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A Systematic Study on Entrepreneurial Passion: Critical Review and Future Research Guide

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Abstract

This research explores comprehensive scholarship and reviews about the concept of Entrepreneurial Passion (EP). This critical exploration of literature highlights that passion underscores a pivotal assistance in entrepreneurship literature. The objective of scholarship is to comprehend the concept of EP, review the literature, and suggest avenues for future research in this specific field. This article defines EP by developing an understanding of its four dimensions: passion for developing, founding, and creating including passionate for work; ensemble and fanatical and observed. Inculcating theoretical and empirical frameworks on EP, this study also discusses several research methodologies (e.g., qualitative, quantitative, experimental, and intervention) used by various researchers in EP research. This study also reviews the antecedents and outcomes of EP mentioned in prior research. Finally, this study identifies research gaps that can extend their research using the EP concept.

Keywords: Entrepreneurial Passion (EP), EP for venture creation, EP for Work, Obsessive Passion (OP) and Harmonious Passion (HP), Perceived EP, Literature Review.

1. Introduction

Passion retains a central point of discussion and a focal point of concern not only for management and scholars but also for popular media and international bestsellers (e.g., The New York Times, 2022; Steel, 2021). For two decades, research on passion has significantly augmented (Curran et al. 2015). Scholars believe that an individual's personal, career, and professional success is dedicated to "finding and living one's passion" (O'Keefe et al., 2018). Furthermore, an individual's passion highlights those activities that shape individual's talent and involvement in successful and productive behavior (Gagné, 2007). Schumpeter (1951) explains passion in an individual successful life passion plays a crucial role. Moving beyond general passion, management scholars have fostered their research direction towards 'Entrepreneurial Passion' that has focused on passion of entrepreneurs for entrepreneurial growth oriented firms (Cardon et al., 2013). Despite increasing interest in this topic, the literature on EP is fragmented, and scholars are still exploring new dimensions of EP (Lee & Hermann, 2021).

Extant studies have investigated individual- and context-based factors related to EP and the role of EP entrepreneurial firms (Cardon et al., 2013). Entrepreneur's personal and context-based factors promote EP and entrepreneurial activity in a country that, in turn, fosters the development of the economy. Research has demonstrated that EP effect positively on business performance, venture

creation, funding outcomes, inspiration, motivation to find new ventures, and decision-making (Lee & Hermann, 2021; Newman et al., 2019). The concept of EP has been explored and measured in many studies, but researchers are still looking for the best conceptualization and measurement that can enrich this concept to obtain positive entrepreneurial outcomes (Newman et al., 2019). For instance, broader and explicit research on passion lacks consensus on passion as a state or characteristic (Moeller et al., 2017). Similarly, there is ambiguity regarding research on passion regarding how it should be researched with the relevant activities and particular types of motivation (Baum & Locke, 2004; Bhansing et al., 2017). Furthermore, extant studies explain passion on the basis of its dimensions. The area of EP has expanded into other disciplines, and a rigorous and systematic assessment of the existing literature has yet to be conducted. By doing so, one can clearly understand and obtain numerous insights into how EP literature can inspire from other domains of general passion and vice versa (Newman et al., 2019).

The present investigation seeks to review EP-related research in the field of management and entrepreneurship. We used the WOS database, particularly for journals with a social science citation index. To synthesize the literature review of the selected articles, this study did not include chapters from books or dissertations. To provide an inclusive scholarship on EP, this research focused on entrepreneurs' passion-related research more generally, as it shares a concept-based domain of EP, including the development, basis, and growth of entrepreneurial passion. The study conducted a meta-analysis (for example, Newman et al., 2019; Lee, 2021), which summarized prior studies on EP. Although no time limitations were imposed on this research, the current research found 65 articles in our review. Moreover, the literature review section attempted to determine how passion for entrepreneurs has been defined and measured. Additionally, what are the antecedents and outcomes of previous studies?

2. Literature Review

Passion has long been a debated topic among philosophers and practitioners. The epistemology of passion highlights that it has been driven from Latin word "passio" which refers to the feelings of suffering. A group of philosophers, such as Kant (1724-1804) and Hume (1711-1776), argued that the will of a human is inevitably determined by its passion. Later, passion was studied in various management and entrepreneurial studies. For example, Baum et al. (2001) discovered a theoretical perspective on EP. Similarly, various studies have explained the dimensions of EP, dualistic entrepreneurs' and perception based passion (Cardon et al., 2009). This section explores scholarship on EP from various perspectives.

2.1 Different structures of EP

2.1.1 EP for activities of venture creation (Founding, Inventing & Developing)

In previous studies, researchers have defined and measured EP in various ways. Cardon and his colleagues presented the popular definition of EP is "consciously accessible intense positive feelings experienced by involvement in entrepreneurial activities associated with roles that are meaningful and salient to self-identity of entrepreneur" (Cardon et al., 2009, pp.517). Cardon (2013) articulated the concept and explains that entrepreneur's deep emotions toward specific entrepreneurial activity, it shows it passion towards that activity. This activity could be found in association with new ventures such as "founding, inventing, and developing" of new ventures, and is fundamental to the self-identification of entrepreneurs (Cardon et al., 2013). Cardon's study developed self-reported scale that measured three dimensions of EP and are used by several researchers in their studies, however, there is need to debate on how these scales have been used in research (Newman et al., 2019). For example, instead of all three activities, some researchers have adopted Cardon's scale to measure the relationship between EP and one or two entrepreneurial firm activities (Adomako et al., 2019; Mumi et al., 2018; Shockley & Turner, 2016). Moreover, expanding on Cardon's work, scholars have focused on conducting studies on the antecedents and outcomes of EP with work, product or service, competition, and social activities (Cardon et al., 2017). Adomako and Ahsan (2022) also examined

the association between EP dimensions and SME performance. Adomako and Ahsan (2022) argued that EP and SME performance are moderated by the moderation of financial resources and flexibility (Adomako & Ahsan, 2022).

Moreover, expanding on Cardon's work, scholars have focused on conducting studies on the predecessors and consequences of EP (Cardon et al., 2017). Adomako and Ahsan (2022) also examined the association between EP dimensions and SME performance. Adomako and Ahsan (2022) argued that EP and SME performance are moderated by the moderation of financial resources and flexibility (Adomako & Ahsan, 2022).

2.1.2 EP for Work

An EP has also been described as an entrepreneur's affection, desire, and involvement in job-related behaviors (Baum. and L, Locke, 2004). Baum et al. (2001) expanded their work by exploring passion in entrepreneurship by generating arguments based on a trait-based approach. In their empirical study, passion is found to have a positive relationship with firm growth. They also developed a scale for measuring work-related passion. The above study measured work passion and discussed EP helps in certain business activities, including sales, employment, and maintenance. Bhansing et al. (2017) developed their own work EP scale. However, EP measurement is yet to be conducted beyond the context in which it was originally crafted.

2.1.3 Entrepreneurs' Obsessive Passion (OP) versus Harmonious Passion (HP)

With their "dualistic model for passion," Vallerand et al. (2003) made an assertion. That which individuals like or love, and therefore should devote time and energy to, is defined as it as a profound attraction or drive regarding efforts. Vallerand et al. (2007) proposed a model that distinguishes between two types of passion: Harmonious Passion (HP) and Obsessive Passion (OP). Deci and Ryan's (1985) self-determination theory distinguishes between HP, defined as "autonomous internalizing that leads individuals to choose activities they prefer," and OP, which refers to a person's embraced inspiration which has compelled to engage in the conduct (Vallerand et al., 2003). According to this construct, both harmonious and OP individuals possess a desire for entrepreneurship, while individuals with only HP can control their desire (Ho & Pollack, 2014).

Bayraktar and Jiménez (2022) found an inverse relationship between HP and strain, while strain and loneliness were found to be positively related to OP. The above study measured the associations of HP and OP with entrepreneurs' subjective well-being (SWB) and argued that both types of passion are associated with high levels of SWB (Bayraktar & Jiménez, 2022). Applying both the paths of job demands and resources (i.e., motivation and impairment), Wan et al.'s (2022) study revealed that harmonious work passion increased CB through enrichment (work and family), while the obsessive passion reduced CB via conflict and balance related to work and family. Additionally, Stroe et al. (2020) examined the connection between failures and adverse effects while elucidating the different moderating functions of harmony and OP.

2.1.4 Perceived EP

The body of literature highlights the scholarly insights of researchers like Chen et al. (2009), who conceptually explained and developed perceived EP. According to them, "EP refers to an intense effective state that is accompanied by cognitive and behavioral manifestations of higher personal value". Emphasizing more the given definition, they developed a scale that measures behavioral indicators and non-verbal cues for a person who is a speaker or presenter and is passionate about work. In addition, certain other researchers have argued that an entrepreneur's work realizes passion, which is a crucial factor in insisting investors on their investment decisions (Davis et al., 2017; Mitteness et al., 2012). For instance, Davis et al. (2017) examined that funder's perceived EP is positively associated with creative product and affective reactions. They also observed a negative effect of perceived EP on investment-based decisions and expected success (Davis et al. 2017). In the same way, two other studies, i.e. Li et al. (2017) and Mitteness et al. (2012), have developed an EP

scale and related it to crowd funding and other settings; however, their measurement still needs to be tested in further studies.

In another study, 992 decisions were employed on 16 hypothetical investment opportunities and it was concluded that product-based EP is important for investors' decisions (Warnick et al., 2018). Moreover, Warnick et al. (2018) argue that an entrepreneur's open-minded response positively moderates the relationship between passion and funding. Oo et al. (2019) find that perceived passion helps crowd funding, which is caused by user entrepreneurship. Shane et al. (2020) used "functional magnetic resonance imaging" to empirically investigate the casual influence of entrepreneurial displayed passion and informal investors' benefit.

2.2 Antecedents of EP

Since scholars began to examine EP, a limited number of studies (25 out of 60) have been conducted to investigate its antecedents (Newman et. al., 2019). This section examines the socioeconomic and personal variables that influence EP.

2.2.1 Personal Determinants

While researchers are exploring different personal determinants of EP, our study has included three important determinants upon which the least research is available: core self-evaluation, self-efficacy, and interpersonal commitment.

2.2.1.1 Core Self-Evaluation

Nevertheless, limited research has examined the correlation between emotional intelligence and fundamental self-evaluation. According to Taggar et. al. (2019), core-self-evaluation (CSE) refers to the basic traits that analyze how people fundamentally evaluate themselves, their abilities, and their sense of control. They introduced entrepreneurs' CSE as an antecedent to individual-level passion (Taggar et al. 2019). Ruth and Flattern (2019) had found that core self-evaluation (CSE) has contributed to EP for developing. The study also empirically investigated the mediation of EP with its three dimensions between CSE and market effectiveness for startups and concluded that EP mediates the relationship between CSE and market effectiveness (Ruth & Flattern, 2019).

2.2.1.2 Self-Efficacy

Another important personal determinant, self-efficacy, is related to EP. It is argued that self-efficacy has a positive association with EP for founding and inventing; however, the study found insignificant results for inventing (Cardon & Kirk, 2015). Furthermore, they concluded that individuals who feel confident about performing certain activities are more likely to identify with and exhibit EP (Cardon & Kirk, 2015). Another study revealed that individuals with self-efficacy show a tendency towards HP (Dalborg & Wincent, 2015). Developing on "social learning theory", Dalborg and Wincent (2015) also argued that self-efficacious entrepreneurs continuously increase their motivation. Gielnik et al. (2017) establish a association of entrepreneur's training with entrepreneurial self-efficacy that helped in maintaining higher levels of passion. Fesharaki (2019) verified that self-efficacy and spiritual intelligence were positively related to "passion for inventing and passion for founding." However, no considerable connection was observed between self-efficacy and enthusiasm for development (Fesharaki, 2019).

2.2.1.3 Interpersonal Commitment

Interpersonal commitment is the third personal determinant for EP, discussed in this paper. Applying lagged research design, Murnieks et al. (2020) found that affective interpersonal commitment fuels entrepreneur's OP in males.

2.2.2 In-Context Determinants

In this study, we added two important in-context determinants of EP: entrepreneurial training and organizational climate.

2.2.2.1 Entrepreneurial Training

Drawing on the “social learning theory”, studies have begun to investigate the effect of an entrepreneur’s training on EP. For example, Gielnik et al. (2017) found a positive relationship between entrepreneurs’ training and EP. Furthermore, Mensmann et al. (2019) found that EP for developing and inventing is influenced by participation in personal initiative training, especially in female entrepreneurs but not in males.

2.2.2.2 Organizational Climate

A study on organizational climate explored the relationship between employees’ EP and organizational climate and found that innovative organizational climates positively influence entrepreneurial inventing and that their relative strength could be influenced by a proactive climate in the organization (Kang et al., 2016).

2.3 Consequences of EP

Consequences refer to outcomes of EP. Several studies have observed consequences of EP. 50 out of 65 published empirical papers have focused thoroughly outcomes of EP (Newman, 2019). Therefore, in this section, the current literature review will discuss cognitive, emotional and experimental significances that originate as a result of EP.

2.3.1 Cognitive Consequences

2.3.1.1 Entrepreneurial Intentions (EI)

Research in entrepreneurship has consistently highlighted the influential role of the “Theory of Planned Behavior” (TPB) in explaining entrepreneurial intentions (EI) (Türk et al., 2019). For instance, Karimi (2020) demonstrated a positive correlation between EP and EI among university students, emphasizing the mediating role of perceived behavioral control and subjective norms. Similarly, Syed et al. (2020) found that entrepreneurial self-efficacy, coupled with motivational factors, significantly influenced students' entrepreneurial intentions. In another study, Smith and Neneh (2022) identified that cognitive antecedents such as innovativeness and risk-taking propensity were critical in shaping EI, mediated by the entrepreneurial passion. Studies in the entrepreneurship literature have always admired the leading role of the “Theory of Planned Behavior (TPB)” while explaining the EI (Türk et al., 2019). As an illustration, Karimi (2020) showed positive association between that EP and EI in uni students, while the relationship between the variables was mediated by perceived behavioral control and subjective norms. Similarly, Syed et al. (2020) also found that entrepreneurial self-efficacy, along with motivational factors, seemed to have a significant impact on students’ EI. In another study, Smith and Neneh (2022) revealed that cognitive antecedents like innovativeness and risk-taking propensity mediate the relationship between EP and EI. Moreover, Gianiodis (2018) reported that social support and perceived opportunities expressively enhanced EI among emerging entrepreneurs, with EP acting as a crucial mediator. Collectively, these studies underscore the importance of cognitive and motivational factors fostering EI, driven by underlying psychological mechanisms as advocated by TPB (Huyghe et. al., 2016).

Henceforth, scholars are in the view that EP acts as a critical driver in the formation of EI (Dalborg et. al., 2015; Biraglia and Kadile, 2017). This passion, characterized by an intense emotional attachment to entrepreneurial activities, profoundly influences cognitive processes that underpin attachment to engage in entrepreneurial ventures. When individuals experience EP, it intensifies their awareness and sensitivity to prospect business opportunities, thereby fostering alertness in entrepreneurs. Such a heightened cognitive state trigger entrepreneurs to assess their environment more keenly, identify unmet needs, and develop innovative solutions (Huyghe et. al., 2016). Furthermore, EP contributes to the development of entrepreneurial identity, where individuals see themselves as capable and committed. This self-perception reinforces their intention to pursue entrepreneurial activities. This self-perception fortifies their intentions to pursue entrepreneurial activities. These cognitive consequences of EP also include an increased tendency for risk-taking and

a greater tolerance for ambiguity, both of which are essential for piloting the uncertainties, inherent in entrepreneurial ventures. Additionally, EP also enhances intrinsic motivation, which drives individuals to persist in the face of challenges and setbacks, further solidifying their EI (Türk et al., 2019). Overall, EP acts as a powerful catalyst that not only shapes how individuals perceive and interpret opportunities but also fortifies their commitment to transform those opportunities into entrepreneurial actions.

2.3.1.2 Entrepreneurial Commitment

EP serves as a vital cognitive driver that significantly influences entrepreneurial commitment (Breugst et al., 2012). According to theories of “emotional contagion and goal setting”, when entrepreneurs are passionate about their ventures, this intense emotional attachment deeply embeds itself into their cognitive processes, fortifying their dedication to the business. Passion instils a clear and compelling vision, which translates into a strong, unwavering commitment to pursuing and achieving entrepreneurial goals. This commitment is further reinforced by the resilience that entrepreneurial passion fosters, enabling entrepreneurs to view challenges and setbacks as opportunities for growth and learning rather than deterrents. Additionally, EP enhances cognitive endurance, allowing entrepreneurs to sustain effort and motivation over extended periods, even in the face of adversity. The presence of entrepreneurial passion ensures that entrepreneurs remain steadfast in their pursuits, driving continuous innovation and perseverance, which are critical to the long-term success and sustainability of their ventures (Drnovsek et al., 2016; Fisher et al., 2018). Thus, the relationship between entrepreneurial passion and entrepreneurial commitment is characterized by a mutually reinforcing dynamic, where passion fuels commitment, and in turn, commitment propels the entrepreneur forward, ensuring sustained focus and resilience throughout the entrepreneurial journey. Scholars like Hubner and Baum (2017) have also endorsed that EP has also association with employees’ passion, commitment and performance at workplace. They also found a direct linkage between employees’ EP and goal commitment.

2.3.2 Experimental Consequences

2.3.2.1 Persistence & Effort

During the last decade, the research insights of scholars have begun to examine entrepreneurial behaviors that are omitted as a result of EP. Such behaviors include persistence and effort. For instance, Cardon et al. (2013) discovered that “excluding EP for inventing, only passion for developing and founding are directly linked with entrepreneurial persistence”. While on the other hand, Cardon and Crick (2015) advocated the relationship between EP for founding and inventing, and not passion for developing. Moreover, while performing longitudinal research, Gielnik et al. (2015) declared that “EP for founding and inventing did not influence entrepreneurial effort over time; however, arguing the role of oppositely entrepreneurial effort in developing EP”. Lastly, Lopez et al. (2018) in their study seconded the strong linkage between EP for founding and inventing.

2.3.2.2 Innovative & Creative Behaviors

Numerous studies have explored the connection between EP, creativity, and innovation within the structures of organizations. For instance, Cardon et al. (2013) found a significant link between the passion for founding and inventing and creative behavior. Similarly, according to Kang et al. (2016), “there exists a strong relationship between employees’ innovative behavior and their EP for inventing in entrepreneurial start-ups”. Shockley and Turner (2016), capitalized upon theories of “social exchange and justice”, and declared that, “Franchisees’ EP is closely tied to the level of innovation on their franchises”. Such a relationship becomes stronger when distributive justice is high among independent franchise owner/operator. Seconding the aforementioned situation, Strese et al (2018) discovered that CEOs’ passion for inventing significantly boosts radical innovation in SMEs.

Two other studies including Ma et al. (2018) and Kiani et al. (2019) suggested that EP in various venture creation activities is directly associated with organizational innovativeness. According to

them “the relationship between EP for venture creation activities and innovation could be further enhanced if entrepreneurs practice Zhongyong thinking (Doctrine of Mean), that emphasis on interpersonal harmony and connection”. Ko et al. (2019) also found a relationship between social entrepreneurs’ EP and their social innovative performance and also declared that such relationship was mediated by their ability to generate creative solutions. Furthermore, according to Kiani et al. (2019), “exploratory learning plays a mediating role between EP and organizational innovation”. Discussing the last included study in the current literature review, Schenkel et al. (2019) found that, “employees with HP for entrepreneurship tend to spend more time in developing new ideas (leading to job-related innovations)”.

3. Entrepreneurship and Opportunity

3.1 Venture Creation & Performance

Some researchers have highlighted that the presence of EP for invention and development increases the performance of new ventures. This performance indicator is dedicated to survival and growth (Stenholm & Renko, 2016). According to Stenholm and Renko (2016), with the exception of founding, the other two domains of EP positively influence venture survival over time by increasing entrepreneurial bricolage. Another important research work presented by Drnovsek et al. (2016) emphasized that venture passion formation influences firm growth over time, fostering goal commitment. They used “goal-setting theory” and did not find any influence of EP on goal challenges (Drnovsek et al., 2016). The research conducted by Adomako et al. (2018) highlights a complex relationship between different types of entrepreneurial passion and venture success. Specifically, the aforementioned study identifies a negative correlation between entrepreneurs’ passion for founding new ventures and their success, while passion for inventing and developing positively contribute to growth of venture. This distinction has been explained by the dependency of developing and founding passion on the availability and flexibility of financial resources (Adomako et al., 2018). This distinction is explained by the dependency of development and founding passion on the availability and flexibility of financial resources (Adomako et al., 2018). Furthermore, Mueller et al. (2017) worked “self-regulated theory” of motivation to demonstrate that EP for developing indirectly enhances venture performance by boosting entrepreneurs’ grit. Therefore, this study underscores a significant link between EP and venture performance, although it challenges Duckworth et al. (2007)’s assertion that entrepreneurial passion and grit should be considered separate constructs. Duckworth et al. (2007) conceptualized passion and grit as distinct yet interrelated factors, examining them from various perspectives (Mueller et al., 2017).

Mensmann et al. (2019) provided evidence that entrepreneurial passion for inventing and developing, particularly among female entrepreneurs, positively influences business success. This relationship is further strengthened when entrepreneurs undergo personal initiative training. Additionally, Adomako et al. (2019) reported a robust positive relationship between entrepreneurial passion for development and venture performance. They argued that this relationship is even more pronounced under conditions of strong political connections and high environmental dynamism. The research by Iyortsuun et al. (2019) theoretically explains the direct and indirect effects of entrepreneurial passion on venture performance through various moderating factors. However, De Mol et al. (2020) noted that average team passion does not correlate with performance, and diversity in entrepreneurial passion negatively impacts the quality of business ideas and the amount of funding received. In another perspective, Chen et al. (2022) investigated different EP profiles using “identity theory”, declaring that fully passionate entrepreneurs had highest levels of success as compared to those driven primarily by action, interest, or lacking passion. Recent studies have further expanded on these findings, exploring how EP interacts with other psychological and contextual factors to ensure venture success. For instance, Kianai et al. (2021) examined the role of emotional intelligence in moderating the relationship between EP and business performance. The results of their study show that the entrepreneurs with high emotional intelligence are better to harness their passion for navigating social complexities and build strong networks, thereby enhancing their venture’s

performance. Liu et. al. (2022) also found that significant impact of cultural differences on the expression and effectiveness of EP. Moreover, the interface between EP and team dynamics has been a central point of recent research. Scholarships have specified that teams (Cardon et. al., 2016) with aligned passions are more consistent and perform better, as shared enthusiasm fosters collaboration and a unified vision. On the contrast, passion diversity within teams can lead to conflicts and skewed goals, negatively impacting overall performance.

3.2 Funding Opportunities

Mittiness et. al. (2012) state that, “the researchers have explored the connection between funders’ perceptions of EP and the outcomes of venture funding”. According to Chen et al. (2009), “initially there is found no record that explained venture capitalists’ desire to invest in entrepreneurial ventures”. Conversely, Murnieks et al. (2016) discovered that the angel investors (AI) were more inclined to invest in entrepreneurs’ ventures when degree of OP is high, also noting that this relationship was influenced by entrepreneurial tenacity. Warnick et al. (2018) examined that the interest of investment of both AI and venture capitalists, declaring that these investors are more likely to donate funds in those businesses led by entrepreneurs with higher levels of EP. They further highlighted that investor ‘confidence in investing increases when entrepreneur displays openness and willingness to accept feedback. Additionally, experienced investors placed significant importance on a combination of behaviors. Such as product passion and feedback acceptance, while seasoned entrepreneurs favored EP and feedback acceptance. Researchers have also reported that AI are inclined to evaluate the funding potential of ventures more favorably when entrepreneurs show higher levels of EP. Seasoned AI is characterized by intuition, motivation to mentor, and high openness. Nevertheless, scholars have also suggested that the weaker effects of EP in their evaluations may be attenuated to some extent by AI with extroverted personalities or a promotion-oriented regulatory focus. In addition, by bringing in “emotional cognition theory”, Li et. al. (2017) had discovered that “entrepreneurs’ enthusiasm significantly lifts funders’ willingness to financially support and promote crowdfunding projects on social media”. The result of their research shows that entrepreneur’s emotional engagement and passion can mobilize resources and that a strong sense of community and support around their projects is created. These finding underscore the importance of emotional appeal in entrepreneurial ventures, particularly in the context of crowdfunding, where personal eagerness can be a decisive factor in attracting and retaining angel investors. Further, they have also suggested that “as funders perceive a project’s innovativeness to increase, the relationship between EP and crowd funding effectiveness became stronger”. Last but not the least, OO et. al. (2019) also views that crowd funding success is greatly influenced by perceived EP, emphasizing that funders’ perceptions significantly impact crowd funding success.

3.3 Entrepreneurs’ Motivation

EP significantly increases entrepreneurial motivation by aiding as a catalyst for persistence, creativity, and innovation. Research has indicated that a passionate entrepreneur exhibits a deep emotional attachment with their venture, which ultimately fuels their drive to overcome obstacles and pursue opportunities with vigor (Nordström et al., 2016). Such intrinsic motivation is found crucial for sustaining long-term commitment and effort, even during the time of challenges. Further scholaristics show that EP positively influences entrepreneurial alertness, self-efficacy, and proactiveness, all of which are essential for distinguishing and exploiting business opportunities (Bhansing et al., 2017; Newman et al. 2019). In addition, passionate entrepreneurs are more expected to sustain a positive attitude, enhancing their entrepreneurial role identity, and stimulate innovative thinking, thereby improving their venture’s performance and success chances. Through fostering a wisdom of purpose and commitment, EP not only boosts individual entrepreneur’s motivation but also subsidizes to the overall growth and sustainability of entrepreneurial ventures.

Moreover, the relationship between EP and motivation can be explored and understood through psychological and behavioral theories. For instance, the “Self-Determination Theory (SDT)” suggests that intrinsic motivation, which is often driven by passion, is more sustainable and effective than

extrinsic motivation (Karimi and Reisi, 2023). Entrepreneurs driven by passion are more likely to practice higher levels of psychological well-being, which in turn augments their ability to survive in difficulties and innovate solutions. Additionally, the “Goal-Setting Theory” highlights that passion can lead to the establishment of more ambitious and vibrant goals, which are instrumental in guiding entrepreneurial efforts, and guaranteeing focus and direction. Applying “conservation of resources theory (COR)”, Thorgren et al. (2014) also declared that senior entrepreneurs those who spent more time on the business were more passionate to start a side business.

In the context of team dynamics, entrepreneurial passion can be contagious, spreading enthusiasm and commitment among team members (Cardon et al., 2016). This shared passion can lead to a cohesive and motivated team, where individuals are driven to collaborate effectively and contribute their best efforts towards the common goals of the venture. Consequently, entrepreneurial passion not only influences the entrepreneur's own motivation but also has a positive ripple effect on the entire organization, promoting a culture of innovation, dedication, and high performance.

3.4 Self-Efficacy

Self-efficacy, the belief in one's ability to succeed in specific situations or accomplish tasks, performs a critical role in EP literature as it acts as a key driver of opportunity recognition and pursuit. According to Bhansing et al. (2017), “work passion serves as a significant source of inspiration, driving the transformation of creative ideas into tangible products. This inspiration propels entrepreneurs to turn their creative concepts into innovative products.” Further, self-efficacy also fosters motivation and commitment, fueling EP that drives entrepreneurs to invest time, energy and resources into their ventures. Newman et al. (2019) also identified EP as a key motivator for various types of entrepreneurs to initiate new ventures. Such passion, coupled with strong self-efficacy, might lead to a heightened sense of purpose and direction, crucial; for sustaining entrepreneurial ventures. Developing upon “conservation of resources (COR) theory”, Thorgren et al. (2014) highlighted that, “senior entrepreneurs who dedicated more time to their side businesses were more passionate about these endeavors”. Thus, EP not only influences self-efficacy as opportunity but also significantly impacts the sustained engagements and ultimate success of entrepreneurial activities.

3.5 Entrepreneurial Behavior

Previous research has explained the relationship between both types of passion and an entrepreneur's intention (Newman et al., 2019). Murnieks et al. (2014) hypothesized and found a significant association between an entrepreneur's HP and intention. Following the above study, there are studies that have supported a significant association between academics' HP and positive entrepreneurial outcomes (Obschonka et al. 2019; Li et al. 2020). A study found that EP dimensions have a significant relationship with entrepreneurial behavioral outcomes with the mediation of growth-based intention (Qian et al., 2022).

4. Discussion and Suggestions

Our Literature Review on EP has summarized findings based on four main constructs: EP for developing, founding, and inventing, EP for work, HP and OP, and perceived EP. Our study not only examined the factors that influence the behavior of entrepreneurs with regard to passion but also the outcomes of that passion in a broader context. This study suggests two core constructs as antecedents of EP: Personal and In-context. First, personal antecedents are based on core self-evaluation, self-efficacy, and interpersonal commitment. Second, our literature explores entrepreneurial training and organizational climate as in-context antecedents that are important for covering the behavioral aspect of an EP. With regard to the outcomes of EP, our review converges with the fragmentation of the literature. We divided these outcomes into cognitive and experimental outcomes. Initially, cognitive consequences referred to entrepreneurial intentions and commitment. On the other hand, persistence and effort, along with innovative and creative behaviors, are experimental consequences.0

Based on the available literature, we extracted opportunities from the work done on EP. Our assessment of the opportunity was based on the opportunity evaluation and exploitation. Thus, opportunities can be evaluated through the lenses of entrepreneurial motivation, self-efficacy, and behavior. Determining opportunity exploitation, our review shows that venture creation and performance, along with funding opportunities, are the core areas discussed in the literature. From a practical point of view, our framework (see Figure 1) regarding the role of passion in entrepreneurship highlights the importance of passion in shaping the character of an entrepreneur and creating new entrepreneurial ventures. Furthermore, our literature review provides some theoretical and practical implications for understanding and applying the concept of EP in a more appropriate manner.

For instance, incorporating “Social Identity Theory” can elucidate how entrepreneurs identify with their ventures, shaping their passion and commitment. This theory posits that individuals derive a sense of self from their group memberships, which in the context of entrepreneurship, can lead to a stronger emotional investment in their business endeavors. Similarly, “Social Cognitive Theory” can explain how entrepreneurs’ beliefs about their capabilities influence their passion and persistence in overcoming challenges. By integrating these frameworks, researchers can better understand the interplay between identity, motivation, and emotional dynamics in the entrepreneurial process.

Finally, a comparative analysis of various contexts (i.e. varying industries, culture, and even stage of business development) can expose as much how the particularization of passion differs. For instance, the passion of entrepreneurs in high-tech industries may be quite different from that of entrepreneurs in tradition sectors, due to factors that include innovation requirements and market volatility. By knowing this contextual difference, entrepreneurs can learn how to cut their approaches to capitalize upon their passion.

For example, if the economy is in a down turn, the passion of an entrepreneur can be tested in either resistance or burn out. This shows that, in challenging times, entrepreneurs need to have developed surviving strategies from which they can maintain passion. In addition, probing the presence of bias in the literature reviewed and a need for more varied samples will increase the credibility of findings within the field of EP research, and set a sturdy base for future research. For instance, self-reported measures of EP may be problematic, and future studies could develop the depth of their content by combining the objective performance indicators with the subjective assessments.

Additionally, it’s smart to examine how entrepreneurs can build on passion to attract investors or excite their teams. Enthusiasm and commitment is passionate to entrepreneurs and is very persuasive when it comes to securing funding or building a strong team culture. The ways of cultivating and re-sustaining passion over time all the way to the point of battle must also be emphasized. For instance, it might involve things like clearly defining goals looking up for mentorship, and maintaining a continuous learning to prevent your entrepreneurial spirit from dying down.

EP is significant and sophisticated in its implications for the practical and social impact on entrepreneurial outcomes and promoting sustainable business practices. EP is considered as an important business engine for entrepreneurship, and more precisely a key influencer that affect performance, motivation, and resiliency. As discussed earlier, those entrepreneurs with a high degree of passion were found more likely to overcome obstacles, so organizations should create an environment that enhances passion. Training programs that might build emotional intelligence and self-efficacy to increase entrepreneurs’ capacity to handle impediments and maintain motivation can intervene to resolve this paradox.

In the investor relation, the EP can play with them to attract the funds. Passionate entrepreneurs are more persuasive because of their grounds, and that’s why they need to be able to communicate their passion when pitching for funding. It might mean telling the story of their business and their personal motivations and the way their business has changed people’s lives. Typically, these training programs

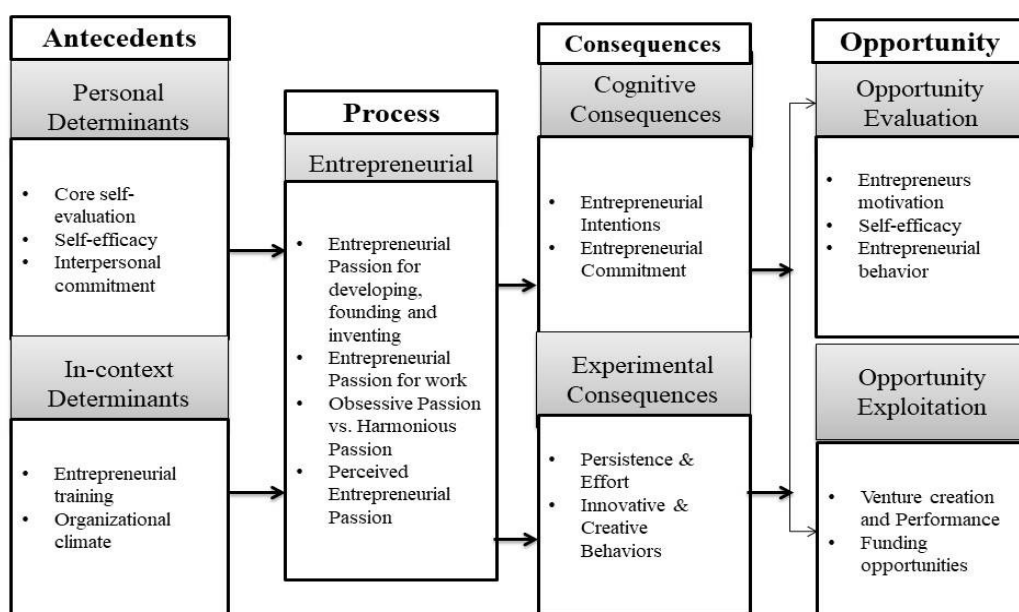
involve the study of both ways of delivering the pitch and emotional involvement so that entrepreneurs are equipped with skills that allow them to carry their passion to investors.

In addition, the relationship between EP and innovation is well-documented, as passionate entrepreneurs often display higher levels of creativity and risk-taking attributes. It's suggested that organizations should create ecosystems that encourage experimentation and support innovative thinking through ingenuities like innovation labs and cross-functional alliances. They must provide resources for continuous learning that help entrepreneurs staying updated on industry trends, fueling their passion for innovation and creativity.

Assuming the challenges inherent in entrepreneurship, entrepreneurs should be equipped with coping mechanisms to sustain their passion during critical times. Research suggests that psychological programs (including mindfulness practices, stress management techniques, and peer support networks) can augment resilience and alleviate burnout. Therefore, the current study suggests organizations to implement wellness programs that promote mental health, enabling entrepreneurs to maintain their commitments. Moreover, nurturing a supportive entrepreneurial community that can provide valuable emotional support, reinforces the importance of passion in overcoming obstacles.

Lastly, understanding the role of EP in long-term strategic planning is crucial. Entrepreneurs should value their passion with their vision and mission statements, safeguarding the relationship between business objectives and intrinsic motivations. This alignment increases commitment and drives sustainable practices. Henceforth, the stake holders should often assess the impact of passion on deliberate decision-making processes, permitting for adjustments that imitate the ever-evolving nature of EP. In conclusion, these practical implications of EP extend across several dimensions of entrepreneurship, and by strategically joining these insights, practitioners can generate ecosystems that foster passion and translate it into tangible business success. Future research must continue to explore these applications, providing a vigorous framework for integrating passion into dynamic entrepreneurial practices.

Fig. 1. Role of Passion in Entrepreneurship



5. Conclusion, Limitations and Implications for the Future Research

This study helps to advance research on EP, as the gap prevailed in previous studies regarding integration and establishment of theories of “motivation and behavior”, and how EP can influence

the behaviors of entrepreneurs and the environment around them (Newman et al., 2019). Researchers have used “social identity theory” to explain an individual’s entrepreneurial inclination towards venture creation activities (Murnieks et al., 2014). As theory suggests that passion could be subject to certain entrepreneurial activities, EP leads to the identification of such activities associated with entrepreneurship. Furthermore, using “social cognitive theory”, researchers have provided insight into the phenomenon that EP could affect entrepreneurs’ motivation to spend time and effort on particular entrepreneurial activities for venture creation. Passion, therefore, affects the behaviors and attitudes of entrepreneurs in certain ways and brings intense positive feelings about them. Hence, our study opens certain avenues for researchers to explore certain cognitive and behavioral attributions of EP (Newman et al., 2019). We also investigated the impact of EP outcomes on entrepreneurial learning. Thus, future scholars might compare theoretical discourses in this particular domain of EP research.

Researchers have not only highlighted some possible influences of EP on entrepreneurs but also on the people around them (Breugst et al., 2012; Davis et al., 2017). Newman et al. (2019) suggested that the use of “emotional contagion theory” or affective events theory might play important role in understanding the effects on EP on the other people around. For instance, the work of Davis et al. (2017) might be visualized using the theoretical lens of affective events theory, which develops a better understanding of how various events trigger people’s affective reactions. In addition, the theory could advance learning of the support and appraisal of potential funders for visual expressions of an individual’s EP in their funding pitches. Finally, affective events theory might aid in understanding how entrepreneurial leaders’ EP attracts employees’ or team members’ appraisals and responses.

Although there was general agreement among scholars that EP is a multi-faceted construct that revolves around a certain intense strength of motivation with regard to a particular field/agenda (Moeller, 2014), the importance of not adhering to a single definition of EP could not be ignored in the future (Newman et al., 2019). Therefore, it was necessary to explore EP from various constructs to bring more transparency and consistency in understanding the concept, which we think is justified and addressed in our review. In our Literature review on EP, we have attempted to assemble the content of published articles (65), with a timeline between 2000-2022, in order to identify the main research opportunities for scholars in this particular research area. Furthermore, this article explores the literature on EP based on various frameworks (see Table 1). By doing so, it may help scholars explore the theoretical and empirical dimensions of EP.

However, it is crucial to acknowledge the limitations of the current study. One of the main limitations is the reliance on existing literature and studies, which may have inherent biases or gaps in coverage. Additionally, the scope of this study may not have encompassed all dimensions or aspects of EP, potentially overlooking certain nuances or variations in how passion manifests in different entrepreneurial ventures. Furthermore, the generalizability of the findings may be limited by the specific focus on limited number of studies, warranting caution on applying the results to broader entrepreneurial settings. Moving forward, the future research in this area might benefit from addressing these limitations by incorporating diverse perspectives, methodologies, and samples to provide more comprehensive understandings on EP. By overcoming such limitations and building on the insights gained from the current study, academicians can progress to advance knowledge about the field of EP and contribute to the development of effective strategies and interventions to support aspiring entrepreneurs in their journey towards success.

Table 1: Highlighting the Review of Literature

Variable	Authors	Journal
“Core self-evaluation”	“Taggar et al. (2019)”	Academy of Management Proceedings
	“Ruth and Flattern (2019)”	Frontiers of Entrepreneurship Research
“Self-efficacy”	“Cardon and Kirk (2015)”	Entrepreneurship Theory and Practice

	“Dalborg and Wincent (2015)”	International Small Business Journal
	“Gielnik et al. (2017)”	Journal of Business Venturing
“Interpersonal Commitment”	“Murnieks et al. (2020)”	Journal of Business Venturing
“Entrepreneurial training”	“Gielnik et al. (2017)”	Journal of Business Venturing
	“Mensmann et al. (2018)”	Academy of Management Conference
“Organizational climate”	“Kang et al. (2016)”	Journal of Business Venturing
“EP for activities of venture creation”	“Cardon et al (2013)”	Journal of Business Venturing
	“Cardon et al (2009)”	Academy of Management Review
	“Cardon et al (2017)”	Journal of Business Venturing Insights
	“Adomako and Ahsan (2022)”	Journal of Business Research
“EP for Work”	“Baum and Locke (2004)”	Journal of Applied Psychology
“OP VS HP”	“Vallerand et al (2003)”	Journal of Personality and Social Psychology
	“Vallerand et al (2007)”	Social psychology in sport
	“Bayraktar and Jiménez (2022)”	Cross Cultural & Strategic Management
Perceived EP	“Chen et al. (2009)”	Academy of Management Journal
	“Davis et al. (2017)”	Journal of Business Venturing
	“Mittiness et al. (2012)”	Journal of Business Venturing
	“Warnick et al. (2018)”	Journal of Business Venturing
	“Oo et al. (2019)”	Journal of Business Venturing
	“Shane et al. (2020)”	Journal of Business Venturing
“Entrepreneurial Intentions”	“Dalborg et al. (2015)”	International Journal of Gender and Entrepreneurship
	“Huyghe et al. (2016)”	Journal of Business Venturing
	“Biraglia and Kadile (2017)”	Journal of Small Business Management
	“Turner and Gianiodis (2018)”	Journal of Small Business Management
	“Türk et al. (2019)”	Academy of Management Conference
	“Karimi (2020)”	Applied Economics
	“Syed et al. (2020)”	Personality and Individual differences
	“Neneh (2022)”	Studies in Higher Education
“Entrepreneurial commitment”	“Breugst et al. (2012)”	Entrepreneurship theory and practice
	“Drnovsek et al. (2016)”	Strategic Entrepreneurship Journal
	“Fisher et al. (2018)”	International Journal of Entrepreneurial Behavior & Research
	“Hubner and Baum (2017)”	Academy of Management Conference
“Persistence & Effort”	“Cardon et al (2013)”	Journal of Business Venturing
	“Gielnik et al. (2017)”	Journal of Business Venturing
	“Cardon and Kirk (2015)”	Entrepreneurship Theory and Practice
	“Lopez et al. (2018)”	Academy of Management Conference
“Innovative & creative behaviors”	“Shockley and Turner (2016)”	Journal of Retailing and Consumer Services

	“Strese et al. (2018)”	Journal of Small Business Management
	“Ma et al. (2018)”	International Entrepreneurship and Management Journal
	“Kiani et al. (2019)”	Technology Analysis & Strategic Management
	“Ko et al. (2019)”	Nonprofit and Voluntary Sector Quarterly
	“Schenkel et al. (2019)”	Journal of Small Business Strategy
“Venture creation & performance”	“Stenholm and Renko (2016)”	Journal of Business Venturing
	“Adomako et al. (2018)”	Academy of Management Conference
	“Mueller et al. (2017)”	Journal of Business Venturing
	“Adomako et al. (2019)”	Academy of Management Conference
	“Iyortsuun et al. (2019)”	Management Research Review
“De Mol et al. (2020)”	Journal of Business Venturing	
“Funding opportunities”	“Li et al. (2017)”	Journal of Applied Psychology
“Entrepreneurs’ motivation”	“Nordström et al. (2016)”	Baltic Journal of Management
“Entrepreneurial behavior”	“Obschonka et al. (2019)”	Frontiers in Psychology
	“Qian et al. (2022)”	Journal of Career Development
“Self-efficacy”	“Bhansing et al. (2017)”	Journal of Entrepreneurship
	“Thorgren et al. (2014)”	Baltic Journal of Management

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