

# Entrepreneurial Passion: A Systematic Literature Review and Research Agenda

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## **ABSTRACT**

Entrepreneurial passion has been regarded as the heart of business venturing for centuries. Recently, it has been a topic of interest in the academic community. Over the past decades, there has been an increasing number of publications in this area. However, the extant research is relatively large, heterogeneous, and patchy. Yet, little effort has been made to integrate the findings of those studies and assess the current state of the knowledge. Therefore, we are left with a fragmented, rather than a nuanced, holistic understanding of entrepreneurial passion.

This study aims to conduct a systematic review of the literature on the neglected area of passion in entrepreneurship. Particularly, it seeks to synthesise the previous academic findings, highlight the research gaps, and proposes future research agenda to extend the body of literature in three aspects: the targets, causes, and consequences of entrepreneurial passion. The two interrelated research questions are: (1) what has prior research found regarding the targets, causes, and consequences of entrepreneurial passion?; and (2) what are the future research opportunities regarding the targets, causes, and consequences of entrepreneurial passion?

In order to achieve the research objectives, a systematic literature review was employed as the research method. A total of 61 peer-reviewed journal articles were obtained from an electronic search in two large international databases (EBSCO and SCOPUS) in a rigorous and systematic manner. In terms of the method for analysing data, this study adopted a thematic synthesis to identify the literature themes and weave them together. It also applied framework synthesis to build a framework of the interrelationships between the targets, causes, and consequences of entrepreneurial passion.

An analysis of the results of the review suggests that: (1) the targets of entrepreneurs' passion are directed toward four specific domains: entrepreneurial activities, venture-related objects, stakeholders associated with the firm, and concepts (idea, cause or goal); (2) there are four drivers of entrepreneurial passion: entrepreneurial education, engagement in entrepreneurship, individual differences, and role models; and (3) entrepreneurial passion leads to two main consequences: micro (individual) and meso (firm-related) outcomes. Based on these findings, future research avenues to extend and enrich the literature were proposed accordingly.

This research has made several contributions. Theoretically, it provides thematic insights on the targets, causes, and consequences of entrepreneurial passion, and illustrates the interconnection between these three aspects through a framework. It also identifies gaps and prospective lines of inquiries. Regarding practical contributions, entrepreneurs could learn about the drivers of passion in order to spark and sustain such feeling throughout their entrepreneurial career. The findings of this review could advance their understanding of the adverse effects of passion, and thus learn how to mitigate its harmful consequences.

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## **ATTESTATION OF AUTHORSHIP**

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.

A handwritten signature in black ink, appearing to be 'M. Thongmanivong', with a stylized, cursive script.

Thanaphone Thongmanivong

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## CHAPTER 1: INTRODUCTION

This chapter provides an overview of the dissertation. It introduces the readers to the research topic of entrepreneurial passion, outlines the existing studies of passion within the field of entrepreneurship, and highlights the necessity to conduct a systematic review of the literature in this area. It also establishes the research purposes, research questions, and boundaries of the systematic review. The chapter ends with the likely contributions and the structure of the dissertation.

### 1.1. Introduction

Passion is at the core of entrepreneurship. Successful entrepreneurs have identified passion as the secret to success in business venturing. For example, Pierre Omidyar, the founder of eBay, asserted that “if you’re passionate about something and you work hard, then I think you will be successful” (Harroch, 2014, para. 43). Similarly, Meg Whitman, the former President and CEO of Hewlett-Packard stated that “Do what you love and success will follow. Passion is the fuel behind a successful career” (Williams, 2018, para. 23). Richard Branson, the founder of Virgin Group also emphasised that “Running a business involves long hours and hard decisions; if you don’t have the passion to keep you going, your business will more than likely fail” (Schawbel, 2014, para. 15).

Echoing its significance in practice, entrepreneurial passion has become an emerging area of interest in academia. Several published works strive to conceptualise entrepreneurial passion, wherein two dominant approaches have surfaced. The first approach considers entrepreneurial passion as a *trait* and the second approach views it as a *feeling*. From the standpoint of individual differences, entrepreneurial passion refers to a personality trait which distinguishes entrepreneurs from others (Baum & Locke, 2004; Baum, Locke, & Smith, 2001; Shane, Locke, & Collins, 2003). Although the trait viewpoint can depict why some individuals have passion while others do not, it fails to capture the behavioural manifestation of passion. For instance, some passionate entrepreneurs lose passion along their venturing journey, and consequently abandon their businesses (Collewaert, Anseel, Crommelinck, De Beuckelaer, & Vermeire, 2016). This example illustrates the key limitation of passion-as-trait approach in theorising entrepreneurial passion since it views passion as a static trait that remains stable over time (Baum et al., 2001; Shane et al., 2003).

On the other hand, the feeling-based perspective regards entrepreneurial passion as deliberate, strong, positive feelings which often accompany venture-related activities that are meaningful and critical to the self-identity of entrepreneurs (Cardon, Wincent, Singh, & Drnovsek, 2009; Fodor & Pinteá, 2017; Murnieks, Cardon, Sudek, White, & Brooks, 2016). This can better portray

entrepreneurs' behavioural patterns associated with passion. It argues that passion is dynamic, and, over time, may vary in accordance with the change in entrepreneurial role identity in response to the growth or decline of the ventures (Cardon et al., 2009; Murnieks et al., 2016; Murnieks, Mosakowski, & Cardon, 2014). For example, individuals might define their self-identity as an inventor at the early stage of entrepreneurship, thus they are passionate about and take actions in inventing new products or services; however when their business grows, they might identify themselves as a developer, hence their passion shifting to entrepreneurial activities that are more relevant to their developer identity (i.e., being passionate about and engaging in expanding the business) (Cardon et al., 2009).

Authors have predominantly identified passion as either being a trait or a feeling. Furthermore, scholars have also focused on exploring types of passion. The increasing consensus regarding types of passion is around two categories – harmonious and obsessive. According to the Dualistic Model of Passion by Vallerand et al. (2003), harmonious and obsessive passion share the same high degree of intensity, however they differ in terms of how they are experienced. Harmonious passion is an active form of passion which is controllable (Vallerand et al., 2003). Individuals with harmonious passion engage in an activity voluntarily, rather than feeling compelled to do so (Curran, Hill, Appleton, Vallerand, & Standage, 2015). Therefore, harmoniously passionate entrepreneurs can easily stop doing entrepreneurial tasks whenever they want and then focus on their other important life activities, such as playing sports and other leisure activities. Obsessive passion, by contrast, is passively experienced (Vallerand et al., 2003). Those with obsessive passion feel that there is an internal pressure to perform an activity which they are unable to detach themselves from (Vallerand, 2015). As such, obsessively passionate entrepreneurs cannot resist engagement in a venture-related activity, devote their energy and time to it and ignore other significant life tasks or commitment, such as parenthood. In short, harmonious passion is a healthy form of passion, whereas obsessive passion is unhealthy and must be avoided.

Over the past years, entrepreneurial passion has been separately studied on different stages of venture development such as pre-venture foundation (Biraglia & Kadile, 2017), start-up (Stenholm & Renko, 2016), and venture growth (Drnovsek, Cardon, & Patel, 2016). Much research has explored passion in the specific group of entrepreneurs, e.g., nascent (Stroe, Wincent, & Parida, 2018), habitual (Thorgren & Wincent, 2015), commercial (Balgiashvili, 2017), and social entrepreneurs (Yitshaki & Kropp, 2016). Scholars have also focused on a wide range of contexts, in terms of the nature of firms such as technology-based companies (Montiel-Campos, 2017) and small-scale enterprises (Chebo & Kute, 2018), and cultural boundaries such as Western (Milanesi, 2018) and non-Western countries (Bao, Zhou, & Chen, 2017). By adopting different research methods, entrepreneurial passion has been examined with regards to various aspects, including its attributes (Collewaert et al., 2016), targets (Cardon, Glauser, & Murnieks, 2017), measurement (Molino, Dolce, Cortese, & Ghislieri, 2017), antecedents (Stenholm & Nielsen,

2019), and outcomes (Stroe, Parida, & Wincent, 2018). Entrepreneurial passion has also been studied from numerous disciplinary perspectives, including human resource management (Cardon, 2008), organisational behaviour (Breugst, Domurath, Patzelt, & Klaukien, 2012), organisational communication (Lucas, Kerrick, Haugen, & Crider, 2016), and social psychology (Stroe, Sirén, Shepherd, & Wincent, in press).

Taken collectively, the existing research on passion within the entrepreneurial settings is relatively large, heterogeneous, and fragmented. However, little effort has been made to systematically review the entrepreneurial passion literature, namely to integrate the findings of the extant studies and assess the current state of knowledge (i.e., where we have been), and identify the gaps and future research directions (i.e., where we could go). This has, hence, left us with a patchy, rather than a coherent, holistic overview of entrepreneurial passion. Although Delgado García, De Quevedo Puente, and Blanco Mazagatos (2015) have systematically reviewed the prior studies concerning how affect plays a role in entrepreneurship, their review on affect was in the broader sense, leaving an opportunity to carry out a more fine-grained review of specific emotions relevant to entrepreneurship, such as passion. Since passion is at the heart of entrepreneurship (Cardon, Gregoire, Stevens, & Patel, 2013; Mueller, Wolfe, & Syed, 2017; Strese, Keller, Flatten, & Brettel, 2018), this study argues that it deserves a stand-alone systematic literature review despite the mainstream literature of entrepreneurial emotion.

## **1.2. Research Purposes, Boundaries, and Questions**

This study aims to conduct a systematic review of the literature on the neglected area of passion in entrepreneurship. Notably, it focuses on reviewing entrepreneurial passion at the *micro or individual level*. Thus, rather than focusing on team entrepreneurial passion (the shared, collective entrepreneurial passion experienced by members of a group of entrepreneurs), this review deals with passion from the perspective and experience of the individual entrepreneurs. This review also focuses on three aspects. First, it looks at the *targets* to which entrepreneurial passion is directed (i.e., what entrepreneurs are specifically passionate about). Passion of an individual is oriented toward something specific (e.g., a particular activity, object, person or concept), but not everything or anything (Vallerand, 2015). Another focal point of the review is the *causes* of entrepreneurial passion (i.e., what triggers the emergence of entrepreneurial passion). Although some entrepreneurs are born with entrepreneurial passion (passion-as-trait approach), passion could also be aroused by stimuli (passion-as-feeling approach) (Gielnik, Uy, Funken, & Bischoff, 2017; Li & Wu, 2019). Last, this research reviews the *consequences* of entrepreneurial passion. Since many entrepreneurs are driven by entrepreneurial passion (Cardon et al., 2009; Murnieks et al., 2016), passion is likely to have an effect on entrepreneurs per se, their ventures, and the stakeholders associated with the firm.

Therefore, two interrelated research questions have been formulated as follows. The first seeks to synthesise the previous, fragmented academic findings on the targets, causes, and consequences of entrepreneurial passion at the individual entrepreneur level (i.e., what is known?). The second question critiques the literature and identifies the research gaps (i.e., what remains unknown?), and then proposes the inquiry paths to extend the body of knowledge (i.e., what is next?) regarding the targets, causes, and consequences of entrepreneurial passion.

RQ1. What has prior research found regarding the targets, causes, and consequences of entrepreneurial passion?

RQ2. What are the future research opportunities regarding the targets, causes, and consequences of entrepreneurial passion?

### **1.3. Contributions**

In conducting a systematic review of the entrepreneurial passion literature, this research aims to make two main contributions to the field. First, it is likely to enrich our understanding of passion in the entrepreneurship domain by capturing a holistic picture of entrepreneurial passion, namely at the level of micro (individual) entrepreneur. It pinpoints the themes of past findings of the targets, causes, and consequences of entrepreneurial passion, and provides a framework illustrating how these three elements are interconnected. Second, it is expected to encourage more studies on entrepreneurial passion by highlighting the research areas that have been paid less attention or have remained relatively under-explored, and then suggesting some promising tracks to enhance our knowledge of this interesting topic.

### **1.4. Dissertation Outline**

This dissertation is structured into five chapters. Following the introduction, the second chapter describes the process of conducting this systematic literature review. It covers the sources from which the articles were obtained, methods of searching for and selecting the relevant literature, descriptive characteristics of the included articles, and the method of data analysis and synthesis. The third chapter presents the key identified themes that surfaced from systematically reviewing the literature and develops a robust framework of the interrelationships between the targets, causes, and consequences of entrepreneurial passion. The fourth chapter highlights the gaps in the extant literature and then proposes a future line of inquiry to extend the body of knowledge. The final chapter evaluates the limitations, suggests directions for future systematic literature reviews, outlines theoretical and practical contributions, and concludes the dissertation.

## **CHAPTER 2: RESEARCH METHOD**

This chapter covers the design of the research. It begins by introducing the research method of a systematic literature review, justifying why this method was employed, and providing a synopsis of how entrepreneurship scholars have used systematic reviews. Then it outlines the steps of searching for and selecting the relevant journal articles and describes the characteristics of those papers. Finally, the chapter explains the method and processes of analysing and synthesising the data.

### **2.1. Systematic Literature Reviews**

To address the research questions formulated earlier, a systematic literature review was adopted as the research method for this study. A systematic literature review refers to a comprehensive review of existing research on a given topic through the means of a scientific, objective, and reliable method in searching, selecting, appraising, synthesising, and critiquing the relevant body of literature (Gough, Oliver, & Thomas, 2017; Petticrew & Roberts, 2006). It allows researchers to take stock of the bulk of previous studies, thus being able to draw a conclusion on the current status of the knowledge, highlight the areas that require further investigation, and outline the prospective research avenues for the advancement of the literature on a certain topic (Briner & Walshe, 2014; Siddaway, Wood, & Hedges, 2019; Tranfield, Denyer, & Smart, 2003).

A systematic review was selected for this study because, unlike traditional reviews where past studies are chosen subjectively and the information is presented partially to support the researchers' position, it offers an explicit and extensive summary of the available research with minimum bias (Baumeister, 2013; Briner & Denyer, 2012; Rousseau, Manning, & Denyer, 2008). Another reason is that systematic literature reviews can produce high-quality accumulation of knowledge in a selected area, by implementing the quality assurance procedures such as clarifying the review boundaries, identifying the relevant articles transparently, justifying why papers are excluded or included, setting a vigorous coding and synthesising protocol, and appraising the research quality (Gough et al., 2017).

Systematic literature reviews, which originated from the medical field, are (in that context) intended to provide health professionals and governmental agents with rigorous and trustworthy research-based evidence to inform medical practices and healthcare policies (Briner & Walshe, 2014; Denyer & Tranfield, 2009). Nevertheless, entrepreneurship scholars have lately employed systematic reviews in various ways (see Table 1 below). For instance, Matthews, Chalmers, and Fraser (2018) used a systematic review to bridge the gap between selling and entrepreneurship literature in order to establish an understanding of how this marketing activity shapes the discovery and exploitation of opportunities in the entrepreneurial settings. Another example,

Table 1. Key systematic literature reviews in the entrepreneurship field

Author(s) and Year	Review Topic	Purpose of Literature Review	Databases	No. of Articles	Method of Analysis	Review Outputs
Aliaga-Isla & Rialp (2013)	Immigrant entrepreneurship	To examine what studies have been done in relation to immigrant entrepreneurship, critique the existing studies, and identify research directions	EBSCO, Web of Knowledge, & EconLit	45	Content analysis	(1) Themes of the extant research based on three aspects: research aims, underpinning theories/ frameworks, and methodologies/ methods; (2) research gaps; and (3) promising avenues for future research
Matthews, Chalmers, & Fraser (2018)	Entrepreneurship and selling	To bridge the overlooked marketing literature of selling to the core entrepreneurship literature	JSTOR, ABI, EBSCO, Science Direct, & ProQuest	109	Thematic analysis	(1) Four themes of the intersection between selling and entrepreneurship: antecedents, activities, outcomes, and contexts; (2) a conceptual framework proposed from literature analysis; and (3) research agendas
Newman, Cohen, Nielsen, Obschonka, & Schwarz (2019)	Entrepreneurial self-efficacy	To synthesise the findings of the existing studies on entrepreneurial self-efficacy, identify knowledge gaps, and propose research agendas to expand the knowledge	Web of Science & Google Scholar	128	Thematic analysis	(1) Four themes of entrepreneurial self-efficacy: theoretical foundations, measurement, causes, and consequences; (2) an integrative framework proposed from literature analysis; (3) research gaps; and (4) research avenues
Rauch, Wiklund, Lumpkin, & Frese (2009)	Entrepreneurial orientation and firm performance	To assess the accumulated knowledge on the correlation between entrepreneurial orientation and venture performance	PsycInfo, Social Science Citation Index, EconLit, & ABI/Inform	51	Meta-analysis	(1) Entrepreneurial orientation is positively and highly associated with venture performance; and (2) research agendas (to investigate the factors that moderate the entrepreneurial orientation-performance relationship)
Wang & Chugh (2014)	Entrepreneurial learning	To evaluate the current status of the entrepreneurial learning literature and suggest a future line of inquiry to advance the field	Business Source Complete, JSTOR, Science Direct, & Wiley Online Library	75	Thematic analysis	(1) Research streams and developmental patterns of the entrepreneurial learning literature; (2) three sets of research gaps: individual-collective, sensing-intuitive, and exploitative-exploratory learning styles; and (3) future research opportunities

Rauch, Wiklund, Lumpkin, and Frese (2009) adopted a systematic review to statistically test the association between entrepreneurial orientation and firm performance through the combination of quantitative results from multiple studies.

Having shared the sub-objectives of identifying the research gaps and proposing future inquiries to extend the field, Newman, Cohen, Nielsen, Obschonka, and Schwarz (2019) conducted a systematic review to primarily synthesise the findings of the existing research on entrepreneurial self-efficacy; while the motivation of Aliaga-Isla and Rialp (2013) and Wang and Chugh (2014) was to assess what scholars have done (i.e., research streams, underpinning theories, methods used, research contexts, and developmental patterns of the literature) in researching the topic of immigrant entrepreneurship and entrepreneurial learning respectively. This dissertation, however, follows the approach of Newman et al. (2019) to synthesise the findings of previous studies, identify knowledge gaps, and suggest future research agendas to advance our understanding about entrepreneurial passion.

To systematically review the literature on entrepreneurial passion, this study adapted the procedures outlined by Denyer and Tranfield (2009), Briner and Denyer (2012), and Rousseau et al. (2008) (see Table 2 below). First, the boundaries of the systematic literature review were established. This includes the aims, research questions, and the scope of the review. Second, previous articles on entrepreneurial passion were searched, and then selected for inclusion in the review based on the formulated exclusion-inclusion criteria. Third, data from the retrieved studies were extracted, coded, and analysed. Fourth, findings of the extant research were thematically synthesised. Last, the knowledge gaps were highlighted and future research avenues were proposed. The details are discussed as follows.

*Table 2.* The steps of conducting a systematic literature review

Steps	Descriptions	Location in the Dissertation
Step 1	Framing the systematic review	Chapter 1 (Section 1.2)
Step 2	Identifying the relevant studies	Chapter 2 (Section 0)
Step 3	Organising and analysing the data	Chapter 2 (Section 2.4)
Step 4	Synthesising the literature (findings)	Chapter 3
Step 5	Informing practice (research agenda)	Chapter 4

## **2.2. Systematic Identification of the Relevant Articles**

This study adopted the practice suggested by Siddaway et al. (2019) and Tranfield et al. (2003) to systematically gather the most relevant, available articles on entrepreneurial passion for review. The detailed breakdown steps are outlined in Figure 1. First, an electronic search for the related papers was carried out via EBSCO and SCOPUS. These online databases were chosen because they store an enormous collection of international, academic publications and cover various disciplines, including entrepreneurship. Since entrepreneurial passion has been studied in multiple fields such as business, management, human resources, sociology, and social psychology (Cardon, 2008; Davis, Hmieleski, Webb, & Coombs, 2017; Strese et al., 2018); accessing the two databases allowed the researcher to extract the relevant articles from numerous reputed scholarly journals, for example, *Journal of Business Venturing*, *Entrepreneurship: Theory and Practice*, *Journal of Small Business Management*, *Journal of Business Research*, *Journal of Management*, *Human Resource Management Review*, and *Journal of Applied Psychology*.

Two main keywords (“passion” and “entrepreneur”) were used to search for the articles. The former term was restricted to “passion” and excluded similar emotions (e.g. desire, enthusiasm, excitement, love, and joy) because passion is a specific feeling that is distinct from other emotional states (Cardon et al., 2009). Passion endures over a long period of time (Cardon, 2008; Vallerand et al., 2003), whereas other emotions occur for a short duration in response to the rise and fall of the external stimuli (Russell, 2003, 2009). For instance, an event of venture capital pitch (stimulus) can arouse entrepreneurs to feel excitement (emotion), but when the business pitch is over, their emotion returns to their normal state. Regardless of the pitch result, they are still passionate about their business idea that they put their hearts and souls into developing it.

However, the latter keyword of “entrepreneur” was extended to include the synonyms “venture”, “enterprise”, and “business” because entrepreneurs often engage in the activity of creating, founding, and developing a venture, enterprise, or business, and these words are used interchangeably within the entrepreneurship literature (Carlsson et al., 2013; Gartner, 1985). To obtain multiple variations of results, the asterisk sign was added at the end of each keyword when searching, for example, passion\*: passion, passionial, passionate, passionately and passionless. The Boolean operator “AND” was applied to search for the article titles, abstracts, or author-specified keywords that contain both search terms (passion\* AND entrepreneur\*). The “OR” connector was also used to look for alternative words among the second key search (entrepreneur\* OR venture\* OR enterprise\* OR business\*). Therefore, the final command entering into the search engines was: passion\* AND (entrepreneur\* OR venture\* OR enterprise\* OR business\*). The initial search generated a total of 10,793 papers (9,175 were from EBSCO and 1,618 were from SCOPUS).



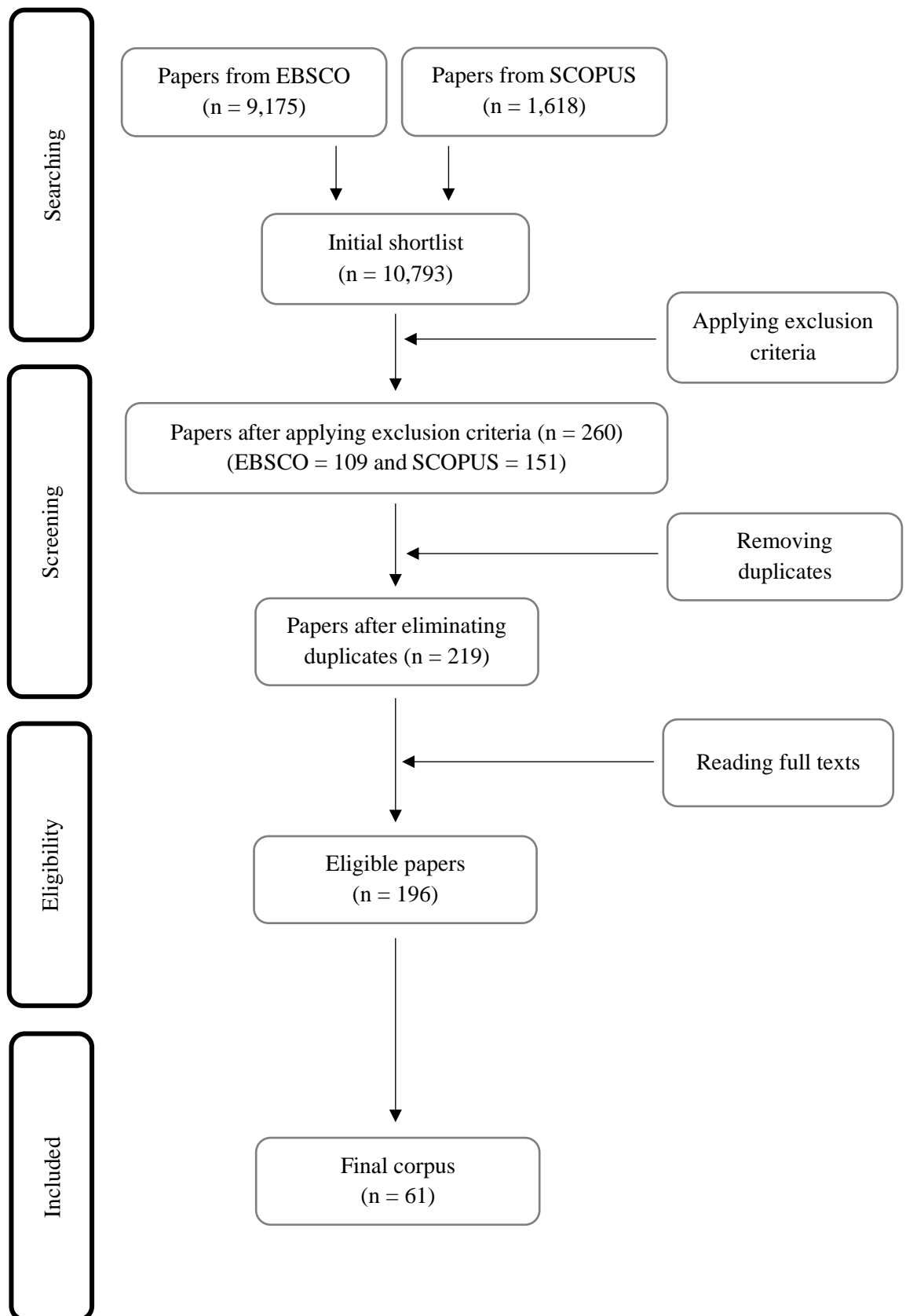


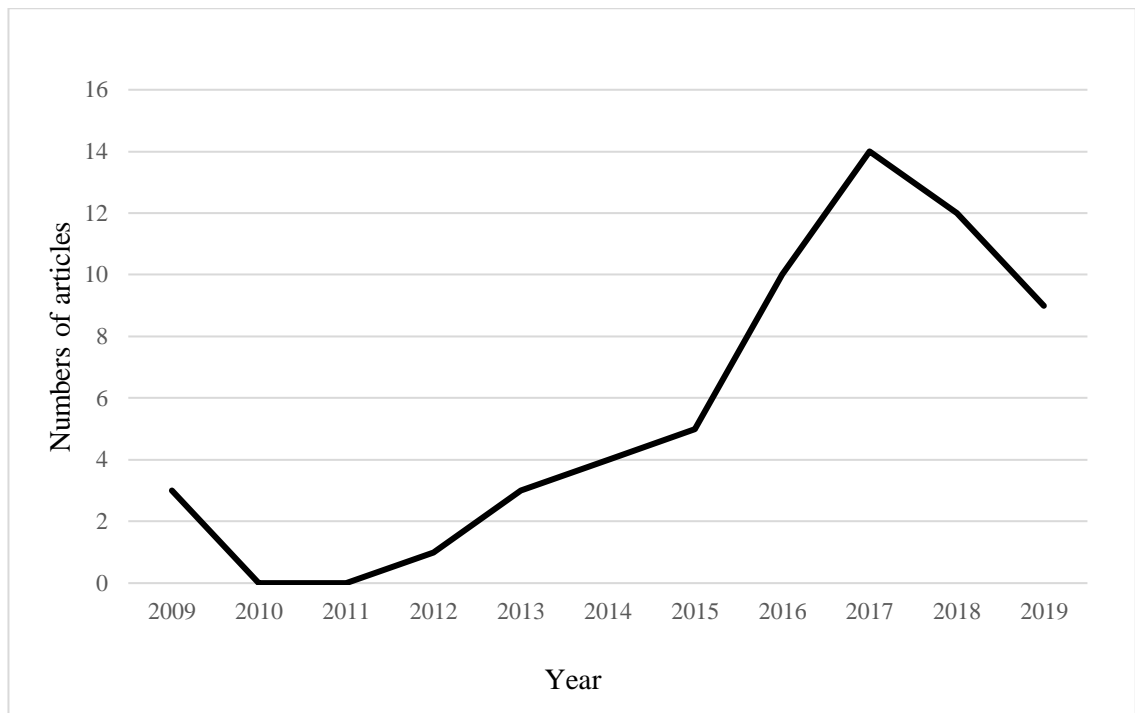
Figure 1. Flow chart of the procedures of searching and selecting relevant articles

The large primary results were due to overlap across two databases and unrelated search outcomes produced by the keyword “passion”, which also includes papers about passion fruit, sexual passion, and the Passion of Christ. Therefore, the second step was performed to screen out irrelevant publications. The titles and abstracts were manually scanned based on the six criteria of exclusion. The papers were eliminated if they: (1) did not investigate passion in the entrepreneurial context; (2) did not have entrepreneurial passion as the main subject of the study; (3) focused on team entrepreneurial passion rather than passion of individual entrepreneurs; (4) were not written in English; (5) were not published between 2009 and 2019; and/or (6) were not published in scholarly, peer-reviewed journals. To ensure a high-quality output, the review did not take into account the grey literature (e.g., working papers, industrial reports, government documents, etc.) where the rigour demanded of academic studies may not be required (Short, 2009). Also, it was decided to review articles published from 2009 to 2019 because the influential paper of Cardon et al. (2009), which has later triggered many studies concerning entrepreneurial passion, was published in this year. By applying the above-mentioned criteria, 260 articles (109 from EBSCO and 151 from SCOPUS) were shortlisted. Forty-one duplications were identified and then removed, with 219 articles remaining at this stage.

Third, the list was further refined by reading the full texts. Based on the research scope which focuses on the targets, causes, and consequences of entrepreneurial passion, the articles must satisfy at least one of the following characteristics in order to be included in the systematic literature review: (1) provide some findings of the targets to which entrepreneurial passion is directed (i.e., what entrepreneurs are specifically passionate about); (2) provide some findings of what triggers the emergence of entrepreneurial passion; and/or (3) provide some findings of the impacts of entrepreneurial passion. By applying these three inclusion criteria, finally, a total of 61 journal articles were accepted for this systematic literature review.

### **2.3. Descriptive Characteristics of the Reviewed Articles**

Figure 2 below shows the distribution of the reviewed articles for over a decade, from 2009 to 2019. The graph indicates that the entrepreneurial passion literature is extremely young, with the earliest contributions of only three papers in the first three years. Since 2012, the number of studies per year has increased gradually, with a peak in 2017 when 14 papers were published. Overall, the figure reveals an uptrend of publications, and this mirrors the increased interest in exploring passion within the entrepreneurial contexts.



*Figure 2.* The distribution of the reviewed articles between 2009 and 2019

In terms of methodological approaches, nearly all of the 61 samples were empirical (59 papers or 97%), whereas the small remaining portion of 3 % comprised conceptual papers (2 articles). To break down the empirical-based studies, the majority of them applied quantitative research methods (48), such as survey and experiment (e.g., Fellnhöfer, 2017; Fisher, Merlot, & Johnson, 2018; Klaukien, Shepherd, & Patzelt, 2013; Liu, Ma, & Li, 2019). In contrast, six studies employed qualitative approaches, including interview, observation, and case study (e.g., Charters, Walker, & Brown, 2016; Gielnik, Spitzmuller, Schmitt, Klemann, & Frese, 2015; Ruskin, Seymour, & Webster, 2016). Only five papers relied on mixed methods, i.e., adopted both quantitative and qualitative approaches (e.g., Kerrick, Cumberland, Church-Nally, & Kemelgor, 2014; Lucas et al., 2016; Murnieks et al., 2016). However, there were no review papers, and this highlights the significance of this study.

## **2.4. Data Analysis**

After retrieving the final corpus of 61 journal articles and storing them in the information management software (EndNote X8), the data analysis began. This was broken down into three stages, as recommended by Briner and Denyer (2012) and Petticrew and Roberts (2006).

### ***Stage 1: Data extraction***

First, the researcher extracted the information from each source material using a data-extraction sheet. This tool was employed because it helps the reviewer to organise the substantial amount of information in a structured fashion, minimises technical errors, and facilitates the analysis and

synthesis of the literature in the further step (Petticrew & Roberts, 2006; Rousseau et al., 2008; Tranfield et al., 2003). To extract the information, the research papers were read and coded based on the five pre-defined categories: (1) name of author(s) and year of publication; (2) research purpose(s); (3) theoretical perspective(s) or underpinning theory/theories; (4) research method(s) and context(s) (e.g., type of research, method of collecting data, characteristics of samples, and country of research); and (5) key finding(s) or proposition(s). Since some information, such as the theoretical lens and research contexts were not apparently mentioned in some studies, intensive reading and manual coding were done to obtain the most accurate data and to ensure a high level of reliability.

For the convenience of analysing and synthesising the literature, the dataset recorded in the extraction sheet was reproduced in three cross-tabulated tables based on the finding themes of the reviewed articles: the targets, causes, and consequences of entrepreneurial passion (see Table 4, Table 5, and Table 6 in Chapter 3). These tables were ordered alphabetically by the first author's name to make it easier for the readers to look for the evidence of what has been synthesised in the systematic review (Rousseau et al., 2008). The sum of articles from the three tables is greater than 61 because a single research paper can focus on more than one aspect of entrepreneurial passion (i.e., the targets and/or causes and/or consequences).

### ***Stage 2: Data analysis***

In the second stage, the data from the cross-tabulated tables was analysed. Data analysis is a logical and robust process of fragmenting a large collection of data into small pieces to interpret, aggregate, and gain new insights into the topic of investigation (Dey, 1993; Gray, 2018). There are various methods to analyse data (Creswell, 2012; Patton, 2009). However, entrepreneurship scholars have commonly used *thematic analysis* as an analytical approach to systematic literature reviews (see Table 1). Thematic analysis is a qualitative technique that goes beyond describing data, but interprets its meaning and identifies patterns or themes that capture the important elements of such data (Braun & Clarke, 2006). *Content analysis* is another qualitative method for analysing data, especially texts. It involves making inferences about textual data by enumerating the presence of specific words, phrases or concepts and classifying them into highly organised categories or classes (Gray, 2018). Systematic literature reviewers have also adopted a quantitative approach to analyse data, such as *meta-analysis*. This technique combines numeric data of individual studies which address the same question and then statistically analyses those sets of data to arrive at a final, rigorous conclusion (Card, 2012). The present systematic literature review adopted thematic analysis as a method for analysing the entrepreneurial passion literature because the primary aim of this research was to identify emerging themes of past findings.

To analyse the data, the procedure of conducting a thematic analysis suggested by Attride-Stirling (2001) and Braun and Clarke (2006) was adapted and carried out in five steps as follows. Firstly, the researcher *read through the three cross-tabulated tables* (see Table 4, Table 5, and Table 6) generated from the data-extraction sheet to gain familiarity and initial understandings. Secondly, these materials were re-examined for *data coding*. This process dissects and transforms raw data into a short, meaningful phrase, also known as “code”, that represents the content of the text to which it is applied (Braun & Clarke, 2006). Coding was done to not only reduce the excessive amount of data, but organise it into a more manageable form (Gray, 2018). To code the data, the key research findings of each article were highlighted by hand and were then manually assigned a label by adding notes to the tables. Rather than having pre-specified codes, the coder allowed the codes to emerge inductively from exploring the dataset; hence data-driven. During this coding process, the codes were split, combined, and renamed to better capture the whole dataset. A brief description of the codes was also written down on an extra paper to record their meaning and prevent confusion in the future. Repeated readings were done until reaching the data-saturated point to generate many codes as possible and to ensure that nothing was missed out. Thus, many reviewed articles have more than one code. An example of how data was coded is shown in Table 3 below.

*Table 3.* An example of data coding

No.	Authors & Year	Key Findings/Propositions	Codes
1	Fang & An (2017)	Entrepreneurial passion has a positive impact on both financial and non-financial performance of firms.	<ul style="list-style-type: none"> <li>• Financial performance</li> <li>• Non-financial performance</li> </ul>
2	Haar, Taylor, & Wilson (2009)	Passionate entrepreneurs foster an entrepreneurial culture where employees are encouraged to innovate new products/ services, which in turn, increases firm’s financial performance.	<ul style="list-style-type: none"> <li>• Organisational culture</li> <li>• Financial performance</li> </ul>
3	Ma, Gu, & Liu (2017)	Entrepreneurial passion positively enhances the innovativeness of new ventures, which in turn, positively increases organisational performance.	<ul style="list-style-type: none"> <li>• Firm innovation</li> <li>• Firm performance</li> </ul>
4	Strese, Keller, Flatten, & Brettel (2018)	CEO’s passion for inventing has a positive impact on radical innovation of firms.	<ul style="list-style-type: none"> <li>• Firm innovation</li> </ul>

Thirdly, the researcher developed “*basic themes*” by collating the codes that shared similar characteristics. A basic theme is the lowest-order or primary theme which represents a cluster of several comparable codes (Attride-Stirling, 2001; Braun & Clarke, 2006). For instance, the basic theme of entrepreneurial passion outcomes for “ventures” was derived by combining six codes: venture survival, firm strategic orientation, organisational culture, firm innovation, financial performance, and non-financial performance (see Figure 3). These codes were grouped together because they share a common feature, which is the outcomes on the nature and performance of firms. Nevertheless, the codes that did not belong to any of the basic themes were kept in a temporary group named “miscellaneous themes”. These were later refined or combined with other codes or themes when the process evolved.

Fourthly, the basic themes were consolidated into higher-level construction, “*organising themes*”. These secondary or middle-order themes are more abstract and cover a broader range of similar basic themes (Attride-Stirling, 2001). For example, the basic themes of entrepreneurial passion outcomes for “stakeholders” and “ventures” were clustered into an organising theme of “meso-level consequences”. These basic themes were united because they both represent the consequences related to firms (see Figure 3). At this stage, the extracted data, codes, and basic themes were revisited to achieve the cohesiveness among the organising themes. Also, some items in the miscellaneous theme were refined to better fit with the wider organising themes, while some were abandoned.

Finally, the researcher abstracted a number of organising themes into a superordinate class of “*global themes*”. These highest-level themes reflect the macro congregation of the organising themes and form a summary about the whole dataset (Attride-Stirling, 2001). For instance, two organising themes (individual outcomes and firm-related outcomes) were abstracted into a global theme of “consequences of entrepreneurial passion” (see Figure 3). The global themes which include the targets, causes, and consequences of entrepreneurial passion were pre-defined based on the scope of this systematic literature review, whereas the basic and organising themes surfaced inductively from analysing data. This final step involved an iterative process where the codes, basic, organising, and global themes were reviewed to ensure their consistency and coherence. The formation of the three hierarchical themes was done in Microsoft Excel to aid in refining, merging, separating, and rearranging the themes. An example of how codes were united into basic themes, organising themes, and then into global themes is shown in Figure 3.

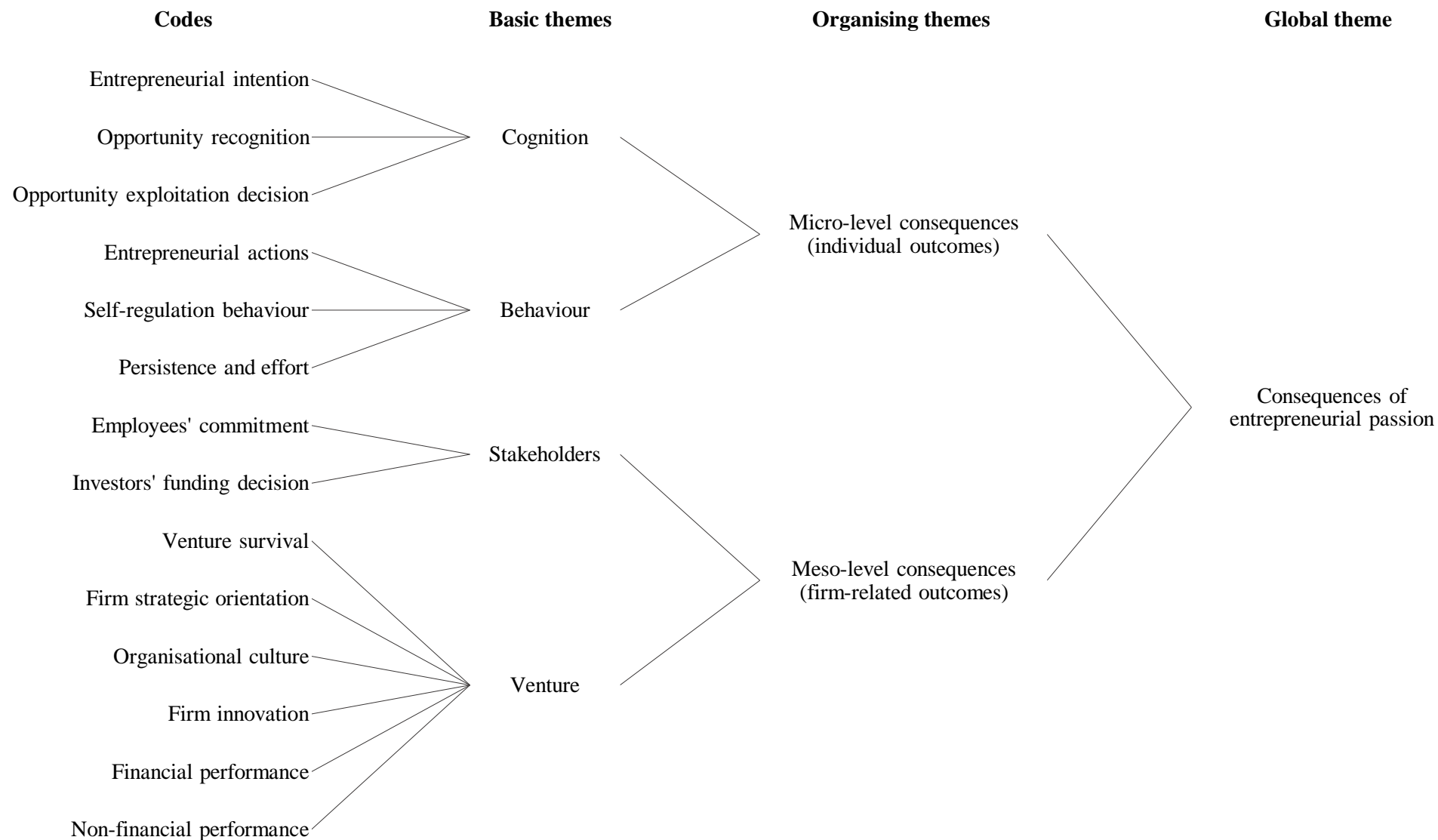


Figure 3. An example of abstracting codes into basic themes into organising themes and into global themes

### ***Stage 3: Cross-study synthesis***

Once the articles were analysed, cross-study synthesis was commenced to bring together different pieces of research to establish a comprehensive, holistic understanding of entrepreneurial passion. Synthesis is an activity of accumulating, compiling, and integrating individual studies into a connected whole that offers new insights on a given area (Briner & Denyer, 2012; Petticrew & Roberts, 2006; Tranfield et al., 2003). While there are numerous methods of data synthesis, thematic synthesis is the most common in the entrepreneurship field. *Thematic synthesis* is a qualitatively grounded approach in which the findings of multiple studies are thematically incorporated to form a composite picture of a phenomenon (Thomas & Harden, 2008). For example, Matthews et al. (2018) thematically synthesised the past findings on selling within the entrepreneurial settings, where they identified four themes (the antecedents, activities, outcomes, and contexts of selling) to establish a collective overview of the intersection between selling and entrepreneurship. Another approach to synthesis is the *meta-narrative*. It unpacks the key features such as research questions, theoretical orientation, research methods, research contexts, and findings of studies on a particular topic to articulate a storyline of how the literature unfolds and changes over time (Thomas, O'Mara-Eves, Harden, & Newman, 2017). *Framework synthesis* is an alternative method where a range of key concepts or themes gained from the reviewed literature is mapped based on a priori framework to visually display their relationships (Barnett-Page & Thomas, 2009).

In line with past systematic literature reviews in entrepreneurship (e.g., Matthews et al., 2018; Newman et al., 2019; Wang & Chugh, 2014), *thematic synthesis* was adopted for this research. It was a suitable method for synthesising because this study seeks to thematically unite fragmented research findings to constitute a coherent 'helicopter view' pertinent to entrepreneurial passion. To synthesise the literature, the extracted data, basic themes, organising themes, and global themes identified in the previous step were woven together. This cross-study synthesis was presented in three main sections based on the global themes, including the targets, causes, and consequences of entrepreneurial passion (see Section 3.1, 3.2, and 3.3 in Chapter 3). Each global theme was elaborated by organising themes and basic themes, which in turn, supported by the extracted data. By synthesising the literature, the current state of knowledge in regard to entrepreneurial passion was uncovered and the relatively obscure areas were identified. Thus, future research agenda to extend the body of the knowledge was proposed accordingly.

This systematic literature review further employed *framework synthesis* to build a framework of the interrelationships among the targets, causes, and consequences of entrepreneurial passion. To develop the framework, the research drew on the 'input-output' approach by Morris, Lewis, and Sexton (1994). They proposed a model to conceptualise the nature of entrepreneurship and argued



that entrepreneurship is a process where entrepreneurial inputs (e.g., opportunities, contexts, resources, etc.) trigger an entrepreneurial process (e.g., opportunity discovery, business concept refinement, product development, enterprise establishment, etc.), and in turn, leads to entrepreneurial outputs (e.g., value creation, financial gains, employment, failure, etc.). Guided by this input-output perspective and incorporated with themes identified earlier, an integrative framework of entrepreneurial passion was proposed (see Figure 5 in Chapter 3). This framework contends that the antecedents invoke entrepreneurial passion, and subsequently brings about entrepreneurial outcomes.

A summary of the three stages of data analysis is diagrammed in Figure 4 below.

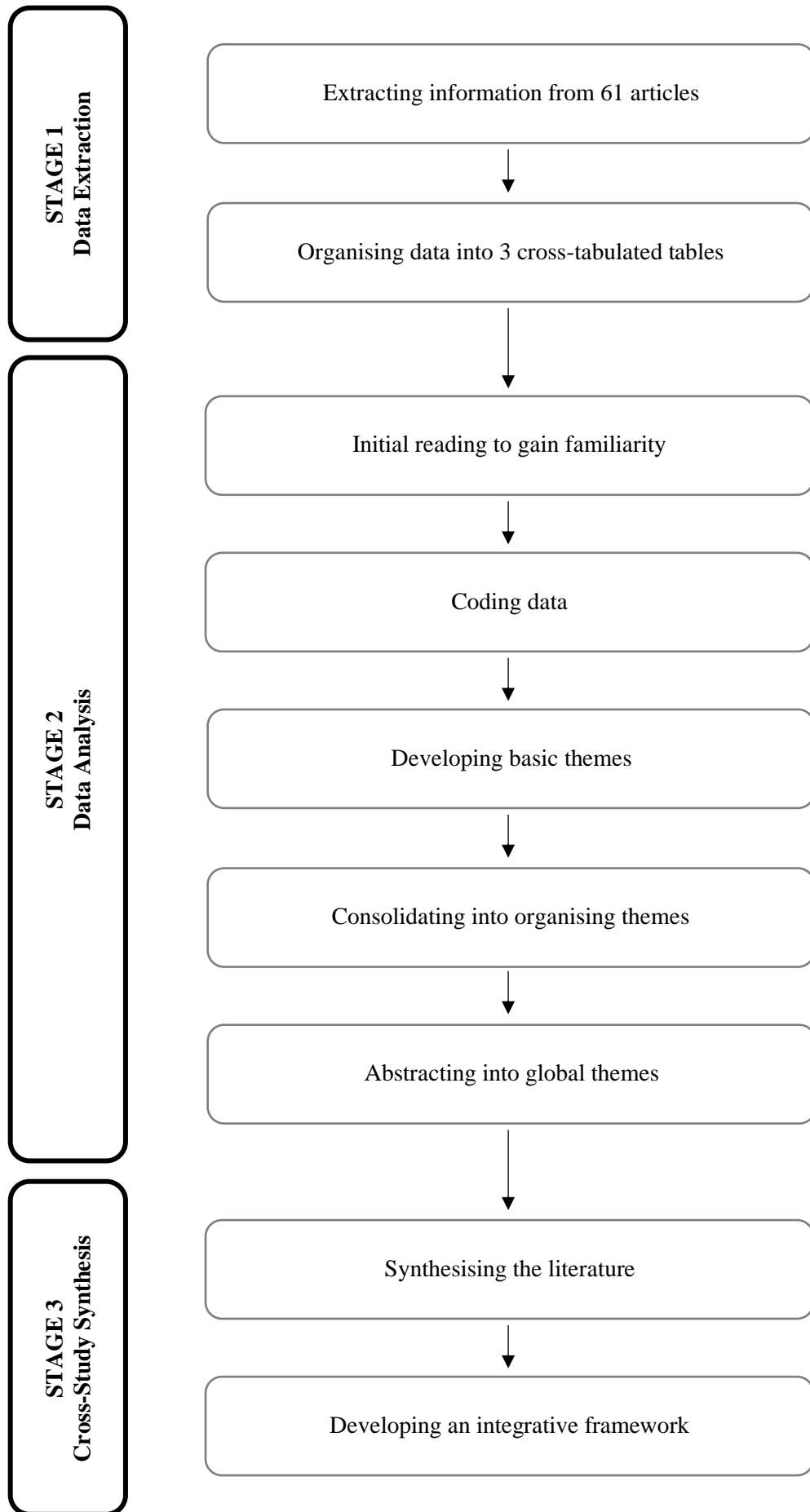


Figure 4. *Flow chart of the procedures of analysing data*

## CHAPTER 3: FINDINGS

This chapter presents the results of the systematic literature review on entrepreneurial passion. Namely, it addresses the first research question: what has prior research found regarding the targets, causes, and consequences of entrepreneurial passion? The chapter is structured into four sections. The first three sections thematically present the existing literature on the targets, causes, and consequences of entrepreneurial passion. The fourth section builds an integrative framework to illustrate the interrelationships among those three elements.

### 3.1. Targets of Entrepreneurial Passion

Addressing the targets to which entrepreneurial passion is directed, in other words, what entrepreneurs are particularly passionate about, is critical because the ‘passion for what?’ standpoint will determine the nature of the research outcomes and design used in the investigation of a phenomenon related to passion. Table 4 below summarises a total of four journal articles that identified the targets of entrepreneurial passion. This number, surprisingly, demonstrates that there is a real dearth of studies focusing on the targets of passion.

According to the influential, psychological work of Vallerand (2015), who argues that “a passion is oriented toward a specific entity or object [which] can be an activity (e.g., playing basketball), an object (e.g., one’s card collection), another person (e.g., the loved one), or even an abstract concept, idea, cause, or goal (e.g., the independence of one’s country)” (p. 28). Following such logic, this study classifies the targets of entrepreneurial passion into four themes, thereby suggests that entrepreneurs are passionate about entrepreneurial activities, venture-related objects, stakeholders, and concepts (idea, cause or goal).

First, entrepreneurs possess a passion for engaging in an *entrepreneurial activity* that is personally meaningful and significant to them as individuals. This passion is directed toward a particular activity related to the stages of entrepreneurial process, and could further be divided into three sub-categories: (1) passion for venture pre-founding activities – passionate about discovering and evaluating opportunities, developing a business idea, and creating new products/services to serve the markets (Biraglia & Kadile, 2017; Cardon et al., 2017; Cardon et al., 2009); (2) passion for launching a venture – passionate about activities relevant to setting up a new business, such as acquiring necessary resources to form a company and establishing an enterprise for commercialisation (Biraglia & Kadile, 2017; Cardon et al., 2009); (3) passion for growing a business – passionate about activities relevant to developing an established firm, such as expanding branches, enlarging the customer base, and increasing the market shares (Biraglia & Kadile, 2017; Cardon et al., 2017; Cardon et al., 2009).

Table 4. Targets of entrepreneurial passion

No.	Author(s) & Year	Research Purposes	Theoretical Perspectives	Research Methods and Contexts	Key Findings/Propositions
1	Balgiashvili (2017)	To compare entrepreneurial passion (passion for inventing, passion for founding, and passion for developing) between commercial and social entrepreneurs	<ul style="list-style-type: none"> <li>• Commercial and social entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Commercial and social entrepreneurs</li> <li>• Czech Republic</li> </ul>	<ul style="list-style-type: none"> <li>• All three domains of entrepreneurial passion (passion for inventing, passion for founding, and passion for developing) show no differences among commercial and social entrepreneurs. This means that not only commercial entrepreneurs are passionate about entrepreneurial activities, but also social entrepreneurs.</li> </ul>
2	Cardon, Glauser, & Murnieks (2017)	To empirically explore the domains of entrepreneurial passion	<ul style="list-style-type: none"> <li>• Phenomenological, inductive approach</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical qualitative</li> <li>• Interview</li> <li>• Entrepreneurs who run a business of varying size in different industries</li> <li>• USA</li> </ul>	<ul style="list-style-type: none"> <li>• Six domains of entrepreneurial passion were identified: (1) passion for inventing; (2) passion for growth; (3) passion for the product/service; (4) passion for people; (5) passion for a social cause; and (6) passion for competition.</li> </ul>
3	Cardon, Wincent, Singh, & Drnovsek (2009)	To conceptualise the specific types of passion experienced by entrepreneurs	<ul style="list-style-type: none"> <li>• Identity theory</li> <li>• Self-determination theory</li> </ul>	<ul style="list-style-type: none"> <li>• Conceptual</li> </ul>	<ul style="list-style-type: none"> <li>• Three types of entrepreneurial passion are proposed: (1) passion for inventing, (2) passion for founding, and (3) passion for developing.</li> </ul>
4	Yitshaki & Kropp (2016)	To examine entrepreneurial passion in two different contexts, high-tech and social entrepreneurship	<ul style="list-style-type: none"> <li>• Identity theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical qualitative</li> <li>• Interview</li> <li>• Social and high-tech entrepreneurs</li> <li>• Israel</li> </ul>	<ul style="list-style-type: none"> <li>• In spite of operating in different contexts, passion of both social and high-tech entrepreneurs is directed toward the engagement in meaningful activities and making a difference.</li> </ul>

Second, a *venture-related object* is another target to which entrepreneurs' passion is directed. This object is personally meaningful to them as individuals and acts as an extension of their entrepreneurial identity. For instance, entrepreneurs are passionate about the established firm that they have created and the products or services that they invent, innovate or offer (Cardon et al., 2017). Third, entrepreneurs have a passion for *stakeholders* who are involved in or associated with their firm, for example, being passionate about serving customers, working with employees, collaborating with investors, and building a good relationship with the community (Cardon et al., 2017). Last, entrepreneurs are passionate about a *concept* (idea, cause or goal). For example, an individual may have a passion for the business opportunity provided by the market, passion for one's own business idea, and passion for social mission (Cardon et al., 2017; Yitshaki & Kropp, 2016).

### **3.2. Causes of Entrepreneurial Passion**

While mainstream research focuses on the outcomes of entrepreneurial passion, a small, but growing literature is dedicated to examining its antecedents, namely what triggers the emergence of entrepreneurial passion. Table 5 summarises 19 studies that either explicitly or implicitly identified the causes of entrepreneurial passion. Based on thematic analysis of these studies, four predictors of entrepreneurial passion are distilled. These include: (1) entrepreneurial education; (2) engagement in entrepreneurship; (3) individual differences; and (4) role models.

#### **3.2.1. Entrepreneurial education**

Drawing on social learning theory (Bandura, 1977) and social cognitive theory (Bandura, 1986), a group of researchers (e.g., Gielnik et al., 2017; Kerrick et al., 2014; Li & Wu, 2019) posits that entrepreneurs are not born with entrepreneurial passion or inherently inclined to such a feeling, but their passion is aroused through *entrepreneurial education*. This could take place through formal education (e.g., enrolling in a business degree in an academic institution), non-formal education (e.g., attending an entrepreneurial training programme), and informal education (e.g. reading business books/magazines, listening to entrepreneurship stories, and observing successful businesspersons).

Evidence has shown that participation in entrepreneurial education stimulates learners' entrepreneurial passion. For example, a recent study by Kerrick et al. (2014) shows that military veterans who take the community entrepreneurship training programme reported an increase in their level of passion for pursuing an entrepreneurial career. In the same vein, Sriyakul and Jermstittiparsert (2019) found that entrepreneurship courses provided by business schools have a positive effect on entrepreneurial passion of undergraduate students. Both formal and non-

Table 5. Antecedents of entrepreneurial passion

No.	Author(s) & Year	Research Purposes	Theoretical Perspectives	Research Methods and Contexts	Key Findings/Propositions
1	Arshad, Farooq, & Afzal (2018)	To examine the correlation between entrepreneurial education, passion, and self-efficacy	<ul style="list-style-type: none"> <li>• Social learning theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Business school students</li> <li>• Pakistan</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurship education is strongly, positively correlated with entrepreneurial passion.</li> <li>• Entrepreneurial self-efficacy mediates the relationship between entrepreneurship education and entrepreneurial passion.</li> </ul>
2	Cardon & Kirk (2015)	To investigate the relationship between entrepreneurial self-efficacy, passion, and persistence	<ul style="list-style-type: none"> <li>• Social learning theory</li> <li>• Identity theory</li> <li>• Self-determination theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical (mixed method)</li> <li>• Survey &amp; focus group</li> <li>• Commercial entrepreneurs</li> <li>• USA</li> </ul>	<ul style="list-style-type: none"> <li>• With the exception of passion for growing firms; passion for inventing new products/services and passion for founding new ventures mediate the effect of self-efficacy on persistence.</li> </ul>
3	Cardon, Wincent, Singh, & Drnovsek (2009)	To theorise the definition of entrepreneurial passion and to propose the mechanisms of how passion leads to entrepreneurial outcomes	<ul style="list-style-type: none"> <li>• Identity theory</li> <li>• Self-determination theory</li> </ul>	<ul style="list-style-type: none"> <li>• Conceptual</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial passion is aroused by engaging in venture-related activities that are meaningful and salience to an individual's self-identity.</li> </ul>
4	Dalborg & Wincent (2015)	To determine the association between pull entrepreneurship (the voluntary engagement in entrepreneurship, rather than being 'push' by external constraints), self-efficacy, and entrepreneurial passion	<ul style="list-style-type: none"> <li>• Social learning theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Nascent entrepreneurs</li> <li>• Sweden</li> </ul>	<ul style="list-style-type: none"> <li>• There is no direct correlation between pull entrepreneurship and entrepreneurial passion.</li> <li>• Entrepreneurial self-efficacy mediates the pull entrepreneurship-passion relationship.</li> </ul>

5	de Mol, Ho, & Pollack (2018)	To evaluate the connection among perceived entrepreneurial job fit, harmonious and obsessive passion, destiny beliefs, and entrepreneurial burnout	<ul style="list-style-type: none"> <li>• Person-job fit</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Online survey</li> <li>• Entrepreneurs</li> <li>• USA</li> </ul>	<ul style="list-style-type: none"> <li>• The perceived job fit positively predicts both forms of passion (harmonious and obsessive).</li> <li>• Destiny beliefs moderate the relationship between the perceived job fit and obsessive passion.</li> </ul>
6	Fellnhöfer (2017)	To examine the effect of entrepreneurial role models on entrepreneurial passion and intention	<ul style="list-style-type: none"> <li>• Theory of planned behaviour</li> <li>• Social learning theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• SME founders</li> <li>• Austria, Finland, &amp; Greece</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial role models in case-based entrepreneurship education stimulate entrepreneurial passion, which in turn fosters entrepreneurial intention.</li> </ul>
7	Fesharaki (2019)	To investigate the influence of spiritual intelligence and self-efficacy on entrepreneurial passion	<ul style="list-style-type: none"> <li>• Spiritual intelligence</li> <li>• Self-efficacy</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• SME owners/ managers</li> <li>• Iran</li> </ul>	<ul style="list-style-type: none"> <li>• Passion for inventing products/ services and passion for founding new ventures are fuelled by spiritual intelligence and self-efficacy.</li> <li>• Spiritual intelligence and self-efficacy have no impact on passion for developing firms.</li> </ul>
8	Gielnik, Spitzmuller, Schmitt, Klemann, & Frese (2015)	To examine whether entrepreneurial effort has an impact on entrepreneurial passion and under which conditions	<ul style="list-style-type: none"> <li>• Self-regulation theory</li> <li>• Self-perception theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative &amp; qualitative</li> <li>• Experiment &amp; observation</li> <li>• Entrepreneurs who are pre-launching a venture</li> <li>• Germany</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial effort boosts entrepreneurial passion through the mediating role of new venture progress.</li> <li>• Free choice moderates the effect of new venture progress on entrepreneurial passion.</li> </ul>
9	Gielnik, Uy, Funken, & Bischoff (2017)	To evaluate the effect of an action-oriented entrepreneurship training programme on self-efficacy, passion, and venture creation	<ul style="list-style-type: none"> <li>• Action regulation theory</li> <li>• Social cognitive theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Field experiment</li> <li>• University students</li> <li>• Kenya</li> </ul>	<ul style="list-style-type: none"> <li>• In the short-term, entrepreneurship training enhances students' self-efficacy which in turn promotes entrepreneurial passion.</li> <li>• In the long-term, entrepreneurship training leads students to start a business only if they maintain a high level of entrepreneurial passion.</li> </ul>

10	Kerrick, Cumberland, Church-Nally, & Kemelgor (2014)	To assess the impact of an entrepreneurship training on entrepreneurial passion and networking	<ul style="list-style-type: none"> <li>• Social learning</li> <li>• Networking</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical (mixed method)</li> <li>• Survey &amp; interview</li> <li>• Military veterans</li> <li>• USA</li> </ul>	<ul style="list-style-type: none"> <li>• The community-based entrepreneurship training substantially increased the level of entrepreneurial passion of military veterans and the frequency of consulting their business ideas with their networks.</li> </ul>
11	Li & Wu (2019)	To explore how entrepreneurial education leads to entrepreneurial intention	<ul style="list-style-type: none"> <li>• Social cognitive theory</li> <li>• Self-regulation theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Undergraduate students enrolled in an entrepreneurial course</li> <li>• China</li> </ul>	<ul style="list-style-type: none"> <li>• The underlying mechanism of how entrepreneurial education leads to entrepreneurial intention could be explained through cognitive and emotional lenses. Entrepreneurial education increases learners' level of entrepreneurial self-efficacy (cognition) and passion (emotion), which consequently, enhances their level of entrepreneurial intention.</li> </ul>
12	Liu, Ma, & Li (2019)	To explore the effect of role model stories (in a case-based entrepreneurship education) on entrepreneurial passion and intention	<ul style="list-style-type: none"> <li>• Expectancy theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Experiment</li> <li>• Undergraduate students</li> <li>• China</li> </ul>	<ul style="list-style-type: none"> <li>• Both successful and failure stories of role models arouse entrepreneurial passion of individuals, which in turn influences their intention to pursue entrepreneurship; however, failure stories have a lesser effect than successful stories.</li> </ul>
13	Milanesi (2018)	To examine the role of domain passion (hobby-related passion) on entrepreneurial passion and entrepreneurial process	-	<ul style="list-style-type: none"> <li>• Empirical qualitative</li> <li>• Case study</li> <li>• Small Italian companies</li> <li>• Italy</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial passion is first absent, but later emerges from domain passion through the entrepreneurial process.</li> <li>• The reciprocal relationship between domain and entrepreneurial passion also exists (domain passion fuels entrepreneurial passion and vice versa).</li> </ul>
14	Murnieks, Mosakowski, & Cardon (2014)	To explore the pathway of how entrepreneurial passion emerges and what passion leads to	<ul style="list-style-type: none"> <li>• Identity theory</li> <li>• Social cognitive theory</li> <li>• Theory of planned behaviour</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Entrepreneurs of new ventures</li> <li>• USA</li> </ul>	<ul style="list-style-type: none"> <li>• Rather than entrepreneurial identity salience, entrepreneurial passion is fuelled by entrepreneurial identity centrality.</li> </ul>



15	Nag & Das (2017)	To investigate the connection between entrepreneurial traits, passion for work, and venture success	<ul style="list-style-type: none"> <li>• Entrepreneurial traits</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Micro-entrepreneurs</li> <li>• India</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial traits, including self-efficacy, need for achievement, and internal locus of control, trigger entrepreneur's passion for work, which in turn, increases the level of venture success.</li> </ul>
16	Obschonka, Moeller, & Goethner (2019)	To examine the impact of personality traits and entrepreneurial personality profile on entrepreneurial passion and behaviour	<ul style="list-style-type: none"> <li>• The Big Five of personality trait</li> <li>• Rational choice</li> <li>• Social learning theory</li> <li>• Social identity theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Longitudinal survey</li> <li>• Scientists</li> <li>• Germany</li> </ul>	<ul style="list-style-type: none"> <li>• An entrepreneurial personality profile, but neither the single Big Five personality traits, predicts entrepreneurial passion, which in turn drives entrepreneurial behaviour.</li> <li>• Rational choice, social learning, and social identity approach show no explanation of the development and outcome of entrepreneurial passion.</li> </ul>
17	Sriyakul & Jernsittiparsert (2019)	To examine how entrepreneurial education, entrepreneurial passion, and start-up intention are related	<ul style="list-style-type: none"> <li>• Emotion-based perspective</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• University students</li> <li>• Thailand</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial education has a positive effect on entrepreneurial passion, which in turn, has a positive effect on start-up intention.</li> </ul>
18	Stenholm & Nielsen (2019)	To examine whether and how socialisation and entrepreneurial experience shape entrepreneurial passion	<ul style="list-style-type: none"> <li>• Socialisation perspective</li> <li>• Competence perspective</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Entrepreneurs</li> <li>• Finland</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial passion emerges externally from the perceived emotional support through socialisation and internally from task-related competence through entrepreneurial past experience.</li> <li>• The influence of socialisation on entrepreneurial passion is positively moderated by previous entrepreneurial experience.</li> </ul>
19	Stroe, Wincent, & Parida (2018)	To investigate how a stressful circumstance influences the development of obsessive passion of nascent entrepreneurs	<ul style="list-style-type: none"> <li>• Theory of identity-relevant role stressors</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Nascent entrepreneurs</li> <li>• Germany</li> </ul>	<ul style="list-style-type: none"> <li>• A difficult situation of role overload in the early stage of ventures triggers entrepreneurs to excessively engage in venture-related activities; thus, become obsessively passionate.</li> </ul>

formal entrepreneurial education is positively related to individual's passion for entrepreneurship because the pedagogical method of action-based activities (e.g., evaluating opportunities, crafting a business idea, and writing a business plan) helps learners develop their business skills and build confidence about their capabilities, which in turn, drive their passion to emerge (Arshad, Farooq, & Afzal, 2018; Gielnik et al., 2017; Li & Wu, 2019). Case-based teaching such as telling a story of successful entrepreneurs also engenders students' intense positive feelings about business venturing, which later, advances into passion (Fellnhöfer, 2017; Liu et al., 2019).

### **3.2.2. Engagement in entrepreneurship**

While the previous standpoint asserts that entrepreneurial education triggers individuals to feel passionate, and consequently, take entrepreneurial actions; some researchers (e.g., Cardon et al., 2009; Dalborg & Wincent, 2015; Milanese, 2018) argue that the reverse effect also exists. This means the practical contact with, involvement in or performing venture-related tasks aiming at value creation (i.e., *the engagement in entrepreneurship*) could provoke entrepreneurial passion. Initially, entrepreneurs might not experience passion for entrepreneurship, but step into the business world due to internal motivation such as seeking independence, or external constraints such as being unemployed for a long time (Milanese, 2018). However, when they repeatedly engage in the activities related to entrepreneurial process, those activities become a part of their life and represent who they are (i.e., internalisation of the activities in one's self-concept) (Cardon et al., 2009). The continued engagement in such activities reinforces their sense of self, fulfils their psychological needs, and provides them with positive entrepreneurial experiences, which over time, develops into passion (Cardon et al., 2009).

When individuals intensely engage in entrepreneurship, they are likely to invest more time, energy, and effort in carrying out the tasks, which eventually results in achieving the desired goals and making remarkable venture progress (Gielnik et al., 2015). This accomplishment leads to the experience of positive emotions, such as satisfaction, elation, and excitement, that help ignite entrepreneurial passion (Gielnik et al., 2015). The experience of entrepreneurship also allows entrepreneurs to observe their own entrepreneurial behaviour and assess how well they execute the tasks (Stenholm & Nielsen, 2019). If the performance is, through psychological appraisal, perceived as positive, they are inclined to experience positive feelings – for example, pleasure, enthusiasm, enjoyment, etc. – which, in turn, slowly transform into passion (Dalborg & Wincent, 2015).

### **3.2.3. Individual differences**

*Individual differences*, the enduring psychological features or specific characteristics that distinguish one person from another, is a variable that could help explain the emergence of passion. One individual difference that has robustly been found as an antecedent of

entrepreneurial passion is ‘entrepreneurial self-efficacy’, defined as the personal judgement or perception about one’s own abilities and capabilities in the pursuit of entrepreneurial tasks (Chen, Greene, & Crick, 1998). When people hold a strong belief in their means or skills to succeed in business venturing (i.e., high entrepreneurial self-efficacy), they find it enjoyable when undertaking entrepreneurial activities (Cardon & Kirk, 2015; Dalborg & Wincent, 2015; Fesharaki, 2019). This positive affective experience, through repeated engagement in venture-related activities, gradually sparks entrepreneurial passion (Arshad et al., 2018; Gielnik et al., 2017; Nag & Das, 2017).

Personality, the individual’s distinct, consistent, stable sets of affective, cognitive, and behavioural patterns that are shaped by biological and environmental factors, is another individual difference predictor of entrepreneurial passion (Corr & Matthews, 2009). The differences in personality traits are likely to dictate how different people feel, think, and act; therefore, influencing their level of entrepreneurial passion. For example, those who have a high need for achievement and internal locus of control tend to be driven by the desire for significant accomplishment and show great exertion of self-regulating behaviour in executing entrepreneurial tasks, which consequently, become passionate about entrepreneurship (Nag & Das, 2017). Interesting, neither the conscientiousness, agreeableness, neuroticism, openness to experience, nor extraversion predicts entrepreneurial passion; however, the combination of these five traits (low level of neuroticism and agreeableness, and high level of conscientiousness, extraversion, and openness to experience) has a positive effect on entrepreneurial passion (Obschonka, Moeller, & Goethner, 2019).

#### **3.2.4. Role models**

Important agents to inflame an individual’s entrepreneurial passion are *role models*. This group of people serves as an exemplar whose behaviour and achievements are inspiring, and this encourages others to follow their paths (Shapiro, Haseltine, & Rowe, 1978). Entrepreneurial role models involve successful businesspeople, such as: (1) stars – universally well-known entrepreneurs who have made a global impact and are difficult to reach due to a hierarchical/geographical barrier, e.g., Bill Gates; (2) influencers – less famous regional, national or local entrepreneurs who are closer in distance and potentially reachable, e.g., a highly successful New Zealand businessman, Graeme Hart; and (3) inventors – those who invent creative products/services and contribute new solutions to the globe, e.g. Thomas Edison (Adesola, den Outer, & Mueller, 2019).

A successful role model is an exceptional source of entrepreneurial inspiration, and this plays an essential role in forming up the entrepreneurial passion of individuals (Fellnhöfer, 2017). The exposure to passionate role models allows individuals to mimic their idols’ intense positive

feelings toward entrepreneurship, which in turn, gradually activates their own entrepreneurial passion (Fellnhöfer, 2017). Interestingly, Liu et al. (2019) found that entrepreneurial passion is aroused through the observation of both successful and failure entrepreneurial experience of role models; however, the success stories show a more significant effect. They also revealed that different role models have a different impact on entrepreneurial passion. Instead of ‘star’ role models, ‘influencer’ role models are more likely to ignite the entrepreneurial passion of individuals since the closer the role model is, the greater the influence on entrepreneurial passion (Liu et al., 2019).

### **3.3. Consequences of Entrepreneurial Passion**

Table 6 summarises 49 articles that conceptually proposed or empirically demonstrated the consequences of entrepreneurial passion. The volume of research indicates that substantial scholarly attention has been paid to the consequences in comparison with the antecedents and targets of entrepreneurial passion. This existing body of literature covers numerous outcomes triggered by entrepreneurial passion, which could be classified into two themes based on their level of impact: micro- and meso-level consequences.

#### **3.3.1. Micro-level consequences**

At the micro level, entrepreneurial passion has a significant effect on individual entrepreneurs (i.e., intrapersonal consequences). Notably, it shapes entrepreneurs’ cognition and behaviour in relation to entrepreneurship.

First, building on the cognitive psychology literature, research shows that entrepreneurial passion facilitates an individual’s *cognitive process* associated with business enterprising (e.g., Fellnhöfer, 2017; Liu et al., 2019; Montiel-Campos, 2018). It influences their intellectual functions, including information processing, perception, computing, reasoning, analysing, decision making, and problem-solving. At the pre-start up stage, for example, passion enhances entrepreneurial self-efficacy or the perceived capability to operate a business of individuals (Hou, Su, Lu, & Qi, 2019; Huyghe, Knockaert, & Obschonka, 2016; Murnieks et al., 2014), which in turn, strengthens their intention to launch a venture (Biraglia & Kadile, 2017; Dalborg, von Friedrichs, & Wincent, 2015; Fellnhöfer, 2017; Hou et al., 2019; Huyghe et al., 2016; Li & Wu, 2019; Liu et al., 2019; Nasiru, Keat, & Bhatti, 2015; Ruskin et al., 2016).

Table 6. Consequences of entrepreneurial passion

No.	Author(s) & Year	Research Purposes	Theoretical Perspectives	Research Methods and Contexts	Key Findings/Propositions
1	Bao, Zhou, & Chen (2017)	To determine the association between entrepreneurial passion, opportunity recognition, and entrepreneurial behaviour	<ul style="list-style-type: none"> <li>• Social cognitive theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Founders of new ventures (IT industry)</li> <li>• China</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial passion is positively associated with opportunity discovery and entrepreneurial behaviour.</li> <li>• Additionally, the effect of entrepreneurial passion on entrepreneurial behaviour is moderately mediated by opportunity recognition.</li> </ul>
2	Biraglia & Kadile (2017)	To analyse how entrepreneurial passion and creativity relate to entrepreneurial intention	<ul style="list-style-type: none"> <li>• Social cognitive theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Homebrewers</li> <li>• USA</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial passion positively influences entrepreneurial intention, regardless of entrepreneurial self-efficacy.</li> <li>• Creativity has no direct effect on entrepreneurial intention, but an indirect relationship exists through the introduction of entrepreneurial self-efficacy.</li> </ul>
3	Breugst, Domurath, Patzelt, & Klaukien (2012)	To explore how employees' perception of founder's passion impacts their level of organisational commitment	<ul style="list-style-type: none"> <li>• Emotional contagion</li> <li>• Goal setting</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Employees who work closely with the founders of firms</li> <li>• Germany</li> </ul>	<ul style="list-style-type: none"> <li>• Different types of perceived entrepreneurial passion have different effects on employees' level of organisational commitment.</li> <li>• The perceived passion for founding new ventures weakens employees' commitment to firms, whereas the perceived passion for inventing and developing firms strengthen it.</li> </ul>
4	Cannatelli, Pedrini, & Braun (2019)	To examine the connection between two forms of entrepreneurial passion (passion for growth vs. passion for product) and entrepreneurial decision-making logics (causation vs. effectuation)	<ul style="list-style-type: none"> <li>• Causation theory</li> <li>• Effectuation theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical qualitative</li> <li>• Interview &amp; observation</li> <li>• Entrepreneurs in craft brewing industry</li> <li>• Italy</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurs who are 'passionate about product' run their business based on 'effectual logic', whereas those who are driven by 'passion for growth' operate under the principle of 'causation'.</li> </ul>

5	Cardon & Kirk (2015)	To investigate the relationship between entrepreneurial self-efficacy, passion, and persistence	<ul style="list-style-type: none"> <li>• Social learning theory</li> <li>• Identity theory</li> <li>• Self-determination theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical (mixed method)</li> <li>• Survey &amp; focus group</li> <li>• Commercial entrepreneurs</li> <li>• USA</li> </ul>	<ul style="list-style-type: none"> <li>• With the exception of passion for growing firms; passion for inventing new products/ services and passion for founding new ventures mediate the effect of self-efficacy on persistence.</li> </ul>
6	Cardon, Wincent, Singh, & Drnovsek (2009)	To propose the mechanisms of how passion leads to entrepreneurial outcomes	<ul style="list-style-type: none"> <li>• Identity theory</li> <li>• Self-determination theory</li> </ul>	<ul style="list-style-type: none"> <li>• Conceptual</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial passion influences the cognition and behaviour of entrepreneurs and thus, their ventures.</li> </ul>
7	Chen, Yao, & Kotha (2009)	To examine whether investors' perception of preparedness and entrepreneurial passion has an impact on their investment decisions in venture pitching context	<ul style="list-style-type: none"> <li>• The unimodel of persuasion</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical (mixed method)</li> <li>• Survey &amp; experiment</li> <li>• Business executives, lecturers, MBA and doctoral students</li> <li>• USA</li> </ul>	<ul style="list-style-type: none"> <li>• Perceived preparedness during venture pitching has a significant effect on the investment decision of investors while perceived entrepreneurial passion shows no effect.</li> </ul>
8	Dalborg, von Friedrichs, & Wincent (2015)	To examine whether nascent male or female entrepreneurs perceive more risks, and to examine whether risk perception has a moderating effect on the relationship between entrepreneurial passion and entrepreneurial intention	<ul style="list-style-type: none"> <li>• Social role theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Men and women who intend to start a business</li> <li>• Sweden</li> </ul>	<ul style="list-style-type: none"> <li>• Nascent female entrepreneurs perceive more risks than their male counterparts.</li> <li>• Risk perception negatively moderates the impact of entrepreneurial passion on entrepreneurial intention (the higher the perceived risks, the less likely that entrepreneurial passion will lead an individual to start up a venture).</li> </ul>

9	de Mol, Ho, & Pollack (2018)	To evaluate the connection among perceived entrepreneurial job fit, harmonious and obsessive passion, destiny beliefs, and entrepreneurial burnout	<ul style="list-style-type: none"> <li>• Person-job fit</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Online survey</li> <li>• Entrepreneurs</li> <li>• USA</li> </ul>	<ul style="list-style-type: none"> <li>• Harmonious passion is negatively correlated with entrepreneurial burnout, whereas obsessive passion is positively correlated with burnout.</li> <li>• Destiny beliefs moderate the relationship between the perceived job fit and obsessive passion.</li> </ul>
10	Drnovsek, Cardon, & Patel (2016)	To investigate the relationships among entrepreneurial passion, goal commitment, goal challenge, and the growth of firms	<ul style="list-style-type: none"> <li>• Goal-setting theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Founders of high technology firms</li> <li>• USA</li> </ul>	<ul style="list-style-type: none"> <li>• Passion for developing firms is positively related to venture growth, both directly and indirectly, via goal commitment.</li> <li>• Goal challenge has no mediating effect on the relationship between passion for inventing and venture growth.</li> </ul>
11	Fang & An (2017)	To uncover the impact of risk appetite and entrepreneurial passion on financial and non-financial performance of firms	-	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Young entrepreneurs</li> <li>• China</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial passion has a positive impact on both financial and non-financial performance of firms.</li> <li>• Risk appetite has a positive impact on both financial and non-financial performance of firms.</li> <li>• The combination of entrepreneurial passion and risk appetite significantly promotes firm's financial and non-financial performance.</li> </ul>
12	Fellnhofer (2017)	To examine the effect of entrepreneurial role models on entrepreneurial passion and intention	<ul style="list-style-type: none"> <li>• Theory of planned behaviour</li> <li>• Social learning theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• SME founders</li> <li>• Austria, Finland, &amp; Greece</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial role models in case-based entrepreneurship education stimulate entrepreneurial passion, which in turn, fosters entrepreneurial intention.</li> </ul>
13	Fisher, Merlot, & Johnson (2018)	To explore whether and how harmonious passion and obsessive passion impact entrepreneurial success	<ul style="list-style-type: none"> <li>• Dualistic model of passion</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Entrepreneurs</li> <li>• Australia</li> </ul>	<ul style="list-style-type: none"> <li>• Harmonious passion has a direct and indirect impact on entrepreneurial success through resilience.</li> <li>• Obsessive passion has no direct impact on entrepreneurial success, but an indirect relationship exists through the mediating role of sustained entrepreneurial commitment and resilience accordingly.</li> </ul>

14	Galbraith, Denoble, Ehrlich, & Horowitz (2013)	To examine whether, during a presentation for grant funding, the presentation design, displayed entrepreneurial passion and preparedness of presenters influence venture evaluation of the expert panel; and to examine whether entrepreneur's passion and preparedness predict future success of firms	<ul style="list-style-type: none"> <li>• Entrepreneurship communication</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Panel of experts for government grant funding</li> <li>• USA</li> </ul>	<ul style="list-style-type: none"> <li>• Both entrepreneurial passion and presentation design exhibit a positive effect on the expert panel's evaluation of commercialisation potential of firms; however expert panels do not take presenter's preparedness into account when assessing.</li> <li>• Only entrepreneurial passion was found to be a predictor of firm's future success.</li> </ul>
15	Galbraith, McKinney, DeNoble, & Ehrlich (2014)	To explore, in the grant funding context, the influence of the perceived entrepreneurial passion, presentation design, and presenter's preparedness on the evaluation of venture by panel reviewers	<ul style="list-style-type: none"> <li>• Entrepreneurship communication</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Panel reviewers for government grant funding</li> <li>• USA</li> </ul>	<ul style="list-style-type: none"> <li>• The attractiveness of the presentation design, and the high level of presenter's passion and preparedness perceived by panel reviewers interdependently contribute to a high rating of proposals (e.g., high commercialisation potential).</li> </ul>
16	Haar, Taylor, & Wilson (2009)	To assess the role of entrepreneurial passion and entrepreneurial culture on firm's financial performance	<ul style="list-style-type: none"> <li>• Corporate entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Firm owners &amp; employees</li> <li>• New Zealand</li> </ul>	<ul style="list-style-type: none"> <li>• Passionate entrepreneurs foster an entrepreneurial culture where employees are encouraged to innovate new products/services, which in turn, increases firm's financial performance.</li> </ul>
17	Ho & Pollack (2014)	To assess how harmonious and obsessive passion are related to venture's financial performance	<ul style="list-style-type: none"> <li>• Dualistic model of passion</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Entrepreneurs from diverse industries</li> <li>• USA</li> </ul>	<ul style="list-style-type: none"> <li>• While harmonious passion is positively associated with financial performance of firms, obsessive passion is negatively associated with financial performance.</li> </ul>



18	Hou, Su, Lu, & Qi (2019)	To explore how entrepreneurial passion, entrepreneurship education, role models, and entrepreneurial self-efficacy associate with entrepreneurial intention of potential entrepreneurs (university student)	<ul style="list-style-type: none"> <li>• Emotional theory</li> <li>• Theory of planned behaviour</li> <li>• Entrepreneurial cognitive theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• University students</li> <li>• China</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial passion directly and indirectly enhances students' entrepreneurial intention via entrepreneurial self-efficacy.</li> <li>• Entrepreneurship education has no direct effect on entrepreneurial intention, but an indirect effect exists through the mediating role of entrepreneurial self-efficacy.</li> <li>• There is no direct and indirect relationship between role models and entrepreneurial intention.</li> </ul>
19	Huyghe, Knockaert, & Obschonka (2016)	To explore the role of passion orchestra (the intraindividual coexistence of passion for entrepreneurial and non-entrepreneurial activity) on entrepreneurial intention	<ul style="list-style-type: none"> <li>• Identity theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• (Post-) doctoral researchers</li> <li>• European countries (Spain, Belgium, Germany, Sweden, &amp; Slovenia)</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial passion has a positive, direct effect on entrepreneurial intention, and an indirect effect via entrepreneurial self-efficacy.</li> <li>• There is an interplay between passion for entrepreneurial and non-entrepreneurial activity (the impact of passion for entrepreneurial activity on entrepreneurial intention is stronger when individuals also have passion for non-entrepreneurial activity).</li> </ul>
20	Klaukien, Shepherd, & Patzelt (2013)	To explore the role of affect (passion and excitement) on entrepreneur's decision to exploit opportunities	<ul style="list-style-type: none"> <li>• Role theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Experiment</li> <li>• Owner and managers of young firms located in business incubators</li> <li>• Germany</li> </ul>	<ul style="list-style-type: none"> <li>• Both harmonious and obsessive passion positively influence entrepreneur's decision to exploit opportunities; however, the effect of obsessive passion on exploitation decision is contingent on additional nonwork-related affect (i.e., excitement).</li> </ul>

21	Kosa & Mohammed (2017)	To test whether entrepreneurial passion influences the engagement in entrepreneurial activities, and to investigate the factors that facilitate and hinder the effect of entrepreneurial passion on entrepreneurial engagement	-	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Small firm owners/managers</li> <li>• Manufacturing, service, farming, and construction industry</li> <li>• Ethiopia</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial passion triggers individuals to engage in entrepreneurial activities.</li> <li>• The support from the government and financial and human capital of entrepreneurs positively moderate the effect of entrepreneurial passion on entrepreneurial engagement.</li> <li>• The environmental unpredictability negatively moderates the effect of entrepreneurial passion on entrepreneurial engagement.</li> </ul>
22	Li, Chen, Kotha, & Fisher (2017)	To investigate the role of displayed entrepreneurial passion in acquiring financial resources of a crowdfunding project	<ul style="list-style-type: none"> <li>• Emotional contagion theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey &amp; experiment</li> <li>• Undergraduate business students and MBA students</li> <li>• USA</li> </ul>	<ul style="list-style-type: none"> <li>• The displayed passion of entrepreneurs in a crowdfunding video makes viewers become enthusiastic about the crowdfunding project (i.e., emotional contagion), which consequently triggers them to support financially and share the project via their personal social media, and in turn, enhances the success of the project.</li> <li>• The higher the project innovativeness perceived by the viewers, the more likely they will contribute financially and share the project with others.</li> </ul>
23	Li & Wu (2019)	To explore how entrepreneurial education leads to entrepreneurial intention	<ul style="list-style-type: none"> <li>• Social cognitive theory</li> <li>• Self-regulation theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Undergraduate students enrolled in an entrepreneurial course</li> <li>• China</li> </ul>	<ul style="list-style-type: none"> <li>• The underlying mechanism of how entrepreneurial education leads to entrepreneurial intention could be explained through cognitive and emotional lenses. Entrepreneurial education increases learners' level of entrepreneurial self-efficacy (cognition) and passion (emotion), which consequently, enhances their level of entrepreneurial intention.</li> </ul>
24	Liang, Jiang, & Li (2018)	To examine the relationship between entrepreneurial passion, persistence, and value expectancy	<ul style="list-style-type: none"> <li>• Social cognitive theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Micro entrepreneurs</li> <li>• IT firms in sharing economy</li> <li>• China</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial passion directly and indirectly boosts entrepreneurial persistence through value expectancy (perceived sustainability and economic benefits).</li> </ul>

25	Liu, Ma, & Li (2019)	To explore the effect of role model stories (in a case-based entrepreneurship education) on entrepreneurial passion and intention	<ul style="list-style-type: none"> <li>• Expectancy theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Experiment</li> <li>• Undergraduate students</li> <li>• China</li> </ul>	<ul style="list-style-type: none"> <li>• Both successful and failure stories of role models arouse entrepreneurial passion of individuals, which in turn, influences their intention to pursue entrepreneurship; however, failure stories have a lesser effect than successful stories.</li> </ul>
26	Lucas, Kerrick, Haugen, & Crider (2016)	To explore whether passion experienced by entrepreneurs is in line with what perceived by venture investors and to uncover the cues that investors attend to evaluate entrepreneur's passion	<ul style="list-style-type: none"> <li>• Entrepreneurship communication</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical (mixed method)</li> <li>• Survey &amp; focus group</li> <li>• Aspiring entrepreneur (MBA students) &amp; experienced investors</li> <li>• Venture pitching context</li> <li>• USA</li> </ul>	<ul style="list-style-type: none"> <li>• High level of passion displayed by entrepreneurs influences the investment decision of investors, however passion perceived by investors is, to some extent, misaligned with what is truly experienced by entrepreneurs.</li> <li>• The discrepancy depends on entrepreneur's presentation skills during venture pitching (investors overestimate or underestimate passion of entrepreneurs when they show, respectively, strong or weak presentation skills).</li> </ul>
27	Ma, Gu, & Liu (2017)	To examine the link between entrepreneurial passion, organisational innovation, and firm performance	<ul style="list-style-type: none"> <li>• Upper echelons theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Entrepreneurs of new ventures</li> <li>• China</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial passion positively enhances the innovativeness of new ventures, which in turn, positively increases the organisational performance.</li> </ul>
28	Ma, Gu, Liu, & Zhang (2017)	To investigate the correlation between entrepreneurial passion, regulatory focus, and organisational innovation	<ul style="list-style-type: none"> <li>• Upper echelons theory</li> <li>• Regulatory focus theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Entrepreneurs of new ventures</li> <li>• China</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial passion is positively correlated with firm innovation.</li> <li>• The 'prevention focus' of entrepreneurs mitigates the effect of entrepreneurial passion on firm innovation, while the 'promotion focus' intensifies such effect.</li> </ul>

29	Milanesi (2018)	To examine the link between domain passion (hobby-related passion) and entrepreneurial passion	-	<ul style="list-style-type: none"> <li>• Empirical qualitative</li> <li>• Case study</li> <li>• Small Italian companies</li> <li>• Italy</li> </ul>	<ul style="list-style-type: none"> <li>• The reciprocal relationship between entrepreneurial and domain passion exists (entrepreneurial passion fuels domain passion and vice versa).</li> </ul>
30	Montiel-Campos (2016)	To examine the correlation among entrepreneurial passion, creativity, and entrepreneurial alertness	<ul style="list-style-type: none"> <li>• Theory of entrepreneurial alertness</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Business graduate students</li> <li>• Mexico</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial passion is positively correlated with creativity, which in turn, positively predicts entrepreneurial alertness.</li> </ul>
31	Montiel-Campos (2017)	To examine the relationship between entrepreneurial passion, entrepreneurial alertness, and entrepreneurial orientation	-	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Entrepreneurs from technology-based firms</li> <li>• Mexico</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial passion has a direct effect on entrepreneurial orientation.</li> <li>• Entrepreneurial passion has an indirect effect on entrepreneurial orientation via the mediating role of entrepreneurial alertness.</li> </ul>
32	Montiel-Campos (2018)	To determine the correlation between entrepreneurial passion, creative personality, and entrepreneurial alertness	<ul style="list-style-type: none"> <li>• Entrepreneurial alertness</li> <li>• The Big Five personality traits</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Entrepreneurs</li> <li>• Mexico</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial passion is positively correlated with entrepreneurial alertness, and this relationship is minimally moderated by creative personality.</li> </ul>
33	Montiel-Campos & Palma-Chorres (2016)	To determine the relationships among entrepreneurial passion and creativity (individual variable), innovation (organisational variable) and environmental dynamism (contextual variable)	-	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Entrepreneurs of new technology-based firms</li> <li>• Mexico</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial passion has no effect on the creativity level of entrepreneurs, but entrepreneurial creativity has a positive impact on the innovativeness of firms.</li> <li>• Environmental dynamism plays no moderating effect on the relationship between passion and creativity.</li> </ul>

34	Mueller, Wolfe, & Syed (2017)	To investigate the link between developer passion, self-regulatory mode (assessment vs. locomotion), grit, and venture performance	<ul style="list-style-type: none"> <li>• Self-regulation theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Entrepreneurs, founding team members, and executive-level employees</li> <li>• USA</li> </ul>	<ul style="list-style-type: none"> <li>• Developer passion has a positive impact on both modes of self-regulation, however the mode of ‘assessment’ negatively influences entrepreneur’s grit, whereas ‘locomotive’ self-regulation positively influences grit.</li> <li>• Entrepreneurial grit positively boosts the performance of firms.</li> </ul>
35	Murnieks, Cardon, Sudek, White, & Brooks (2016)	To explore why angel investors tend to allocate capital funding to passionate entrepreneurs	<ul style="list-style-type: none"> <li>• Social psychology</li> <li>• Management theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical (mixed method)</li> <li>• Experiment &amp; interview</li> <li>• Angel investors</li> <li>• USA</li> </ul>	<ul style="list-style-type: none"> <li>• Angel investors do value entrepreneurial passion of prospective entrepreneurs when making a funding decision because passion is an indicator of tenacity which is a critical entrepreneurial characteristic.</li> </ul>
36	Murnieks, Mosakowski, & Cardon (2014)	To explore the outcomes lead by entrepreneurial passion	<ul style="list-style-type: none"> <li>• Identity theory</li> <li>• Social cognitive theory</li> <li>• Theory of planned behaviour</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Entrepreneurs of new ventures (7 years or less)</li> <li>• USA</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial passion leverages the level of entrepreneurial self-efficacy and dictates entrepreneurial behaviour.</li> <li>• Entrepreneurial self-efficacy, by its own, does not lead to entrepreneurial engagement. This means that entrepreneurs must also feel passionate in order to adopt entrepreneurial behaviours.</li> </ul>
37	Nag & Das (2017)	To investigate the connection between entrepreneurial traits, passion for work, and venture success	<ul style="list-style-type: none"> <li>• Entrepreneurial traits</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Micro-entrepreneurs</li> <li>• India</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial traits, including self-efficacy, need for achievement, and internal locus of control, trigger entrepreneur’s passion for work, which in turn, increases the level of venture success.</li> </ul>
38	Nasiru, Keat, & Bhatti (2015)	To examine the effect of entrepreneurship education, university support, creativity, entrepreneurial passion for inventing and founding on entrepreneurial intention	-	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Students from public universities</li> <li>• Nigeria</li> </ul>	<ul style="list-style-type: none"> <li>• The support from university, individual creativity, entrepreneurial passion for inventing and founding positively influence student’s intention to create a new venture.</li> <li>• Entrepreneurship education negatively influences student’s intention to create a new venture.</li> </ul>

39	Obschonka, Moeller, & Goethner (2019)	To examine the impact of personality traits and entrepreneurial personality profile on entrepreneurial passion and behaviour	<ul style="list-style-type: none"> <li>• The Big Five of personality trait</li> <li>• Rational choice</li> <li>• Social learning theory</li> <li>• Social identity theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Longitudinal survey</li> <li>• Scientists</li> <li>• Germany</li> </ul>	<ul style="list-style-type: none"> <li>• An entrepreneurial personality profile, but neither the single Big Five personality traits, predicts entrepreneurial passion, which in turn drives entrepreneurial behaviour.</li> <li>• Rational choice, social learning, and social identity approach show no explanation of the development and outcome of entrepreneurial passion.</li> </ul>
40	Ruskin, Seymour, & Webster (2016)	To explore the role of emotions on social entrepreneurial motivation	<ul style="list-style-type: none"> <li>• Motivation theories</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical qualitative</li> <li>• Interview</li> <li>• Social entrepreneurs</li> <li>• Australia</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial emotions (passion and frustration) stimulate self-oriented motives (e.g., need for achievement, autonomy, affiliation, and power), which in turn, motivate entrepreneurs to start-up a social enterprise.</li> </ul>
41	Schenkel, Farmer, & Maslyn (2019)	To investigate the association among harmonious passion, creative self-efficacy, time spent innovating, and work process improvement	<ul style="list-style-type: none"> <li>• Self-determination theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Employees of SMEs</li> <li>• Insurance industry</li> <li>• USA</li> </ul>	<ul style="list-style-type: none"> <li>• Harmonious passion, which moderated by the level of creative self-efficacy, influences employees to spend more time on innovating (e.g., thinking about how to improve work process), which in turn, predicts the improvement of SMEs' work process.</li> </ul>
42	Shockley & Turner (2016)	To investigate organisational justice climate as a moderator of the relationship between entrepreneurial passion of retail franchisees and the performance (innovation and long-term orientation) of franchise organisations	<ul style="list-style-type: none"> <li>• Social exchange theory</li> <li>• Organisational justice theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Retail franchise operators (franchisees) &amp; corporate managers (franchisors)</li> <li>• USA</li> </ul>	<ul style="list-style-type: none"> <li>• While procedural justice (franchisee's perceived fairness in the process of determining the input or efforts and output or rewards by the franchisor) has no moderating effect, distributive justice (franchisee's perceived fairness in allocating reward or benefits by the franchisor) positively moderates the relationship between entrepreneurial passion and organisational innovation, but not long-term orientation.</li> </ul>
43	Spivack & McKelvie (2018)	To propose the factors that trigger entrepreneurship addiction	<ul style="list-style-type: none"> <li>• Dualistic model of passion</li> </ul>	<ul style="list-style-type: none"> <li>• Conceptual</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial passion, both harmonious and obsessive, causes entrepreneurs to become addicted to entrepreneurship through the intense engagement in entrepreneurial activities.</li> </ul>

44	Stenholm & Renko (2016)	To examine the association among entrepreneurial passion, entrepreneurial logic of bricolage, and venture survival	<ul style="list-style-type: none"> <li>• Theory of bricolage</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Nascent entrepreneurs in their early stage of start-ups</li> <li>• Finland</li> </ul>	<ul style="list-style-type: none"> <li>• Bricolage, alone, is associated with a higher tendency to survive of ventures.</li> <li>• Those who have a passion for inventing and developing a venture tend to adopt ‘make-do’ behaviours (bricolage), which in turn, increases the venture’s chance of survival.</li> </ul>
45	Strese, Keller, Flatten, & Brettel (2018)	To examine the relationship among passion for inventing, shared vision, and radical innovation of firms	<ul style="list-style-type: none"> <li>• Upper echelons theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• CEOs of SMEs</li> <li>• Germany</li> </ul>	<ul style="list-style-type: none"> <li>• CEO’s passion for inventing has a positive impact on radical innovation of firms.</li> <li>• Shared vision (e.g., collective goals) of organisational members positively moderates the relationship between passion for inventing and radical innovation.</li> </ul>
46	Stroe, Parida, & Wincent (2018)	To examine what (entrepreneurial passion, entrepreneurial self-efficacy or risk perception) influences the choice of decision-making logic (causation or effectuation) of entrepreneurs	<ul style="list-style-type: none"> <li>• Causation theory</li> <li>• Effectuation theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• Nascent/early-stage entrepreneurs</li> <li>• Germany</li> </ul>	<ul style="list-style-type: none"> <li>• Neither entrepreneurial passion, entrepreneurial self-efficacy, nor perceived risk alone predict the adoption of entrepreneurial logic, but it results from the combination of those three factors.</li> <li>• When entrepreneurial self-efficacy and risk perception are present, harmonious passion tends to guide entrepreneurs to rely on effectual logic while obsessive passion dictates the use of causal logic.</li> </ul>
47	Thorgren & Omorede (2018)	To explore the role of social leader’s passion in social entrepreneurship	<ul style="list-style-type: none"> <li>• Social entrepreneurship theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical qualitative</li> <li>• Interview</li> <li>• NGO leaders</li> <li>• Nigeria</li> </ul>	<ul style="list-style-type: none"> <li>• Passion of social enterprise leaders enhances the creation of social value and magnifies organisational power of pursuing a social mission.</li> </ul>
48	Thorgren, Wincent, & Sirén (2013)	To uncover how different types of passion (harmonious vs. obsessive) relate to work satisfaction	<ul style="list-style-type: none"> <li>• Dualistic model of passion</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Survey</li> <li>• founders/ owners/ CEOs across different industries</li> <li>• Sweden</li> </ul>	<ul style="list-style-type: none"> <li>• Harmoniously passionate individuals are likely to experience a high level of work satisfaction, whereas obsessively passionate individuals are likely to experience a low level of work satisfaction because they cannot stop thinking about work even when they are not at work.</li> </ul>

49	Warnick, Murnieks, McMullen, & Brooks (2018)	To explore whether investors are interested in funding the venture of those who are passionate about entrepreneurship or passionate about product/service that they offer	<ul style="list-style-type: none"> <li>• Work and passion-related theory</li> </ul>	<ul style="list-style-type: none"> <li>• Empirical quantitative</li> <li>• Experiment</li> <li>• Venture capitalists and angel investors</li> <li>• USA</li> </ul>	<ul style="list-style-type: none"> <li>• Investors find both passion for entrepreneurship and passion for product/service attractive and that the perceived openness to feedback (e.g., the willingness to be coached) further maximises this attractiveness.</li> <li>• When accompanied by openness to feedback, investor's preference of passion is contingent upon their experience. Investors with more entrepreneurial experience prefer passion for entrepreneurship while those with more investing experience value passion for product/service more.</li> </ul>
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In the early phase of the entrepreneurial process, those who are passionate about entrepreneurship show a greater degree of opportunity recognition. As such, they gather, interpret, and evaluate relevant information in order to identify a potential business opportunity that has hitherto been underserved by others (Bao et al., 2017; Montiel-Campos, 2016, 2017, 2018). This results in the decision to exploit the newly discovered opportunity and fosters the perceived readiness to enter the market (Klauckien et al., 2013). In the business expansion period, Montiel-Campos (2016) found that extremely passionate entrepreneurs exhibit a high level of creativity, especially in the innovation of new products. On the other hand, Montiel-Campos and Palma-Chorres (2016) reported that there is no causal relationship between entrepreneurial passion and creativity.

Second, grounded in the behavioural psychology literature, scholars have found a strong link between entrepreneurial passion and *entrepreneurial behaviour* (e.g., Cannatelli, Pedrini, & Braun, 2019; Drnovsek et al., 2016; Schenkel, Farmer, & Maslyn, 2019). This means passion drives the physical actions, personal conducts, and mannerisms of entrepreneurs in the engagement in or pursuit of entrepreneurial activities. For instance, entrepreneurial passion encourages individuals to take entrepreneurial initiation, such as discovering, assessing, and exploiting an opportunity, discussing a business idea with personal contacts, and establishing a new firm for commercialisation (Bao et al., 2017; Kosa & Mohammed, 2017; Obschonka et al., 2019). Passionate entrepreneurs are inclined to display self-regulation behaviour where their self-management, self-discipline, and self-control are exercised to attain entrepreneurial goals (Ma, Gu, Liu, & Zhang, 2017; Mueller et al., 2017).

Entrepreneurial passion also fuels entrepreneurs with energy and effort in carrying out venture-related tasks (Cardon et al., 2009), reinforces their commitment to tenaciously work on their ventures (Drnovsek et al., 2016; Fisher et al., 2018), elevates their level of grit in conquering the difficulties along the entrepreneurial journey (Mueller et al., 2017), and maintains their level of persistence over time (Cardon & Kirk, 2015; Liang, Jiang, & Li, 2018). Highly passionate entrepreneurs are likely to devote their time engaging in entrepreneurial activities (Schenkel et al., 2019). The type of passion of entrepreneurs also dictates the adoption of entrepreneurial courses of action (Stroe, Parida, et al., 2018). For example, those who have a passion for developing firms tend to engage in “causal” behaviour where actions are based on set goals and rational plans, such as doing market research and calculating financial returns before opening a new outlet; whereas those who are driven by passion for products/services are prone to adopt “effectual” behaviour which is characterised by trial and error, such as making numerous variations to a product/service to meet customers’ preferences (Cannatelli et al., 2019). Entrepreneurs who are passionate about inventing an opportunity or developing a venture were found to exhibit “bricolage” behaviour where they make-do with resources at hand, such as creating a new product by utilising discarded or second-hand materials (Stenholm & Renko, 2016).

### 3.3.2. Meso-level consequences

Beyond having a direct effect on individual entrepreneurs per se, entrepreneurial passion also has an impact at the meso or firm level. It influences the stakeholders (i.e., interpersonal consequences) and firm performance (i.e., organisational consequences).

At a minimum, passion of entrepreneurs is likely to affect *stakeholders* or a group of people who are involved in, associated with, or interested in the firm. For the consequence to employees, Breugst et al. (2012) found that passionate entrepreneurs tend to showcase an intense, positive feeling towards their venture that employees then absorb (i.e., through emotional contagion) and become more committed to the organisations. However, when employees perceive that entrepreneurs have a passion for founding new ventures, they are prone to undergo negative affect at work because they interpret that their employer will abandon them and focus on the new business, thus resulting in the deterioration of organisational commitment (Breugst et al., 2012).

Entrepreneurial passion could also impact investors in terms of their decision to allocate financial resources. In venture pitching, for instance, the expression of entrepreneur's passion during the business presentation appealed to venture capitalists and angel investors, could prompt them to provide seed money to the prospective start-ups (Lucas et al., 2016; Warnick, Murnieks, McMullen, & Brooks, 2018), because they believe that passionate entrepreneurs are persistent and tenacious, qualities which are critical to entrepreneurial success (Murnieks et al., 2016). However, Chen, Yao, and Kotha (2009) found that entrepreneurial passion has no effect on the investment decision of investors, and that the presenter's preparedness in business plan competition is a more important factor. In the context of crowdfunding, passion displayed by entrepreneurs in the fundraising videos evokes viewers' feeling of enjoyment and enthusiasm about the project, which in turn, encourages them to financially support and share the campaign with their contacts (Li, Chen, Kotha, & Fisher, 2017). In the situation of grant funding, likewise, grant makers are likely to give a high rating (e.g., high commercialisation potential) and fund the project whose promoter demonstrates a high level of passion when presenting the proposal (Galbraith, Denoble, Ehrlich, & Horowitz, 2013; Galbraith, McKinney, DeNoble, & Ehrlich, 2014).

In addition to stakeholder outcomes, several lines of evidence establish that entrepreneurial passion also has an impact on *firms*, namely with regard to their operation and performance. For example, in the beginning phase of business venturing, as mentioned earlier, the conveyance of an entrepreneur's passion during business pitching helps a start-up successfully acquire financial resources (Li et al., 2017; Lucas et al., 2016; Warnick et al., 2018). Entrepreneurial passion is also associated with a higher chance of new venture survival because, in the face of resource scarcity, passionate individuals tend to engage in "bricolage" by making use of the extant or

available materials to create new values, and this keeps the new venture moving (Stenholm & Renko, 2016).

Passionate entrepreneurs determine the firm-level strategic orientation (i.e., managerial principles, organisational decision-making, and practices) that is entrepreneurial in nature, such as innovativeness, proactiveness, and risk-taking (Montiel-Campos, 2017). Moreover, business owners with a high level of passion tend to promote an organisational culture of creativity and innovation, such as prioritising product development (Haar, Taylor, & Wilson, 2009). This consequently enhances the innovativeness of the enterprise such as product design and technology advancement (Ma, Gu, & Liu, 2017; Ma, Gu, Liu, et al., 2017; Shockley & Turner, 2016; Strese et al., 2018).

Furthermore, entrepreneurial passion was found to be a strong predictor of superior financial performance such as increased profit margins, sales, and market shares (Fang & An, 2017; Haar et al., 2009; Ho & Pollack, 2014; Ma, Gu, & Liu, 2017; Mueller et al., 2017) and non-financial aspects of the performance of firms such as work process improvement, production efficiency, customer satisfaction, and brand reputation (Fang & An, 2017; Ma, Gu, & Liu, 2017; Mueller et al., 2017; Schenkel et al., 2019). This, as a result, leads to the growth (Drnovsek et al., 2016) and the success of firms (Galbraith et al., 2013; Nag & Das, 2017).

### **3.4. The Interrelationships Between Targets, Causes, and Consequences of Entrepreneurial Passion**

While rich insights on the targets, causes, and consequences of entrepreneurial passion have been depicted individually in the previous sections, this section presents how these three elements are interconnected. Drawing on the input-output approach by Morris et al. (1994), an integrative framework below visually illustrates the interrelationships among the causes, targets, and consequences of entrepreneurial passion (see Figure 5). According to the framework, the *drivers* including entrepreneurial education, engagement in entrepreneurship, individual differences, and/or role models trigger entrepreneurs to *experience entrepreneurial passion* (namely passion for entrepreneurial activities, venture-related objects, stakeholders, and/or concepts), and in turn, leads to individual and firm-related *outcomes*.

## Consequences of Entrepreneurial Passion

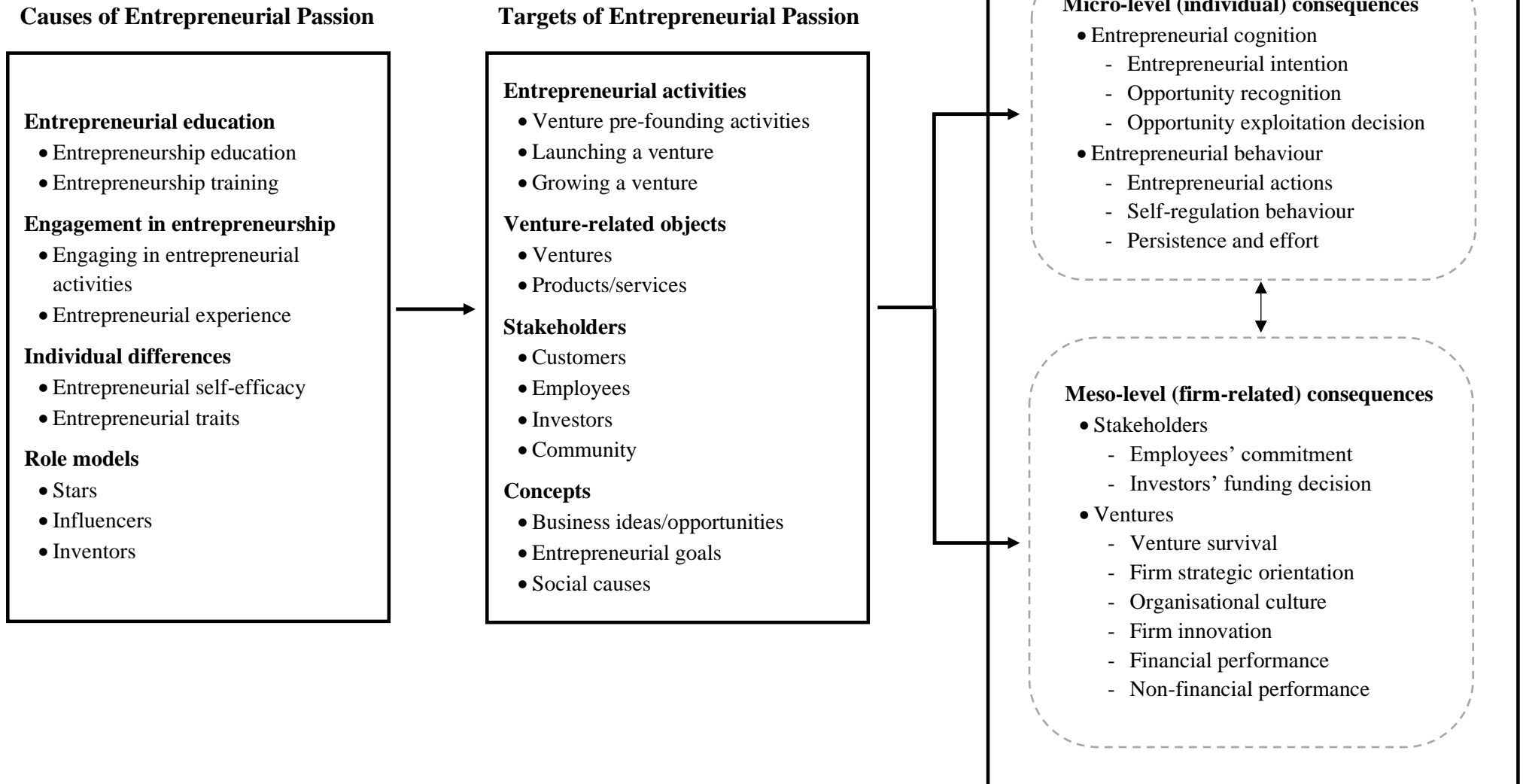


Figure 5. *The interrelationships between causes, targets, and consequences of entrepreneurial passion*

## **CHAPTER 4: DISCUSSION AND FUTURE RESEARCH AGENDA**

So far, the first research question of “what has prior research found regarding the targets, causes, and consequences of entrepreneurial passion?” has been addressed. The literature has together suggested that the targets of entrepreneurs’ passion are directed toward four specific domains: entrepreneurial activities, venture-related objects, stakeholders associated with the firm, and concepts (idea, cause or goal). In terms of the causes, there are four drivers of entrepreneurial passion: entrepreneurial education, engagement in entrepreneurship, individual differences, and role models. For the consequences, entrepreneurial passion leads to outcomes at two levels: micro-level outcomes (the effect on entrepreneurs) and meso-level outcomes (the effect on stakeholders and ventures).

The following sections address the second research question: what are the future research opportunities regarding the targets, causes, and consequences of entrepreneurial passion? To approach such an inquiry, this chapter begins by making an overall assessment of the current state of the entrepreneurial passion literature. After that, it highlights the gaps and proposes a future research agenda of the targets, causes, and consequences of passion respectively. Finally, it evaluates other issues, such as research methods, samples, and research contexts, and then presents promising opportunities to extend the body of the literature in this area.

### **4.1. Overall Assessment of the Entrepreneurial Passion Literature**

This systematic review reveals that, over the past decade, the literature on entrepreneurial passion has made enormous progress, developing from a relatively obscure to a well-established area. Despite this advancement, there is an unbalanced proportion within the entrepreneurial passion literature. Across 61 reviewed articles, more than three-quarters focus on investigating the outcomes produced by entrepreneurial passion (49), whereas limited attention has been paid to examining the causes of entrepreneurial passion (19) and what specific targets entrepreneurial passion is directed at (4), with an overlap of 11 articles across those three aspects of passion. The unbalanced distribution of these publications suggests that the consequences of passion is a hot topic. This is not surprising since entrepreneurial passion is at the backbone of entrepreneurship and it leads to multiple entrepreneurial outcomes (Cardon et al., 2009; Drnovsek et al., 2016; Murnieks et al., 2016; Strese et al., 2018). On the other hand, the targets and antecedents of passion have been under-researched. Therefore, more studies must be carried out to expand these bodies of knowledge. A detailed discussion of future research directions is as follows.

## **4.2. Future Research on Targets of Entrepreneurial Passion**

### **4.2.1. Expanding the domain of “passion for what?”**

Although the existing literature identifies several targets of entrepreneurial passion, including entrepreneurial activities, venture-related objects, stakeholders, and concepts, to which entrepreneurial passion is directed at (e.g., Balgiashvili, 2017; Cardon et al., 2017; Cardon et al., 2009; Yitshaki & Kropp, 2016), it focuses mainly on those of commercial entrepreneurs and lumps passion of other entrepreneurs (e.g., ecopreneurs) with the conventional counterparts. Yet, doubts remain about whether other groups of entrepreneurs experience a similar or different passion from commercial entrepreneurs, and this is an avenue ripe for future examination. Taking ecopreneurship as an example, apart from having a passion for entrepreneurial activities, such as inventing an opportunity, establishing a business, and growing the firm, ecopreneurs might also be passionate about environmentally sustainable enterprising, such as sustainable sourcing for raw materials, designing eco-friendly products, and green manufacturing, because they are strongly driven by environmental values (Gast, Gundolf, & Cesinger, 2017; Kirkwood & Walton, 2010).

Therefore, future research must extend the domains of entrepreneurial passion or “passion for what?” by taking into account the different groups of entrepreneurs, such as social entrepreneurs, intrapreneurs, end-user entrepreneurs, technopreneurs, mediapreneurs, and academicpreneurs (Frederick, O'Connor, & Kuratko, 2019). By doing so, it is likely to expand our understanding of the targets of entrepreneurial passion and reduce the vagueness of the literature that presumes the universality of passion in all kinds of entrepreneurs. More importantly, we would be able to distinguish the common and distinct features between passion of different types of entrepreneurs.

### **4.2.2. Examining the notion of single or multiple entrepreneurial passions**

Having identified the targets of entrepreneurial passion (Balgiashvili, 2017; Cardon et al., 2017; Cardon et al., 2009; Yitshaki & Kropp, 2016), a question that remains unanswered is whether entrepreneurs are passionate about most (or all) aspects of entrepreneurship, or whether their passion is predominantly selective. In other words, do they have a single passion or multiple passions at the same time? Towards this inquiry, Cardon et al. (2009) contend that entrepreneurs often anchor to one single, monolithic passion, especially for a specific entrepreneurial activity that is personally meaningful to them. For example, habitual entrepreneurs – those who own more than one enterprise, either consecutively (i.e., serial entrepreneurs) or simultaneously (i.e., portfolio entrepreneurs) (Thorgren & Wincent, 2015) – tend to mostly have a passion for launching ventures. This passion results in their behaviour of founding, merging or acquiring many new businesses, but rarely developing the firms to reach their full commercialisation potential; indeed, selling to others who are more willing to do so, and then repeating the venture

launching loop (Cardon et al., 2009). On the other hand, Schulte-Holthaus (2019) argue that entrepreneurs can experience several passions concurrently. For instance, social entrepreneurs often have a dual passion: a passion for entrepreneurship and passion for social causes. These parallel passions manifest in the engagement in solving social issues, and meanwhile, generating revenues to sustain their social value creation (Yitshaki & Kropp, 2016).

The contradiction in the literature, hence, requires more empirical investigation to explore whether passion of individual entrepreneurs is directed towards single or multiple targets. If experiencing more than one passion, is there variance in the intensity among those passions? Are entrepreneurs more passionate about one domain over the others? Taking social entrepreneurship as an example, do social entrepreneurs have an equal intensity level of passion for both entrepreneurship and social causes or do they weigh one passion against another? How do both passions interact? Do they complement or oppose each other?

#### **4.2.3. Extending passion for non-entrepreneurial domains**

The literature has, so far, uncovered only the “tip of the iceberg” when determining the targets of entrepreneurs’ passion. It only reveals that entrepreneurs are passionate about the domain related to entrepreneurship, such as entrepreneurial activities, opportunities, ventures, and products/services (Balgiashvili, 2017; Cardon et al., 2017; Cardon et al., 2009). It would be interesting for future research to explore the targets of passion beyond entrepreneurial domains. Recently, a number of studies imply that entrepreneurs have a passion, not for only entrepreneurial domains, but also non-entrepreneurial domains or leisure activities, for example, brewing (Cannatelli et al., 2019), sustainable fashion (Kearins, Tregidga, & Collins, 2015), fishing, and craftsmanship (Milanesi, 2018). Extending passion for non-entrepreneurial domains could provide new insights about the nature of passion of entrepreneurs, especially in hobby-related entrepreneurship. Moreover, it might serve as a foundation for scholars to investigate whether individuals start up a business out of a passion for a leisure activity, passion for entrepreneurship or the combinations thereof?

#### **4.2.4. Specifying the targets of entrepreneurial passion that are examined**

Rather than being specific, much research tends to treat all targets of entrepreneurial passion as one construct when it comes to exploring the roles of passion in business venturing. For instance, Hou et al. (2019) looked at passion for entrepreneurship in general, instead of focusing on the dimension of inventing (passion for starting-up a business) when assessing the relationship between entrepreneurial passion and entrepreneurial intention. Specifying the targets of passion that are examined is critical because the “passion for what?” viewpoint will influence the nature of the research outcomes and research design used to examine a phenomenon relevant to passion. Hence, future research must focus on the particular target of passion to which it investigates

because different domains of passion lead to different outcomes. In terms of firm-level strategy, for example, the owners' passion for growing businesses could, perhaps, result in prioritising an expansion strategy. By contrast, if the owners are passionate about inventing, the organisational strategy tends to put more emphasis on innovation and product differentiation.

### **4.3. Future Research on Causes of Entrepreneurial Passion**

#### **4.3.1. Which predictor of entrepreneurial passion is effective?**

The literature has pinpointed four predictors of entrepreneurial passion: (1) entrepreneurial education, (2) entrepreneurial engagement, (3) individual differences, and (4) role models (Cardon & Kirk, 2015; Dalborg & Wincent, 2015; Fellnhofer, 2017; Gielnik et al., 2017; Stenholm & Nielsen, 2019). However, the question of which four predictors is most effective in fostering entrepreneurial passion? is still a puzzle. Hence, future research should consider conducting a comparative study to investigate, for example, whether the internal factors (e.g., *individual difference*, namely personality) have a larger effect on the development of passion than the external factors (e.g., *entrepreneurial education*). Nag and Das (2017) contend that entrepreneurial traits have a life-long effect on entrepreneurial passion since traits are a relatively stable construct. In contrast, Gielnik et al. (2017) argue that entrepreneurial education can also promote students' passion, but for only a short-term. Alternatively, researchers could assess whether the exposure to *role models* of prospective entrepreneurs and the practical *engagement in entrepreneurial activities* of experienced entrepreneurs have a similar effect on entrepreneurial passion. An inquiry of whether the combination of all four factors produce a more significant result might further be examined.

#### **4.3.2. Firm-level drivers of entrepreneurial passion**

As mentioned earlier, previous research has collectively established that entrepreneurial passion is aroused by entrepreneurial education, the engagement in entrepreneurial activities, individual differences, and the exposure to role models (Arshad et al., 2018; Gielnik et al., 2015; Liu et al., 2019; Obschonka et al., 2019). However, these are all individual-level drivers. What remains unexplored is whether and how the drivers at the firm level can evoke entrepreneurs' passion. Since passion of one person can be transferred to others through the mechanism of emotional contagion (Breugst et al., 2012; Cardon, 2008), individuals' passion might be stimulated by passion of their co-entrepreneurs or shareholders who interact with them. Perhaps, the firm characteristic that is entrepreneurial in nature might promote an organisational culture of innovation and creativity, and this, in turn, may foster intrapreneurs' passion, especially in regard to innovating new products/services (Haar et al., 2009). Investigating firm-level drivers of entrepreneurial passion is likely to widen our understanding of what triggers the emergence of



passion in the business venturing contexts. Therefore, this promising research avenue deserves more attention.

#### **4.3.3. Drivers of harmonious and obsessive entrepreneurial passion**

The extant studies have examined the drivers of entrepreneurial passion at only the surface level (i.e., treating passion as one united construct), but fail to delve into addressing the antecedents of different types of passion: harmonious and obsessive. For example, Arshad et al. (2018) found that entrepreneurial education can ignite learners' entrepreneurial passion. However, they are unclear if such conclusion applies to both harmonious and obsessive passion. Given that these passions are distinct from one another (Vallerand, 2015; Vallerand et al., 2003), it is possible that each type of passion emerges from different conditions, thus having different drivers. Therefore, a granular investigation is needed to understand what triggers the emergence of harmonious and obsessive entrepreneurial passion. The only evidence that appears to date is the study of Stroe, Wincent, et al. (2018) who show that a stressful situation in the early stage of new venture creation leads nascent entrepreneurs to extremely engage in venture-related activities, and this gradually provokes obsessive passion. Unfortunately, there has been no research that explores the factors that contribute to the development of harmonious entrepreneurial passion. This further raises a question: do harmonious and obsessive entrepreneurial passion emerge out of the same or different factors? How? Through which pathways?

#### **4.3.4. Drivers of changes in entrepreneurial passion**

A considerable amount of research has focused on examining the drivers of entrepreneurial passion (e.g., de Mol, Ho, & Pollack, 2018; Fesharaki, 2019; Kerrick et al., 2014; Sriyakul & Jernsittiparsert, 2019). However, what causes changes in passion tends to be neglected. As opposed to the static trait-based approach, entrepreneurial passion is a developmental state, in other words, a dynamic construct (Cardon et al., 2009; Murnieks et al., 2016; Murnieks et al., 2014). Therefore, changes in the intensity level (e.g., losing or inflaming passion) and forms of passion (e.g., transforming harmonious into obsessive passion or vice versa) are inevitable over an entrepreneurial journey (Collewaert et al., 2016). To maintain a high level of passion and preventing the shift to the dysfunctional obsessive passion, investigating the factors that bring about changes in passion is worthy of deliberation. For changes in the intensity level, researchers might examine situational factors, such as venture performance, as a predictor of such changes. Perhaps, venture success might intensify individuals' level of passion, whereas venture failure may wane out such intensity. In terms of changes in the forms of passion, scholars might take entrepreneurial experience/tenure into account. Thorgren and Wincent (2015) found that nascent entrepreneurs are likely to have a harmonious passion while their experienced counterparts are inclined to feel obsessed. In line with such logic, we may expect that the longer the entrepreneurs

engage in entrepreneurial activities, the higher the chance their harmonious passion might convert into an obsessive one.

#### **4.4. Future Research on Consequences of Entrepreneurial Passion**

##### **4.4.1. A reciprocal relationship between passion and its outcomes**

The extant studies tend to make a unidirectional inference that entrepreneurial passion leads to entrepreneurial outcomes (e.g., Biraglia & Kadile, 2017; Breugst et al., 2012; Mueller et al., 2017; Strese et al., 2018). Yet, a reciprocal relationship might also exist. For example, the increase in financial gains as a result of a high level of entrepreneurial passion might maintain and intensify entrepreneurs' level of passion. Earning more profits is one indicator of venture success (Galbraith et al., 2013; Nag & Das, 2017); thus, individuals are likely to experience positive emotions and could become more entrepreneurially passionate. As such, there might be a feedback loop of passion and its outcome. Therefore, future research could test whether this spiral phenomenon truly exists. If so, under which circumstances? How does entrepreneurial outcome influence passion? How does passion-outcome spiral unfold over time? What are the factors that facilitate, hinder, perpetuate or cease the mutual relationship?

##### **4.4.2. An inverted-U relationship between passion and its outcomes**

Much research treated entrepreneurial passion as a universally intense construct, therefore predominantly found a linear effect of passion on entrepreneurial outcomes (e.g., Klaukien et al., 2013; Ma, Gu, & Liu, 2017; Nasiru et al., 2015; Ruskin et al., 2016). However, there might be an inverted-U relationship. In light of the entrepreneurial passion intensity, a weak level of passion might produce no effect, an appropriately intense passion might be more functional, and an excessive level of passion might become dysfunctional. For instance, entrepreneurs with too little passion may feel less motivated and put less effort in their venture, while those who are too passionate may take an extreme risk-taking behaviour, such as invest more financial resources despite a high tendency of loss. Hence, uncovering this potential non-linear relationship between passion and its outcome seems to be a fruitful agenda of future studies. To this aim, researchers may take a closer examination of the intensity of entrepreneurial passion (e.g., scaling and distinguishing the intensity level) when investigating its consequences.

##### **4.4.3. The dark side of entrepreneurial passion and its associated outcomes**

The literature has widely emphasised the positive effect of entrepreneurial passion (i.e., the bright side), for example, enhancing entrepreneurial commitment, persistence, and venture performance (Drnovsek et al., 2016; Haar et al., 2009; Liang et al., 2018). Unfortunately, its negative consequences have been mainly overlooked. This could be due to the image of passion as a

positive construct (Cardon et al., 2009; Murnieks et al., 2014). However, there have been a few studies touching on the dark side of entrepreneurial passion (e.g., Ho & Pollack, 2014; Thorgren, Wincent, & Sirén, 2013). Those studies drew on the dualistic model of passion (Vallerand et al., 2003) and argue that passion does not necessarily lead to positive outcomes; indeed the kind of passion possessed by entrepreneurs dictates the results. Harmonious passion is related to low entrepreneurial burnout (de Mol et al., 2018), high work satisfaction (Thorgren et al., 2013), and increase in revenues (Ho & Pollack, 2014). On the other hand, obsessive passion is associated with greater burnout (de Mol et al., 2018), low work satisfaction (Thorgren et al., 2013), and poor financial performance (Ho & Pollack, 2014).

Although scholars have begun to shed light on the harmful impacts of entrepreneurial passion, more enquiries must be addressed to extend our knowledge in this realm. For instance, what implications does passion have for the venturing decisions and actions of entrepreneurs? How? Under which conditions? And in which stage of the entrepreneurial process? Cardon, Zietsma, Saparito, Matherne, and Davis (2005) hinted that excessive passion could cause cognitive biases because when entrepreneurs are too obsessed, they tend to reject the information that disconfirms their beliefs, and thus make a poor entrepreneurial decision. In the case of venture failure, how likely will entrepreneurial passion increase the financial costs of failure? Given that passion fuels individuals with the fire to persist in an entrepreneurial course of actions (Cardon & Kirk, 2015; Liang et al., 2018), this persistence might escalate into pouring a massive amount of money despite the high likelihood of failure. Furthermore, it would be beneficial to examine how adverse consequences could be mitigated or prevented. Perhaps, entrepreneurs may develop a self-regulation mechanism (Carver & Scheier, 1990) to consciously manage their own feelings, such as limiting to harmonious passion as it is linked with positive outcomes and eliminating detrimental obsessive passion.

#### **4.4.4. Micro-level consequences – any effects on entrepreneurial emotions?**

Regarding micro-level or intrapersonal consequences, the past findings collectively suggest that entrepreneurial passion influences the cognition and behaviour of entrepreneurs, for instance, strengthens entrepreneurial intention and triggers the engagement in entrepreneurial activities (Hou et al., 2019; Huyghe et al., 2016; Kosa & Mohammed, 2017). Yet, little is known about the role of entrepreneurial passion on affect. Since passion is associated with strong positive feelings such as enthusiasm, elation, longing, and devotion (Baum & Locke, 2004; Chen et al., 2009; Vallerand et al., 2003), studying how passion relates to entrepreneurial emotions warrants more attention. Scholars could adopt the dualistic model of passion for analysing whether harmonious and obsessive passion activate different types of affective states (positive versus negative). Harmonious passion might evoke positive emotions such as joy, because harmoniously passionate entrepreneurs engage in entrepreneurial activities voluntarily, rather than being forced to do so

(Vallerand, 2015). In contrast, obsessive passion might stimulate negative emotions such as those triggered by stress, because obsessively passionate individuals are compelled to engage in entrepreneurship by internal pressures (Vallerand et al., 2003).

#### **4.4.5. Meso-level consequences – any effects on other stakeholders within and beyond entrepreneurial contexts?**

In terms of meso-level or interpersonal consequences, studies show that entrepreneurial passion has an influence on two groups of stakeholders: employees (Breugst et al., 2012) and investors (Galbraith et al., 2014; Lucas et al., 2016; Warnick et al., 2018). Yet, there are opportunities to explore the effect on other stakeholders who are related to firms, such as customers. In the service industry, for example, a passion for hospitality (customer service) might energise restaurateurs to offer an exclusive dining experience, such as tasty cuisine, beautiful ambience, and pleasant music (Cardon et al., 2017), which might result in customer satisfaction and repeat purchase behaviour. Suppliers in the upstream supply chain are another stakeholder who is likely to be impacted by passion of entrepreneurs. It could be the case that those who have a passion for a sustainable business might persuade (or maybe coerce) their suppliers to adopt green manufacturing practices to meet their environmental standard (Gast et al., 2017).

Moreover, it would be interesting to broaden the consequences of entrepreneurial passion to other stakeholders in the non-entrepreneurial sphere. For instance, research might explore whether passion of entrepreneurs has a spillover effect on their family and personal contacts. If so, is the effect favourable or destructive? And how does it lead to such an outcome? Highly passionate entrepreneurs are likely to experience “flow” where they become concentrated and completely immersed in entrepreneurial activities that they lose their sense of time and surroundings (Murnieks et al., 2014), and eventually become addicted to entrepreneurship (Spivack & McKelvie, 2018). Hence, they might have no time for their family members, and in the long term, the marital relationship might be destroyed (divorce). The self-isolation to obsessively focus on the venture tasks might also weaken entrepreneurs’ ability to build and maintain interpersonal relationships with others in the community.

#### **4.4.6. Macro-level consequences – any effects on the industry and society?**

The bulk of literature covers only micro- and meso-level consequences of entrepreneurial passion (de Mol et al., 2018; Fisher et al., 2018; Shockley & Turner, 2016; Stenholm & Renko, 2016). What is missing are the outcomes at the macro level. Therefore, investigating how passion affects the industry and institution in which the firm is embedded is a promising research agenda. For example, passion for innovation of the founders of Uber has manifested in the technological disruption that has transformed the traditional taxi industry (Jain, 2017). Moreover, how entrepreneurial passion influences society is a research question worthy of deliberation. In the

context of social entrepreneurship, for instance, Thorgren and Omoredede (2018) found that a passion for social missions mobilises social entrepreneurs to actively alleviate social issues (e.g., poverty) by advancing social benefits (e.g., providing food, shelter, and medical services) for an economically disadvantaged group.

#### **4.4.7. The interaction between micro- and meso-level outcomes and within its intragroup**

Although we have developed an extensive understanding of the effect of entrepreneurial passion at the micro (e.g., Bao et al., 2017; Montiel-Campos, 2018; Nasiru et al., 2015) and meso level (e.g., Haar et al., 2009; Schenkel et al., 2019; Strese et al., 2018); the question remains how these three levels of outcomes are interrelated. For instance, Drnovsek et al. (2016) pointed out that the higher the level of entrepreneurial passion possessed by an entrepreneur, the greater his/her entrepreneurial commitment (micro-level outcome), and in turn, the higher the likelihood of venture growth (meso-level outcome). Additionally, future research could delve into investigating the interaction within each level of passion outcomes. In terms of micro-level consequences, scholars could examine whether passion shapes how entrepreneurs feel, think, and act respectively, or maybe the other way around. Perhaps, there is a spiral relationship or no relationships at all. For meso-level outcomes, research could assess the link between passion and its impact on the stakeholders and firms. It could be the case that, for example, passion invigorates employees' commitment (Breugst et al., 2012), and this consequently predicts venture success (Nag & Das, 2017).

### **4.5. Other Issues**

#### **4.5.1. Views of other stakeholders about passion of entrepreneurs**

Studies have focused mainly on entrepreneurs when it comes to examining entrepreneurial passion (e.g., Drnovsek et al., 2016; Klaukien et al., 2013; Liang et al., 2018). This allows scholars to only capture entrepreneurial passion from the perspective of entrepreneurs themselves (i.e., the experience of passion), but not how passion of entrepreneurs' is perceived by others (i.e., the perception of passion). Hence, future studies must expand the investigation of passion to other populations than entrepreneurs, such as employees, shareholders, investors, and suppliers. Since passion is a personally felt affective and cognitive experience (Cardon et al., 2009), assessing whether passion perceived by others is aligned with what is truly felt by entrepreneurs is likely to make a significant contribution. If there is a misalignment, what factors influence the perception of passion? Could it be due to the subjective background, attitudes, biases, or stereotypes? What are the likely implications of the discrepancy between the experienced and perceived passion? How do stakeholders assess entrepreneurs' passion? Is it through non-verbal communication, such as facial expressions, gestures, body languages, or the manifested behaviours (i.e., the

display of passion)? How accurate can entrepreneurs communicate or express their passion as to what they actually feel?

#### **4.5.2. Entrepreneurial team passion**

Since ventures are often founded and operated by a team, rather than the lone entrepreneur (Cardon, Post, & Forster, 2017; de Mol, Cardon, de Jong, Khapova, & Elfring, *in press*; Santos & Cardon, 2019), exploring entrepreneurial passion as a collective phenomenon would likely to augment our understanding in this arena. Team entrepreneurial passion is a shared passion which is collectively experienced by a group of entrepreneurs (Cardon et al., 2017; Drnovsek, Cardon, & Murnieks, 2009; Santos & Cardon, 2019). Future research should determine whether all members of the entrepreneurial team have an entrepreneurial passion? Some individuals pursue an entrepreneurial career because they have and are driven by passion (Biraglia & Kadile, 2017; Huyghe et al., 2016). However, others might be due to environmental constraints, such as being unemployed (Milanesi, 2018). Additionally, studies could explore whether entrepreneurs share the same intensity level of passion. What if there is diversity or conflict in team passion, for example, one member might be passionate about innovating new products/services while another might be passionate about opening new branches? How will such circumstance influence the individuals, entrepreneurial team, venture, and stakeholders associated with the firm? A recent study by de Mol et al. (*in press*) found that the heterogeneity of passions, either intensity level (e.g., low, medium or high) or target variety (e.g., passion for inventing, founding or growing ventures) among a founding team predicts team conflicts because passion of each entrepreneur does not align with their co-entrepreneurs', and this in turn, is negatively related with team performance.

#### **4.5.3. Harmonious and obsessive entrepreneurial passion**

As noted in Section 4.4.3 on the dark side of entrepreneurial passion, harmonious passion is generally associated with positive outcomes such as high work satisfaction (Thorgren et al., 2013) while obsessive passion is associated with negative outcomes such as burnout (de Mol et al., 2018). However, we still have a limited understanding about the intersection between both forms of passion, and this is a topic ripe for future investigation. Therefore, scholars could address questions, for example, could entrepreneurs experience harmonious and obsessive passion simultaneously? If so, what are the likely implications of such circumstance? Since harmonious and obsessive passion are dichotomous and incompatible in nature (Vallerand, 2015), there is a high likelihood of causing intra-personal conflicts. In addition, what would happen if entrepreneurs have more than one harmonious passions or obsessive passions? How could this phenomenon impact the subjective health and well-being? Schellenberg and Bailis (2015) show that individuals who have two harmonious passions (e.g., being passionate about sports and

music) are more likely to experience happiness in life than those with only singular harmonious passion. However, their research was in the non-entrepreneurial context, but it is still unknown in the entrepreneurial settings; therefore, calls for more studies on this arena.

#### **4.5.4. The interplay between passion and other entrepreneurial emotions**

Studies have examined the role of entrepreneurial passion alone in business venturing (e.g., Biraglia & Kadile, 2017; Murnieks et al., 2014; Shockley & Turner, 2016). Yet, in practice, entrepreneurs can experience passion and other emotions (e.g., stressed) concurrently since entrepreneurship is characterised by a high level of uncertainties and environmental complexities (Cardon, Wincent, Singh, & Drnovsek, 2005; Cardon et al., 2009). Therefore, it would be interesting to examine the interaction between entrepreneurial passion and other episodic emotions. During the economic recession, for instance, entrepreneurs might, despite being passionate about entrepreneurial activities, temporarily experience negative emotions such as feeling frustrated. Will those affective states dampen the entrepreneurs' level of passion or vice versa? How do entrepreneurs make trade-offs between passion and such negative emotions? What are the strategies of maintaining passion and how do they manage the negative emotions raised? Furthermore, in the nascent stage of entrepreneurship, individuals might have an entrepreneurial passion, but meanwhile, experience fear of failure (Cacciotti, Hayton, Mitchell, & Giazitzoglu, 2016). Will fear of failure destroy entrepreneurs' passion and prevent them from starting up a new venture? After stepping into an entrepreneurial career, can passion help regulate fear of failure? How?

#### **4.5.5. Entrepreneurial passion in different stages of the entrepreneurial processes**

The existing research deals with entrepreneurial passion in different stages of venture progress, namely the early and middle stage, such as incubation, start-up, growth, and expansion of a business (e.g., Bao et al., 2017; Cannatelli et al., 2019; Galbraith et al., 2013). However, no known work has looked at passion at the end of the spectrum. Therefore, prospective studies must investigate the role of entrepreneurial passion when a venture encounters a decline period (e.g., a drop-off in sales, profits, and cash flow or performance below threshold). It could be that passion drives an entrepreneur to put more entrepreneurial effort which results in the improvement of the business situation (Cardon & Kirk, 2015; Liang et al., 2018). In the venture cessation phase (i.e., discontinuity of ownership or bankruptcy), how does entrepreneurial passion play out in such period? Passion might balance entrepreneurs' negative emotions associated with failure and the loss of a business, such as anxiety, depression, guilt, shame, grief, humiliation, and stigma (Cope, 2011; Shepherd, 2003; Singh, Corner, & Pavlovich, 2015; Singh, Pavlovich, & Corner, 2007). Moreover, in the post-failure stage, how does entrepreneurial passion unfold in such aftermath?

Perhaps, it helps individuals to recover from business failure and influences them to re-enter entrepreneurship (Ucbasaran, Shepherd, Lockett, & Lyon, 2013).

#### **4.5.6. Entrepreneurial passion in different forms of entrepreneurship**

Prior studies have largely examined the construct of passion in the context of general commercial entrepreneurship (e.g., Bao et al., 2017; Cardon & Kirk, 2015; Ma, Gu, & Liu, 2017; Strese et al., 2018). However, other forms of entrepreneurship tend to be overlooked. To widen our knowledge in this realm, future research must explore passion in different entrepreneurial forms such as corporate entrepreneurship, immigrant entrepreneurship, hobby-related entrepreneurship, and academic entrepreneurship (Ahuja & Lampert, 2001; Aliaga-Isla & Rialp, 2013; Milanese, 2018; Obschonka et al., 2019). To give a specific example, in hybrid entrepreneurship, which is the pursuance of a parallel career, being self-employed while having a full-time job (Nordström, Sirén, Thorgren, & Wincent, 2016; Thorgren, Nordström, & Wincent, 2014), scholars might question whether hybrid entrepreneurs have a passion for both entrepreneurship and their paid jobs? If so, are there any tensions or other psychological implications in trying to balance both careers? How do they regulate their entrepreneurial passion and manage their engagement in both activities? At which stage do they lose the fire of passion and terminate their venture and fully switch to their paid work instead, and the other way around?

#### **4.5.7. Entrepreneurial passion in different geographical contexts**

Regarding geographical contexts, a considerable amount of research has been conducted in the Western world such as North America (e.g., Galbraith et al., 2013; Kerrick et al., 2014), Western Europe (e.g., Huyghe et al., 2016; Obschonka et al., 2019), and Australasia (e.g., Fisher et al., 2018; Haar et al., 2009), while studies in Eastern countries are lagging behind. Future studies could pay more attention to the Eastern world, especially Asia, because the unique cultural contexts of the region could advance our understanding of the nature of entrepreneurial passion (Burke, Astakhova, & Hang, 2015). Eastern societies emphasise the ‘collectivist culture’ which values cohesiveness among individuals in the society, whereas its counterpart, Western societies place more importance on the ‘individualist culture’ which prioritises independence and self-reliance (Hofstede & Bond, 1984). The differences in cultural values raise an interesting question, particularly in a venture founding team, for example, is the entrepreneurial passion of team members in a collectivist society more homogeneous than in individualist society? We might predict the team passion of the collectivist societies to be more homogeneous because individuals in these societies value collectiveness (Hofstede & Bond, 1984). On the other hand, the team passion of the individualist societies is expected to be more heterogeneous since people in these societies value individualism (Hofstede & Bond, 1984).



## **CHAPTER 5: CONCLUSION**

This chapter summarises the systematic review of the literature on entrepreneurial passion. It consists of four sections. First, the chapter begins by identifying the limitations of this study. Then, it provides suggestions for future systematic literature reviews on entrepreneurial passion. After that, it highlights the theoretical and practical contributions that this research has made. Finally, the chapter ends with the final remarks.

### **5.1. Limitations**

This systematic literature review has five limitations. First, as previously mentioned, the reviewed articles were obtained from only two databases: EBSCO and SCOPUS. Therefore, the review might exclude some papers that are important, but were not stored in these two databases. Second, only two keywords (“passion” and “entrepreneur”) and the terms related to the second keyword (“venture”, “enterprise”, and “business”) were used in searching for the articles. This confined the capability to locate various studies that might be relevant to the review topic. Third, the study only included the articles that were published between 2009 and 2019. Hence, relevant papers that were published prior to 2009 have been left out (e.g., Baum & Locke, 2004; Cardon et al., 2005; Shane et al., 2003). Fourth, in terms of the review content, this research focused on reviewing only three dimensions of entrepreneurial passion: the targets, causes, and consequences. Yet, other aspects have not been analysed, for example, the definition, attributes, and measurement of entrepreneurial passion. Last, this review only included articles that have entrepreneurial passion as the main subject of the study. As a result, those that did not have passion as the main focus of the study (e.g., Cuomo, Tortora, Festa, Giordano, & Metallo, 2017; Patzelt & Shepherd, 2011; Wright, 2015) were omitted from the review.

### **5.2. Suggestions for Future Systematic Literature Reviews**

The above limitations open for opportunities to conduct a systematic literature review on entrepreneurial passion. First, future systematic reviews must extend the literature search to a wider variety of international databases, such as Science Direct, Web of Science, Emerald, EconLit, JSTOR, ProQuest, and PsycINFO. As such, it could increase the possibility of accessing more publications. Second, rather than relying on the keywords of “entrepreneur”, “venture”, “enterprise”, and “business”, prospective reviews might consider other key search such as “opportunity” and “innovation”. This is because entrepreneurship involves an activity of not only identifying, evaluating, and exploiting opportunities, but also innovating new products/services. By doing so, it would higher the chance to cover more related articles. Third, studies should review passion literature in a broader timeframe, perhaps from 2000 onwards. Therefore, early influential research (e.g., Baron, 2008; Baum et al., 2001; Cardon, 2008) could be included in the

reviews. Fourth, other than the targets, causes, and consequences of entrepreneurial passion, scholars may expand the review contents to its conceptualisation and nature (Cardon et al., 2013; Collewaert et al., 2016; Jamil, Omar, & Panatik, 2014). This would likely to enlarge our understandings on how the construct of entrepreneurial passion is defined and what its inherent attributes, characteristics or qualities are. Last, future reviews might take into account the articles that did not have entrepreneurial passion as the main focus of the study, but briefly touched on it as this might provide us with enriching insights.

### **5.3. Contributions**

This systematic literature review on entrepreneurial passion has made several contributions. For theoretical contributions, firstly, it offers a holistic, thematic overview of entrepreneurial passion, notably in the aspects of the targets, causes, and consequences. It also proposes an integrative framework displaying how these three dimensions are interrelated. Although past studies have conducted a systematic literature review on different passions, such as work passion in organisational settings (Perrewé, Hochwarter, Ferris, McAllister, & Harris, 2014) and passion for gambling in the domain of leisure activities (Morvannou, Dufour, Monson, & Roy, 2018), this research systematically reviews passion in the specific context of entrepreneurship. It adds to the broad passion literature by highlighting an area where less attention has been paid to. Also, it presents a future research agenda and raises many promising questions for further studies to bridge knowledge gaps and extend the body of the literature.

In terms of practical contributions, first, entrepreneurs could learn about the sources or drivers of entrepreneurial passion so that they could ignite and maintain their passion throughout their venturing journey. Having known that entrepreneurial education could stimulate students' passion (Arshad et al., 2018; Gielnik et al., 2017; Kerrick et al., 2014), prospective entrepreneurs might consider taking an entrepreneurial training course to spark such feeling. Also, the existing entrepreneurs might associate themselves with their role models in order to sustain and enhance their passion (Fellnhöfer, 2017; Liu et al., 2019). Second, the founders, owners, and managers of firms may realise the potential weakness of passion for inventing opportunities and reflect that the dwindling of passion could damage their enterprises if there is no passion for expansion. Moreover, they could realise that entrepreneurial passion is a 'double-edged sword', producing both beneficial and detrimental outcomes. Therefore, they could be aware of the costs of passion (for them and others) and then find a way to prevent and harness them effectively.

### **5.4. Conclusion**

The aims of this systematic literature review were to disentangle what past studies have found and then propose future research paths in regard to the targets, causes, and consequences of entrepreneurial passion. Drawing on 61 peer-reviewed journal articles between 2009 and 2019,

retrieved from two large databases in a systematic manner, the review has synthesised the previous fragmented findings, thereby established that: (1) the targets of entrepreneurial passion are directed toward entrepreneurial activities, venture-related objects, stakeholders, and concepts (idea, cause or goal); (2) there are four drivers of entrepreneurial passion: entrepreneurial education, engagement in entrepreneurship, individual difference, and role models; and (3) entrepreneurial passion leads to outcomes at two levels: micro-level (individual) outcomes and meso-level (firm-related) outcomes. Building upon such findings, prospective research avenues have been developed for each of these areas. It must be noted that the proposed research tracks should not constrain future studies on entrepreneurial passion, but provide some fruitful recommendations to promote more studies. In doing so, it is likely to reveal the mystery and contribute to the development of the literature on this interesting topic.

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