IGNITING THE HARMONIOUS PASSION AMONG FAST MOVING CONSUMER GOODS COMPANIES’ FRONTLINE EMPLOYEES: THE ROLE OF RELATIONSHIP-ORIENTED LEADERSHIP

Amna Iftikhar¹* and Muhammad Anwar Ul Haq²

ABSTRACT
The primary purpose of this paper is to examine the impact of relationship-oriented leadership on harmonious passion based on Self-Determination Theory. Self-efficacy is taken as a mediator between the relationship-oriented leadership style and harmonious passion. A conscientious personality trait is integrated as a moderator to check whether it moderates the effect of relationship-oriented leadership on harmonious passion. The data were collected using a cross-sectional research design, and the study population is the front-line employees of fast-moving consumer goods companies in Pakistan. The research model was tested using a questionnaire survey instrument, and the sample size was 487. PLS-SEM was used for testing the hypotheses. Similarly, Hays process macro was used for testing mediating and moderating effects. Results revealed that employees increase their Harmonious Passion in the presence of relationship-oriented leadership. Self-efficacy mediates the relationship between relationship-oriented leadership and Harmonious Passion. Conscientiousness personality trait significantly acts as a moderator between relationship-oriented leadership and Harmonious Passion. As research on this leadership style and employee passion is scarce, this paper will help get a proper understanding of the specific leadership style necessary for cultivating harmonious passion. This study also concludes that fast-moving consumer goods companies should consider this leadership style and motivate their managers to adopt this particular style to increase their employees’ harmonious passion for better outcomes.

Keywords: Harmonious Passion; Relationship-Oriented Leadership; Self-Efficacy; Conscientiousness; Personality.

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INTRODUCTION

“Nothing is as important as passion. No matter what you want to do with your life, be passionate”

( Jon Bon Jovi - quoted in Curran et al., 2015, p. 8).

A company has all types of workers, where some are clock-watchers who drag themselves to their work five times a week and simply clock in their time, while others are enthusiastically engaged in their work tasks and hardly notice the week that passes. The latter group is charged with passion, making work feel like “soul work” rather than drudgery. There has been an increase in researchers’ interest in positive psychology. Society immensely values the meaning of work rather than its mere survival value (Chen et al., 2020). Over the past ten years, there has been an increase in research on work passion by practitioners and researchers (Astakhova, 2015; Pathak & Srivastava, 2020). It is commonly said that passion pervades almost all aspects of life (Vallerand & Houlfort, 2019). Emotion involves enduring strong, positive emotions that are essential to a person's identity and leads us to develop our career because it motivates people to master new skills and perform better in their work (Dalpé et al., 2019a). Passion is defined as strong feelings for work or activity which an individual likes, feels essential, and invests his energy and time in this activity or task (Vallerand et al., 2003, 2010).

Over many years, research studies on workplace passion have been growing and receiving remarkable prominence in both academic and business press (Bonneville-Roussy et al., 2013; Boonsathorn & Sirakiatsakul, 2018; Egan et al., 2019; Hatfield et al., 2012; Mageau et al., 2009; Newman et al., 2019; Pollack et al., 2020). The cultivation of passion at work is considered to be the cornerstone of talent development. Many researches are conducted to check the intrapersonal effects of passion, such as burnout, mental illness, cognitive outcomes, and motivational factors (Bouffard, 2017; Carboneau et al., 2010; Egan et al., 2019; Vallerand et al., 2010). However, the purpose of the current study is to explore the antecedents of passion (Egan et al., 2019).

When individuals are passionate about anything, they consider that activity or work part of their self-image (Butt et al., 2019). According to Séguin-Levesque et al. (2003) and Zigarmi & Nimon (2011), work passion is also taken as individuals’ persistent emotions and desire, which is based on their cognitive and affective work appraisals (Stoia, 2017). Several researchers have suggested that passion for work is an exceptional human ability that contributes more toward business success. It is considered one of the strongest positive emotions that empower personnel in the workplace and is also seen as necessary to motivate others successfully. In this highly
dynamic environment, it is crucial for leaders to develop relations with employees. It plays a vital role in motivating and cultivating passion in employees and paves the way toward achieving shared objectives (Butt et al., 2019; Egan et al., 2019).

According to the theory of Self-Determination, the grounded theory of work passion advocates that an individual-centered approach may be inadequate due to other environmental factors; therefore, it is necessary to study this antecedent (Ratten & Miragaia, 2020). Therefore, to address this gap, this research investigates the role of relationship-orientated leadership as an environmental factor (Egan et al., 2019). However, scant studies have been conducted on exploring the relationships between relationship oriented leadership and harmonious passion (Butt et al., 2019; Karakitapoğlu-Aygün et al., 2020; Stoia, 2017). According to the recent research on passion, this study is especially interested in developing the leader-follower relationships with underlying self-efficacy mechanisms (Karakitapoğlu-Aygün et al., 2020; Nolzen, 2018). Identifying individuals’ strengths and psychological resources is crucial to develop motivational forces to achieve their targets (Donmez & Bozkurt, 2019). According to Pathak and Srivastava (2020) and Vallerand & Houlfort (2019), there is a need to fulfill this psychological state in order to motivate employees toward their work than others. Moreover, passion resides in every individual, so an understanding must be acquired about how conscientiousness (a personality trait) is a potential moderator in the leader-follower relationship, which is also suggested by literature that personality is an important personal factor related to the emerging and developing of this construct (Balon et al., 2013; Breevaart & de Vries, 2019; Dalpé et al., 2019a).

The critical contributions of current research are as follows; (i) this research will confirm the self-determination theory with the perception of the link between relationship-oriented leadership and harmonious passion as a theoretical contribution and also enrich literature by increasing the understanding of self-efficacy in an association with conscientiousness personality. (ii) This current research has a significant managerial implication that relationship-oriented leadership could develop more sense of ownership, competency, and meaningfullness in employees’ work by adopting a unique leadership style because this leadership style leads to develop harmonious passion; (iii) this type of leadership is also expected to create a positive environment that is conducive to develop and motivate passionate employees towards their passion (Ho & Astakhova, 2020; Perrewe* et al., 2014; Pollack et al., 2020). (iv) The practical implication of current research is that it would be helpful for different national and international firms in Pakistan to use their sales force effectively.
LITERATURE REVIEW

Relationship-Oriented Leadership and Harmonious Passion

According to Begum & Mujtaba (2016), Relationship-Oriented Leadership emphasizes job satisfaction, motivation, work-life balance and general well-being for employees. Leaders who take this approach focus on supporting, two-way communication, meeting their employees’ needs, motivating, and developing their employees (Breevaart & de Vries, 2019; Carbonneau et al., 2010; Ruzgar, 2018; Sirén et al., 2016). They foster teamwork by developing positive relationships, encouraging communication with their employees, and provide support that enables them to take risks. The main focus of this leadership is on the wellbeing of each worker and non-hesitation to devote time and effort to meet their specific needs and to listen to their work-related as well as personal problems (Sakkar Sudha & Shahnawaz, 2020; Tabernero et al., 2009). Team members are generally willing to be productive and take risks knowing that the leader will help them when needed (Razzak et al., 2019; Dijk, 2010). Moreover, under relationship-oriented leadership, employees work in a conducive environment where their supervisors care about their wellbeing and pursue creative collaboration (Tabernero et al., 2009). This type of leader understands that productivity in the workplace requires creating a positive environment that fuels their passion, motivating employees to increase and cultivate their harmonious passion.

Harmonious passion is conceptualized as a self-directed internalizing experience in which employees freely and voluntarily accept their work as important to them and as a part of their identity and experiences a sense of volition and personal choice in deciding when to do task and participate in work activity (Vallerand & Houlfort, 2019). According to Self-Determination, if a person is already engaged and freely involved in a self-defining activity that makes them feel supported and helped in their choices by their surroundings or environment, an HP is likely to develop (Fernet et al., 2014; Spehar et al., 2016). Harmonious passion is an autonomous internal process in which work is vital to the individual and is self-explanatory through its characteristics (e.g., stimulating, pleasant). Employees with harmonious passion work independently and without any contingency, so their tasks are well balanced with their individual roles and responsibilities, and thus help them experience task engagement to the fullest. (Ho & Astakhova, 2020) This flexible way of participating in the activity can contribute to a better focus, positive effect, absorption and flow (Jackson & Marsh, 1996; Vallerand et al., 2003, 2007). Therefore, it can be assumed that in order for employees to feel satisfied with their work, they must be harmoniously passionate about their work. Thus, for relationship-based leadership,
it is crucial to study the impact on employee passion by relationship-oriented leadership.

The main strength of the relationship-oriented leadership style is that it creates teams in which everyone wants to participate. Team members are generally willing to be productive and take risks knowing that the leader will help them when needed (Dijk, 2010). Moreover, under relationship-based leadership, employees work in an autonomous setting, where leaders depict care about their needs, show concern for their problems and pursue their goals with mutual effort (Tabernero et al., 2009). This type of leader understands that productivity in the workplace requires creating a positive environment in which people are motivated and behave independently. Autonomous social environments that support self-determination enable everyone to work willingly, to exploit individuals’ inner desires and allow them to connect with their personal interests and values. Hence, harmonious passion is more probably to develop in an independent social context, as it arises from an internal desire to participate in a particular activity that individuals choose to fully internalize as a part of their self or identity (Borja-Freitag, 2017; Vallerand et al., 2003).

According to self-determination theory, it is proposed that employees will be motivated when their three basic psychological needs are fulfilled, such as (i) competence, (ii) relatedness and (iii) autonomy. It sheds light on taking motivational mechanisms into account for accomplishing tasks and achieving desired goals (Borja-Freitag, 2017). When people fulfill these three psychological needs through the work they value and enjoy in autonomous internalization, they develop a harmonious passion (Jabeen et al., 2022; Türkay et al., 2022). Relationship-oriented leaders support their employees and worry about the employee's wellbeing. This leadership style satisfies all three psychological dimensions of passion and provides support and a paternalistic environment that is considered favorable for developing harmonious passion.

**H1:** Relationship-Oriented leadership will have a positive effect on Harmonious Passion.

**Mediating Role of Self-Efficacy**

Self-efficacy is an individual's belief or confidence in his abilities to enhance the motivations, knowledge resources, and action plans needed to accomplish a particular task successfully in a specific context (Stajkovic & Luthans, 1998). According to ‘Bandura (2012)’, there are four approaches that are recognized for self-efficacy development: (i) mastery or success experiences, (ii) social persuasion and positive feedback, (iii) modeling from relevant others or vicarious learning, and (iv) physiological and psychological arousal (Luthans & Youssef-Morgan, 2017) According to Bandura (2012), when employees directly experience success,
their perception needs to internalize their success in order to develop further their self-efficacy (Stajkovic & Luthans, 1998). Moreover, this can also be achieved through progressive feedback, work-life balance, empowerment, and social recognition.

Relationship-oriented leadership leads to an increase in the self-efficacy of subordinates. This is because this leadership uses enactive mastery and verbal persuasion to convince subordinates of their ability to perform a task (Bandura, 2012). They assign challenging tasks to their subordinates and give them ample opportunity to experience mastery and realize their worth. Relationship-oriented leaders show high expectations of their subordinates and trust them when working and achieving results. An environment filled with healthy feedback, support from the leader, and inspiring challenges to subordinates promotes optimism in the environment and confidence in achieving personal and organizational goals (Aggarwal & Krishnan, 2013).

According to the self-determination theory, autonomous social settings that support self-determination and allow internal motivation to focus on behavior are significant incubators of harmonious passion (Borja-Freitag, 2017). Harmonious passion (HP) results from a person's identity as an independent internal activity. Autonomous social environments that support self-determination enable everyone to work willingly, exploit individuals’ inner desires and connect with their personal interests and values. So, in self-efficacy, when employees directly experience success (Bandura, 2012), their perceptions need to internalize their success in order to further develop their abilities (Stajkovic & Luthans, 1998). Moreover, self-efficacy can also be achieved through progressive feedback, work-life balance, and empowerment (Stajkovic & Luthans, 1998). Hence, harmonious passion is probably to develop in an independent social context, as it arises from an internal desire to perform better in a particular activity that individuals choose to fully internalize as a part of their identities (Borja-Freitag, 2017; Vallerand et al., 2003). It is predicted that self-efficacy also considers a potential cause for harmonious passion.

Relationship-oriented leadership style enhances followers’ perception of self-efficacy, such as self-confidence and belief in one's ability to develop oneself (Sahertian, 2011). This is because the leadership which facilitates their interaction (two-way communication) (McMurray et al., 2010), focuses on relationships, wellbeing and motivation (Ruzgar, 2018), and shows care for their life and wellbeing (Ehrhart & Klein, 2001) can provide autonomous environment and internalization where the employees can freely cultivate their passion and creativity by having the positive impact on their psychological capital (Gooty et al., 2009). According to the self-determination theory, this autonomous internalization thrives in situations where a person
experiences the satisfaction of their needs of competence, autonomy and relatedness (Earl, 2019). When these needs are satisfied by their relationship-oriented leader, it will have a positive impact on their self-efficacy.

The mediation of self-efficacy between relationship-oriented leadership and harmonious passion could be postulated with the help of Self-Determination and some existing literature. When a leader sets challenging goals for employees, it gives them a higher level of self-efficacy. Self-efficacy affects the perseverance with which people attempt new and challenging tasks (Reio & Ghosh, 2009). SDT supports that with relationship-oriented leadership, self-efficacy would lead to developing HP (harmonious passion), which is the result of autonomous internalization of the activities. This internalization arises from the individuals’ ability and self-interest to perform a certain activity despite external pressure.

Moreover, a supportive environment nurtures trust and encourages workers to take risks and autonomy, enabling their self-determination and increasing an autonomous form of internalization (Jabeen et al., 2022; Sachs et al., 2022). They believe this activity is an important part of his identity without any precondition. Therefore, when employees are internally connected and engaged in their tasks, they will happily engage in their work.

H2: Relationship-oriented Leadership will have a positive effect on self-efficacy.

H3: Self-Efficacy will have a positive effect on harmonious passion.

H4: Self-efficacy will mediate the relationship between relationship-oriented leadership and harmonious passion.

Moderating Role of Conscientiousness

Conscientiousness personality type is a measure of reliability. It refers to responsible, ordered, reliable, and persistent behaviour. McElroy et al. (2007) defined this trait as the individuals who possess this trait keenly plan their activities. These people are intentional, strong-willed, and trustworthy. This trait is also described as people who scored high on this personality are also logical, responsible, and risk averse (Goldberg, 1990). These individuals are more inclined to show high performance, are content with their jobs (Barrick & Mount, 1991), exhibits motivation for achievement (Judge et al., 1999), and are more conscious of their task-accomplishment than economic rewards (Raja et al., 2004). Individuals having this trait try to find the environment in which they are most likely to have achievement and success, even if they fall behind in securing future development opportunities. It is a well-accepted agreement that states that individuals having this trait are conscious, dependable, rigorous, well-rounded,
and organized employees who are also likely to perform well in almost any job. That is why an employee who exhibits this trait will always do better than someone who does not, and are more driven to achieve, prosper and persist on difficult tasks (Barrick et al., 2001).

A person on their high-level goal of conscientiousness will act (a) purposefully, (b) displays behavior that is strong-willed, (c) determined and (d) detail oriented. According to self-determination theory, individuals who are comfortable with their environment and have a proactive approach, with self-motivated tendencies, seek optimum challenges and incorporate new experiences to fit in a coherent sense of self ((Balon et al., 2013; Dalpé et al., 2019b; Darner, 2009). The main focus of Self-Determination theory is human wellbeing and motivation, which highly emphasizes how the social environment supports the needs of autonomy, competence, and relatedness. When these psychological needs of individuals are fulfilled, SDT predicts that individuals will show optimum performance, enhanced motivation, and passion for their work (Jeno et al., 2019; McDaniel, 2012). So, in line with this theory, the researcher hypothesized that individuals who are organized, dependable, and comfortable to work with relationship-oriented leadership are highly likely to cultivate their passion and have a positive link with harmonious passion by satisfying their basic psychological needs.

**H5:** Conscientiousness will moderate the relationship between Relationship-Oriented leadership and Harmonious Passion.

### CONCEPTUAL FRAMEWORK

The following (figure 1) conceptual model has been devised based on the previous literature.

![Conceptual Model](image)

### RESEARCH METHODOLOGY

**Participants and Procedures**

According to Akinci & Saunders (2015), Research philosophy is a guiding principle or belief that allows researchers to conduct research in a systematic and organized way. Sekaran (2003)
argued that quantitative methods are used to express numeric data under positivism. This research uses quantitative methods to obtain factual truth by confirming the relationship through mathematical objectivity (Faizan & Hague, 2019). The hypotheses are developed in this research on the basis of the gap identified in the literature by using a deductive approach, which is then tested using the statistical tool. Cross-section design has been used in this study because it takes less than a year to complete, and respondents participate once in this research (Choudhary, 2020; Faizan & Hague, 2019).

The selected research instruments depend on the type and nature of the research. In qualitative research, interviews are usually conducted, while quantitative analysis frequently opts for using a questionnaire (Choudhary, 2020; Haque et al., 2018). In the context of this study, a survey questionnaire is used as a research instrument. The questionnaires were circulated among the employees working in the FMCG organizations, especially front-line employees who directly relate to the customers. The sales professionals of FMCG companies are the population of the current study population because they have a direct relationship with their customers and work hard to complete their targets for their sales and mostly work under time limits to sell new and existing products. So, the right leadership style is crucial to enhance and cultivate their passion for work. As the FMCG sector of Pakistan is the population for the current study, we have downloaded a list of all these companies from the site of the Pakistan Stock Exchange. The researcher selected an online survey questionnaire, and hard copies were also taken and sent through social media websites, e-mail and physically in nine different metropolitan cities of Pakistan. The respondents’ information is discussed in the results.

We distributed 700 questionnaires and received 520 valid questionnaires. In total, 53% of the data is collected through online resources, and 47% is collected via personal visits. Data is analyzed through the PLS-SEM 3.9 technique (Partial Least Squares Structural Equation Modeling) and the latest version of SPSS 21.

**Measures**

**Relationship-Oriented Leadership**

The scale which is used to access relationship-oriented leadership is developed by Northouse in 2001. The data is collected with 10 items that predict leadership style. The Likert scale is used from range 1 to 5. 1 is labeled as strongly disagree, and 5 is labeled as strongly agree, 3 being a neutral response was used for collecting responses. The Cronbach’s Alpha of this scale is .880. The sample item for Relationship Orientation is “My immediate supervisor responds
favorably to suggestions made by others.”

**Harmonious Passion**

The scale used for Passion was developed in 2003 by Vallerand. This also uses a five-point Likert scale for taking responses. This scale's reported reliability ($\alpha$) is .89. The sample item for HP is “My job reflects the qualities I like about myself.”

**Conscientiousness**

The scale used for the measurement of conscientiousness is in the personality trait questionnaire developed by Rammstedt & John in 2007. The reported reliability ($\alpha$) of conscientiousness is .82. Sample item is “I see myself as someone who does a thorough job.”

**Self-Efficacy**

Self-efficacy is assessed by a 6-item measure developed in 2007 by Luthans, Youssef and Avolio. The reported reliability ($\alpha$) is .84. Sample item is “I feel confident contributing to discussions about sales strategy.”

**EMPIRICAL FINDINGS**

**Data Screening**

The data screening process for this study is sensibly carried out before the data analysis step. All the missing values in the collected data did not exceed 10%, and all of these values are filled with their median. In the data cleaning process, a total number of eight univariate outliers were detected, and fifteen multivariate outliers were removed; after this, the response of 487 people were left for data analysis.

**Sample Profile**

The demographic information is shown in the below table.

**Table 1. Demographic Information**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Age</th>
<th>Education</th>
<th>Experience</th>
<th>Total Experience</th>
<th>Sector</th>
<th>Hierarchical levels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male (456)</td>
<td>25 years or below (158)</td>
<td>Bachelors (182)</td>
<td>1-3 years (256)</td>
<td>1-3 years (129)</td>
<td>Household (126)</td>
<td>1 (175)</td>
</tr>
<tr>
<td>Female (31)</td>
<td>26-35 years (219)</td>
<td>Masters (128)</td>
<td>4-6 years (130)</td>
<td>4-6 years (121)</td>
<td>Personal Care (151)</td>
<td>2 (75)</td>
</tr>
<tr>
<td></td>
<td>36-45 years (98)</td>
<td>Professional (24)</td>
<td>7-9 years (50)</td>
<td>7-9 years (104)</td>
<td>Food and Beverages (141)</td>
<td>3 (145)</td>
</tr>
<tr>
<td></td>
<td>46 years or above (12)</td>
<td>Any others (153)</td>
<td>10 years or above (51)</td>
<td>10 and above (133)</td>
<td>Health Care (69)</td>
<td>4 (92)</td>
</tr>
</tbody>
</table>
**Multicollinearity**

For checking multicollinearity in the data, the TOL (stands for values of tolerance) and VIF (stands for variance inflation factor) are calculated. The values of the variance inflation factor shown in table 2 are under 5.0, and values of tolerance are above 0.20, which confirms that the problem of multicollinearity does not exist.

### Table 2. The calculated values of TOL and VIF to investigate multicollinearity in the data.

<table>
<thead>
<tr>
<th>Sr.</th>
<th>Variables</th>
<th>TOL</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>ROL</td>
<td>.703</td>
<td>1.422</td>
</tr>
<tr>
<td>2</td>
<td>SE</td>
<td>.686</td>
<td>1.458</td>
</tr>
<tr>
<td>3</td>
<td>CON</td>
<td>.844</td>
<td>1.185</td>
</tr>
</tbody>
</table>

Note: variance inflation factor are above 5.0, and values of tolerance are below 0.20 show multicollinearity (Hair et al., 2014)

**Correlations**

In table 3, mean (M), standard deviation (SD) and correlation among the variables are reported. The table results show that the relationship between relationship-oriented leadership, harmonious passion, self-efficacy, and conscientiousness are positive.

### Table 3. Correlation

<table>
<thead>
<tr>
<th>Var</th>
<th>Mean</th>
<th>SD</th>
<th>ROL</th>
<th>HP</th>
<th>CON</th>
<th>SE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROL</td>
<td>4.1860</td>
<td>.70402</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HP</td>
<td>4.0934</td>
<td>.69034</td>
<td>0.547***</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CON</td>
<td>3.9004</td>
<td>.89744</td>
<td>0.328***</td>
<td>0.283***</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>SE</td>
<td>4.2413</td>
<td>.58279</td>
<td>0.524***</td>
<td>0.434***</td>
<td>0.360***</td>
<td>1</td>
</tr>
</tbody>
</table>

ROL=Relationship Oriented Leadership, HP=Harmonious Passion, CON=Conscientiousness, SE=Self-Efficacy, ***p<0.01

To check the internal consistency, the Composite Reliability (CR) is calculated. The values of CR are for relationship-oriented leadership, harmonious passion and self-efficacy are above .70, but the value of conscientiousness personality is .666. Average Variance Extracted (AVE) and Cronbach’s Alpha was calculated for each variable. All AVE values were above 0.50 except harmonious passion, which depicted that these constructs have good internal consistency. The standardized loadings are above 0.50, which showed convergent validity. Cronbach alpha for all the variables is good except conscientiousness.
Table 4. Validity and Reliability of Constructs

<table>
<thead>
<tr>
<th>Variable</th>
<th>AVE</th>
<th>CR</th>
<th>Alpha</th>
<th>Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROL</td>
<td>.491</td>
<td>.906</td>
<td>.880</td>
<td>Reflective</td>
</tr>
<tr>
<td>HP</td>
<td>.429</td>
<td>.815</td>
<td>.723</td>
<td>Reflective</td>
</tr>
<tr>
<td>CON</td>
<td>.536</td>
<td>.666</td>
<td>.633</td>
<td>Reflective</td>
</tr>
<tr>
<td>SE</td>
<td>.526</td>
<td>.847</td>
<td>.685</td>
<td>Reflective</td>
</tr>
</tbody>
</table>

Note: Average variance extracted (AVE) AVE \( \geq 0.50 \), Composite reliability (CR) CR \( \geq 0.70 \). Threshold values (Hair et al., 2013): CR \( \geq 0.70 \), and Alpha \( \geq 0.70 \)

To check whether structural paths which are hypothesized are real, the Heterotrait-Monotrait Ratio (HTMT) is conducted. If the HTMT value is above 1, it shows that there is no discriminant validity, whereas if its values are below the threshold confirms the discriminant validity exists in the model (Rasoolimanesh, 2022). As Table 5. indicate the HTMT values which are below 1, which ensures that discriminant validity has been established in this model and the latent variable shares a more common variance than the assigned indicators of other variables.

Table 5. Heterotrait-Monotrait Ratio (HTMT)

<table>
<thead>
<tr>
<th>Variable</th>
<th>CON</th>
<th>HP</th>
<th>Moderating Effect 1</th>
<th>ROL</th>
<th>SE</th>
</tr>
</thead>
<tbody>
<tr>
<td>CON</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HP</td>
<td>0.856</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moderating Effect 1</td>
<td>0.466</td>
<td>0.147</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ROL</td>
<td>0.820</td>
<td>0.703</td>
<td>0.215</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SE</td>
<td>0.981</td>
<td>0.609</td>
<td>0.239</td>
<td>0.613</td>
<td></td>
</tr>
</tbody>
</table>

Mediation

Mediation is verified using process macros Hayes with the bootstrap samples of 5000 (Bolin, 2014). The table 6 shows the significant results that overall effect is .929 with p-value .0000 and indirect effect is .6691 with p-value .0000. The below figure of mediation shows that Relationship oriented leadership has significant relation with self-efficacy (a= .3666, p < 0.05); where self-efficacy mediates harmonious passion significantly (b= .7105, p < 0.05), and Relationship oriented Leadership has both direct and indirect relationships with Self-efficacy which are significant (c= .929, p < 0.05; c'= .669, p < 0.05).

Table 6. Mediation

<table>
<thead>
<tr>
<th>Effect Type</th>
<th>( \beta )</th>
<th>SE</th>
<th>P</th>
<th>LLCI</th>
<th>ULCI</th>
</tr>
</thead>
</table>

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**Table 7.** Moderating Effect of Conscientiousness

<table>
<thead>
<tr>
<th>Effect Type</th>
<th>β</th>
<th>SE</th>
<th>p</th>
<th>LLCI</th>
<th>ULCI</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROL→HP</td>
<td>1.3114</td>
<td>.2487</td>
<td>.0000</td>
<td>.8228</td>
<td>1.8000</td>
</tr>
<tr>
<td>CON→HP</td>
<td>2.2549</td>
<td>.7849</td>
<td>.0042</td>
<td>.7126</td>
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</tr>
<tr>
<td>RL*CON→HP</td>
<td>.1376</td>
<td>.0320</td>
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<td>.0678</td>
<td>.3731</td>
</tr>
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Model Summary: $F = 81.86, p < .05, R^2 = 0.33, SE=Standard Error, LLCI=Lower Limit Confidence Interval (95%), ULCI=Upper Limit Confidence Interval (95%)$

**RESULTS AND DISCUSSION**
The primary purpose of this current research was to link relationship-oriented leadership with the harmonious passion that whether self-efficacy mediates their relationship or not. It was also necessary to focus on whether conscientiousness as a personality moderates the leader-follower relationship towards cultivating passion in the FMCG sector of Pakistan. This study supports the first hypothesis that relationship-oriented leadership positively impacts harmonious passion. This is justified because when employees work in a conducive environment, provided by a relationship-oriented leadership style, an employee works freely with no pressure and puts extra effort into his loving activity, which helps him cultivate and increase his harmonious passion (Tabares, 2022). Other similar studies also support that a similar leadership style plays a vital role in facilitating harmonious passion among employees (Ho & Astakhova, 2020). Our study supports the proposed hypothesis that self-efficacy significantly mediates their relationship. This is because when employees feel confident and capable to perform any activity, it affects their psychological capital, increasing their ability (Polatcan et al., 2021). Therefore, in the presence of a relationship-oriented leadership style, where leaders support and improve their self-efficacy by adopting a positive attitude, employees are more likely to develop a harmonious passion. Other researches also validate that employees' self-efficacy positively relates to relationship-focused leadership styles to get positive outcomes (Aggarwal & Krishnan, 2013).

The indirect paths of relationship-oriented leadership with harmonious passion through self-efficacy are positive and significant, with p values less than .05 and bootstrapping bias adjusted 95% confidence intervals (CI). According to the self-determination theory, researchers argue that leadership style influences employees to cultivate a specific type of passion, and self-efficacy strengthens this relationship by mediating it. This research also supports the hypothesis that conscientiousness moderates the relationship between relation-oriented leadership and harmonious passion. This is also justified because when employees have a conscientiousness personality in which they are organized, determined and strong-willed, working under relationship-oriented leadership, they are highly likely to cultivate their passion and have a positive link with harmonious passion (Badiyani, 2021; Breu & Yasseri, 2022). The research on personality also supports our results that specific personality modifies relationships and increases employee passion (Dalpé et al., 2019b; Judge & Bono, 2000; Sakkar Sudha & Shahnawaz, 2020).

**PRACTICAL AND THEORETICAL IMPLICATIONS**

This research contributes to the current literature and research in many ways. First of all, the
study of the existence of self-efficacy in a setting like a working environment is relatively scarce and unaddressed in passion research. This study pinpoints a key mechanism for human resource managers: how leadership roles would significantly impact employees’ passion for work. For corporate practices, as self-efficacy mediates the relationship and is reported as a strong predictor of increasing employee passion, it allows human resources practitioners to apply self-efficacy as an additional measure in their employee selection process (Nolzen, 2018). A theoretical implication is that this study adds to the literature on harmonious passion by adding a relationship-oriented leadership component, which enables a better appreciation of how employees’ passion is cultivated and promoted in work settings. Thereby, this research extends the existing theory on passion research to suggest that employees’ personalities need to take into consideration gender when trying to increase passion with the specific leadership behavior because it significantly moderates their choices and behaviors. In terms of practical implications, the key finding is that a high level of harmonious passion (HP) clearly indicates that the specific working environment facilitates and attracts individuals to experience a positive work-life balance and a volunteer internalization of the work (Anagnostopoulos et al., 2016).

CONCLUSION

This research validates the idea that the existence of relationship-oriented leadership has a significant impact on both employees and organizations. Therefore, to have a productive and healthy working environment, organizations must need avenues to adopt a specific leadership style to cultivate a specific type of passion. In this research, the results of the collected data provided support for the positive impact of Relationship-oriented leadership (ROL) ‘on’ harmonious passion (HP). Moreover, this study also finds a positive effect of self-efficacy as a mediator of harmonious passion. Furthermore, this research supports that in the existence of relationship-oriented leadership, it is more likely for a person with a conscientious personality to cultivate and increase his harmonious passion.

The current study used relationship-oriented leadership as a predictor; in the future, more studies can overcome this limitation by taking other leadership styles in the passion research. Another limitation is that this study uses only one aspect of psychological capital as a mediator, so other contextual factors can be studied as mediators or moderators to explain how specific leadership style enhances harmonious passion deeply. Another limitation of the study was that this research considers only the FMCG sector of Pakistan. So, other areas like the entertainment and sports industry can be explored in the future. Furthermore, in this research, different types
of personalities like extraversion and neuroticism are not included, so these personalities may be considered in the future to extend the current findings of this study.
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