

Investigating Work Passion and Work Engagement as Antecedents of Organisational Citizenship Behaviour in the Construction Industry

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Abstract

Employers want to create supportive organisational environments that result in beneficial organisational citizenship behaviours. A focus on work passion and work engagement may assist in this endeavour. This study investigated work passion and work engagement as antecedents of organisational citizenship behaviour in the South African construction industry. Internationally, a few studies revealed work passion and work engagement as possible antecedents of organisational citizenship behaviours. This study intended to confirm this relationship in the South African context and investigate the mediating role of work engagement in this relationship. A quantitative approach with a cross-sectional research design was used. A sample of (n=222) employees was obtained. Structural equation modelling methods were used to investigate the relationships between the constructs. A direct positive relationship existed between work passion and work engagement. Both also had a direct positive relationship with organisational citizenship behaviour. Work engagement indirectly impacted the relationship between work passion and organisational citizenship behaviour. Harmonious passion had a negative effect on organisational citizenship behaviour in the presence of obsessive passion and work engagement. A limiting factor was a smaller-than-anticipated sample size because data was collected during the COVID-19 pandemic. Practical implications for managers imply that organisational environments can be tailored to create conditions leading to harmonious work passion and work engagement that will foster organisational citizenship behaviours. Work passion and work engagement were confirmed as antecedents of organisational



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citizenship behaviour in the South African context. Engagement was found to indirectly influence the relationship between work passion and organisational citizenship behaviour.

Keywords: construction industry; engagement; organisational citizenship behaviour; work engagement; work passion

Introduction

Many organisations are searching for ways to create organisational settings that promote employees' well-being and where employees showcase positive behaviours, such as organisational citizenship, leading to organisational success (Saeed et al., 2015; Sadeghi et al., 2016). Organisational citizenship behaviour (OCB) refers to discretionary behaviours that fall outside employees' work requirements while still leading to increased organisational and group functioning (Deery et al., 2017; Klotz et al., 2017).

Guo et al. (2019) mention several benefits of OCB for organisations, including increased organisational sustainability and efficiency, innovation, and job satisfaction. However, although research indicates ample examples of the organisational benefits that OCB may have, it remains important to determine how organisations can create environments or circumstances for their employees that may lead them to exhibit OCB (Prakoso, 2022; Sadeghi et al., 2016). Although the antecedents of OCB have been extensively researched in various corporate and project-based environments, this does not seem to be the case within the construction industry (Kissi et al., 2019; Lim & Loosemore, 2017; Wang et al., 2018). To address this gap, this study investigated OCB as an outcome/dependent variable in the construction industry by focusing on two of its possible antecedents, namely work engagement and work passion. To achieve this, work engagement was conceptualised from the perspective of Schaufeli et al. (2006), consisting of vigour, dedication, and absorption, while work passion was conceptualised according to Vallerand et al.'s (2003) dualistic model of passion, consisting of obsessive and harmonious passion.

Based on the above, the purpose of this study was to investigate work passion and work engagement as antecedents of OCB in the construction industry. The general objective was to investigate the relationship between work passion, work engagement, and OCB in the South African construction industry. The specific objectives are integrated in the literature review below.

Literature Review

OCB

OCB is generally considered to lead to improved organisational performance via voluntary or discretionary behaviours which are not officially required by employees' job requirements (Robbins, 2016). Werner (2014) depicts OCB as consisting of different elements. These include: the willingness of employees to help one another (altruism);

employees exceeding expectations by doing more than what is expected of them (civic virtue); tolerating inconveniences without complaining (sportsmanship); the willingness of employees to arrive earlier for work or to stay later while also being cognisant of the number of irrelevant breaks being taken (conscientiousness) and; employees endorsing the organisation they work for to other external bodies (boosterism).

The five elements of OCB described above hold obvious benefits for organisations. However, OCB may also be beneficial to employees in terms of increased capacity and learning new skills, increased information pertinent to the job, self-actualisation and a sense of satisfaction, improved capability and self-worth, and connectedness and integration within the organisation (Olowookere, 2014).

The antecedents of OCB have been researched in various industries. Some of the antecedents found in industries other than the construction industry included aspects such as transformational leadership, self-efficacy, and work loyalty (Arifin et al., 2022), HR practices, job embeddedness and employee engagement (Dash & Pradhan, 2014), distributive justice, procedural justice, interpersonal justice and informational justice (Sumarmi & Tjahjono, 2021; Shafi et al., 2021), work passion (Wiroko, 2021), and work engagement (Farid et al., 2019).

Limited research on the antecedents of OCB specific to the construction industry exists. Still, some of the reported antecedents related to this industry include supervisory support, conscientiousness, and internal career orientation (Dahanayake & Priyashantha, 2021), transformational leadership, and organisational commitment (Purnomo & Hadi, 2019). This study specifically investigated work engagement and work passion as possible antecedents of OCB in the South African construction industry.

Work Engagement

Schaufeli et al. (2006) define work engagement as the enthusiasm individuals express towards their work, including their active and constant involvement therein. Because they are cognitively focusing on tasks, it enables them to cope with their job demands. Work engagement is explained through three sub-dimensions: vigour, dedication, and absorption (Schaufeli et al., 2006).

Vigour refers to individuals' high energy levels and their display of mental resilience to persevere and overcome challenges (Gera et al., 2019; Schaufeli et al., 2006; Schaufeli & Bakker, 2010; Sun & Bunchapattanasakda, 2019). Individuals are therefore willing to set aside the time required and to display determination in order to do their work effectively (Gera et al., 2019; Schaufeli et al., 2006; Schaufeli & Bakker, 2010; Sun & Bunchapattanasakda, 2019).

Dedication is characterised by enthusiasm and the display of pride towards the work being done (Gera et al., 2019; Schaufeli et al., 2006; Schaufeli & Bakker, 2010; Sun & Bunchapattanasakda, 2019). Individuals who are dedicated find it important to be involved in their work, even though they may encounter challenges (Gera et al., 2019; Schaufeli et al., 2006; Schaufeli & Bakker, 2010; Sun & Bunchapattanasakda, 2019).

Absorption is defined as a state in which the employee is happy, concentrated, and entrenched in the work to the extent that time passes quickly (Gera et al., 2019; Schaufeli et al., 2006; Schaufeli & Bakker, 2010; Sun & Bunchapattanasakda, 2019).

Engagement (vigour, dedication and absorption) makes it feel as if time goes by quickly because an employee feels energised, enthusiastic, and concentrates on the activity/work at hand (Gera et al., 2019; Schaufeli et al., 2006; Schaufeli & Bakker, 2010; Sun & Bunchapattanasakda, 2019).

A study by Sekhar and Gayatri Vidya (2013) highlights some of the possible advantages of work engagement for organisations. These include increased profits and productivity, customer satisfaction, customer loyalty, financial success, as well as increased employee performance, commitment, and motivation.

The Relationship between Work Engagement and OCB

Research by Sridhar and Thiruvankadam (2014) indicates that there is a relationship between work engagement and OCB; however, they state that this relationship does not always impact business outcomes, which is in line with the findings made by Zanuchi et al. (2017). Ariani (2013), on the other hand, states that OCB is an outcome of work engagement and that there is a positive relationship between the two constructs. Kataria et al. (2013) and Farid et al. (2019) agree with Ariani (2013) that employees who are engaged are more likely to increase their citizenship behaviour within organisations. Rahman et al. (2021) found a positive relationship between work engagement and OCB. These authors stated that work engagement is one of the most significant antecedents of OCB. The relationship between work engagement and OCB is related to the specific objective (SO) 2 of this study.

SO2: To investigate the relationship between work engagement and OCB.

This objective was reached by testing the following hypothesis:

- **H³:** There is a positive relationship between work engagement and OCB.

The investigation into the relationships between engagement and OCB did not include further analysis of the relationships between engagement sub-dimensions (vigour, dedication, and absorption) and OCB.

Passion for Work

A passion (such as a passion for work) refers to a strong preference for an activity that an individual identifies with, and on which a lot of time and energy is spent because it is valued, liked, and even loved by the individual (Vallerand et al., 2003). According to the dualistic model of passion, two types of passion exist, namely harmonious passion (HP) and obsessive passion (OP) (Vallerand et al., 2003).

The development of both HP and OP is dependent on the internalisation process of an activity/work into the identity of an individual. In terms of HP, the internalisation of the activity is autonomous. This means that the activity is undertaken out of free will and without expecting a reward or specific outcome for engaging in it (Vallerand et al., 2003; Bañuelos et al., 2016). This internalisation of the activity/work into the individual's identity is well balanced because it has a place in the individual's life and it is not controlling the individual (Vallerand et al., 2003; Bañuelos et al., 2016). HP, therefore, makes it easier for individuals to live a balanced life as it does not compel them to stay engaged with the passionate activity/work.

In terms of the advantages of HP, Bester et al. (2020) mention that individuals will have more fun while carrying out their work. They will experience career satisfaction and will be able to control their personal lives. In addition, Indriasari and Setyorini (2018) also add increased health, psychological well-being, increased self-esteem, creativity, and the experience of positive emotions to the list.

In terms of OP, the internalisation of an activity/work into an individual's identity is controlled in nature (Vallerand et al., 2003). This means that participation in an activity/work is not voluntary, but it is intended to avoid punishment or to obtain an external reward (Vallerand et al., 2007; Bañuelos et al., 2016). The activity/work controls or overpowers the individual's life, and it becomes difficult to stop engaging in it. This results in the individual experiencing conflict between work and other life activities, which results in disharmony or imbalance in the individual's life (Vallerand et al., 2003; Vallerand et al., 2007; Bañuelos et al., 2016). Other disadvantages of OP for work include burnout (Vallerand et al., 2007), decreased life satisfaction, as well as decreased well-being and psychological dependency (Stenseng et al., 2012; Stoia, 2018).

The Relationship between Work Passion and OCB

Astakhova (2015), Birkeland and Buch (2015), and Qadeer et al. (2016) are some of the first researchers who reported on the relationship between work passion and OCB. Birkeland and Buch (2015), as well as Qadeer et al. (2016), reported a lack of research on this relationship at the time they conducted their research. Even at the time this study was conducted, it was difficult to find additional scientific research on this relationship. Below are some of the prominent findings from the available literature addressing this relationship between work passion and OCB.

Mititelu (2020) reported a significant relationship between HP for work and OCB, as well as for OP for work and OCB. Similarly, Savithri and Maharayazhmozhi (2019) also found a significant positive relationship between work passion and OCB, which was also in line with the findings of Astakhova (2015) and Qadeer et al. (2016). Astakhova (2015), however, stated that these constructs are only related up to a point, after which any further increase in HP for work leads to OCB decreasing. The author explained that this may have been due to the influence of possible rewards or outcomes that individuals may have received when they displayed OCB within the organisation. Astakhova (2015) also reported that obsessive passion is linked to OCB; however, only because the employee seeks to gain something (i.e. acceptance or increased self-esteem) from the experience (Vallerand et al., 2007). Astakhova (2015) stated that employees will, however, not be able to sustain OCB when they are obsessively passionate, as obsessive passion creates an imbalance in their lives (Vallerand et al., 2007). The relationship between work passion and OCB is related to SO 1 of this study.

SO 1: To investigate the relationship between work passion (harmonious passion and obsessive passion) and OCB

This objective was reached by testing the following hypotheses:

- **H¹:** There is a positive relationship between HP for work and OCB.
- **H^{2a}:** There is a positive relationship between OP for work and OCB.
- **H^{2b}:** There is a negative relationship between OP for work and OCB.

The Relationship between Work Passion, Work Engagement, and OCB

According to Purba and Ananta (2018), work engagement is positively related to work passion; however, they did not differentiate between the duality of passion (HP and OP for work) when determining the relationship between work passion and work engagement.

According to Schaufeli et al. (2006), Schaufeli and Bakker (2010) and Sun and Bunchapattanasakda (2019), work engagement is characterised by feelings of enthusiasm, determination, and immersing oneself in one's work while being unrelenting. This view of work engagement has been seen to relate to that of harmonious passion in the sense that harmoniously passionate individuals generally experience the same positive feelings as those mentioned above during and after an activity (Vallerand et al., 2007).

Qadeer et al. (2016) found that both work engagement and harmonious passion were positively related to OCB. They focused on the relationship between HP for work, work engagement, and OCB and did not measure or report on the relationship that OP for work has with work engagement and OCB. They found that HP for work had a positive

relationship with both work engagement and OCB, and that work engagement acted as a mediator between HP for work and OCB.

Savithri and Maharayazhmozhi (2019), on the other hand, stated that it is presumed that there is a relationship between each type of work passion and OCB. In their research, Mititelu (2020) reported that both HP and OP positively correlated with work engagement and OCB. However, it was stated that the relationship between OP and OCB has not been studied broadly.

In terms of the relationship between work engagement and OCB, Mititelu (2020) found that work engagement had a positive correlation with OCB; it also acted as a mediator between HP and OCB, as well as OP and OCB. The relationship between work passion (HP and OP), work engagement and OCB is related to SO 3 of this study.

SO3: To investigate the relationship between work passion (harmonious passion and obsessive passion), work engagement, and OCB.

This objective was reached by testing the following hypotheses:

- **H⁴:** There is a positive relationship between HP for work and work engagement.
- **H^{5a}:** There is a positive relationship between OP for work and work engagement.
- **H^{5b}:** There is a negative relationship between OP for work and work engagement.
- **H⁶:** Work engagement mediates the relationship between HP and OCB.
- **H⁷:** Work engagement mediates the relationship between OP and OCB.

Figure 1 provides a visual summary of the hypotheses being tested

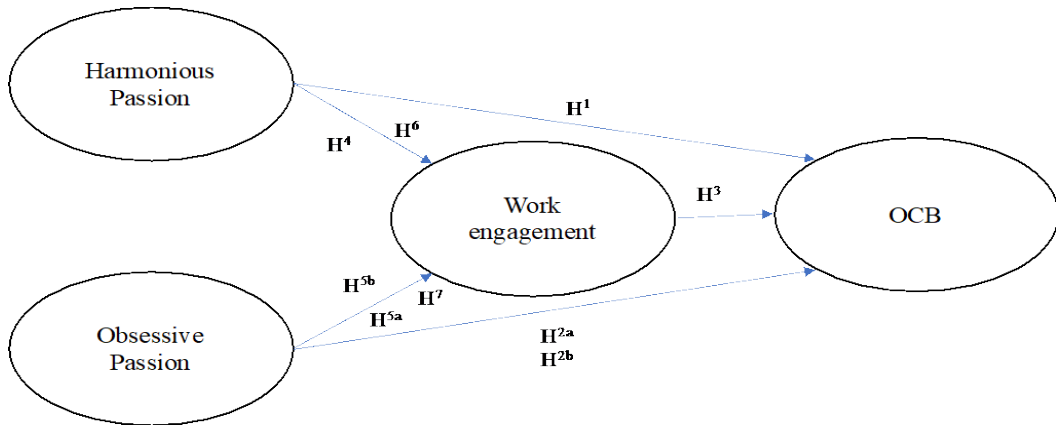


Figure 1: Research model

Methodology

Research Design

A quantitative research approach with a cross-sectional design was used to reach the objectives of this study. Purposive sampling was used, and a sample of (n=222) full-time and contract workers employed within the South African construction industry was obtained. The initial required sample size for the study was based on the rule of thumb that the number of items in the questionnaires be multiplied by ten (Wilson, van Voorhis & Morgan, 2007). However, Yong and Pearce (2013) mentioned that a minimum of five participants will still be adequate to conduct good scientific research. As the questionnaires consisted of 36 items, the initial required sample size was set between 180 and 360 participants.

A biographic questionnaire was used to obtain biographical data to describe the sample. Table 1 presents the characteristics of the participants in the study.

Research Participants

Table 1: Characteristics of the participants (n=222)

Item	Category	f	%
Gender	Male	159	71.62
	Female	56	25.23
	Not answered	7	3.15
Age	24–40	81	36.49
	41–60	108	48.65
	61–81	26	11.71
	Not answered	7	3.15
Ethnicity	African	35	16.3
	Coloured	11	5.1
	White	157	73.0
	Indian	10	4.7
	Asian	0	0
	Other	2	0.90
	Not answered	7	16.3
Education	High school	48	21.62
	First degree/diploma	83	37.39
	Post-graduate degree (i.e. honours) or diploma	57	25.68
	Master's degree or PhD	27	12.16
	Not answered	7	3.15
Employment tenure	<1 year	18	8.11
	1–10 years	94	42.34
	11–20 years	59	26.58
	21–30 years	34	15.32
	31–40	8	3.6
	41>	2	0.9
	Not answered	7	3.15

Most participants in the study were male, and the mean age of all participants combined was 45.4 years. In terms of ethnicity, white and African individuals were mostly represented in the sample. First degrees/diplomas were, in most cases, the highest education level achieved by the participants. The mean employment tenure or experience of the participants was 12.5 years.

Research Instruments

Passion for work was measured with the 17-item passion scale developed by Vallerand et al. (2003). All items are rated on a seven-point Likert-type scale, which ranges from one (not agree at all) to seven (strongly agree). Five items measured the presence of the passion definition criteria (sample question: “I spend a lot of time doing this activity.”). Six items measured HP for work (sample question: “My activity is in harmony with other things that form part of me”) and six items measured OP for work (sample question: “My activity is in harmony with other things that form part of me”). In line with the recommendation made by Rabie (2019), a frame of reference was added to all of the items by replacing “one’s activity” with “one’s job” as this tends to improve the results obtained with the scale. In a South African study, the passion scale yielded Cronbach alpha coefficients of 0.70 for harmonious passion and 0.81 for obsessive passion (Rabie 2019).

Work engagement was measured with the Utrecht work engagement scale (UWES), which was developed by Schaufeli et al. (2006). The questionnaire used in the survey was based on the UWES-9, which consisted of nine items. All items are rated on a seven-point Likert-type scale ranging from zero (never) to six (always). The scale consists of three sub-constructs: Vigour measured by three items (sample question: “At my work, I feel bursting with energy”), dedication measured by three items (sample question: “I am enthusiastic about my job”) and absorption measured by three items (sample question: “I am immersed in my work”). Cronbach alpha coefficients were found to be 0.84 (vigour), 0.89 (dedication), and 0.79 (absorption) (Schaufeli & Bakker 2004). During statistical analysis, the number of items of the UWES-9 was, however, reduced to three, which is in line with the UWES-3 (Schaufeli et al. 2019). The questions utilised were (“At work, I feel bursting with energy”), (“When I get up in the morning, I feel like going to work”) and (“At my job, I feel strong and vigorous”). It was confirmed by Schaufeli et al. (2019) that reducing the UWES-9 to only three items did not decrease the internal consistency.

Organisational citizenship behaviour was measured using the organisational citizenship behaviour checklist, which was developed by Spector et al. (2010). The checklist provided an overall view of OCB. The checklist consisted of 10 items. A frequency scale was used, ranging from one = never to five = every day (Spector et al., 2010). Sample questions of this scale are: “I took time to advise, coach or mentor a colleague” and “In order to complete work, I have given up a meal” (Spector et al., 2010). Previous research indicated a Cronbach’s alpha coefficient of 0.83 (Spector et al., 2010).

Research Procedure and Ethical Considerations

Ethical approval for this study was obtained from the educational institution overseeing the research. A middleman contacted various construction companies to obtain organisational consent and to establish a point of contact for data collection purposes.

Once consent was obtained, a participant information sheet and a template email containing the link to the online survey were sent to the point of contact, who distributed them within the organisation. The data collection process took place during the COVID-19 pandemic, and only 89 responses were initially obtained. Approval was obtained from the supervising university's scientific and ethics committees to proceed with data collection through iFeedback, an independent data collection service provider through which the remaining data was collected. The service provider recruited participants from an existing database consisting of construction companies. An email with the link to the online survey and participant information sheet was sent to the construction company's database. Online informed consent was obtained from participants before they completed the online surveys. SurveyMonkey (SurveyMonkey, 1999–2022) was used as the online platform for data collection. The platform's IP address protection facility was used to ensure anonymity. The results went directly to the researcher, ensuring that neither iFeedback nor the construction companies had access thereto. Data was exported to a password-protected Microsoft Excel spreadsheet for the purpose of statistical analysis.

Statistical Analysis

Statistical analysis was done using Mplus 8.4 (Muthén and Muthén, 2019). Confirmatory factor analysis (CFA) was conducted within a structural equation modelling (SEM) framework.

The fit indices that were used along with CFA included CFI, TLI, RMSEA, and SRMR. An adequate fit for CFI and TLI is represented by a value >0.90 , while a good fit is represented by a value >0.95 (van de Schoot et al., 2012). The cut-off score for RMSEA is <0.09 ; however, it is better if the value is <0.05 (van de Schoot et al., 2012). The cut-off score for the SRMR value is <0.05 (Cangur & Ercan, 2015). The reliability of the results was obtained with the cut-off score being 0.70 (Pallant 2007).

Pearson correlation coefficient was used; coefficients between -1.00 and 1.00 are deemed acceptable (Swanepoel et al., 2015). Furthermore, in order to determine how big or small the correlation is, the following effect sizes were used: 0.10 or smaller (small correlation), 0.30 or smaller (medium correlation) and 0.50 or smaller (large correlation) (Miles & Banyard, 2007).

The mediating (indirect effect) was determined using the model indirect function in Mplus, with 5000 bootstrap replications and a 95% confidence interval (Zhao et al., 2010).

Results

The Measurement Models

A four-factor measurement model was tested for use in this study, namely a first-order four-factor model in which organisational citizenship behaviour (OCB) is the primary factor. Table 2 below provides the fit statistics for the estimated and modified models.

Table 2: Fit statistics of the measurement models

Description	χ^2	df	CFI	TLI	RMSEA	SRMR
Four-factor model all items	779.09	269	0.91	0.90	0.095	0.077
Modified Four-factor model	651.75	246	0.93	0.92	0.088	0.070

Notes: χ^2 = Chi-square; df = Degrees of freedom; CFI = Comparative Fit Index; TLI = Tucker-Lewis Index; RMSEA = Root Mean Square Error of Approximation; SRMR = Standardised Root Mean Residual; $p < .001$

Reflected in Table 2 above is the four-factor model for all items ($\chi^2 = 779.09$; $df = 269$; CFI = 0.91; TLI = 0.90; RMSEA = 0.095; SRMR = 0.077). However, OBSESS6 (the sixth item of obsessive passion) had a non-significant loading and was removed from the model. A modified four-factor model was tested without this item, and it was a better fit to the data ($\chi^2 = 651.75$; $df = 246$; CFI = 0.93; TLI = 0.92; RMSEA = 0.088; SRMR = 0.070). This model (modified four-factor model) was used in further analyses, and the remaining related results, which form the basis of this model, are presented. The factor loadings for the model are presented in Table 3.

Table 3: Standardised loadings

Factor	Item	Factor loading	S.E.	p-value	CR
OCB	OCB1	0.66	0.06	0.001	0.89
	OCB2	0.76	0.05	0.001	
	OCB3	0.58	0.05	0.001	
	OCB4	0.59	0.06	0.001	
	OCB5	0.80	0.04	0.001	
	OCB6	0.64	0.06	0.001	
	OCB7	0.75	0.05	0.001	
	OCB8	0.68	0.05	0.001	
	OCB9	0.75	0.05	0.001	
	OCB10	0.52	0.06	0.001	
Engagement	VIG1	0.76	0.04	0.001	0.86
	VIG2	0.96	0.03	0.001	
	VIG5	0.74	0.05	0.001	
Harmonious Passion	HARM1	0.77	0.04	0.001	0.91
	HARM2	0.77	0.04	0.001	
	HARM3	0.75	0.05	0.001	
	HARM4	0.76	0.04	0.001	
	HARM5	0.85	0.03	0.001	
	HARM6	0.86	0.03	0.001	
Obsessive Passion	OBSESS1	0.53	0.07	0.001	0.86
	OBSESS2	0.83	0.04	0.001	
	OBSESS3	0.76	0.05	0.001	
	OBSESS4	0.76	0.05	0.001	
	OBSESS5	0.82	0.04	0.001	

Notes: CR = composite reliability; S.E. = Standard error; p -values < 0.001

Table 3 above reflects that all the factor loadings in the model were significant ($p < 0.001$). The composite (omega) reliability scores were all above 0.80, indicating that there is adequate internal consistency, since scores are required to be above 0.70 (Miles & Banyard, 2007) in order to be considered reliable. The Cronbach alpha coefficient was also measured and is presented in Table 4.

Table 4: Reliabilities and correlation matrix for the latent variables

Description	OCB	Engagement	Harmonious passion	Obsessive passion
OCB	(0.89)			
Engagement	0.49 ^{b*}	(0.86)		
Harmonious passion	0.31 [*]	0.77 ^{b*}	(0.91)	
Obsessive passion	0.47 [*]	0.72 ^{b*}	0.68	(0.81)

Notes: Cronbach's reliability coefficients in brackets on the diagonal; * = correlations statistically significant $p < 0.05$; a = medium effect size; b = large effect size

Table 4 shows that the correlation between the variables is statistically significant, with effect sizes ranging from medium to large effect sizes. OCB had a positive correlation with work engagement ($r = 0.49$; medium effect), harmonious passion ($r = 0.31$; medium effect) and obsessive passion ($r = 0.47$; medium). Engagement had a positive correlation with harmonious passion ($r = 0.77$; large effect) and obsessive passion ($r = 0.72$; large effect). The largest correlation was between harmonious passion and work engagement ($r = 0.77$; large effect).

The Structural Model

The structural model (see Figure 2), with the hypothesised paths added, also fitted the data ($\chi^2 = 651.75$; $df = 246$; CFI = 0.93; TLI = 0.92; RMSEA = 0.088; SRMR = 0.070).

Table 5: Regression analysis

Description	β	S.E.	p-Value
HARM → ENGAGE	0.52	0.08	0.001
OBSESS → ENGAGE	0.37	0.08	0.001
ENGAGE → OCB	0.47	0.14	0.001
HARM → OCB	-0.26	0.13	0.040
OBSESS → OCB	0.30	0.14	0.032

Notes: β = Standardised beta coefficient; S.E. = Standard error; p -values < 0.001

Table 5 above represents the results of the regression analysis. The results indicate that HP for work ($\beta = 0.52$) and OP for work ($\beta = 0.37$) positively predicted work engagement, while work engagement positively predicted OCB ($\beta = 0.47$). The relationship between both HP and OP for work and OCB approached non-significance. Although this is the case, OP for work positively predicted OCB ($\beta = 0.30$), while HP negatively predicted OCB ($\beta = -0.26$). This is an interesting finding, since one would expect that HP for work would positively predict OCB. In light of the positive

correlations reported earlier, it may be indicative of some suppression here, meaning that, in the presence of work engagement and OP for work, HP for work may negatively predict OCB.

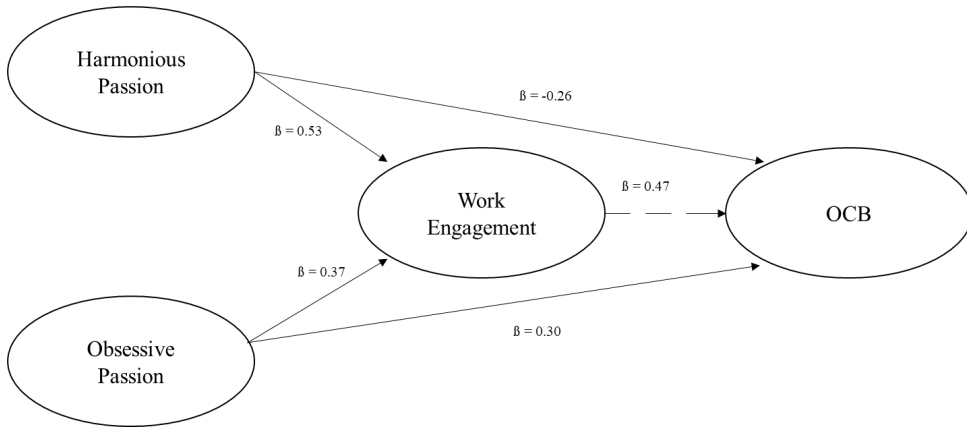


Figure 2: Structural model

Table 6: Indirect/Mediating effect/path for the structural model

Indirect/mediating effect		Bootstrapping: 95% CI		
		Estimate	Lower	Upper
Effects from HARM to OCB	Indirect	0.25	0.12	0.51
Effects from OBSESS to OCB	Indirect	0.18	0.08	0.34

Table 6 above shows that HP for work showed a meaningful indirect effect on OCB mediated through work engagement ($\beta = 0.25$; $p \leq 0.001$; 95% CI: 0.12; 0.51). Similarly, OP for work showed a meaningful indirect effect on OCB mediated through work engagement ($\beta = 0.18$; $p \leq 0.001$; 95% CI: 0.08; 0.34).

Discussion

The purpose of this research study was to investigate work passion and work engagement as antecedents to OCB in the South African construction industry. The general objective was to investigate the relationships among these constructs. The general objective was attained by addressing the specific objectives (SO) and hypotheses of the study, as discussed below.

SO1: To investigate the relationship between work passion (harmonious passion and obsessive passion) and OCB.

This objective was achieved via hypotheses 1, 2a, and 2b. In terms of hypothesis 1 (*There is a positive relationship between HP for work and OCB*), the results revealed a

significant positive relationship between HP for work and OCB. This is in line with the findings of Savithri and Maharayazhozi (2019), Mititelu (2020), and Qadeer et al. (2016).

Despite this significant positive correlation with OCB, the structural model indicated that HP negatively predicted OCB. The results obtained from the structural model were in line with the findings by Astakhova (2015). Although this result approached non-significance, it remains interesting and may be indicative of some suppression here, meaning that, in the presence of OP for work and work engagement, HP for work may negatively predict OCB. This result may be explained in terms of Astakhova's (2015) study on the relationship between work passion and OCB.

Astakhova (2015) found that HP for work and OCB are only positively related up to a point, whereafter OCB tends to decrease. The balance between work and life activities is an important characteristic of HP employees. When experiencing imbalance, they try to restore the balance, i.e., when work is creating the imbalance, they tend to reduce engagement and channel their engagement to life activities and *vice versa* (Astakhova, 2015). Therefore, when they are engaged with work activities and OCB, and they find that this is creating an imbalance, the engagement in work and OCB will be reduced, leading to HP that negatively predicts OCB. This is particularly relevant to the context in which the data of this study was collected. During the COVID-19 pandemic, employees were required to work remotely, something they were not used to or prepared for. Employees had to find a balance between the chaos, challenges, and uncertainties of remote work while also attending to family and life in general.

The finding that HP negatively predicts OCB in the presence of OP can indicate the fact that both HP and OP eventually lead to decreased OCB. As was discussed above, harmoniously passionate employees will continue to seek balance in their lives no matter how difficult things may become. Obsessively passionate employees are, however, not so concerned about the work-life imbalances that their work passion creates and, therefore, they do not try to compensate for these imbalances (Astakhova, 2015). Although this may lead to positive outcomes in the short term, such as was seen in the results of this study (significant positive correlation between OP and OCB and OP positively predicting OCB), this cannot be sustained in the medium to long term, as the outcomes tend to become negative. This happens because the employee's OP may start to interfere with other domains of life, which can eventually lead to decreased performance and lower OCB levels. This is in line with Astakhova (2015), who states that OP will have a positive relationship with OCB, but as OP increases, the relationship tends to turn negative, leading to a reduction in OCB.

Based on the conflicting results obtained between the correlations and the structural model, as well as the discussion above, hypothesis 1 was partially rejected.

Results pertaining to hypothesis 2a (*There is a positive relationship between OP for work and OCB*) revealed that a positive relationship exists between OP for work and OCB. This was in line with research conducted by Mititelu (2020).

The structural model indicated that OP positively predicted OCB. Astakhova (2015) found that employees will be obsessively passionate about their work because they would like to attain recognition or reward. Therefore, this behaviour would lead to OCB.

Another explanation of this significant positive relationship between OP and OCB may be attributed to the fact that both OP and HP may yield positive results in the short term. In the medium to long term, however, OP tends to yield negative results, while HP continues delivering positive results for organisations (Birkeland & Buch, 2015; Mititelu, 2020).

Since the current study was cross-sectional in nature, the medium- and long-term effects of OP for work and HP for work were not captured, and as a result, the possible negative effects that may develop over time were not observed and consequently not reported. Based on the positive correlation found between OP for work and OCB, and the structural model indicating that OP for work positively predicts OCB, hypothesis 2a was accepted.

The results of hypothesis 2b (*There is a negative relationship between OP for work and OCB*) revealed a positive relationship between OP for work and OCB, and therefore, the hypotheses were rejected.

Although the researcher expected the rejection of this hypothesis, it was included to capture possible negative consequences of OP that may have been developed over the medium to long term at the time that the data was collected.

As expected, it was very difficult to capture these medium- to long-term consequences of OP with a cross-sectional study; a longitudinal study would most probably have yielded the desired results. The argument for not obtaining a negative relationship is therefore similar to that of hypothesis 2a above. In the following section, SO2 and its related hypotheses are discussed.

SO2 intended to investigate the relationship between work engagement and OCB.

As noted in the literature review, it is important to note that this study did not intend to investigate the sub-constructs of work engagement, namely vigour, dedication and absorption and their relationships with other constructs in this study.

Hypothesis 3 (*There is a positive relationship between work engagement and OCB*) was stated to achieve SO2. The results revealed a significant positive relationship between work engagement and OCB.

This finding is in line with that of Farid et al. (2019) and Ariani (2013), who found that employees who were more engaged at work displayed increased OCB within the organisations. The results obtained when testing the structural model indicated that work engagement positively predicted work engagement.

Many researchers (Arokiasamy, 2021; Mititelu, 2020; Rahman et al., 2021; Sridhar & Thiruvankadam, 2014) seem to agree on this significant positive relationship and the value of engagement for organisations, which may include aspects such as increased sales performance, improved product quality and beneficial customer ratings (Podsakoff et al., 2009).

Based on the positive correlation found between work engagement and OCB, and the structural model indicating that work engagement positively predicts OCB, hypothesis 3 was accepted. Addressing hypothesis 3 above contributed to the achievement of SO2. In the following section, SO3 and its related hypotheses are discussed.

SO3 intended to investigate the relationship between work passion (harmonious passion and obsessive passion), work engagement and OCB.

Hypotheses 4, 5a, 5b, 6, and 7 contributed to the achievement of SO3. The results of hypothesis 4 (*There is a positive relationship between HP for work and work engagement*) revealed that HP for work had a significant positive relationship with work engagement. This finding is in line with Mititelu (2020), Qadeer et al. (2016), and Purba and Ananta (2018), who all found that HP has a positive relationship with work engagement.

The results obtained from the structural model indicated that HP positively predicted work engagement. Both HP for work and work engagement result in positive feelings experienced by employees (Mititelu, 2020; Toth et al., 2021).

In terms of HP for work, positive feelings are experienced during and after an activity has taken place (Vallerand et al., 2007; Vallerand et al., 2003). In the case of engagement, this positive feeling is only present during task engagement (Vallerand et al., 2007; Vallerand et al., 2003).

Although it seems as if the two constructs are very similar, work passion differs from work engagement since work is integrated into the identity of an individual, and this is not the case in terms of engagement (Stoia, 2018). Individuals experiencing HP for work are usually internally motivated, and work becomes internalised into the individuals' identity autonomously (Vallerand et al., 2003; Bañuelos et al., 2016). It therefore seems as if work passion refers to a higher level of motivation than work engagement that extends beyond task engagement. In the case of HP for work, this will lead to positive outcomes for the individual and the organisation in the short, medium, and long term.

Based on the positive correlation between HP and work engagement, and the structural model indicating that HP positively predicts work engagement, hypothesis 4 was accepted.

The results of hypothesis 5a (*There is a positive relationship between OP for work and work engagement*) revealed that there is a positive relationship between OP for work and work engagement.

Similar to this, Mititelu (2020) also found a significant positive relationship between OP for work and work engagement. The results obtained from the structural model indicated that OP positively predicted work engagement. This finding may be due to employees expressing excessive enthusiasm and would therefore be more engrossed in their work and continue working even though OP has unfavourable effects on the employee (Mititelu, 2020; Vallerand et al., 2003). Although this relationship was found, the literature informs us that it may differ slightly from the significant positive relationship that was found between HP for work and work engagement above.

As was mentioned before, work passion and work engagement result in positive feelings experienced by employees (Vallerand et al., 2003; Vallerand et al., 2007). Similar to HP for work in the short term, individuals who experience OP may experience positive feelings during and after an activity. In the medium to long term, however, in terms of OP, these positive feelings may become negative (Astakhova, 2015; Vallerand et al., 2007).

Because this study was cross-sectional, it was not possible to investigate the medium- and long-term effects of OP for work, and the effect it may have on work engagement. Individuals experiencing OP for work are usually externally motivated and work becomes internalised into the individuals' identity in a controlled fashion (Vallerand et al., 2003). This means that individuals may feel obliged to engage in their work due to possible rewards, punishment avoidance, or other aspects that seem to influence their behaviour. This may therefore explain the significant positive relationship between OP for work and work engagement. In the case of OP for work, this will lead to positive outcomes for the individual in the short term but may lead to negative outcomes for the individual and organisation in the medium to long term.

Based on the positive correlation between OP and work engagement, and the structural model indicating that OP positively predicts work engagement, hypothesis 5a was accepted.

Results on hypothesis 5b (*There is a negative relationship between OP for work and work engagement*) revealed that this is not the case, and therefore the hypothesis was rejected. Although this was the case, the researcher was expecting this outcome.

As was mentioned before, it was not possible to measure the long-term effect of OP with a cross-sectional design. The literature states that OP for work can lead to positive results in the short term, but to negative results in the long term, as individuals who indulge in OP will continue being obsessively passionate about their work despite the negative long-term effects (Astakhova, 2015; Vallerand et al., 2007). The long-term effect of the relationship between OP for work and work engagement may therefore become negative as individuals over-engage in their work, leading to issues such as work-life imbalance and burnout that may affect organisational performance (Stoia, 2018; Vallerand et al., 2003; Vallerand et al., 2007).

The results of hypothesis 6 (*Work engagement mediates the relationship between HP for work and OCB*) indicated that work engagement does mediate the relationship between work passion and OCB (indicating an indirect relationship); the hypothesis was therefore confirmed.

A recent study conducted by Mititelu (2020) also found that work engagement acts as a mediator between work passion and OCB. In the presence of work engagement, HP for work has a stronger relationship with OCB than the direct relationship found above between HP for work and OCB. This could be that work engagement has such a strong effect that it dominates the direct effect of HP for work with OCB (Mititelu, 2020). Therefore, it can be said that the relationship between HP for work and OCB is better explained in the presence of work engagement as a mediator (Mititelu, 2020).

Despite the mediating effect of work engagement on the relationship between HP for work and OCB, it is assumed (based on the literature on work passion) that OCB will be positively impacted by HP for work due to the positive effects that HP has in the short, medium to long term (Mititelu, 2020). This differs from OP, as will be mentioned in the section below.

Results on hypothesis 7 (*Work engagement mediates the relationship between OP for work and OCB*) indicated that work engagement acts as a mediator between OP for work and OCB (indicating an indirect relationship). This relationship was found to be significant, and the hypothesis was therefore confirmed.

These findings are in line with those of Mititelu (2020), who also found that work engagement mediates the relationship between OP for work and OCB. In contrast to the direct association between OP for work and OCB found above, the relationship between OP for work and OCB is stronger when work engagement acts as the mediator. This may be because the direct effects of OP for work with OCB are overshadowed by the impact of work engagement, which is thought to be quite powerful (Mititelu, 2020). As a result, it can be claimed that the relationship between OP for work and OCB is better explained in the presence of work engagement as a mediator (Mititelu, 2020). It can, however, be noted that the effect of work engagement mediating the relationship

between HP for work and OCB is greater than the mediating relationship of work engagement between OP for work and OCB.

Despite the mediating effect of engagement on the relationship between HP for work and OCB, it is assumed (based on the literature on work passion) that OCB will be positively impacted by OP for work in the short term but negatively impacted in the medium to long term. This differs from HP as mentioned in the previous section (Mititelu, 2020). HP differs from OP in that OCB will be positively impacted by HP due to HP having a positive effect in the short, medium, and long term. It would therefore result in organisations focusing more on HP and work engagement when seeking OCB within the organisation (Mititelu, 2020).

Practical Implications

The study assisted in understanding the relationships that exist between work passion, work engagement, and OCB, specifically in the South African construction industry. It was clear that the relationships were similar to those found in other countries and industries and that work engagement and work passion can be seen as antecedents of OCB.

It can therefore be said that the South African construction industry is not unique in terms of how the constructs investigated in this study related to one another. Although this is the case, South Africa is a third-world country with its own unique circumstances and national culture, as well as high levels of poverty, unemployment, and corruption. Organisational interventions focusing on increased work engagement and HP for work to achieve OCB will therefore most likely differ from those of First World countries.

The fact of the matter is that (no matter how it is done) organisations should create work environments that nurture work engagement and work passion (specifically HP) in such a way that it leads to a culture of OCB that leads to positive outcomes for the organisation such as increased sales performance, improved product quality, and beneficial customer ratings on organisations (Podsakoff et al., 2009).

Limitations and Recommendations for Future Research

This study had some limitations. Firstly, data collection for this study took place during the COVID -19 pandemic. The construction industry, which was already in turmoil before COVID-19 occurred, led to many construction companies closing and retrenchments taking place (Cohen, 2019). The COVID-19 pandemic just added to the strenuous situation that the construction industry was going through and resulted in large numbers of retrenchments and the industry taking further strain (Aeon, 2021; Proviti, 2020). This, in turn, may have also created a negative environment where obsessive passion was the order of the day. For this reason, it was difficult to get hold of construction companies that were willing to let their employees take part in the research. This, even after approaching an independent data collection company, resulted

in a low response rate ($n=222$). It is therefore recommended that future studies obtain larger samples by trying to stick to the rule of thumb and guidelines provided by Wilson van Voorhis and Morgan (2007), where the number of items on the scales being used for data collection is multiplied by 10 to provide better results.

Secondly, purposive sampling was also considered a limitation of the sample, since it is susceptible to researcher bias. Researcher bias came in the form of the sample group that consisted of a targeted group, which was the construction industry. Therefore, participants were purposefully selected to participate in the study. Future research could consider replicating this research by using random sampling from a variety of work settings, thereby allowing for general conclusions to be drawn from those results.

Thirdly, the cross-sectional nature of this study resulted in an inability to study the medium- and long-term relationships between work passion (especially OP) and OCB, as well as between work passion (especially OP) and work engagement. It is recommended that more longitudinal studies be done to further investigate this relationship within the South African context.

Lastly, the relationships between the sub-constructs of both engagement and OCB were not investigated in this study. Future studies may further investigate these to determine how they relate to HP and OP for work.

Conclusion

The study aimed to investigate work passion and work engagement as antecedents to OCB within the construction industry. By conducting this study, the relationships between the constructs could be understood within the South African construction industry, which were similar to the findings in other industries and countries.

It is, therefore, important for construction organisations to be aware that the constructs (work passion, work engagement, and OCB) are present within the construction industry and that these are constructs that need to be nurtured for employees to decrease stress and thereby decrease the chances of burnout, which will, in turn, contribute to greater employee well-being.

It is also important to understand the benefit OCB has on an organisational level since it is the employees who would enhance the working environment, and thereby enhance business productivity, since this behaviour would spill over from one employee to another.

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