables as a result of designation status:  $F(3,200) = 5.07$ ,  $p < .01$ ; Wilks’ Lambda = .93,  $p < .01$ ; partial eta squared = .07. Designation status appeared to impact only two of the dependant variables: LOJ commitment  $F(1, 202) = 6.21$ ,  $p < .05$ , partial eta squared = .03 and LOJ intimacy  $F(1, 202) = 14.21$ ,  $p < .001$ , partial eta squared = .07. Inspection of the mean scores indicated that professionally designated accountants and consultants scored significantly

higher on LOJ commitment ( $M = 4.71$ ,  $SD = 1.13$ ) and LOJ intimacy ( $M = 5.44$ ,  $SD = 1.07$ ) than interning respondents (with  $M = 4.30$ ,  $SD = 1.14$  and  $M = 4.87$ ,  $SD = 1.07$  respectively). These results are consistent with results of study one with two exceptions. In this study, the differences between scores for LOJ Intimacy for the interns and the professionally designated respondents were significant and the difference between LOJ Passion scores was not. This situation was reversed for study one. The mean scores for each dependant variable are reported in Table 14.

**Table 14** – LOJ Means for Different Designation Status and Type - Study Two

	CMC	CGA	Professional	Intern	<i>Average</i>
LOJ Passion	4.74	4.60	4.80	4.56	<i>4.61</i>
LOJ Commitment	4.56	4.40	4.71*	4.30*	<i>4.49</i>
LOJ Intimacy	5.12	5.09	5.44***	4.87***	<i>5.13</i>
<i>Average</i>	<i>4.72</i>	<i>4.70</i>	<i>4.98</i>	<i>4.58</i>	

\*  $p < .05$  \*\*  $p < .01$  \*\*\*  $p < .001$  denotes significant differences between groups

There was no evidence of sample selection bias either through missing data, self-selection of respondents, or sample selection process. Not only did this sample resemble the sample surveyed in study one and the CGA and CMC populations, the Cronbach alphas and mean scores for the job satisfaction, organizational commitment, job engagement, and turnover scales resembled those of other attitudinal-based research. For example, the Cronbach alphas for the job satisfaction scale were .84 and .85 in study two, .89 in study one, similar to median alphas of .83 reported in meta-analysis research (Peterson, 1994). Table 15 contains the descriptive statistics for both study one and two.

**Table 15 – Descriptive Statistics – Study 1 and Study 2**

<i>Variable</i>	<i>Study 1</i>			<i>Study 2</i>					
				<b>Time 1</b>			<b>Time 2</b>		
	Mean	SD	$\alpha$	Mean	SD	$\alpha$	Mean	SD	$\alpha$
Generalized Reciprocity	4.98	1.42	.89	5.61	0.95	.91	5.48	0.96	.82
Balanced Reciprocity	4.64	0.99	.45	4.74	0.88	.70	4.71	0.90	.48
Negative Reciprocity	5.16	1.33	.91	5.68	1.10	.92	5.38	1.33	.90
Reciprocity Overall	4.96	1.01	.90	5.35	0.68	.86	5.20	0.70	.85
LOJ Passion	4.89	1.44	.95	4.66	1.24	.95	4.73	1.21	.94
LOJ Commitment	4.51	1.47	.91	4.47	1.15	.90	4.62	1.13	.91
LOJ Intimacy	4.93	1.16	.93	5.11	1.10	.95	5.24	1.09	.92
LOJ Overall	4.78	1.17	.95	4.75	1.03	.96	4.86	1.00	.94
Well-being Autonomy	5.63	0.94	.64	5.44	0.91	.79	5.39	1.03	.73
Well-being Environ. Mastery	5.29	0.94	.59	4.85	0.64	.51	4.84	0.68	.54
Well-being Personal Growth	6.15	0.78	.57	6.17	0.80	.70	6.00	0.94	.60
Well-being Positive Relations	5.55	1.10	.70	5.53	1.37	.56	5.47	1.40	.55
Well-being Life Purpose	5.88	0.94	.33	5.95	0.97	.32	5.92	0.97	.31
Well-being Overall	5.69	0.68	.82	5.57	0.54	.84	5.52	0.60	.84
Turnover	2.93	1.63	.81	2.83	1.19	.55	3.11	1.20	.58
Job Satisfaction Overall	3.82	0.61	.89	3.97	0.48	.84	3.95	0.56	.85
Job Satisfaction Extrinsic	3.79	0.73	.79	4.08	0.46	.83	4.06	0.55	.85
Job Satisfaction Intrinsic	3.81	0.62	.86	3.85	0.59	.89	3.83	0.63	.83
Job Engagement Vigor	5.51	1.06	.85	5.42	0.95	.89	5.40	0.96	.87
Job Engagement Dedication	5.50	1.22	.89	5.50	1.06	.91	5.37	1.07	.88
Job Engagement Absorption	5.27	1.13	.83	5.12	1.05	.90	5.10	1.07	.90
Job Engagement Overall	5.43	1.05	.94	5.35	0.96	.96	5.29	0.98	.95
Org. Citizen Behaviour	5.34	0.81	.67	5.17	0.77	.69	5.11	0.77	.68
Billable Hours	23.3	14.9		19.6	12.2		23.1	11.3	
Total Hours Worked	36.8	13.4		38.6	0.87		39.3	5.87	
Productivity (Bill Hrs/Total Hrs)	0.63	0.32		0.59	0.39		0.59	0.26	

**Table 16 (Continues)**

Unadjusted Pearson Correlations for Study 2

		1	2	3	4	5	6	7	8	9	10	11	12	13
1	Generalized Reciprocity	.67**	.41**	.18**	.39**	.45**	.56**	.53**	.30**	.11	.19**	-.02	.13	.24**
2	Balanced Reciprocity	.49**	.70**	-.15*	.39**	.41**	.32**	.43**	.20**	.29**	-.06	-.17*	-.10	.05
3	Negative Reciprocity	.29**	.10	.52**	.03	.04	.23**	.11	.08	-.19**	.39**	.40**	.46**	.39**
4	LOJ Passion	.48**	.39**	.09	.77**	.63**	.44**	.71**	.17*	.25**	.14	-.02	.04	.20**
5	LOJ Commitment	.51**	.46**	.05	.73**	.77**	.56**	.75**	.75**	.07	.06	-.05	-.01	.10
6	LOJ Intimacy	.57**	.35**	.24**	.56**	.68**	.76**	.65**	.21**	.14*	.26**	.12	.19**	.34**
7	LOJ Overall	.38**	.45**	.14*	.88**	.92**	.84**	.80**	.17*	.20**	.17*	.02	.08	.24**
8	Well-being: Autonomy	.35**	.18*	.13	.26**	.22**	.24**	.27**	.50**	.11	.24**	.05	.20**	.34**
9	WB: Environ. Mastery	.16*	.26**	-.15*	.21**	.16*	.15*	.20**	.39**	.34**	-.08	-.19*	-.04	.06
10	WB: Personal Growth	.23*	-.12	.45**	.09	.03	.19*	.12	.30**	-.04	.63**	.33**	.52**	.58**
11	WB: Positive Relations	-.02	-.26**	.42**	-.01	-.05	.04	-.01	-.03	-.28**	.45**	.63**	.41**	.41**
12	WB: Life Purpose	.12	-.12	.42**	.01	-.10	.02	-.03	.26**	-.04	.65**	.51**	.54**	.50**
13	Well-being: Overall	.31**	-.02	.44**	.19**	.10	.24**	.20**	.53**	.26**	.81**	.60**	.75**	.65**

N = 204, \*p < .05. \*\* p < .01

Correlations for indicators in Time 1 are in the lower half of the table; Correlations for Time 2 are in the upper right hand of the table. Correlations between same variables in different time periods are in the diagonal.

(Table continues on the next page)

**Table 16** (Continued from previous page)

Unadjusted Pearson Correlations for Study 2

		1	2	3	4	5	6	7	8	9	10	11	12	13
14	Turnover	-.08	.02	-.26**	-.14	-.23**	-.15*	-.20**	-.05	-.14*	-.08	-.22**	-.02	-.06
15	Job Satisfaction Overall	.68**	.40**	.38**	.52**	.50**	.57**	.60**	.37**	.13	.32**	.09	.20**	.40**
16	Job Satisfaction Extrinsic	.61**	.29**	.41**	.36**	.40**	.57**	.50**	.33**	.06	.33**	.09	.21**	.38**
17	Job Satisfaction Intrinsic	.65**	.45**	.30**	.59**	.52**	.50**	.61**	.36**	.18**	.25**	.08	.16*	.37**
18	Job Engagement Vigor	.48**	.30**	.16*	.56**	.53**	.52**	.61**	.27**	.16*	.23**	.03	.15*	.31**
19	Job Engagement Dedication	.54**	.36**	.21**	.67**	.55**	.51**	.66**	.24**	.14*	.23**	.03	.14*	.30**
20	Job Engagement Absorption	.43**	.34**	.08	.62**	.55**	.50**	.63**	.25**	.18*	.17*	0	.07	.24**
21	Job Engagement Overall	.51**	.35**	.16*	.66**	.58**	.54**	.68**	.27**	.17*	.22**	.02	.13	.30**
22	Org. Citizenship Behaviour	.39**	.20**	.22**	.37**	.49**	.48**	.50**	.21**	.14	.30**	.10	.15*	.33*
23	Productivity (25 / 26)	.10	-.06	-.05	.03	.06	.13	.08	.12	.10	.08	.01	.05	.10
24	Total Hours Worked	.11	.01	-.06	.12	.19**	.11	.16*	0	.10	-.01	.01	0	.02
25	Billable Hours	.09	-.05	-.06	.08	.11	.15*	.13	.02	.15*	.02	-.02	.02	.07

N = 204, \*p < .05. \*\* p < .01

Correlations for indicators in Time 1 are in the lower half of the table; Correlations for Time 2 are in the upper right hand of the table.

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**Table 16** (Continued from previous page)

Unadjusted Pearson Correlations for Study 2

		14	15	16	17	18	19	20	21	22	23	24	25
1	Generalized Reciprocity	-.04	.52**	.49**	.49**	.43**	.47**	.44**	.48**	.39**	.18**	.09	.22**
2	Balanced Reciprocity	.03	.41**	.31**	.46**	.28**	.35**	.34**	.34**	.26**	.10	-.02	.10
3	Negative Reciprocity	-.24**	.21**	.25**	.14*	.10	.12	.05	.10	.16*	.09	.07	.11
4	LOJ Passion	-.07	.39**	.28**	.45**	.41**	.54**	.53**	.52**	.36**	.10	.13	.13*
5	LOJ Commitment	-.21**	.46**	.39**	.48**	.40**	.49**	.49**	.49**	.49**	.15*	.07	.18*
6	LOJ Intimacy	-.15**	.49**	.49**	.44**	.45**	.48**	.46**	.49**	.50**	.11	.08	.13
7	LOJ Overall	-.16*	.51**	.44**	.52**	.48**	.58**	.56**	.57**	.51**	.14	.11	.17*
8	Well-being: Autonomy	-.15*	.26**	.21**	.28**	.16*	.12	.17*	.16*	.14*	.04	.11	.07
9	Well-being: Environ. Mastery	-.20**	.05	-.02	.11	.08	.12	.14*	.12	.07	-.14*	.11	-.10
10	Well-being: Personal Growth	-.03	.17*	.20**	.12	.15*	.16*	.13	.15*	.15*	.05	.09	.08
11	Well-being: Positive Relations	-.19**	-.02	.03	-.07	-.01	0	-.01	-.01	.12	.08	.09	.12
12	Well-being: Life Purpose	.07	.13	.13	.11	.06	.04	.04	.05	.09	.01	.09	.05
13	Well-being: Overall	.07	.20**	.21**	.18**	.18*	.17*	.18*	.18**	.23**	.04	.17*	.10

N = 204, \*p < .05. \*\* p < .01

Correlations for indicators in Time 1 are in the lower half of the table; Correlations for Time 2 are in the upper right hand of the table.

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**Table 16** (Continued from previous page)

## Unadjusted Pearson Correlations for Study 2

		14	15	16	17	18	19	20	21	22	23	24	25
14	Turnover	.65**	-.12	-.15*	-.08	-.05	.09	0	-.05	-.13	.15*	-.01	.14*
15	Job Satisfaction Overall	-.16*	.62*	.60**	.58**	.37**	.45**	.41**	.43**	.39**	.20*	.12	.23*
16	Job Satisfaction Extrinsic	-.19*	.92**	.62**	.44**	.35**	.34**	.32**	.35**	.37**	.21*	.06	.22**
17	Job Satisfaction Intrinsic	-.12	.94**	.72**	.62**	.34**	.48**	.43**	.44**	.36**	.17*	.15*	.21**
18	Job Engagement Vigor	-.04	.53**	.51**	.48**	.65**	.57**	.61**	.64**	.46**	.14*	.17*	.17*
19	Job Engagement Dedication	-.09	.65**	.54**	.66**	.82**	.74**	.68**	.73**	.46**	.16*	.16*	.19**
20	Job Engagement Absorption	-.06	.50**	.43**	.49**	.83**	.83**	.70**	.68**	.40**	.13	.15*	.16*
21	Job Engagement Overall	-.07	.60**	.52**	.58**	.94**	.94**	.95**	.73**	.47**	.15*	.17*	.18*
22	Org. Citizenship Behaviour	-.10	.42**	.40**	.38**	.55**	.51**	.50**	.55**	.71**	.10	.04	.13
23	Productivity (25 / 26)	.14	.06	.05	.07	.07	.09	.11	.10	.06	.70**	.01	-.04
24	Total Hours Worked	.06	.13*	.09	.15*	.15*	.14*	.17*	.16*	.30**	-.09	.82**	-.04
25	Billable Hours	.15*	.08	.05	.09	.10	.11	.14*	.13	.13	-.07	.15*	-.86**

N = 204, \*p &lt; .05. \*\* p &lt; .01

Correlations for indicators in Time 1 are in the lower half of the table; Correlations for Time 2 are in the upper right hand of the table.

Correlations between same variables in different time periods are in the diagonal.

### ***Reciprocity as an Antecedent of LOJ***

The first objective of study two dealt with the perception of requited love or how the respondents perceived that their organizations reciprocated their mutual obligations over time. The following hypotheses were tested:

H1: Reciprocity will predict Love of the Job (LOJ)

- a) Generalized Reciprocity in time 1 predicts LOJ Passion in time 2
- b) Generalized Reciprocity in time 1 predicts LOJ Commitment in time 2
- c) Generalized Reciprocity in time 1 predict LOJ Intimacy in time 2
- d) Negative Reciprocity in time 1 predicts LOJ Passion in time 2
- e) Negative Reciprocity in time 1 predicts LOJ Commitment in time 2
- f) Negative Reciprocity in time 1 predicts LOJ Intimacy in time 2
- g) Balanced Reciprocity in time 1 predicts LOJ Passion in time 2
- h) Balanced Reciprocity in time 1 predicts LOJ Commitment in time 2
- i) Balanced Reciprocity in time 1 predicts LOJ Intimacy in time 2

A series of hierarchical multiple regressions were conducted to examine the predictability of Reciprocity in time 1 on LOJ in time 2. In step one, the LOJ subscale mean scores in time 1 (Passion, Commitment or Intimacy) were regressed on designation status along with the mean scores of that LOJ subscale at time 1. In step 2, the reciprocity subscale scores (generalized, negative and balanced reciprocity) were entered. The results of these analyses are presented in Table 17 and are described as follows.

#### **LOJ Passion**

As expected, LOJ Passion in time one predicted the majority of the variance in LOJ Passion scores in time two with total  $R^2$  of .59,  $F(2,201) = 144.08$ ,  $p < .001$  and Standardized beta = .78,  $p < .001$ . Reciprocity did not significantly predict LOJ Passion with a total a total  $R^2$  of .60,  $F(5,198) = 1.48$  and  $\Delta R^2$  of .01,  $p = .18$ . None of the beta

weights reached significance. Although balanced reciprocity predicted LOJ Passion in the same time period in study one, it did not predict LOJ Passion over time.

Therefore the following hypotheses are rejected:

*H1a: Generalized reciprocity in time 1 predicts LOJ Passion in time 2*

*H1d: Negative reciprocity in time 1 predicts LOJ Passion in time 2*

*H1f: Balanced reciprocity in time 1 predicts LOJ Passion in time 2*

### **LOJ Commitment**

As expected, LOJ Commitment in time one predicted the majority of the variance in LOJ Commitment scores in time two with total  $R^2$  of .59,  $F(2,201) = 95.58$ ,  $p < .001$  and Standardized  $\beta = .76$ ,  $p < .001$ . Reciprocity did not significantly predict LOJ Commitment with a total  $R^2$  of .60,  $F(5,198) = .93$  and  $\Delta R^2$  of .01,  $p = .43$ . None of the beta weights reached significance.

Therefore the following hypotheses are rejected:

*H1b: Generalized reciprocity in time 1 predicts LOJ Commitment in time 2*

*H1e: Negative reciprocity in time 1 predicts LOJ Commitment in time 2*

*H1g: Balanced reciprocity in time 1 predicts LOJ Commitment in time 2*

### **LOJ Intimacy**

Again as expected, LOJ intimacy in time one predicted the majority of the variance in LOJ intimacy scores in time two with total  $R^2$  of .58,  $F(2,201) = 137.44$ ,  $p < .001$  and Standardized  $\beta = .76$ ,  $p < .001$ . However, generalized reciprocity predicted LOJ Intimacy with a total  $R^2$  of .60,  $F(5,198) = 59.97$  and  $\Delta R^2$  of .03,  $p < .01$ . Only the generalized reciprocity subscale was significant with Standardized  $\beta = .18$ ,  $p < .01$ .

Therefore, the following hypothesis is supported:

*H1c: Generalized reciprocity in time 1 predicts LOJ Intimacy in time 2*

The following hypotheses are rejected:

*H1f: Negative reciprocity in time 1 predicts LOJ Intimacy in time 2*

*H1i: Balanced reciprocity in time 1 predicts LOJ Intimacy in time 2*

Refer to Table 17 for details of this hierarchical multiple regression analysis.

**Table 17** – Parameter Estimates for Reciprocity and LOJ - Study 2**Results of Hierarchical Regression Analyses Between Reciprocity in Time 1 and LOJ in Time 2 N = 204**

<i>DV in Time 2</i>	<i>LOJ Passion</i>				<i>LOJ Commitment</i>				<i>LOJ Intimacy</i>			
Predictor	<i>R</i> <sup>2</sup>	$\Delta R^2$	B	$\beta$	<i>R</i> <sup>2</sup>	$\Delta R^2$	B	$\beta$	<i>R</i> <sup>2</sup>	$\Delta R^2$	B	$\beta$
Step 1	.59***				.59**				.58***			
Designation status <sup>a</sup>			-.02	-.01			-.01	0			-.02	-.01
<i>LOJ subscale in Time 1</i> <sup>b</sup>			.75	.77***			.75	.77***			.74	.74***
Step 2	.60	.01			.56	.01			.60**	.03**		
Generalized Reciprocity			.00	.00			.06	.05			.21	.18**
Negative Reciprocity			.14	.10			.07	.06			.01	.01
Balanced Reciprocity			-.03	-.02			-.01	-.01			.02	.02

<sup>a</sup> Prof = 1, Intern = 0, included in step 1 as covariate<sup>b</sup> Dependant variable LOJ subscale score in Time 1 is entered in step 1 as covariate $\beta$ s and Bs = Standardized and Unstandardized coefficients prior to the subsequent hierarchical step(s)\*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

### *Consequences of LOJ*

The next phase of this research dealt with examining the potential outcomes or consequences of LOJ. Hierarchical multiple regressions were conducted to examine if perceptions of love of the job (LOJ) in week one impacted perceptions of turnover intention, organizational citizenship behaviour, productivity, and well-being week two. The dependant variables for each regression were the outcomes or consequences of interest in time two. Designation status (professional or intern) was entered as a predictor in step one along with the perceptions of the outcome in time one. Extrinsic and intrinsic job satisfaction and job engagement vigor, dedication and absorption were entered in step two. The LOJ subscales of Passion, Commitment and Intimacy were entered in step three. Results of these analyses are presented in tables 18 and 19 and are described below.

#### **Turnover**

As expected, perceptions of turnover in time one had the greatest impact on turnover intention in time two with a Standardized Beta of .65,  $p < .001$  and total  $R^2 = .42$ ,  $p < .001$ . Designation status did not have a significant impact on turnover intention. Although the  $\Delta R^2$  was not significant ( $p = .07$ ), the LOJ subscales added 2% to the explanation of variance in turnover intention. Total  $R^2 = .44$  with  $F(10, 193) = 16.73$ ,  $p < .001$ . The only significant predictors were LOJ Commitment with a Standardized Beta of  $-.19$ ,  $p < .05$  and job engagement with a Standardized Beta of .26,  $p < .05$ .

Therefore the following hypothesis is supported:

*H2b: LOJ Commitment in time 1 predicts Turnover intention in time 2*

The following hypotheses are rejected:

*H2a: LOJ - Passion in time 1 predicts Turnover intention in time 2*

*H2c: LOJ - Intimacy in time 1 predicts Turnover intention in time 2*

### **Organizational Citizenship Behaviour**

As expected, perceptions of Organizational Citizenship Behaviour (OCB) in time one had the greatest impact on OCB in time two with a Standardized Beta of .70,  $p < .001$  and total  $R^2 = .50$ ,  $F(2,201) = 101.53$ ,  $p < .001$ . Designation status did not have a significant impact on turnover intention. In step three, the LOJ subscales added 3% to the explanation of variance in OCB. Total  $R^2 = .55$  with  $F(10, 193) = 3.83$ ,  $p < .01$  and a total  $\Delta R^2 = .03$ ,  $p < .01$ . The only significant predictor was LOJ Intimacy with a Standardized Beta of .15,  $p < .05$ .

Therefore the following hypothesis is supported:

*H3c: LOJ Intimacy in time 1 predicts Organizational Citizenship Behaviour in time 2*

The following hypotheses are rejected:

*H3a: LOJ Passion in time 1 predicts Organizational Citizenship Behaviour in time 2*

*H3b: LOJ Commitment in time 1 predicts Organizational Citizenship Behaviour in time 2*



## Productivity

As expected, productivity (billable hours divided by total hours worked) in time one had the greatest impact on productivity in time two with a Standardized Beta of .80,  $p < .001$  and total  $R^2 = .68$ ,  $F(2,201) = 210.25$ ,  $p < .001$ . Designation status did not have a significant impact on billable hours with a Standardized Beta of .04,  $p = .383$ . Neither did any of the other variables appear to have any impact on productivity. Neither the second nor the third steps produced significant  $\Delta R^2$  with  $F(5,196) = 1.86$  in step two and  $F(3,193) = .75$  in step three. As a follow up, both aspects of the equation were examined: Both the billable hours and the total hours worked were regressed in separate hierarchical multiple regression equations. Results, which can be seen on Table 18, were not significant. Total hours worked in time one explained most of the variance in total hours worked in time 2 with  $R^2$  of  $F(2,201) = 779.96$ ,  $p < .001$ , and a standardized beta of .94. None of the other variables had a significant impact on billable hours. For billable hours, although there appeared to be a significant in step two with  $\Delta R^2$  of  $F(5,196) = 2.76$ ,  $p < .05$ , none of the job engagement, job satisfaction, or LOJ variables bore significant standardized coefficients. The overall  $R^2$  for billable hours in time two ( $F(2,201) = 396.51$ ,  $p < .001$ ), was explained almost entirely by billable hours in time 1 with a standardized beta of .90.

Therefore, the following hypotheses are rejected:

- H4a: LOJ Passion in time 1 predicts productivity / billable hours in time 2*
- H4b: LOJ Commitment in time 1 predicts productivity / billable hours in time 2.*
- H4c: LOJ Intimacy in time 1 predicts productivity / billable hours in time 2.*

### Well-being overall

As expected, perceptions of overall well-being in time one had the greatest impact on overall well-being in time two with a Standardized Beta of .65,  $p < .001$  and total  $R^2 = .42$ ,  $F(2,201) = 71.65$ ,  $p < .001$ . Designation status did not have a significant impact on overall well-being. The LOJ subscales added 5% to the explanation of variance with a total  $R^2 = .49$ ,  $F(3, 193) = 6.16$ ,  $p < .01$  and a total  $\Delta R^2 = .05$ ,  $p < .01$ . The only significant predictors in steps two and three were intrinsic job satisfaction (Standardized Beta of .19,  $p < .05$ ), LOJ Commitment (Standardized Beta of -.21,  $p < .05$ ) and LOJ Intimacy (Standardized Beta of .32,  $p < .001$ ).

Therefore the following hypotheses are supported:

*H5b: LOJ Commitment in time 1 predicts overall well-being in time 2*

*H5c: LOJ - Intimacy in time 1 predicts overall well-being in time 2*

The following hypothesis is rejected:

*H5a: LOJ - Passion in time 1 predicts overall well-being in time 2*

### Well-being Autonomy

As expected, perceptions of well-being autonomy in time one had the greatest impact on well-being autonomy in time two with a Standardized Beta of .50,  $p < .001$  and total  $R^2 = .26$ ,  $F(2,201) = 35.64$ ,  $p < .001$ . Designation status was also significant with a Standardized Beta of .12,  $p < .05$ . LOJ added 3% to the explanation of variance with a total  $R^2 = .33$ ,  $F(3, 193) = 2.92$ ,  $p < .05$  and a total  $\Delta R^2 = .03$ ,  $p < .05$ . The only significant predictors in the later two steps were LOJ Commitment (Standardized Beta of -.25,  $p < .05$ ) and LOJ Intimacy (Standardized Beta of .23,  $p < .05$ ).

Therefore the following hypotheses are supported:

*H6b: LOJ Commitment in time 1 predicts well-being autonomy in time 2*

*H6c: LOJ Intimacy in time 1 predicts well-being autonomy in time 2*

The following hypothesis is rejected:

*H6a: LOJ Passion in time 1 predicts well-being autonomy in time 2*

### **Well-being Environmental Mastery**

Perceptions of well-being environmental mastery in time one had the greatest impact on well-being environmental mastery in time two with a Standardized Beta of .35,  $p < .001$  and total  $R^2 = .12$ ,  $F(2,201) = 13.59$ ,  $p < .001$ . The addition of job satisfaction and job engagement in the second step yielded a significant  $\Delta R^2 = .08$ ,  $p < .01$  with a total  $R^2 = .20$ ,  $F(5,196) = 4.16$ ,  $p < .01$ . Only job engagement vigor (Standardized Beta =  $-.45$ ,  $p < .01$ ) and job engagement dedication (Standardized Beta =  $.56$ ,  $p < .01$ ) were significant predictors in the second step. In step three, the LOJ subscales added 3% to the explanation of variance with a total  $R^2 = .24$ ,  $F(3, 193) = 2.89$ ,  $p < .05$ . LOJ Passion was the only subscale to demonstrate significance with a Standardized Beta of  $.24$ ,  $p < .05$ .

Therefore the following hypothesis supported:

*H7a: LOJ Passion in time 1 predicts well-being environmental mastery in time 2*

The following hypotheses are rejected:

*H7b: LOJ Commitment in time 1 predicts well-being environmental mastery in time 2*

*H7c: LOJ Intimacy in time 1 predicts well-being environmental mastery in time 2.*

### **Well-being Personal Growth**

Perceptions of well-being personal growth in time one had the greatest impact on well-being personal growth in time two with a Standardized Beta of  $.63$ ,  $p < .001$  and total  $R^2 = .40$ ,  $F(2,201) = 66.94$ ,  $p < .001$ . Although extrinsic job satisfaction

(Standardized Beta = .18,  $p < .05$ ), and LOJ Intimacy (Standardized Beta = .18,  $p < .05$ ) demonstrated significant beta weights, neither of the additional steps yielded significant results in the  $\Delta R^2$ . Therefore the following hypotheses are rejected:

*H8a: LOJ Passion in time 1 predicts well-being personal growth in time 2*

*H8b: LOJ Commitment in time 1 predicts well-being personal growth in time 2*

*H8c: LOJ Intimacy in time 1 predicts well-being personal growth in time 2.*

### **Well-being Positive Relations**

Perceptions of well-being positive relations in time one had the greatest impact on well-being positive relations in time two with a Standardized Beta of .63,  $p < .001$  and total  $R^2 = .40$ ,  $F(2,201) = 66.34$ ,  $p < .001$ . Although LOJ Intimacy demonstrated a significant beta weight (Standardized Beta = .21,  $p < .05$ ), neither of the additional steps yielded significant results in the  $\Delta R^2$ . Therefore the following hypotheses are rejected:

*H9a: LOJ Passion in time 1 predicts well-being positive relations in time 2*

*H9b: LOJ Commitment in time 1 predicts well-being positive relations in time 2*

*H9c: LOJ Intimacy in time 1 predicts well-being positive relations in time 2.*

### **Well-being Life Purpose**

Perceptions of well-being life purpose in time one had the greatest impact on well-being life purpose in time two with a Standardized Beta of .54,  $p < .001$  and total  $R^2 = .30$ ,  $F(2,201) = 42.56$ ,  $p < .001$ . Although both extrinsic job satisfaction (Standardized Beta = .27,  $p < .01$ ) and LOJ Intimacy (Standardized Beta = .20,  $p < .05$ ) demonstrated significant beta weights, neither of the additional steps yielded significant results in the  $\Delta R^2$ . Therefore the following hypotheses are rejected:

*H10a: LOJ Passion in time 1 predicts well-being life purpose in time 2*

*H10b: LOJ Commitment in time 1 predicts well-being life purpose in time 2*

*H10c: LOJ Intimacy in time 1 predicts well-being life purpose in time 2.*

**Table 18** – Parameter Estimates for LOJ and Turnover, OCB, Billable Hrs, Total Hrs, and Productivity - Study 2  
**Results of Hierarchical Regression Analyses Between Time 1 and Time 2 N=204**

<i>DV in Time 2</i>	<i>Turnover</i>			<i>OCB</i>			<i>Billable Hrs</i>			<i>Total Hrs Worked</i>			<i>Productivity</i>		
	<i>B</i>			<i>T</i>			<i>B/T</i>								
Predictor	<i>R</i> <sup>2</sup>	$\Delta R^2$	$\beta$	<i>R</i> <sup>2</sup>	$\Delta R^2$	$\beta$	<i>R</i> <sup>2</sup>	$\Delta R^2$	$\beta$	<i>R</i> <sup>2</sup>	$\Delta R^2$	$\beta$	<i>R</i> <sup>2</sup>	$\Delta R^2$	$\beta$
Step 1	.42***			.50**			.80***			.87***			.68***		
Designation status <sup>a</sup>			.05			-.04			.03			.01			.04
<i>DV</i> in Time 1 <sup>b</sup>			.65***			.70***			.90***			.94**			.82***
												*			
Step 2	.44	.02		.52	.02		.81	.01*		.01			.69	.02	
Job Sat - extrinsic			-.01			.04			.06			-.05			.11
Job Sat- intrinsic			.02			.01			.04			.06			.02
Job Eng- vigor			.26*			.02			.03			.06			-.02
Job Eng- dedication			-.24			.20			0			0			-.01
Job Eng- absorption			.10			-.12			0			.01			.03
Step 3	.46	.02		.55*	.02*		.81	0		0			.70	0	
LOJ passion			.14			-.08			-.02			.02			-.02
LOJ commitment			-.19*			.15			.07			.04			.07
LOJ intimacy			-.06			.15*			-.05			.01			-.09

<sup>a</sup> Prof = 1, Intern = 0 included in step 1 as covariate

<sup>b</sup> Dependant variable in Time 1 is entered in step 1 as covariate

$\beta$ s = Standardized coefficients prior to the subsequent hierarchical step(s)

\*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

**Table 19 – Parameter Estimates for LOJ and Well-being - Study 2**  
**Results of Hierarchical Regression Analyses Between Time 1 and Time 2 N=204**

<i>DV in Time 2</i>	<i>Well Being Overall</i>			<i>Well-being-Autonomy</i>			<i>Well Being Environmental Mastery</i>			<i>Well Being Personal Growth</i>			<i>Well Being Positive Relations</i>			<i>Well Being Life Purpose</i>		
Predictor	<i>R</i> <sup>2</sup>	$\Delta R^2$	$\beta$	<i>R</i> <sup>2</sup>	$\Delta R^2$	$\beta$	<i>R</i> <sup>2</sup>	$\Delta R^2$	$\beta$	<i>R</i> <sup>2</sup>	$\Delta R^2$	$\beta$	<i>R</i> <sup>2</sup>	$\Delta R^2$	$\beta$	<i>R</i> <sup>2</sup>	$\Delta R^2$	$\beta$
Step 1	.42***			.26***			.12***			.40***			.40***			.30***		
Designation status <sup>a</sup>			.01			.12*			.17***			-.05			.02			-.07
<i>DV in Time 1</i> <sup>c</sup>			.65***			.51***			.33***			.63***			.63***			.54***
Step 2	.44	.03		.30	.03		.20**	.09**		.42	.02		.40	.01		.35**	.05**	
Job Sat extrinsic			.19*			.04			.01			.18*			.10			.27**
Job Sat intrinsic			-.13			.05			-.10			-.08			-.08			-.04
Job Eng vigor			-.17			-.03			-.45**			-.11			.02			-.05
Job Eng dedication			.21			.25			.56***			-.01			.01			.08
Job Eng absorption			-.01			-.17			.02			.14			-.02			-.09
Step 3	.49**	.05**		.33*	.03*		.24*	.03*		.44	.02		.42	.02		.37	.02	
LOJ Passion			.11			.03			.24*			.12			-.03			-.02
LOJ Commitment			-.21*			-.25*			-.11			-.18			-.11			-.13
LOJ Intimacy			.32***			.23*			.15			.18*			.21*			.20*

<sup>a</sup> Professional = 1, Intern = 0 included in step 1 as covariate

<sup>b</sup> Dependant variable in Time 1 is entered in step 1 as covariate

$\beta$ 's = Standardized betas prior to the subsequent hierarchical step(s)

\*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

**Table 20** – Parameter Estimates for LOJ in Time 1 and Time 2 - Study 2

**Results of Hierarchical Regression Analyses Between LOJ subscale scores Time 1 and Time 2 N=204**

Predictor	<i>DV in Time 2</i>				<i>LOJ Passion</i>				<i>LOJ Commitment</i>				<i>LOJ Intimacy</i>			
	<i>R</i> <sup>2</sup>	$\Delta R^2$	B	$\beta$	<i>R</i> <sup>2</sup>	$\Delta R^2$	B	$\beta$	<i>R</i> <sup>2</sup>	$\Delta R^2$	B	$\beta$	<i>R</i> <sup>2</sup>	$\Delta R^2$	B	$\beta$
Step 1	.58***				.59***				.60***							
Designation status <sup>a</sup>			-.02	-.01			0	0							.24	.11*
Same LOJ subscale in T1 <sup>b</sup>			.75	.77***			.75	.77***							.74	.74***
Step 2	.60	.01			.60*	.01*			.60	0						
LOJ Passion Time 1							.15	.16*							-.02	-.02
LOJ Commitment Time 1															.04	.04
LOJ Intimacy Time 1							-.07	-.07								

<sup>a</sup> Prof = 1, Intern = 0 included in step 1 as covariate

<sup>b</sup> Dependant variable LOJ subscale score in Time 1 is entered in step 1 as covariate

$\beta$ s and Bs = Standardized and Unstandardized coefficients prior to the subsequent hierarchical step(s)

\*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

### **Ordering of LOJ Scales**

#### ***LOJ Commitment predicts LOJ Passion***

To assess the interdependent relationship among the LOJ subscales over time, hierarchical multiple regressions were conducted whereby each of the each LOJ subscales was regressed on the other two subscales in different time periods. The dependant variable was the LOJ subscale score in time two. The predictors in step one were the designation status and the specific LOJ subscale in time one. In step two, the other two LOJ subscale scores in time one were entered. Results are presented in Table 20 and discussed below.

The only relationship to reach significance was between LOJ passion and LOJ commitment. LOJ Passion in time one explained 1% of the variance in LOJ commitment in time two with a total  $R^2 = .60$ ,  $F(2,199) = 3.25$ ,  $p < .05$  and a Standardized beta (Beta) for LOJ passion in time of  $.16$ ,  $p < .05$ . None of the other order affects were significant.

Therefore, the following hypothesis is supported:

*H11a: LOJ passion in time 1 predicts LOJ in time 2*

The following hypotheses are rejected:

*H11 b: LOJ Commitment in time 1 predicts LOJ in time 2*

*H11 c: LOJ Intimacy in time 1 predicts LOJ in time 2*

### ***Interaction among Scores***

To test for interactions among the LOJ subscales and various outcomes, Z scores were computed for the LOJ subscales and used as predictors in the preceding multiple



regressions. Neither the computed descriptive LOJ Z scores nor the interaction among the scores significantly added to the variance in turnover between time 1 and time 2.

While the computed descriptive LOJ Z scores significantly added to the variance in Well Being ( $R^2\Delta = .06$ ,  $F(3, 199) = 7.50$ ,  $p < .001$ ), the interaction among the LOJ subscales did not. Only LOJ Commitment and Intimacy were significant with standardized betas (Beta) of  $-.25$ ,  $p < .01$  and  $.32$ ,  $p < .001$  and unstandardized betas (B) of  $-.15$ ,  $p < .01$  and  $.19$ ,  $p < .001$  respectively.

While the computed descriptive LOJ Z scores significantly added to the variance in Well Being – environmental mastery ( $R^2\Delta = .05$ ,  $F(3, 199) = 4.07$ ,  $p < .01$ ), the interaction among the LOJ subscales did not. LOJ Passion, Commitment, and Intimacy were significant with standardized betas (Beta) of  $.24$ ,  $-.24$ , and  $.18$ ,  $p < .05$  and unstandardized betas (B) of  $.16$ ,  $-.17$ , and  $.13$ ,  $p < .05$  respectively.

While the computed descriptive LOJ Z scores significantly added to the variance in Well Being personal growth ( $R^2\Delta = .03$ ,  $F(3, 199) = 3.73$ ,  $p < .05$ ), the interaction among the LOJ subscales did not. Only LOJ Commitment and Intimacy were significant with standardized betas (Beta) of  $-.19$ ,  $p < .05$  and  $.23$ ,  $p < .01$  and unstandardized betas (B) of  $-.17$ ,  $p < .05$  and  $.21$ ,  $p < .01$  respectively.

While the computed descriptive LOJ Z scores significantly added to the variance in Organizational Citizenship Behaviour ( $R^2\Delta = .04$ ,  $F(3, 199) = 5.70$ ,  $p < .01$ ), the interaction among the LOJ subscales did not. Only LOJ Intimacy was significant with a standardized beta (Beta) of  $.15$  and unstandardized beta (B) of  $.11$ ,  $p < .05$ .

### *Job Satisfaction*

Perceptions of intrinsic job satisfaction in time one had the greatest impact on intrinsic job satisfaction two with a Standardized Beta of .62,  $p < .001$  and total  $R^2 = .38$ ,  $F(1,202) = 124.37$ ,  $p < .001$ . When the LOJ subscales were entered in step two, an additional 4% of the variance in intrinsic job satisfaction was explained with total  $R^2 = .42$ ,  $F(4,199) = 35.69$ ,  $p < .01$ . Only LOJ commitment was significant with a Standardized Beta = .18,  $p < .05$ ). Results are shown in Table 21.

Therefore the following hypothesis is supported:

*H12b: LOJ Commitment in time 1 predicts intrinsic job satisfaction in time 2*

The following hypotheses are rejected:

*H12a: LOJ Passion in time 1 predicts intrinsic job satisfaction in time 2*

*H12c: LOJ Intimacy in time 1 predicts intrinsic job satisfaction in time 2.*

**Table 21** – Parameter Estimates for LOJ and Intrinsic Job Satisfaction - Study 2  
Results of Hierarchical Regression Analyses Between Time 1 and Time 2  $N = 204$

Predictor	DV in Time 2	Intrinsic Job Satisfaction			
		$R^2$	$\Delta R^2$	B	$\beta$
Step 1		.38***			
Designation status <sup>a</sup>				-.05	-.04
Intrinsic Job Sat Time 1 <sup>b</sup>				.54	.61***
Step 2		.42**	.04**		
LOJ Passion in Time 1				-.01	-.03
LOJ Commitment in Time 1				.10	.18*
LOJ Intimacy in Time 1				.05	.08

<sup>a</sup> Professional = 1, Intern = 0 included in step 1 as covariate

<sup>b</sup>  $\beta$ s and Bs = Standardized and Unstandardized coefficients prior to the subsequent hierarchical step(s)

\*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

## **Discussion**

The primary objectives of this study were to examine the longitudinal relationships between LOJ and its antecedents and its consequences over time. Additionally, the relationships among the three subscales were investigated. What follows is a discussion of each of the hypotheses that were supported in this study. For a detailed list of all hypotheses and their results, please refer to Appendix N.

### ***Generalized Reciprocity Predicts LOJ Intimacy***

The only reciprocity dimension that appeared to predict LOJ was generalized reciprocity: the altruistic type of expectation that organizations should honor their obligations to workers regardless of the workers' performance. And, the only LOJ subscale that was impacted was LOJ intimacy, the dimension that deals with relationships with coworkers and clients. It would appear, therefore, if workers perceive that their organizations are willing to reciprocate without expectation of return, then their relationships with people in the workplace are enriched. This makes sense if we consider that trust underlies many relationships and if workers believe that other actors within the organization have their best interests at heart, without self-centered expectation for their own benefit, then trust is established. This result is also consistent with research that found that positive discretionary behavior on the part of employees is often is a result of their perceptions that employers were being fair (Organ, 1988).

### ***LOJ Commitment Predicts Turnover***

Perhaps in much the same way that organizational commitment has been empirically linked with turnover (Anvari et al., 2010; Ko et al., 1997; Williams and Hazer, 1986), the LOJ Commitment dimension predicts turnover intention or lack of it. If workers are committed to their organization, they behave in ways that are consistent with that commitment such as staying with the organization. The concepts of commitment and loyalty are inextricably intertwined, thus, the relationship between LOJ commitment and turnover is intuitively logical.

What is perhaps more interesting than the supported hypothesis is the rejected hypotheses and the lack of predictive power of the LOJ Passion and Intimacy dimensions. By its nature, intention to remain (or lack of intention to turnover) implies longevity and consideration of the future. Passion is perhaps a more instantaneous experience that does not carry over into future periods. We may be aware of our passion “in the moment” and in an affective manner, but perhaps we do not cognitively evaluate or store the experience for future periods.

The value placed on intimate relationships in the workplace perhaps transcends the need to stay with the organization or job. If the intimacy between people is authentic, perhaps the need to remain on the job or with an organization is moot. Perhaps workers assume that their relationships will continue regardless of their tenure with the organization. Thus, intimate relationships with co-workers would not have a significant impact on turnover intention.

### ***LOJ Intimacy Predicts Organizational Citizenship Behaviour***

LOJ Intimacy appeared to predict Organizational Citizenship Behaviour (OCB). Perhaps these results are getting at the intrinsic job motivation factors explored by Organ and Konovsky (1989) by tapping into the power of inspiration of others. Perhaps feelings of loyalty and trust among coworkers and clients help to encourage employees to exhibit discretionary positive behavior toward the organization to protect the bond.

What is particularly interesting was the rejected hypothesis that LOJ Commitment would predict (OCB). Because empirical research typically links OCB to commitment and perceptions of fairness (Organ, 1988; Organ and Konovsky, 1989), I expected to see a strong relationship between LOJ Commitment and OCB. Yet, in this study, there was no significant relationship between those who felt committed to their organizations in one time period and perceptions of OCB in a subsequent time period. So, perhaps it is the commitment to people and relationships that is driving OCB rather than commitment to the organization itself.

### ***LOJ Commitment Predicts Overall and Autonomy Well-being***

Consistent with study one, LOJ Commitment significantly impacted well being. Specifically, in study two, LOJ Commitment predicted overall and autonomous well-being in a subsequent time period. In that autonomy measures one's self-confidence and courage of one's convictions, it seems logical that positive autonomous well-being would follow strong feelings of commitment. If a worker felt positive and strong feelings of commitment toward and organization, that worker may subsequently experience an escalation of that commitment expressed as autonomous well-being. Conversely, if a

worker felt a lack of commitment to an organization, he or she may experience cognitive dissonance manifested as self-doubt and low autonomous well-being.

### ***LOJ Intimacy predicts Overall and Autonomy Well-being***

As in study one, LOJ Intimacy significantly impacted well-being. Of particular interest in this study was the strong connection between LOJ Intimacy and well-being over time. This connection appears to reflect research connecting social identity theory with health and well-being (Haslam et al., 2009). The premise is that connecting with others and belonging to groups leads to positive psychological health by providing individuals with meaning, support, and purpose. In that LOJ Intimacy predicted autonomous well-being, in particular, this connection with people may also provide workers with a safety net or boost in self-confidence that enhances their ability to discern and think for themselves.

### ***LOJ Passion Predicts Well-being Environmental Mastery***

It appears that high levels of LOJ Passion lead to high levels of well-being, and in particular, environmental mastery. This finding is consistent with research linking emotional expression with well-being (Zapf and Holz, 2006) in that LOJ Passion asks respondents to express strong feelings toward the job. Environmental mastery measures a person's ability to manage their multiple demands and responsibilities, whereas LOJ Passion taps into affective expressions such as adoring or being happy with one's job. The connection between the two is interesting. It would appear that strong expression of

healthy and positive affect toward one's job leads to elevated levels of ability to cope, perhaps manifested as an internal locus of control. Conversely, weak or negative expression of affect for one's job leads to poor coping skills, perhaps manifested as an external locus of control. In other words, when people are passionate about their jobs, they are graced with a "can do" attitude. Perhaps the positive expression of emotions or affect gives people the direction they need to engage their internal locus of control.

### ***LOJ Passion Predicts LOJ Commitment***

The LOJ Passion dimension appears to predict scores in LOJ Commitment in a subsequent period. This adds evidence to the conjecture that LOJ may involve an interaction among the dimensions (Kelloway et al., 2010). Rather than a simple summation of the dimensions, it is possible that passion interacts with commitment and enhances commitment. Perhaps the strong and positive expression of feelings such as adoring one's job leads to an escalation of commitment to the organization in order to perpetuate the positive feelings. It seems logical that if we are passionate about teaching, for example, we will commit to the teaching institution in an effort to feed and prolong that passion.

### ***LOJ Commitment Predicts Intrinsic Job Satisfaction***

LOJ Commitment appears to lead to intrinsic job satisfaction in a subsequent time period. Since intrinsic job satisfaction has been significantly and positively correlated with positive and negative affect (Moorman, 1993), it is not surprising that it would be associated with LOJ Commitment which measures positive and negative affect toward an

organization. If one is positively committed to an organization in one period, it seems logical that this positive affect would carry over to a subsequent period and impact perceptions about how satisfied one is with the job one does within that organization. Whether it is due to escalation of commitment or self-serving behaviour, what these findings mean for organizational behavior research is that affective states, such as loving one's job, lead to positive evaluations such as job satisfaction.

### ***Summary of Findings***

This study provides several contributions to organizational and individual behaviour research and practice. First, employee perceptions of positive generalized reciprocity (the altruistic giving without expectation for return) by their organizations leads to positive relationships in the workplace in future time periods which, in turn, subsequently leads to positive organizational behaviour. In other words, if employers communicate their unencumbered commitment to employees, their efforts will be reciprocated through organizational citizenship behavior. These positive behaviours can be further enhanced by intimate relationships in the workplace.

Second, high levels of passion for the job lead to high levels of commitment to the organization, which in turn, lead to increased intrinsic job satisfaction and reduced turnover. In other words, if employees experience intense positive emotions or are encouraged to unleash their passions toward their jobs, they are more likely to feel committed to the organization in subsequent time periods which leads to increased satisfaction with aspects of the job and a reduced intention to leave the organization.



Third, LOJ leads to well-being over time. Passion for the job leads to enhanced feelings of mastery over one's environment. Commitment to the organization and intimate relationships in the workplace lead to enhanced autonomous well-being or feelings of self-efficacy. From a positive organizational scholarship perspective, these findings are significant in their own right, since psychological well-being is a valued outcome. For more functional theorists that maintain a focus on productivity, this finding is equally valuable since research associates employee well-being with productivity (Wright and Cropanzano, 2002; Wright and Staw, 1999a). None of the productivity measures used in this research (total hours worked, billable hours, or billable hours divided by total hours) were significantly associated with LOJ, job satisfaction or job engagement. The fact that neither job engagement nor job satisfaction predicted productivity may indicate that the productivity measure was not appropriate. Both of these constructs have been empirically linked with productivity. Although there were significant correlations between productivity, total hours worked, and billable hours and LOJ, job satisfaction, and job engagement, they were weak to moderate, ranging from .13 to .23,  $p < .05$ . Perhaps better associations and predictions could have been made with a self- self-rated performance measure such as that of Kalbers & Cenker (2008) where users are asked to rate the quality and quantity of their performance relative to their peers.

### *Limitations*

As with study one, a limitation of this study was the restricted sample. Results should only be generalized to the university educated, professional working class, although a large number of respondents were still in the interning phase. Given that over one-third of the sample worked in the consulting and public practice sectors, the nature of the work must be considered before generalizing to other sectors. Consultants typically own their own tools of the trade and set their own hours of work which is very atypical of the more traditional employment scenario. By virtue of having so much control over their work, consultants may be better equipped than traditional workers to tap into their emotions and constructs such as loving their jobs.

As indicated in study one, situational and role factors in the workplace may constrain the ability to use billable hours as a measure of an accountant's or consultant's ability or motivation (Johns, 1991). Fiscal budget timelines, client communication delays, or method of accounting for completion / billing may interfere with the accrual of billable hours, even though the worker has been extremely productive.

Statistical procedures were limited to structural equation modeling and multiple regression analyses. Taxometric analyses were not conducted to assess the potential tax or categorical make-up of the LOJ scale, a procedure that has been recommended by previous researchers (Kelloway et al., 2010; Ruscio and Ruscio, 2004). In this study, I chose to limit my focus to establishing the dimensionality of the LOJ construct. In future studies the interaction or taxometric nature of the construct will be analyzed.

### *Implications*

For the organizational behaviour stream, this study sheds more light on the impact that affective based constructs have on behaviour over time. Although LOJ does not appear to directly predict productivity, improved performance may be possible through enhanced feelings of self-efficacy (autonomous well-being) and coping skills (environmental mastery well-being). The predictive relationship between LOJ Commitment and intrinsic job satisfaction is also worth exploring. Since job satisfaction has been linked to valued outcomes, and LOJ Commitment predicts job satisfaction, proactive attempts to increase LOJ Commitment should ultimately result in these same valued outcomes.

One way that organizations can increase LOJ Commitment appears to be through displays of generalized reciprocity, by demonstrating appreciation of employees without apparent expectation of return. This generalized reciprocity by the employer appears to translate to increased commitment to the organization by employees and enhanced relationships in the workplace. Ultimately, this altruistic behaviour by organizations appears to lead to reduced employee turnover (reduced costs to the organization), increased employee well-being (increased performance and reduced costs due to absenteeism), increased job satisfaction, and increased organizational citizenship behaviour.

For the human resources stream, the implications are to focus on passion for the job and intimate relations in the workplace. With respect to passion for the job, matching people with jobs that they are passionate about appears to lead to increased commitment

to the organization which in turn leads to reduced turnover, increased organizational citizenship behaviour, increased well-being, and intrinsic job satisfaction. Further, passion for the job appears to enhance employees' feelings of mastery over their environment (well-being). Encouraging intimate relationships in the workplace appears to foster organizational citizenship behaviour and enhanced well-being, both of which can be construed as viable human resources objectives. Recruitment messages should trigger feelings of passion to attract candidates who are likely to be passionate about the job. Regular employee communication should illicit the employees' perception that the organization has their best interests at heart without immediate expectation for return.

With respect to intimate relations in the workplace, the emphasis is on authentic and nurturing social interactions among co-workers and clients. It most definitely does not refer to romantic or complicated affairs, which would like have a detrimental effect on love of the job. Rather, in line with social identity theory, the implications are that employees want to spend the lion's share of their day with people who they care about and who care about them.

### ***Future Research***

In this study, the relationship between affective commitment and LOJ Commitment was not explored. Since the two constructs are likely interrelated, more research is needed to explore their discriminant validity. The relationship between intrinsic job satisfaction, LOJ commitment and organizational citizenship behaviour also warrants more attention. Although previous research indicates that extrinsic rather than intrinsic job satisfaction predicts OCB (Moorman, 1993), the implications of this study are that affective rather than cognitive constructs are significant predictors. Greater care needs to be taken a priori to develop measures of performance that are not constrained by situational or role factors. For example, self-rated performance scales could be used such as R. J. House's six-item scale recommended by Ashford and Saks (1996) or Fogarty and Kalbers' (2006) seven-item percentile scale asking respondents to rate their performance relative to their peers (Kalbers and Cenker, 2008). Conversely, work samples or others' perceptions of the worker's productivity could be used with less constraint.

## **General Discussion**

The need for fresh perspectives and renewed approaches to employee and organizational outcomes can be viewed from two perspectives: from the traditional and the positive behaviour perspective. From a traditional, scientific management perspective, the search for the holy grail of the happy / productive worker has been unsuccessful. Our understanding of what drives a worker to be happy, let alone productive, has essentially eluded researchers for decades. Although job satisfaction and job engagement are popular predictors in empirical research, correlations between them and productivity have been disappointing and studies comparing them to affective states such as “happiness” are virtually non-existent. This research is an attempt to “fully understand the happy-productive worker thesis, [by expanding] our knowledge of the constructs involved” (Wright and Staw, 1999, p.33). I have compared and contrasted the constructs of job satisfaction and job engagement to the emerging construct of love of the job. A better understanding of the construct of love of the job and its tendency to capture affective employee states, has aided our understanding of the happy/productive worker and has added incrementally to the explanation of variance in organizational or individual outcomes. Thus, for the functional management researcher or practitioner, knowledge of how to measure love that employees have for their jobs enhances understanding of how to procure and maintain a happy / productive worker.

This research also adds value for the more humanist researcher who is concerned about individual outcomes and for the positive organizational scholar. In much the same way that the field of psychology has been criticized for focusing on illness rather than

wellness (Bakker et al., 2008), the management stream is under scrutiny by positive organizational scholars for a predominant focus on profitability and productivity rather than on employee well-being. This emerging positive organizational scholarship movement, riding somewhat on the coattails of the positive psychology movement, is paving the way for researchers to “explore more fully the positive sides, so as to gain a full understanding of the meaning and effects of working” (Turner, Barling, and Zacharatos, 2002, p.715). In other words, there is value in understanding how to enhance experiences for employees rather than focus on fixing procedures or streamlining processes. This research, with its focus on employees’ affective perceptions or feelings for co-workers, the organization, the job, has opened the door for more investigation into affective-based constructs. At a minimum, the use of the word “love” in the same sentence as “job” may create space for the conceptualization of such a co-existence and tolerance for emotionally laden expression in the workplace.

To establish the credibility of the emerging construct of love of the job, the LOJ measure was validated in study one. In study two, the measure was used to predict antecedents and outcomes of love of the job. Overall, love of the job not only predicts valued organizational outcomes such as turnover intention, job satisfaction, and organizational citizenship behaviour, it predicts employee well-being. Although employee well-being has been linked to productivity measures, it is a valued outcome in its own right.

### **Contributions**

Through this research, I have achieved the goals I set out to achieve to the extent that the construct of LOJ can be measured with a three-dimensional scale. This scale can be used by researchers to further explore the meaning and impact of love of the job on organizational and individual outcomes. Using this scale, I was able to differentiate love of the job from job satisfaction and job engagement and show how it adds incrementally to the explanation of organizational citizenship behaviour, turnover intention, job satisfaction, and individual well-being. I was also able to show how the need for perceptions of reciprocity on the part of the employer impacts love of the job. Finally, I was able to show how feelings of commitment to an organization in one time period are positively related to passion for the job in a subsequent time.

This research is original in that the LOJ construct taps into more affective states that drive employee behaviour than job satisfaction. This finding aligns with the emerging philosophy of positive organizational scholarship and points to a focus on positive workplace emotions and individual well-being rather than productivity and profitability.

The findings in these studies support the contention that a better understanding of the constructs involved adds insight to the happy productive worker thesis. With a renewed focus on and a measure for more affective states such as passion for the job, commitment to the organization and intimate relationships with co-workers, researchers may be closer to finding out what really drives a happy, productive worker.



### **Future Research**

Both Hadley (2006) and Kelloway et al. (2010) raise an interesting question about the latent structure of the LOJ construct as to whether it is continuous (dimensional) or categorical (taxonic). That is, do people either love their jobs or not, or are there varying degrees of how much one loves the job? To better understand the latent structure of the LOJ construct, future research could include taxometric analyses such as MAXCOV and MAXEIG to compare the dimensional and taxa layout of the variables. Taxometrics is a statistical procedure often used in psychology to indentify the presence of discrete taxa that denote absence or presence of the construct based on a specific etiology (Ruscio and Ruscio, 2004). In much the same way that a psychologist might describe the etiology of a person with schizophrenia, I hope to be able to determine if an etiology exists to for those people who love their jobs. Conversely, if the test fails, I would like to investigate whether the latent construct is best represented as a continuum within its three dimensions.

I also hope to overcome selection bias, inherent in this study, through future research using panel data and nonparametric variables (Winship and Mare, 1992). Further, observations of this study were limited to items included in the LOJ scale. I plan to delve deeper into additional, latent aspects of LOJ through qualitative analysis of interviews with workers who profess to either hate or love their jobs.

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## **Appendix A – Three-Factor Job Love Scale**

Sources: (Barling and Inness, 2007; Kelloway et al., 2010)

The respondent's choices in rating twenty items are:

1. very strongly or absolutely agree
2. strongly agree
3. agree
4. indifferent
5. disagree
6. strongly disagree
7. very strongly or absolutely disagree

The twenty items (in three subscales or dimensions) are:

### **Passion**

1. My work is more than just a job to me, it is a passion
2. I adore what I do a work
3. My job keeps my interest engaged like no other task
4. I wish my friends found their work as personally fulfilling as I find mine
5. I am so happy that I do the job that I do

### **Commitment**

1. I love the organization for which I work
2. I would be very happy to spend the rest of my career in this organization
3. I really feel as if this organization's problems are my own
4. This organization has a great deal of personal meaning for me
5. I would do almost anything to do what I currently do in this organization

### **Intimacy**

1. We care deeply for each other at work
2. I love the people I work with
3. I feel very close to the people at work
4. We value each other greatly in our work life
5. I would feel a deep sense of loss if I could no longer work with my coworkers/ clients

## **Appendix B – Criterion LOJ Scale**

Sources: (Hadley, 2006, 2008)

1. Overall, what phrase best describes how you feel about your current job?

- I hate it
- I dislike it
- I 'm neutral about it
- I like it
- I love it

2. If we asked your significant other or close friend to describe how you feel about your current job, what would he or she say?

- I hate it
- I dislike it
- I 'm neutral about it
- I like it
- I love it

3. Once again, indicate how you feel overall about your current job, using a scale from 0 to 10 where 0 represents "I hate it" and 10 represents "I love it".



## Appendix C - Reciprocity Scale

Source: (Wu et al., 2006)

Based on a 7-item Likert scale ranging from "strongly disagree" to "strongly agree" participants rated their agreement with the following statements:

### Generalized Reciprocity

1. My organization would help me develop myself, even if I cannot make more contributions at present.
2. My organization seems willing to invest in my professional development, even when it does not directly impact my current job performance.
3. My organization would do something for me without any strings attached.
4. My organization takes care of me in ways that exceed my contribution to the organization.

### Balanced Reciprocity

5. My organization takes care of the organization's interests as much as my interest.
6. It seems important to my organization that my efforts are equivalent to what I receive from the organization.
7. If I do my best and perform well, my organization will give me the opportunity for promotion.
8. If my job performance exceeds my organization's need, my organization will give me an extra reward. Otherwise, my organization will punish me.
9. As long as I show my concern for the welfare of the organization, the organization will be concerned for my welfare in return.

### Negative Reciprocity

10. I have the impression that my organization is up to something that could hurt me. [R]
11. My organization would never help me out unless it was in the organization's own interest. [R]
12. What I have received from my organization is only a small part of my contribution to the organization. [R]
13. My organization expects more from me than it gives me in return. [R]
14. My organization only cares about its own benefits and never cares about my career or living. [R]
15. If my organization gives me double wages, it will require me to put in three or four times more energy. [R]
16. My organization seems to think that I need to work hard no matter how poorly I am treated. [R]

## Appendix D – Well-Being Scale

Source: Ryff and Keyes (1995) for original scale and Keyes, Shmotkin, and Ryff (2002) for reduced version of the scale.

Responses are: 1=strongly disagree; 2=moderately disagree; 3=slightly disagree; 4=neutral; 5=slightly agree; 6=moderately agree; 7=strongly agree

### Autonomy

1. I tend to be influenced by people with strong opinions [R]
2. I have confidence in my opinions, even if they are contrary to the general consensus.
3. I judge myself by what I think is important, not by the values of what others think is important.

### Environmental Mastery

4. In general, I feel I am in charge of the situation in which I live.
5. The demands of everyday life often get me down. [R]
6. I am quite good at managing the many responsibilities of my daily life.

### Personal Growth

7. I think it is important to have new experiences that challenge how you think about yourself and the world.
8. For me, life has been a continuous process of learning, changing, and growth.
9. I gave up trying to make big improvements or changes in my life a long time ago. [R]

### Positive Relations

10. Maintaining close relationships has been difficult and frustrating for me. [R]
11. People would describe me as a giving person, willing to share my time with others.
12. I have not experienced many warm and trusting relationships with others. [R]

### Life Purpose

13. I live life one day at a time and don't really think about the future. [R]
14. Some people wander aimlessly through life, but I am not one of them.
15. I sometimes feel as if I've done all there is to do in life. [R]

## **Appendix E – Intention to Turnover Scale**

Sources: (Cook et al., 1981; Seashore et al., 1982)

The items to be rated are:

1. How likely is it that you will actively look for a new job in the next year?
2. I often think about quitting
3. I will probably look for a new job in the next year

The respondents' choices to item 1 are:

1. Not at all likely
2. Slightly possible?
3. Somewhat likely
4. Indifferent?
5. Quite likely
6. Very likely
7. Extremely likely

The respondents' choices to items 2 and 3 are:

1. Strongly disagree
2. Disagree
3. Slightly disagree
4. Neither agree nor disagree
5. Slightly agree
6. Agree
7. Strongly agree

## **Appendix F – Organizational Citizenship Behavior Scale**

The scale was a modification of the common OCB scale of Smith, Organ, and Near (1983) used in Riketta and Landerer, (2005).

The responses were coded from 1 (strongly disagree) to 7 (strongly agree.)

In the last six months:

1. I have voluntarily done more work than required
2. I helped colleagues when they had much work to do
3. I have tried to recruit volunteers for my organization
4. I have voluntarily helped my supervisor with his/her work
5. I have spontaneously made suggestions to improve work processes
6. I have talked favorably about [organization] to my acquaintances
7. I have taken more or longer breaks during working hours than allowed [R]
8. I have criticized this organization in front of my acquaintances [R]

## **Appendix G – Overall Job Satisfaction Scale**

Sources: (Cook et al., 1981; Warr, Cook and Wall, 1979)

The respondent's choices in rating fifteen items were as follows:

1. I am extremely dissatisfied
2. I am very dissatisfied
3. I am moderately dissatisfied
4. I am not sure
5. I am moderately satisfied
6. I am very satisfied
7. I am extremely satisfied

The fifteen items to be rated are:

1. The physical work conditions
2. The freedom to choose your own method of working
3. Your fellow workers
4. The recognition you get for good work
5. Your immediate boss
6. the amount of responsibility
7. Your rate of pay
8. Your opportunity to use your abilities
9. Industrial relations between management and workers in your [organization]
10. Your chance of promotion
11. The way your [organization] is managed
12. The attention paid to suggestions you make
13. Your hours of work
14. The amount of variety in your job
15. Your job security

## Appendix H – UWES Job Engagement Scale

Source: (Schaufeli, 2002; Schaufeli and Bakker, 2004) and [www.schaufeli.com](http://www.schaufeli.com)

The respondent's choices range on a 7 point scale:

0. Never
1. Almost never (a few times a year or less)
2. Rarely (once a month or less)
3. Sometimes (a few times a month)
4. Often (once a week)
5. Very often (a few times a week)
6. Always (every day)

The items sorted into their subscales / factors are:

### Vigor

1. JEng01 At work I feel bursting with energy.
2. JEng04 At my job, I feel strong and vigorous.
3. JEng08 When I get up in the morning I feel like going to work.
4. JEng12 I can continue working for very long periods at a time.
5. JEng15 At my job, I am very mentally resilient.
6. JEng17 At my work I always persevere even when things do not go well.

### Absorption

7. JEng03 Time flies when I am working.
8. JEng06 When I am working I forget everything else around me.
9. JEng09 I feel happy when I am working intensely.
10. JEng11 I am immersed in my work.
11. JEng14 I get carried away when I'm working.
12. JEng16 It is difficult to detach myself from my job.

### Dedication

13. JEng02 I find the work that I do full of meaning and purpose.
14. JEng05 I am enthusiastic about my job.
15. JEng07 My job inspires me.
16. JEng10 I am proud of the work that I do.
17. JEng13 To me my job is challenging.

Self-report instrument that measures 17 items in three subscales:(Schaufeli, 2002 Cronbach's Alpha .82) (Schaufeli and Bakker, 2004 Cronbach's Alpha .70-.90).

**Appendix I – Productivity Measures**

Professional consultants and accountants will be asked to rate their performance in the following way:

1. What were your average billable hours this week? \_\_\_\_\_
2. How many hours did you spend at work or working this week? \_\_\_\_\_

A productivity measure was constructed by dividing the total number hours into the billable hours.

## Appendix H – Survey Items

Page 1 of 3

Subscale	SCALE	SPSS Label	Survey item / question	Scale
Generalized		Rec01	My organization would help me develop myself, even if I cannot make more contributions at present	7 item - "strongly disagree" to "strongly agree"
RECIPROCITY		Rec02	My organization seems willing to invest in my professional development, even when it does not directly impact my current job performance	
		Rec03	My organization would do something for me without any strings attached	
		Rec04	My organization takes care of me in ways that exceed my contribution to the organization	
Balanced		Rec05	My organization takes care of the organization's interests as much as my interest	7 item - "strongly disagree" to "strongly agree"
RECIPROCITY		Rec06	It seems important to my organization that my efforts are equivalent to what I receive from the organization	
		Rec07	If I do my best and perform well, my organization will give me the opportunity for an extra reward	
		Rec08	Otherwise, my organization will punish me	
		Rec09	As long as I show my concern for the welfare of the organization, the organization will be concerned for my welfare in return	
Negative		Rec10	I have the impression that my organization is up to something that could hurt me [R]	7 item - "strongly disagree" to "strongly agree"
RECIPROCITY		Rec11	My organization would never help me out unless it was in the organization's own interest	
		Rec12	What I have received from my organization is only a small part of my contribution to the organization [R]	
		Rec13	My organization expects more from me than it gives me in return [R]	
		Rec14	My organization only cares about its own benefits and never cares about my career or living [R]	
		Rec15	If my organization gives me double wages, it will require me to put in three or four times more energy [R]	
		Rec16	My organization seems to think that I need to work hard no matter how poorly I am treated [R]	
LOJ Passion		LOJPas01	My work is more than just a job to me, it is a passion	7 item - "strongly disagree" to "strongly agree"
		LOJPas02	I adore what I do at work	
		LOJPas03	My job keeps my interest engaged like no other task	
		LOJPas04	I wish my friends found their work as personally fulfilling as I find mine	
		LOJPas05	I am so happy that I do the job that I do	
LOJ Commitment		LOJCom01	I love the organization for which I work	7 item - "strongly disagree" to "strongly agree"
Commitment		LOJCom02	I would be very happy to spend the rest of my career in this organization	
		LOJCom03	I really feel as if this organization's problems are my own	
		LOJCom04	This organization has a great deal of personal meaning for me	
		LOJCom05	I would do almost anything to do what I currently do in this organization	
LOJ Intimacy		LOJInt01	We care deeply for each other at work	7 item - "strongly disagree" to "strongly agree"
		LOJInt02	I love the people I work with	
		LOJInt03	I feel very close to the people at work	
		LOJInt04	We value each other greatly in our work life	
		LOJInt05	I would feel a deep sense of loss if I could no longer work with my coworkers/ clients	
HADLEY		JLNH01	Overall, what phrase best describes how you feel about your current job?	5 item - "I hate it" to "I love it"
		JLNH02	If we asked your significant other or close friend to describe how you feel about your current job, what would he or she say?	
LOJ		JLNH03	Please indicate how you feel overall about your current job using a scale from 0 to 10	10 item - "I hate it" to "I love it"



## Appendix H – Survey Items

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Subscale (SCALE)	SPSS Label	Survey item / question	Scale
WELL BEING Autonomy	WB01	I tend to be influenced by people with strong opinions [R]	7 item - "strongly disagree" to "strongly agree"
	WB02	I have confidence in my opinions, even if they are contrary to the general consensus	
	WB03	I judge myself by what I think is important, not by the values of what others think is important	
WELL BEING Environmental Mastery	WB04	In general, I feel I am in charge of the situation in which I live	7 item - "strongly disagree" to "strongly agree"
	WB05	The demands of everyday life often get me down [R]	
	WB06	I am quite good at managing the many responsibilities of my daily life	
WELL BEING Personal growth	WB07	I think it is important to have new experiences that challenge how you think about yourself and the world	7 item - "strongly disagree" to "strongly agree"
	WB08	For me, life has been a continuous process of learning, changing, and growth	
	WB09	I gave up trying to make big improvements or changes in my life a long time ago [R]	
WELL BEING Pos Relations	WB10	Maintaining close relationships has been difficult and frustrating for me [R]	7 item - "strongly disagree" to "strongly agree"
	WB11	People would describe me as a giving person, willing to share my time with others	
	WB12	I have not experienced many warm and trusting relationships with others [R]	
WELL BEING Life Purpose	WB13	Some people wander aimlessly through life, but I am not one of them	7 item - "strongly disagree" to "strongly agree"
	WB14	I sometimes feel as if I've done all there is to do in life [R]	
JOB SATISFACTION	JobSat01	Rate your satisfaction with the following work related items The physical work conditions	5 item - "very dissatisfied" to "very satisfied"
	JobSat02	The freedom to choose your own method of working	
	JobSat03	Your fellow workers	Odd items=Extrinsic JobSat Even items=Intrinsic
	JobSat04	The recognition you get for good work	
	JobSat05	Your immediate boss	
	JobSat06	the amount of responsibility	
	JobSat07	Your rate of pay	
	JobSat08	Your opportunity to use your abilities	
	JobSat09	Industrial relations between management and workers in your [organization]	
	JobSat10	Your chance of promotion	
	JobSat11	The way your organization is managed	
	JobSat12	The attention paid to suggestions you make	
	JobSat13	Your hours of work	
	JobSat14	The amount of variety in your job	
	JobSat15	Your job security	
ENGAGEMENT Absorption	JEng03 [AB01]	Time flies when I am working	7 items - "never" to "everyday"
	JEng06 [AB02]	When I am working I forget everything else around me	
	JEng09 [AB03]	I feel happy when I am working intensely	
	JEng11 [AB04]	I am immersed in my work	
	JEng14 [AB05]	I get carried away when I'm working	
	JEng16 [AB06]	It is difficult to detach myself from my job	
ENGAGEMENT Dedication	JEng02 [DE01]	I find the work that I do full of meaning and purpose	7 items - "never" to "everyday"
	JEng05 [DE02]	I am enthusiastic about my job	
	JEng07 [DE03]	My job inspires me	
	JEng10 [DE04]	I am proud of the work that I do	
	JEng13 [DE05]	To me my job is challenging	
ENGAGEMENT Vigor	JEng01 [VI01]	At work I feel bursting with energy	7 items - "never" to "everyday"
	JEng04 [VI02]	At my job, I feel strong and vigorous	
	JEng08 [VI03]	When I get up in the morning I feel like going to work	
	JEng12 [VI04]	I can continue working for very long periods at a time	
	JEng15 [VI05]	At my job, I am very mentally resilient	
	JEng17 [VI06]	At my work I always persevere even when things do not go well	

## Appendix H – Survey Items

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Subscale SCALE	SPSS Label	Survey Item / question	Scale
ORG CITIZENSHIP	Cit01	I have voluntarily done more work than required	7 item - 'strongly disagree' to 'strongly agree'
BEHAVIOUR	Cit02	I helped colleagues when they had much work to do	
	Cit03	I have tried to recruit volunteers for [organization]	
	Cit04	I have voluntarily helped my supervisor with his/her work	
	Cit05	I have spontaneously made suggestions to improve work processes	
	Cit06	I have talked favorably about [organization] to my acquaintances	
	Cit07	I have taken more or longer breaks during working hours than allowed [R]	
	Cit08	I have criticized [organization] in front of my acquaintances [R]	
TURNOVER	Turn01	I am actively looking for a new employer	7 item "strongly disagree" to "strongly agree"
INTENTION	Turn02	I often think about quitting	
	Turn03	I will probably look for a new employer within the year	
JOB RESOURCES	JobRes01	Do you have freedom in the execution of your work?	7 items "never" to 'everyday'
Factorial 3	JobRes02	Are you able to decide how to execute the work yourself?	
Autonomy	JobRes03	Are you able to participate in decision-making concerning your work?	
JOB RESOURCES	JobRes04	If necessary, are you able to ask for help from colleagues?	7 items - 'never' to 'everyday'
Factorial 4	JobRes05	Can you count on your colleagues when you have difficulties in your work?	
Social support	JobRes06	Do you feel appreciated by your colleagues?	
JOB RESOURCES	JobRes07	My immediate superior lets me know that he/she is satisfied with my work	7 items - "never" to everyday"
Factorial 1	JobRes08	work	
Supervisory	JobRes09	I feel appreciated by my immediate superior	
Support	JobRes10	work	
	JobRes11	My immediate superior is friendly and open to me	
	JobRes12	I have been given sufficient information to understand the purpose of my work	
JOB RESOURCES	JobRes13	My work gives me feedback about how I am doing professionally	7 items - 'never' to 'everyday'
Factorial 2	JobRes14	I receive sufficient information about the result of my work	
Task related	JobRes15	My colleagues / superior let me know what they think of my work	
Feedback	JobRes16	I have the opportunity in my work to develop my strengths	
	JobRes17	I am sufficiently able to develop my skills in this job	
	JobRes18	My work gives me the opportunity to learn new things	
NSHEALTH	NSHIntimacy 01	My coworkers and I cooperate well with each other	7 items - 'strongly disagree' to 'strongly agree'
Intimacy	NSHIntimacy 02	Coworkers positively affect my job experience	
Survey	NSHIntimacy 03	My coworkers and I interact positively on the job	
	NSHIntimacy 04	I enjoy the time I spend on the job with my coworkers	
	NSHIntimacy 05	I feel lucky to be working with the people that I do	
Designation	1	CGA	
Type	2	CMC	
	3	CGA Intern	
	4	CMC Intern	

### Appendix K – Message to CGA Participants

Message from CGA Canada embedded in the CGA spring newsletter:

Dear CGA member

CGA Canada is committed to advocating responsible social policy for business and accounting practices which contribute to societal values. Toward this goal, we invite you to participate in a survey on job motivation being conducted by Saint Mary's University. This PhD doctoral research aims to garner better understanding of how to motivate workers in such a way that they have enhanced well-being and productivity.

Your participation is completely voluntary and confidential. No names, identification numbers, addresses or other identifying characteristics will be included in the data. You will also be given the opportunity to volunteer for a face-to-face interview, but again, your participation will be voluntary, your responses will be confidential, and your anonymity will be protected. Only aggregated data and results will be published. The on-line survey should take you 15 minutes and can be put on hold or terminated at any time. You will have the opportunity to fill out this survey once per month for four consecutive months.

As an incentive, each time you complete the survey you will be entered into a draw to win a vacation for two to an Air Canada Vacations destination. Winners will be announced in August 2010.

If you wish to proceed to the survey, please click on the following link:

<http://smu.ca/engagement>

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Message from Researcher:

Hello and thank you for volunteering your time to fill out a survey regarding job motivation. It is hoped that your answers will help us better understand what workplace practices can increase your engagement, well-being and productivity. Once you have accessed the survey, you will be asked to create a pseudo code. Although we will not be able to identify you by this code, it is necessary so that we can match your multiple responses (if you choose to participate each month). The survey software will also ask you for your email address. This will not be included in the actual collected data. It will be used only to advise you of your pseudo code and of course to notify you if you are the winner of the vacation for two through Air Canada Vacations.

As a follow up to the survey, you will also be given the opportunity to volunteer for a face-to-face interview. In that case, you will need to provide an email address. That email address will be deleted from the research record as soon as the interview has been conducted. Please note that by clicking on the "I agree" icon below, you are giving me permission to use your responses for my doctoral research. I assure you that your answers

will be confidential, your anonymity will be maintained, and at no time will you be identified by any characteristics that may enable others to identify you. Data will be stored on a password-secured hard-drive at Saint Mary's University. The research results will be shared with you in October 2010.

If you have any questions or concerns about this research, please contact me at 902- 494- 6254, my supervisor, Dr. Kevin Kelloway at [Kevin.kelloway@smu.ca](mailto:Kevin.kelloway@smu.ca)

Thank you,

Connie Bygrave CMA, MBA, CMC. [connie.bygrave@smu.ca](mailto:connie.bygrave@smu.ca)

If you are ready to proceed to the survey, please click on the "I agree" icon.

#### Thank you message

Thank you very much for your participation. It is hoped that this study will help employers and institutions to better understand how to respond to employees needs in such a way that that everyone benefits. Please note that the aggregated research results will be posted on the Saint Mary's University website so that you and the other participants can anonymously access the results. Your organization will be notified when the results are posted along with a web address so that all employees can examine the results. I assure you that your participation is completely anonymous and confidential At no time will you be identified by name or any other unique characteristic.

Thank you

Connie Bygrave

[Connie.bygrave@smu.ca](mailto:Connie.bygrave@smu.ca)

## **Appendix L – Message to CMC Participants**

Message included in CMC newsletter

Dear CMA member

CMA Canada is committed to advocating responsible social policy for business and accounting practices which contribute to societal values. Toward this goal, we invite you to participate in a survey on job motivation being conducted by Saint Mary's University. This PhD doctoral research aims to gain insight into how to develop more motivating work environments that enhance workers' well-being and increase organizations' productivity.

Your participation is completely voluntary and confidential. No names, identification numbers, addresses or other identifying characteristics will be included in the data. You will also be given the opportunity to volunteer for a face-to-face interview, but again, your participation will be voluntary, your responses will be confidential, and your anonymity will be protected. Only aggregated data and results will be published. The on-line survey should take you 15 minutes and can be put on hold or terminated at any time. You will have the opportunity to fill out this survey once per month for four consecutive months. As an incentive, each time you complete the survey you will be entered into a draw to win a vacation for two to an Air Canada Vacations destination. Winners will be announced in August 2010.

If you wish to proceed to the survey, please click on the following link:  
<http://smu.ca/engagement>

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Message from Researcher as an introduction to the on-line survey:

Hello and thank you for volunteering your time to fill out a survey regarding job motivation. It is hoped that your answers will help us better understand what workplace practices can increase your engagement, well-being and productivity. Once you have accessed the survey, you will be asked to create a pseudo code. Although we will not be able to identify you by this code, it is necessary so that we can match your multiple responses (if you choose to participate each month). The survey software will also ask you for your email address. This is necessary so that a ballot can be created for the draw for a vacation for two through Air Canada Vacations. If you choose to provide your email address, it will not be included in the actual survey data, will not be used for any other purpose than the contest, and will be destroyed after the contest winner has been advised in August 2010.

As a follow up to the survey, you will also be given the opportunity to volunteer for a face-to-face interview. If you choose to volunteer, you will need to provide an email address so that the researcher can contact you. That email address will be deleted from the research record as soon as the interview has been conducted.

Please note that by clicking on the “I agree” icon below, you are giving me permission to use your responses for my doctoral research. I assure you that your answers will be confidential, your anonymity will be maintained, and at no time will you be identified by any characteristics that may enable others to identify you. Data will be stored on a password-secured hard-drive at Saint Mary’s University. The research results will be shared with you in October 2010.

If you have any questions or concerns about this research, please contact me at 902- 494-6254, or my supervisor, Dr. Kevin Kelloway at [Kevin.kelloway@smu.ca](mailto:Kevin.kelloway@smu.ca)

Thank you,

Connie Bygrave CMA, MBA, CMC

[connie.bygrave@smu.ca](mailto:connie.bygrave@smu.ca)

If you are ready to proceed to the survey, please click on the “I agree” icon.

Thank you message

Thank you very much for your participation. It is hoped that this study will help employers and institutions to better understand how to respond to employees needs in such a way that that everyone benefits. Please note that the aggregated research results will be posted on the Saint Mary's University website so that you and the other participants can anonymously access the results. Your organization will be notified when the results are posted along with a web address so that all employees can examine the results. I assure you that your participation is completely anonymous and confidential At no time will you be identified by name or any other unique characteristic.

Thank you

Connie Bygrave

[Connie.bygrave@smu.ca](mailto:Connie.bygrave@smu.ca)

### Appendix M – Hypotheses Tested in Study One

<i>Study 1 Hypotheses</i>	<i>Result</i>
<b>H1: LOJ is appropriately measured as a three-factor construct comprising Passion, Commitment, and Intimacy</b>	Supported
<b>H2: People who love their jobs have a higher and more balanced scores of Passion, Commitment, and Intimacy</b>	Supported
<b>H3: LOJ is a distinct construct from job satisfaction</b>	Supported
<b>H4: LOJ is a distinct construct from job engagement</b>	Supported
H5a: Generalized reciprocity is associated with LOJ Passion	Rejected
<b>H5b: Generalized reciprocity is associated with LOJ Commitment</b>	Supported
<b>H5c: Generalized reciprocity is associated with LOJ Intimacy</b>	Supported
H5d: Negative reciprocity is associated with LOJ Passion	Rejected
<b>H5e: Negative reciprocity is associated with LOJ Commitment</b>	Supported
<b>H5f: Negative reciprocity is associated with LOJ Intimacy</b>	Supported
<b>H5g: Balanced reciprocity is associated with LOJ Passion</b>	Supported
<b>H5h: Balanced reciprocity is associated with LOJ Commitment</b>	Supported
<b>H5i: Balanced reciprocity is associated with LOJ Intimacy</b>	Supported
<b>H6a: LOJ Passion is associated with Turnover</b>	Supported
<b>H6b: LOJ Commitment is associated with Turnover</b>	Supported
<b>H6c: LOJ Intimacy is associated with Turnover</b>	Supported
H7a: LOJ Passion is associated with OCB	Rejected
<b>H7b: LOJ Commitment is associated with OCB</b>	Supported
H7c: LOJ Intimacy is associated with OCB	Rejected
H8a: LOJ Passion is associated with Productivity	Rejected
H8b: LOJ Commitment is associated with Productivity	Rejected
H8c: LOJ Intimacy is associated with Productivity	Rejected
H9a: LOJ Passion is associated with overall well-being	Rejected
<b>H9b: LOJ Commitment is associated with overall well-being</b>	Supported
<b>H9c: LOJ Intimacy is associated with overall well-being</b>	Supported

### Appendix N- Hypotheses Tested in Study Two

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#### *Hypotheses supported in Study 2*

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- H1c: Generalized reciprocity in time 1 predicts LOJ Intimacy in time 2
  - H2b: LOJ Commitment in time 1 predicts turnover intention in time 2
  - H3c: LOJ Intimacy in time 1 predicts OCB in time 2
  - H5b: LOJ Commitment in time 1 predicts overall well-being in time 2
  - H5c: LOJ Intimacy in time 1 predicts overall well-being in time 2
  - H6b: LOJ Commitment in time 1 predicts well-being autonomy in time 2
  - H6c: LOJ Intimacy in time 1 predicts well-being autonomy in time 2
  - H7a: LOJ Passion in time 1 predicts well-being environmental mastery in time 2
  - H11a: LOJ Passion in time 1 predicts LOJ Commitment in time 2
  - H12b: LOJ Commitment in time 1 predicts intrinsic job satisfaction in time 2
- 

#### *Hypotheses rejected in Study 2*

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- H1a: Generalized reciprocity in time 1 predicts LOJ Passion in time 2
  - H1b: Generalized reciprocity in time 1 predicts LOJ Commitment in time 2
  - H1d: Negative reciprocity in time 1 predicts LOJ Passion in time 2
  - H1e: Negative reciprocity in time 1 predicts LOJ Commitment in time 2
  - H1f: Negative reciprocity in time 1 predicts LOJ Intimacy in time 2
  - H1g: Balanced reciprocity in time 1 predicts LOJ Passion in time 2
  - H1h: Balanced reciprocity in time 1 predicts LOJ Commitment in time 2
  - H1i: Balanced reciprocity in time 1 predicts LOJ Intimacy in time 2
  - H2a: LOJ Passion in time 1 predicts turnover intention in time 2
  - H2c: LOJ Intimacy in time 1 predicts turnover intention in time 2
  - H3a: LOJ Passion in time 1 predicts Organizational Citizenship Behaviour in time 2
  - H3b: LOJ Commitment in time 1 predicts Organizational Citizenship Behaviour in time 2
  - H4a: LOJ Passion in time 1 predicts productivity / billable hours in time 2
  - H4b: LOJ Commitment in time 1 predicts productivity / billable hours in time 2
  - H4c: LOJ Intimacy in time 1 predicts productivity / billable hours in time 2
  - H5a: LOJ Passion in time 1 predicts overall well-being in time 2
  - H6a: LOJ Passion in time 1 predicts well-being autonomy in time 2
-



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*Hypotheses rejected in Study 2 (continued from previous page)*

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H7b: LOJ Commitment in time 1 predicts well-being environmental mastery in time 2

H7c: LOJ Intimacy in time 1 predicts well-being environmental mastery in time 2

H8a: LOJ Passion in time 1 predicts well-being personal growth in time 2

H8b: LOJ Commitment in time 1 predicts well-being personal growth in time 2

H8c: LOJ Intimacy in time 1 predicts well-being personal growth in time 2

H9a: LOJ Passion in time 1 predicts well-being positive relations in time 2

H9b: LOJ Commitment in time 1 predicts well-being positive relations in time 2

H9c: LOJ Intimacy in time 1 predicts well-being positive relations in time 2

H10a: LOJ Passion in time 1 predicts well-being life purpose in time 2

H10b: LOJ Commitment in time 1 predicts well-being life purpose in time 2

H10c: LOJ Intimacy in time 1 predicts well-being life purpose in time 2.

H11 b: LOJ Commitment in time 1 predicts LOJ in time 2

H11 c: LOJ Intimacy in time 1 predicts LOJ in time 2

H12a: LOJ Passion in time 1 predicts intrinsic job satisfaction in time 2

H12c: LOJ Intimacy in time 1 predicts intrinsic job satisfaction in time 2.

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