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PASSION POUR UNE CAUSE : ANALYSE DES CONSÉQUENCES PERSONNELLES,  
ORGANISATIONNELLES ET INTERGROUPE

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## RÉSUMÉ

En 2019, les individus oeuvrant dans des organismes sans but lucratif représentaient 12.8% de tous les travailleurs au Canada (Statistique Canada, 2021). Les études révèlent que ces individus sont généralement passionnés par la cause qu'ils promeuvent (entre 82.4% à 96.4% des gens sont considérés comme passionnés dans les études précédentes menées avec cette population; Gousse-Lessard et al., 2013; Rip et al., 2012; St-Louis et al., 2016). Malgré la place importante que ces personnes occupent dans notre société, peu d'études se sont intéressées aux effets de la passion pour une cause auprès de cette population. La présente thèse s'est donc penchée sur ce sujet en prenant appui sur le Modèle Dualiste de la Passion (Vallerand, 2015; Vallerand et al., 2003). Plus précisément, la thèse avait pour objectif général d'examiner le rôle de la passion pour une cause dans les conséquences personnelles, organisationnelles (intragroupes) et intergroupes. Selon le Modèle Dualiste de la Passion (Vallerand, 2015), il existe deux types de passion : la passion harmonieuse (PH), bien intégrée dans la vie de la personne, et la passion obsessionnelle (PO), plus incontrôlable et égo-investie. Généralement, la PH et la PO mènent, respectivement, à des conséquences adaptées et mésadaptées. La plupart des études portant sur la passion ont investigué son rôle aux plans personnel et interpersonnel, mais peu d'études ont examiné ses effets aux plans intragroupe et intergroupe. La thèse visait donc premièrement à combler ce manque dans la littérature en examinant le rôle de la passion dans les conséquences intragroupes et intergroupes. Les quelques études traitant de ces sujets montrent que la PH facilite les relations intragroupes et intergroupes, alors que la PO leur nuit. Cependant, aucune étude ne s'est encore intéressée aux processus sous-tendant ces liens. La thèse visait donc également à explorer les effets de la passion sur deux processus, soit les orientations des valeurs sociales (« social value orientations »; Article 1) et les orientations à servir (servir la cause versus se servir de la cause; Article 2). Elle visait également à examiner l'influence de ces processus sur les conséquences intergroupes (Article 1), intragroupes et personnelles (Article 2).

L'objectif général du premier article était d'explorer le rôle de la passion pour une cause dans l'allocation de ressources entre son groupe (endogroupe) et un autre groupe (exogroupe). Plus précisément, il visait à regarder l'effet de la passion sur le biais pro-endogroupe et à examiner le rôle médiateur des orientations des valeurs sociales dans la relation entre ces variables. Les participants ont complété une tâche d'allocation de ressources fixe dans laquelle allouer plus de ressources à l'endogroupe qu'à l'exogroupe signifie moins de ressources totales allouées à la cause, alors qu'allouer plus de ressources à l'exogroupe qu'à l'endogroupe maximise les ressources totales allouées à la cause. Les résultats d'une série d'études corrélationnelles ont révélé que la PO était associée positivement à un biais pro-endogroupe nuisant au final à la cause, tandis que la PH était associée positivement à un biais pro-exogroupe favorisant ultimement la cause (Études 1 à 3). De plus, les résultats ont montré que les orientations des valeurs sociales médiaient la relation entre la passion et les biais intergroupes. La PO facilitait une orientation pro-soi dans la vie en général (Étude 2) et spécifique à l'engagement dans la cause (Étude 3). Quant à elle, la PH favorisait une orientation prosociale dans la vie en général (Étude 2) et spécifique à l'engagement dans la cause (Étude 3). À son tour, l'orientation pro-soi menait à l'allocation d'un plus grand nombre de ressources à l'endogroupe qu'à l'exogroupe (biais pro-endogroupe) et ainsi, à moins de ressources totales allouées à la cause. Quant à elle, l'orientation

prosociale menait à l'allocation de plus de ressources à l'exogroupe qu'à l'endogroupe (biais pro-exogroupe) et, ultimement, à plus de ressources totales allouées à la cause.

L'objectif général du deuxième article était d'investiguer les effets de la passion pour une cause sur un nouveau concept représentant deux types d'orientation lors de l'engagement dans la cause : une orientation visant à « servir » la cause ainsi qu'une orientation visant à « se servir » de la cause à des fins personnelles. Le deuxième article avait également pour but d'examiner les conséquences intragroupes (organisationnelles) et personnelles de ces orientations. Une première étude (Étude 1) a permis de valider l'échelle créée afin de mesurer les orientations Servir la Cause et Se Servir de la cause. Deux autres études (Études 2 et 3) ont révélé que la PH menait fortement à l'orientation Servir la Cause et, plus faiblement, à l'orientation Se Servir. Quant à elle, la PO menait uniquement à l'orientation Se Servir. À son tour, l'orientation Servir la Cause facilitait les comportements organisationnels adaptatifs de type citoyens et le bien-être psychologique (Études 2 et 3), et protégeait des comportements contreproductifs au travail (Étude 2). Quant à elle, l'orientation Se Servir était associée positivement aux récompenses extrinsèques (Étude 3), plus faiblement au bien-être psychologique (Études 2 et 3) et marginalement aux comportements contreproductifs (Étude 2). Les comportements contreproductifs étaient surtout tributaires du désengagement moral (Étude 3), ce dernier étant prédit par la PO. Quant à elle, la PH était associée négativement au désengagement moral et aux comportements contreproductifs.

En somme, cette thèse contribue de manière importante au Modèle Dualiste de la Passion (Vallerand, 2015) et à la compréhension du rôle de la passion dans les relations intragroupes et intergroupes. Elle met en relief les effets plus socialement adaptés de la PH comparativement à la PO. Elle révèle également que la passion est l'un des déterminants des processus psychologiques, orientations des valeurs sociales et orientations à servir, au cœur des relations intergroupes et intragroupes. Enfin, elle met en lumière le rôle de ces processus psychologiques dans les conséquences personnelles, intragroupes (organisationnelles) et intergroupes.

Mots-clés : passion pour une cause, passion harmonieuse, passion obsessive, allocation de ressources, biais pro-endogroupe, social value orientations, servir, comportements contreproductifs au travail, comportements organisationnels citoyens, bien-être.

# CHAPITRE 1

## INTRODUCTION

La présente thèse comporte quatre chapitres. Le premier chapitre introduit la problématique ainsi que les modèles théoriques et les construits qui sous-tendent la thèse. Le Modèle Dualiste de la Passion (Vallerand, 2010, 2015; Vallerand et al., 2003) ainsi que le rôle de la passion dans les relations intragroupes et intergroupes sont premièrement abordés. Les conséquences intergroupes telles que le biais pro-endogroupe (Tajfel, 1981) ainsi que les processus psychologiques sous-jacents à l'influence de la passion aux plans intragroupe et intergroupe sont ensuite traités. S'ensuit la présentation des deux articles composant le cœur de la thèse ainsi que leurs objectifs. Le deuxième et le troisième chapitres constituent l'Article 1 et l'Article 2, respectivement, accompagnés de leur résumé en français. Enfin, le quatrième chapitre conclut la présente thèse par une discussion traitant des implications des résultats obtenus ainsi que des limites et des pistes de recherches futures en découlant.

### 1.1 Problématique

Selon Statistique Canada (2021), les organismes sans but lucratif (i.e., organismes ayant un but à caractère moral ou altruiste ne visant pas les gains pécuniaires; Gouvernement du Québec, 2017) employaient 2,5 millions de personnes en 2019, soit 12,8 % de tous les emplois au Canada. Les gens oeuvrant auprès de ces organismes occupent ainsi une place importante dans notre société. Les études montrent que ces individus sont généralement passionnés par la cause qu'ils promeuvent (entre 82.4% à 96.4% des gens sont considérés comme passionnés dans les études précédentes à ce sujet; Gousse-Lessard et al., 2013; Rip et al., 2012; St-Louis et al., 2016). Toutefois, peu de recherches se sont intéressées aux effets de la passion pour une cause auprès de cette population. Les quelques études portant sur ce sujet révèlent que la passion pour une cause joue un rôle dans les conséquences personnelles (p. ex., bien-être psychologique et santé physique; St-Louis et al., 2016) et intergroupes (p. ex., comportements pacifiques et violents envers les individus épousant une idéologie différente de son groupe; Bélanger et al., 2019; Rip et al., 2012). Malgré ces résultats, il en reste beaucoup à faire pour comprendre davantage les effets de la passion pour une cause. La présente thèse propose que le Modèle Dualiste de la Passion (Vallerand, 2010, 2015) offre un cadre conceptuel approprié pour examiner le rôle de la

passion pour une cause dans les conséquences personnelles, intragroupes (organisationnelles) et intergroupes. Ce modèle postule qu'il existe deux types de passion (harmonieuse et obsessionnelle) qui ont des impacts différents lors de l'engagement dans la cause (p.ex., St-Louis et al., 2016).

## 1.2 Le Modèle Dualiste de la Passion

### 1.2.1 Définition de la passion

Un individu s'engage dans diverses activités au cours de sa vie. Selon le Modèle Dualiste de la Passion (MDP; Vallerand, 2015), celles qui sont perçues comme plaisantes et hautement importantes sont internalisées dans son identité et deviennent une passion. Ces activités peuvent être par exemple le travail ou même, dans le cas présent, une cause importante pour soi. Le MDP définit la passion comme une forte propension à investir du temps et de l'énergie dans une activité aimée, importante, porteuse de sens et qui nous définit. Par exemple, un individu passionné par une cause comme la lutte contre la pauvreté se considère comme un activiste pour cette cause.

### 1.2.2 La dualité de la passion : Harmonieuse et obsessionnelle

Le MDP (Vallerand, 2010, 2015; Vallerand et al., 2003) postule l'existence de deux types de passion : harmonieuse et obsessionnelle. Ces deux types de passion sont internalisés différemment dans l'identité. La passion harmonieuse (PH) repose sur une internalisation autonome (Deci & Ryan, 2000; Vallerand et al., 2006), c'est-à-dire que la personne se sent en contrôle de son engagement dans l'activité qu'elle aime et elle s'y adonne librement sans contingence ni pression interne ou externe. Avec la passion harmonieuse, l'engagement dans l'activité aimée est pleinement conscient (St-Louis et al., 2018) et non défensif (Lafrenière et al., 2011, 2013). L'individu s'investit de manière flexible (Chichekian & Vallerand, 2022), c'est-à-dire qu'il peut se désengager de l'activité si nécessaire (Paquette et al., 2022a). L'activité est ainsi en équilibre avec les autres sphères de sa vie (Vallerand, 2015). Par exemple, une personne ayant une PH prédominante pour une cause (p.ex., cause environnementale) peut momentanément se désengager de la promotion de celle-ci pour s'engager dans une autre activité telle une sortie en famille. Cette personne sera complètement engagée psychologiquement dans la sortie familiale et elle pourra retourner reposée à la promotion de sa cause plus tard.

La passion obsessionnelle (PO), quant à elle, émane d'une internalisation contrôlée, c'est-à-dire que la personne ressent une pression externe ou interne à s'engager dans l'activité qu'elle aime parce que certaines contingences (p. ex., estime de soi) y sont associées. En effet, une faible performance dans l'activité mène souvent à une diminution de l'estime de soi (Mageau et al., 2011). L'engagement dans l'activité est donc plus défensif (Lafrenière et al., 2011). Avec la PO, une personne peut avoir une envie incontrôlable de prendre part à son activité favorite même lorsqu'elle ne le devrait pas. Elle demeure cognitivement engagée dans l'activité passionnante et rumine à propos de celle-ci même lorsqu'elle n'y est pas engagée (Carpentier et al., 2012). Par ailleurs, son engagement dans l'activité est rigide et entre souvent en conflit avec les autres sphères de sa vie (Chichekian & Vallerand, 2022; Vallerand et al., 2008a, Étude 3). Si nous reprenons l'exemple précédent, une personne ayant une PO prédominante pour une cause aurait de la difficulté à se désengager de la promotion de sa cause pour faire une sortie en famille. Elle pourrait aller jusqu'à refuser la sortie pour se concentrer sur la préparation d'une campagne publicitaire promouvant sa cause par exemple. Si elle acceptait la sortie en famille, elle pourrait ruminer et penser à la meilleure manière de promouvoir sa cause durant la sortie. Elle ne pourrait alors s'engager pleinement dans l'activité familiale, n'étant pas complètement désengagée psychologiquement de la cause qu'elle adore.

De nombreuses études montrent que la PH et la PO sont généralement associées, respectivement, à des conséquences adaptées et méadaptées. Ainsi, la PH facilite le bien-être psychologique (p. ex., Moè, 2016; Yukhymenko-Lescroart & Sharma, 2019), l'expérience d'émotions positives (p. ex., Paquette et al., 2022ab), des réponses cardiovasculaires adaptées (Vallerand et al., 2022), le développement de relations interpersonnelles positives (p. ex., Guilbault et al., 2020) et une performance élevée dans l'activité passionnante (p. ex., Verner-Filion et al., 2017, Étude 2). Quant à elle, la PO est associée aux symptômes dépressifs (p. ex., Peixoto et al., 2021), l'anxiété (p. ex., Bonneville-Roussy & Vallerand, 2020; Peixoto et al., 2021; Verner-Filion et al., 2014) et l'épuisement professionnel (p. ex., Horwood et al., 2021). De plus, elle mène à des émotions négatives (Paquette et al., 2022ab) et à des relations interpersonnelles de moins bonne qualité (p.ex., Guilbault et al., 2020).

### 1.2.3 Le rôle de la passion dans les relations intragroupes et intergroupes

Les études précédentes dévoilent la nature plus adaptée de la PH, comparativement à la PO, aux plans personnel et interpersonnel. Cependant, peu d'études ont examiné le rôle de la PH et de la PO aux plans intragroupe et intergroupe. Ces quelques recherches révèlent que les deux types de passion influencent différemment les relations intragroupes. La PH facilite les relations avec les membres de son propre groupe, alors que la PO nuit à celles-ci. En effet, la PH favorise la cohésion d'équipe (Paradis et al., 2012; Philippe et al., 2014), les relations positives avec les membres de son groupe (Philippe et al., 2010) et les comportements d'aide envers ses collègues (Ho et al., 2018). Quant à elle, la PO est négativement associée à la qualité des relations avec les membres de son équipe (Philippe et al., 2010) et elle est faiblement positivement associée (ou même parfois non associée) à la cohésion d'équipe (Paradis et al., 2012; Philippe et al., 2014). La PO mène également à des comportements d'incivilité envers ses collègues (i.e., comportements déviant visant potentiellement à nuire à autrui; Birkeland & Nerstad, 2016).

Au plan intergroupe, les études montrent également le rôle différentiel de la PO et la PH. En effet, les résultats d'une étude conduite auprès de fans d'équipes sportives durant la Coupe du Monde de Soccer montrent que les deux types de passion mènent à des célébrations pacifiques lors de la victoire de son équipe (Vallerand et al., 2008a). Toutefois, la PO favorise également la manifestation de comportements agressifs envers les partisans de l'équipe adverse (p. ex., moqueries). D'autres études réalisées auprès d'activistes passionnés par une idéologie (p. ex., religieuse ou politique) ou une cause (p. ex., environnementale) révèlent également que la PH est associée à des conséquences intergroupes positives, alors la PO mène à des conséquences plus socialement mésadaptées. Ainsi, bien que les deux types de passion facilitent l'activisme pacifique (Bélanger et al., 2019; Gousse-Lessard et al., 2013; Rip et al., 2012), la PO favorise également des comportements violents et extrêmes envers les individus épousant une idéologie opposée à la sienne (Bélanger et al., 2019; Rip et al., 2012).

En résumé, les résultats obtenus aux plans intragroupe et intergroupe mettent en lumière le rôle socialement plus adapté de la PH par rapport à la PO. Malgré ces résultats, les recherches explorant le rôle de la passion aux plans intragroupe et intergroupe sont encore restreintes. En effet, aucune étude n'a encore examiné le rôle de la passion dans l'allocation de ressources entre

l'endogroupe et l'exogroupe, au cœur du biais pro-endogroupe (Tajfel, 1974). De plus, aucune étude n'a investigué le rôle de la passion dans les comportements organisationnels de type intragroupe tels que les comportements citoyens (i.e., comportements informels favorisant le bon fonctionnement de l'organisation et de ses membres; Podsakoff et al., 1990) et contreproductifs au travail (i.e., comportements volontaires nuisant à une organisation et à ses membres; Robinson & Bennett, 1995). La présente thèse vise donc à aborder ces points.

### 1.3 Processus psychologiques et comportements intergroupes

Le biais pro-endogroupe et les orientations des valeurs sociales sous-tendent l'Article 1 et les orientations à servir, l'Article 2. Ces différents processus et comportements sont traités ci-dessous.

#### 1.3.1 Biais pro-endogroupe

Selon la Théorie de l'identité sociale (Tajfel, 1981; Tajfel & Turner, 1979; Turner & Reynolds, 2010), lorsqu'un individu se catégorise comme le membre d'un groupe particulier, il développe une identité sociale distincte. L'identité sociale représente la partie du concept de soi provenant de la connaissance de son appartenance à un groupe ainsi que la valeur et la signification émotive associées à cette appartenance (Tajfel, 1972). L'identité sociale réfère donc à la manière dont un individu perçoit le groupe social auquel il appartient (Haslam et al., 1999; Luthanen & Cocker, 1992; Oronato & Turner, 2004) et sa valeur repose en partie sur les comparaisons sociales intergroupes (Tajfel, 1978). En distinguant positivement son groupe (endogroupe) d'un autre groupe (exogroupe), l'individu parvient à développer une identité sociale et un concept de soi positifs (Jordan et al., 2005; Lemyre & Smith, 1985; Tajfel, 1972, 1974). Par exemple, favoriser les membres de l'endogroupe en leur donnant plus de ressources qu'aux membres de l'exogroupe, permettra aux membres de l'endogroupe de s'évaluer plus positivement sur un point de comparaison important : la quantité de ressources. Avoir plus de ressources pourra également les aider à être plus performants et ils pourront sentir qu'ils font partie du groupe des « meilleurs ». Ce désir de différencier positivement l'endogroupe de l'exogroupe est à la source du biais pro-endogroupe (Turner, 1975). Ainsi, le biais pro-endogroupe est défini comme une tendance à juger plus favorablement l'endogroupe que l'exogroupe ainsi qu'à allouer plus de ressources à l'endogroupe qu'à l'exogroupe (Tajfel, 1970; Tajfel et al., 1971; Tajfel & Turner, 1979). Les



travaux de Tajfel et ses collègues (Tajfel et al., 1971; Tajfel, 1981) sur le Paradigme des groupes minimaux montrent que le simple fait de rendre saillante la catégorisation sociale (endogroupe versus exogroupe) est suffisant pour susciter le biais pro-endogroupe. Des centaines de recherches soutiennent cet effet pro-endogroupe. Toutefois, moins de recherches portent sur les processus psychologiques responsables de cet effet.

### 1.3.2 Orientations des valeurs sociales

La recherche montre que les orientations des valeurs sociales représentent certains des processus influençant la manière dont les individus allouent des ressources (Parks, 1994). En effet, les orientations des valeurs sociales représentent les tendances qu'ont les individus à évaluer et à peser les ressources lorsqu'ils les allouent à eux-mêmes et à autrui (McClintock, 1972; Murphy et al., 2011). Selon la littérature (Messick & McClintock, 1968; Van Lange, 1999), il existe quatre types d'orientations: individualisme, compétition, coopération et égalité. L'individualisme est une orientation visant à maximiser ses propres gains sans considération pour ceux d'autrui. La compétition représente une orientation ayant pour but de maximiser ses propres gains par rapport à ceux d'autrui. La coopération est une orientation visant à maximiser les gains communs et à travailler ensemble pour y arriver (Argyle, 2013; Messick & McClintock, 1968). L'égalité réfère à une orientation ayant pour but de minimiser la différence absolue entre ses propres gains et ceux d'autrui et ainsi à rétablir l'équité (Van Lange, 1999; Van Lange et al., 2007). Les orientations individualisme et compétition forment tous deux l'orientation pro-soi (« proself »; Van Lange, 1999). Quant à elles, les orientations coopération et égalité constituent l'orientation prosociale.

La recherche dévoile que l'orientation pro-soi favorise des décisions à son propre avantage (Van Dijk & De Cremer, 2006), tandis que l'orientation prosociale vise plutôt la protection du bien collectif (Van Vugt et al., 1995). Par exemple, des études ont montré que plus les individus ont une orientation prosociale (versus pro-soi), plus ils sont portés à adopter des comportements écologiques (Joireman et al., 2001; Van Vugt et al., 1995; Zelenski et al., 2015) et à faire des dons de charité (Manesi et al., 2018; Van Lange et al., 2007). Une étude de Parks (1994) révèle par ailleurs que l'orientation pro-soi est associée à l'allocation de plus de ressources pour soi, tandis que l'orientation prosociale mène à restreindre sa consommation de ressources. En outre,

l'orientation prosociale (versus pro-soi) est associée négativement au biais pro-endogroupe (Fiedler et al., 2018; Thielmann & Böhm, 2016) et positivement à un désir de maximiser les gains endogroupes et exogroupes. De plus, l'orientation prosociale n'est plus associée au biais pro-endogroupe lorsque celui-ci implique des conséquences négatives pour l'exogroupe (Thielmann & Böhm, 2016).

### 1.3.3 Orientations à servir

Bien que l'idée de servir autrui soit profondément ancrée dans l'héritage judéo-chrétien avec plus de 1300 références à ce sujet dans la Bible (Greenleaf, 1998), aucune étude en psychologie n'adresse directement l'orientation des individus à servir le bien commun, par exemple une cause, versus se servir soi-même à travers son implication dans la cause. Une recherche de termes en anglais tels que « serve », « servant », « service » et « servanthood » indique que le concept qui se rapproche le plus de ceux-ci dans la littérature est le « servant leadership » (Greenleaf, 1998). Le « servant leadership » réfère à un type de leadership dans lequel un individu doté des caractéristiques d'un leader (p. ex., persuasion; Spears, 2010) mène ses subordonnés en veillant avant tout à les servir, à les aider à se développer et à accomplir un objectif commun (Eva et al., 2019; Greenleaf, 1977). Bien que ce concept soit intéressant et conduise à plusieurs avancées théoriques et implications pratiques dans les milieux organisationnels (p. ex., Lee et al., 2020; Kiker et al., 2019), celui-ci se limite au leadership. De plus, le « servant leadership » n'aborde pas la perspective de se servir de la cause pour des fins personnelles. Pour ces raisons, nous proposons une nouvelle conceptualisation décrivant comment les individus s'engagent dans une cause avec deux orientations personnelles : l'une visant à servir la cause versus l'autre visant à se servir de son implication dans la cause à ses propres fins.

Le dictionnaire Larousse (s.d.) définit l'acte de « servir » comme « s'acquitter envers quelqu'un, une collectivité de certaines obligations, leur consacrer son activité ». En ce sens, nous proposons que l'orientation Servir la Cause représente une tendance à promouvoir les besoins de la cause et à favoriser le développement de celle-ci sans attendre de bénéfices personnels en retour. Bien que les individus ayant cette orientation puissent retirer certains gains personnels en s'impliquant dans la cause (p. ex., bien-être), l'orientation Servir la Cause est altruiste car elle est avant tout orientée vers les intérêts d'autrui et de la cause (Batson & Shaw, 1991). La raison principale

poussant l'individu à s'investir dans la cause est de favoriser le développement et le fonctionnement de cette dernière. Ainsi, il est attendu qu'une telle orientation sera associée à des comportements altruistes visant à aider les supporteurs de la cause et à favoriser le développement de la cause. Il est aussi attendu que les individus ayant cette orientation de manière prédominante ressentiront du bien-être psychologique à servir autrui (Panaccio et al., 2015) et la cause. En effet, les études montrent qu'effectuer des comportements prosociaux (p. ex., bénévolat) mène au sentiment de bienfaisance (i.e., le sentiment d'être capable de donner; Martela & Ryan, 2015) et à la satisfaction des besoins d'autonomie, de compétence et d'affiliation (Martela & Ryan, 2015, 2016). À leur tour, ces variables facilitent le bien-être psychologique et les émotions positives.

La deuxième orientation vise à « se servir » de son implication dans la cause pour en retirer des bénéfices personnels. Selon le Larousse (s.d.), « se servir » est défini comme « utiliser quelqu'un, quelque chose à son profit ». Cette orientation représente donc une tendance à s'investir dans la cause aussi longtemps que cela mène à des gains personnels (p. ex., reconnaissance sociale, statut social élevé). Puisque l'orientation Se Servir vise avant tout à augmenter ses bénéfices personnels, elle est plus instrumentale et égoïste (Batson & Shaw, 1991). Il est attendu qu'une telle orientation sera associée à la recherche de récompenses personnelles, à l'expérience d'un certain bien-être psychologique ainsi que, possiblement, à la production de comportements mésadaptés socialement afin d'obtenir des récompenses. Il est important de mentionner que les orientations Servir la Cause et Se Servir se retrouvent sur deux continuums distincts. Elles sont ainsi toutes deux présentes chez un individu à un certain degré. Par exemple, une personne peut être motivée par un désir important de servir sa cause, tout en retirant des bénéfices de son implication dans sa cause (p.ex., créer des amitiés, recevoir de la reconnaissance sociale).

#### 1.4 La passion comme un déterminant des processus sous-jacents aux conséquences personnelles, organisationnelles et intergroupes

##### 1.4.1 La passion et les orientations des valeurs sociales

L'Article 1 de la thèse propose que la passion est l'un des déterminants des orientations des valeurs sociales. La PH devrait mener à une orientation prosociale. En effet, les recherches montrent qu'elle est associée positivement à des conséquences plus adaptées socialement telles

que la cohésion d'équipe (Paradis et al., 2012; Philippe et al., 2014), la coopération avec autrui (Lafrenière et al., 2008, Étude 1) et les comportements d'entraide (Ho et al., 2018). La PH facilite également le développement et le maintien de relations interpersonnelles positives (Lafrenière et al., 2008, 2011; Philippe et al., 2010; Utz et al., 2012). Par ailleurs, elle n'est pas associée à des structures égo-investies (Mageau et al., 2011).

Quant à elle, la PO devrait faciliter une orientation pro-soi en raison de sa nature plus égo-investie. En effet, la PO est associée positivement au rehaussement de soi (Lafrenière et al., 2013) ainsi qu'à une estime de soi contingente à la performance dans l'activité (Mageau et al., 2011). Elle est aussi associée négativement, ou non associée, à des conséquences prosociales telles que le développement de relations interpersonnelles positives (Lafrenière et al., 2008, Philippe et al., 2010, Utz et al., 2012), les comportements coopératifs (Lafrenière et al., 2008, Étude 1), l'entraide (Ho et al., 2018) et la cohésion d'équipe (Philippe et al., 2014; faible corrélation positive dans Paradis et al., 2012).

#### 1.4.2 La passion et les orientations à servir

L'Article 2 de la thèse postule que la passion est également l'un des antécédents des orientations à servir. Les recherches révèlent que la PH est associée à des conséquences plus altruistes et adaptées socialement et elle devrait donc faciliter l'orientation Servir la Cause. Tel que mentionné précédemment, la PH favorise les comportements d'aide (Ho et al., 2018), la cohésion d'équipe (Paradis et al., 2012; Philippe et al., 2014) ainsi que la formation de relations positives avec les membres de son équipe (Philippe et al., 2010).

Quant à elle, la PO devrait prédire l'orientation Se Servir de la cause. En effet, la PO est associée à des processus et à des conséquences plus égo-investis. Elle facilite la fierté hubristique (i.e., une perception de soi démesurément positive; Bureau et al., 2013; Tracy & Robins, 2007), le rehaussement de soi (Lafrenière et al., 2013), les comportements immoraux à son propre avantage (p. ex., mentir; Bureau et al., 2013) et à de l'incivilité envers ses collègues lorsque son estime de soi est menacée (Birkeland & Nerstad, 2016).

## 1.5 Présentation des deux articles de la thèse et de leurs objectifs

L'objectif général de la thèse est d'investiguer les conséquences de la passion aux plans personnel, intragroupe (organisationnel) et intergroupe ainsi que d'identifier les processus psychologiques médiant les relations entre la passion et ses conséquences. Plus précisément, l'Article 1 a examiné pour la première fois le rôle de la passion dans l'allocation intergroupe de ressources ainsi que le rôle médiateur des orientations des valeurs sociales dans cette relation. Quant à lui, l'Article 2 s'est intéressé au rôle de la passion pour une cause comme déterminant des orientations à servir, un nouveau concept créé dans la thèse pour décrire la façon dont les gens s'engagent dans une cause. Les effets de la passion pour une cause et des orientations à servir ont été examinés sur les conséquences personnelles (i.e., bien-être psychologique) et intragroupes (i.e., comportements organisationnels).

### 1.5.1 Présentation des objectifs et des hypothèses du premier article

L'Article 1 avait deux objectifs distincts. Le premier objectif était d'examiner pour la première fois le rôle de la passion dans l'allocation de ressources entre l'endogroupe et l'exogroupe. Cet objectif a été testé dans les trois études de l'Article 1. L'allocation de ressources avait lieu entre deux groupes de compétences égales et oeuvrant pour la même cause. Dans chacune des études, l'allocation de ressources se faisait à l'aide de scénarios ayant une configuration conservatrice et fixe. Les scénarios étaient créés de sorte que (a) lorsque les participants attribuaient plus de ressources à l'endogroupe qu'à l'exogroupe (biais pro-endogroupe), *moins* de ressources totales étaient allouées à la cause et (b) lorsqu'ils allouaient plus de ressources à l'exogroupe qu'à l'endogroupe (biais pro-exogroupe), *plus* de ressources étaient alors allouées à la cause au total. Une telle configuration était utilisée afin de vérifier si la passion avait un impact sur l'allocation intergroupe de ressources (p. ex., présence d'un biais pro-endogroupe; Tajfel, 1974).

Hypothèse 1 : Si le *degré* de passion (de faible à élevé) est le facteur décisif influençant l'allocation de ressources, il est attendu que plus les participants auront une passion élevée pour la cause, plus ils devraient favoriser l'exogroupe aux dépens de l'endogroupe afin de maximiser les ressources totales allouées à la cause et ce, peu importe le type de passion.

Hypothèse 2 : Si le *type* de passion (PO ou PH) est le facteur déterminant, la PO devrait mener à l'allocation de plus de ressources à l'endogroupe qu'à l'exogroupe (biais pro-endogroupe) et donc à moins de ressources totales allouées à la cause (H2a). En revanche, la PH devrait mener à l'allocation de plus de ressources à l'exogroupe qu'à l'endogroupe (biais pro-exogroupe) et donc à plus de ressources totales allouées à la cause (H2b). Ainsi, seule la PO devrait mener au biais pro-endogroupe et, par conséquent, à moins de ressources totales dédiées à la cause. La PO, mais non la PH, nuirait donc à la cause.

Le deuxième but de l'Article 1 était d'investiguer le rôle médiateur des orientations des valeurs sociales dans la relation entre la passion et l'allocation de ressources. Cet objectif a été réalisé dans les Études 2 et 3 du premier article. Plus précisément, les orientations des valeurs sociales ont été mesurées en général dans l'Étude 2 et de façon spécifique à l'engagement dans la cause dans l'Étude 3.

Hypothèse 3 : Il était attendu les types de passion devraient être associés aux orientations des valeurs sociales. Plus précisément, la PO devrait être associée positivement à l'orientation pro-soi (H3a) et négativement à l'orientation prosociale (H3b), alors que la PH devrait être associée positivement à l'orientation prosociale (H3c) et négativement à l'orientation pro-soi (H3d). Ces relations devraient être les mêmes avec les orientations des valeurs sociales examinées en général et de façon spécifique à l'engagement dans la cause (H3e).

Hypothèse 4 : En accord avec une étude antérieure (Thielmann & Böhm, 2016), les orientations des valeurs sociales devraient être associées aux biais pro-endogroupe et pro-exogroupe lors de l'allocation des ressources. Plus précisément, l'orientation pro-soi devrait être positivement associée au biais pro-endogroupe et, ultimement, nuire à la cause (H4a). Quant à elle, l'orientation prosociale devrait faciliter le biais pro-exogroupe et donc maximiser les ressources totales allouées à la cause (H4b).

### 1.5.2 Présentation des objectifs et des hypothèses du deuxième article

L'Article 2 avait trois buts principaux. Le premier était de valider une nouvelle échelle à deux facteurs mesurant les orientations Servir la Cause et Se Servir de son engagement dans la cause à

des fins personnelles. Ce premier objectif a été réalisé dans l'Étude 1. Le second objectif de l'Article 2 était d'examiner le rôle de la passion comme un des antécédents des orientations Servir la Cause et Se Servir de la cause. Ce but a été exécuté dans les Études 2 et 3. Enfin, le troisième objectif était d'investiguer le rôle médiateur des orientations à servir dans la relation entre la passion et les conséquences intragroupes et personnelles. Les conséquences intragroupes comprenaient les comportements organisationnels citoyens (p.ex., aider un collègue; Podsakoff et al., 1990) et les comportements contreproductifs au travail (p. ex., embarrasser un collègue; Robinson & Bennett, 1995). La conséquence personnelle était le bien-être psychologique (Diener et al., 1985; Lyubomirsky & Lepper, 1999; Steger et al., 2006). Cet objectif a également été testé dans les Études 2 et 3.

Hypothèse 1 : Les types de passion devraient agir comme déterminants des orientations Servir la Cause et Se Servir de la cause. Plus précisément, la PH devrait être positivement associée à l'orientation Servir la Cause (H1a) et, moins fortement, à l'orientation Se Servir (H1b). Quant à elle, la PO ne devrait être associée positivement qu'à l'orientation Se Servir (H1c).

Hypothèse 2 : À leur tour, les orientations Servir la Cause et Se Servir de la cause devraient être associées aux conséquences organisationnelles intragroupes. Plus spécifiquement, l'orientation Servir la Cause devrait faciliter les comportements organisationnels citoyens (H2a) ainsi que protéger des comportements contreproductifs au travail (H2b). Quant à elle, l'orientation Se Servir devrait être associée positivement aux comportements contreproductifs (H2c) et, plus faiblement, aux comportements citoyens au travail (H2d).

Hypothèse 3 : Les orientations Servir la Cause et Se Servir de la cause devraient aussi être associées aux conséquences personnelles. Plus spécifiquement, l'orientation Servir la Cause devrait être associée positivement au bien-être psychologique (H3a) et négativement à l'intérêt pour les récompenses extrinsèques (H3b). Quant à elle, l'orientation Se Servir devrait être associée positivement à l'intérêt pour les récompenses extrinsèques (H3c) et, plus faiblement, au bien-être psychologique (H3d).

**CHAPITRE 2**  
**ARTICLE 1**

When Passion for a Cause Hurts the Cause: The Role of Passion and Social Value Orientations in  
Intergroup Resource Allocation

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## RÉSUMÉ EN FRANÇAIS DE L'ARTICLE 1

L'Article 1 avait pour objectif général d'examiner le rôle de la passion dans un comportement intergroupe précis, c'est-à-dire l'allocation de ressources entre l'endogroupe et l'exogroupe. Il visait également à investiguer le rôle médiateur des orientations des valeurs sociales dans cette relation. Trois études transversales ont été conduites afin de réaliser ces objectifs. La première étude a permis d'explorer les effets de la passion sur l'allocation de ressources entre l'endogroupe et l'exogroupe. La deuxième étude avait pour but de reproduire les résultats de l'Étude 1 et d'investiguer le rôle médiateur des orientations des valeurs sociales mesurées en *général*, c'est-à-dire dans la vie en général et sans contexte précis. Enfin, la dernière étude visait à reproduire les résultats des deux premières études en examinant toutefois le rôle médiateur des orientations des valeurs sociales *spécifiques* à l'engagement dans la cause et en contrôlant les effets de la désirabilité sociale.

L'Étude 1 avait pour objectif d'investiguer le rôle de la passion dans l'allocation de ressources entre l'endogroupe et l'exogroupe. Il a été proposé que la PO serait positivement associée à l'allocation de plus de ressources à l'endogroupe qu'à l'exogroupe (biais pro-endogroupe; Tajfel, 1974), ce qui résulterait à moins de ressources totales allouées à la cause, alors que la PH serait associée à l'allocation de plus de ressources à l'exogroupe qu'à l'endogroupe (biais pro-exogroupe), ce qui maximiserait les ressources totales allouées à la cause. Les participants étaient 211 individus engagés dans une cause. Ils ont été recrutés via la plateforme en ligne Amazon Mechanical Turk à l'aide d'une annonce ciblant les gens oeuvrant pour une cause. Ils ont complété un questionnaire en ligne comprenant une échelle mesurant la passion (Échelle de la Passion; Marsh et al., 2013; Vallerand et al., 2003) et une tâche d'allocation intergroupe de ressources. Les résultats d'une analyse acheminatoire ont révélé des indices d'adéquation satisfaisants :  $\chi^2 = 3.29$ ,  $df = 4$ ,  $p = .511$ ; RMSEA = .00 [.00, .10],  $p = .728$ ; CFI = 1.00; TLI = 1.00; SRMR = .03. Tel qu'attendu, la PO était positivement liée à un biais pro-endogroupe ( $\beta = .31$ ,  $p < .001$ ) et la PH, à un biais pro-exogroupe ( $\beta = .27$ ,  $p < .001$ ).

L'Étude 2 avait pour but de reproduire les relations entre la passion et l'allocation de ressources obtenues dans l'Étude 1 et d'examiner le rôle médiateur des orientations des valeurs sociales mesurées en général. Il a été postulé que la PO serait positivement associée à l'orientation pro-soi en général et négativement liée à l'orientation prosociale en général, tandis que les relations inverses seraient observées avec la PH. À leur tour, les orientations pro-soi et prosociale en général seraient positivement liées, respectivement, aux biais pro-endogroupe et pro-exogroupe. Les participants étaient 244 individus engagés dans une cause. Ils ont été recrutés via la plateforme en ligne Amazon Mechanical Turk à l'aide de la même annonce que celle utilisée dans l'Étude 1. Ils ont complété un questionnaire en ligne comprenant des échelles mesurant la passion (Échelle de la Passion; Marsh et al., 2013; Vallerand et al., 2003) et les orientations des valeurs sociales en général (échelle auto-rapportée créée pour cette étude). Ils ont également réalisé la même tâche d'allocation intergroupe de ressources que celle utilisée dans l'Étude 1. Les résultats d'une analyse acheminatoire ont montré des indices d'adéquation satisfaisants :  $\chi^2 = 15.57$ ,  $df = 10$ ,  $p = .113$ ; RMSEA = .05 [.00, .09],  $p = .480$ ; CFI = .98; TLI = .96; SRMR = .03. La PO était positivement liée à l'orientation pro-soi en général ( $\beta = .52$ ,  $p < .001$ ) et négativement liée à l'orientation prosociale en général ( $\beta = -.18$ ,  $p = .001$ ). Quant à elle, la PH était

positivement associée à l'orientation prosociale en général ( $\beta = .55, p < .001$ ) et négativement liée à l'orientation pro-soi en général ( $\beta = -.19, p = .012$ ). À leur tour, les orientations pro-soi et prosociale mesurées en général étaient positivement liées, respectivement, à un biais pro-endogroupe ( $\beta = .21, p < .001$ ) et à un biais pro-exogroupe ( $\beta = .28, p < .001$ ). Les résultats non standardisés d'analyses par « bootstrap » ont indiqué que l'orientation pro-soi en général médiait significativement la relation entre la PO et le biais pro-endogroupe, .11 (95% IC = .05 à .19,  $p = .003$ ) et entre la PH et le biais pro-endogroupe, -.06 (95% IC = -.11 à -.02,  $p = .011$ ). Quant à elle, l'orientation prosociale en général médiait significativement la relation entre la PH et le biais pro-exogroupe, .21 (95% IC = .12 à .31,  $p < .001$ ) et entre la PO et le biais pro-exogroupe, -.05 (95% IC = -.09 à -.02,  $p = .002$ ).

Enfin, l'Étude 3 visait à reproduire les résultats de l'Étude 2 en examinant le rôle médiateur des orientations des valeurs sociales spécifiques à l'engagement dans la cause et en contrôlant les effets de la désirabilité sociale. Les hypothèses émises étaient les mêmes que celles de l'Étude 2. Les participants étaient 288 travailleurs oeuvrant auprès d'organismes sans but lucratif et promouvant une cause. Ils ont été recrutés via la plateforme en ligne Amazon Mechanical Turk à l'aide d'une annonce ciblant les travailleurs d'organismes sans but lucratif et investis dans une cause. Les participants ont complété un questionnaire en ligne comprenant des échelles mesurant la passion (Passion Scale; Marsh et al., 2013; Vallerand et al., 2003) et les orientations des valeurs sociales spécifiques à l'engagement dans la cause (même échelle que celle utilisée dans l'Étude 2, mais modifiée pour être spécifique à la cause mentionnée par les participants). Ils ont également exécuté la même tâche d'allocation intergroupe de ressources que celle utilisée dans les Études 1 et 2 et ils ont complété la version courte de l'échelle de désirabilité sociale (Crowne & Marlowe, 1960; Reynolds; 1982). Les résultats d'une analyse acheminatoire ont montré des indices d'adéquation satisfaisants :  $\chi^2 = 24.37, df = 12, p = .018$ ; RMSEA = .06 [.02, .09],  $p = .283$ ; CFI = .97; TLI = .93; SRMR = .04. La PO était positivement liée à l'orientation pro-soi spécifique ( $\beta = .54, p < .001$ ) et négativement associée à l'orientation prosociale spécifique ( $\beta = -.15, p = .001$ ). Quant à elle, la PH était positivement liée à l'orientation prosociale spécifique ( $\beta = .59, p < .001$ ) et négativement liée à l'orientation pro-soi spécifique ( $\beta = -.14, p = .013$ ). À leur tour, les orientations pro-soi et prosociale spécifiques à l'engagement dans la cause étaient positivement liées, respectivement, à un biais pro-endogroupe ( $\beta = .35, p < .001$ ) et à un biais pro-exogroupe ( $\beta = .33, p < .001$ ). De plus, la désirabilité sociale était positivement liée à l'orientation prosociale spécifique ( $\beta = .15, p = .001$ ) et négativement liée à l'orientation pro-soi spécifique ( $\beta = -.17, p = .001$ ). Les résultats non standardisés d'analyses par « bootstrap » ont révélé que l'orientation pro-soi spécifique médiait significativement les relations entre la PO et le biais pro-endogroupe, .18 (95% IC = .12 à .25,  $p < .001$ ), entre la PH et le biais pro-endogroupe, -.07 (95% IC = -.13 à -.01,  $p = .022$ ) et entre la désirabilité sociale et le biais pro-endogroupe, -.08 (95% IC = -.13 à -.04,  $p = .002$ ). Quant à elle, l'orientation prosociale spécifique médiait significativement les relations entre la PH et le biais pro-exogroupe, .27 (95% IC = .16 à .41,  $p < .001$ ), entre la PO et le biais pro-exogroupe, -.05 (95% IC = -.09 à -.02,  $p = .006$ ) et entre la désirabilité sociale et le biais pro-exogroupe, .06 (95% IC = .03 à .12,  $p = .004$ ).

Les résultats de ces trois études révèlent que la passion joue un rôle important dans l'allocation de ressources au plan intergroupe. Plus précisément, la PO, via une orientation pro-soi, favorise un biais pro-endogroupe qui nuit ultimement à la cause. Quant à elle, la PH, via une orientation prosociale, mène à un biais pro-exogroupe qui ultimement favorise la cause. Ces trois études

conduisent à des contributions importantes. Elles sont les premières à examiner le rôle de la passion dans l'allocation intergroupe de ressources. Les résultats obtenus offrent un appui au Modèle Dualiste de la Passion (Vallerand, 2015) postulant les effets plus néfastes de la PO (versus la PH) au plan intergroupe. Ils montrent également que les orientations des valeurs sociales médient la relation entre la passion et l'allocation intergroupe de ressources.

## Abstract

Three studies investigated the role of passion for a cause (e.g., for the environment) in resource allocation between one's own group (in-group) and another group working for the same cause (out-group). Resource allocation in all three studies was fixed and highly conservative such that choosing to favor the in-group over the out-group meant that *fewer* total resources were allocated to the cause, whereas choosing to allocate more resources to the out-group than the in-group led to *more* total resources being allocated to the cause. Results of Study 1 ( $N = 211$ ) showed that obsessive passion (OP) was related to resource allocation favoring the in-group over the out-group (and consequently harming the cause), while harmonious passion (HP) was associated with favoring the out-group over one's own group (and thus promoting the cause). Results from Study 2 ( $N = 244$ ) replicated and extended these findings by showing that a general *proself* social value orientation (SVO) mediated the relationship between OP and resource allocation favoring one's own group over the out-group (and thus hurting the cause). Conversely, a general *prosocial* SVO mediated the relationship between HP and resource allocation favoring the out-group at the expense of one's group (and promoting the cause). Results from Study 3 ( $N = 288$ ) replicated the findings of Study 2 using SVOs specific to the cause. These findings are the first to bring the passion construct into the intergroup and resource allocation literature. They have a number of implications for intergroup theory and research.

Keywords: passion, cause, social value orientations, in-group favoritism, resource allocation

## When Passion for a Cause Hurts the Cause: The Role of Passion and Social Value Orientations in Intergroup Resource Allocation

It is usually expected that individuals passionate for a cause should be highly motivated to promote that cause. However, imagine the following situation. Claudia is a pediatrician at a Doctors without Borders medical facility abroad. She is also in charge of allocating funds to the different departments of her medical facility. Claudia is passionate about providing the best health care possible at the medical facility and she also wants the best for her pediatric medical team. When allocating the funds, she finally decides to allocate most of the money to her department (pediatrics). Although her department gets recognition as being the most effective, Claudia's decision leaves the doctors from other departments with fewer resources to treat their patients. This situation results in a medical facility providing less effective health services overall.

As you can see in this example, at times, passion for a cause may hurt the very cause people are passionate about. Like Claudia in the example above, people may be so passionate for their cause that they end up favoring their own group (in-group) at the expense of other groups (out-groups) working for the same cause. This refers to the well-known in-group favoritism effect (Tajfel, 1970). In situations such as the one presented above, by favoring their own group, people end up hurting the very cause they want to promote. However, not all passionate individuals seem to favor the in-group. Indeed, we all know people who are willing to fairly share resources with out-groups so that, in the end, the common cause can thrive. Thus, how can we explain these different behaviors displayed by passionate people? And what are the processes that lead passion to affect such intergroup behaviors? This is what this research aims to investigate.

### 2.1 The Dualistic Model of Passion

Passion is defined as a strong proclivity towards an activity (e.g., work, a sport, or even a cause) that one loves, values, finds meaningful, to which one devotes a significant amount of time and energy, and that is part of one's identity (Vallerand, 2015). According to the Dualistic Model of Passion (DMP; Vallerand, 2010, 2015), there are two types of passion: obsessive and harmonious. Both types differ in how the passionate activity (i.e., the cause) has been internalized

into people's identity. An obsessive passion (OP) emerges from a controlled internalization of the beloved activity into people's identity. With this type of internalization, the involvement in the activity is attached to contingencies such that people's self-esteem depends on their performance in the activity (Mageau et al., 2011) and thus, their engagement is more self-defensive (Lafrenière et al., 2011, 2013). OP is associated with an uncontrollable urge to engage in the beloved activity leading to a rigid persistence in the activity and conflicts with the other spheres of life (Chichekian & Vallerand, 2022; Vallerand et al., 2008a, Study 3).

On the other hand, a harmonious passion (HP) results from an autonomous internalization (Deci & Ryan, 2000; Vallerand et al., 2006). It means that individuals freely engage in the activity in a mindful and flexible fashion (St-Louis et al., 2018) because they like, or even love it, and not as the results of internal or external pressures (e.g., the need to be recognized; Vallerand, 2015). People's desire to get involved with the activity emanates from their authentic self and is non-defensive (Lafrenière et al., 2011). They are in control of their own involvement in the beloved activity and are able to maintain a balance between their favorite activity and the other spheres of their life (Vallerand, 2015).

Past research has revealed the differential role of the two types of passion in a number of outcomes. These studies have shown that OP is associated with some positive consequences (e.g., performance in the beloved activity; Vallerand et al., 2007, 2008b, Study 2; Verner-Filion et al., 2017, Study 2), but mostly with less adaptive and, at times, more harmful consequences than HP. Indeed, OP is related to negative emotions (Carbonneau et al., 2010, Study 2; Philippe et al., 2010), decreases in mental and physical health (St-Louis et al., 2016), risky behaviors (St-Louis et al., 2016; Vallerand et al., 2003, Study 3), and negative interpersonal relationships (e.g., Philippe et al., 2010). On other hand, HP predicts adaptive outcomes such as positive emotions (Carbonneau et al., 2010; Philippe et al., 2010; Vallerand et al., 2006, Study 2), subjective well-being (Carpentier et al., 2012; Rousseau & Vallerand, 2008; Schellenberg & Goudreau, 2020), physical health (St-Louis et al., 2016), adaptive cardiovascular responses (Vallerand et al., 2022), performance in one's favorite activity (Vallerand et al., 2007, 2008b, Study 2; Verner-Filion et al., 2017, Study 2), and good quality interpersonal relationships (Lafrenière et al., 2008, 2011; Philippe et al., 2010; Utz et al., 2012).

Although these findings are important and underline the role of passion at the intrapersonal and interpersonal levels, few studies have investigated the role of passion at the *intergroup* level. Among these few studies, some have examined intergroup behaviors with sport fans. Such research has shown that both OP and HP lead to respectful peaceful celebration of team victory during the Soccer World Cup, but only OP leads to negative behaviors (e.g., mockery) towards the fans of the other opposing team (Vallerand et al., 2008a). The other studies at the intergroup level were conducted with people having a passion for a certain ideology (religious or political). Results showed that OP generally leads to violent and extremist activism towards people holding opposing views (e.g., Bélanger et al., 2019; Rip et al., 2012), whereas HP, and sometimes OP, leads to peaceful activism (Bélanger et al., 2019; Gousse-Lessard et al., 2013; Rip et al., 2012). These studies have highlighted the more negative effects of OP, compared to HP, towards the out-group. However, no study has examined yet the role of passion in resource allocation between groups. This is what this research intends to do. We now turn to this issue.

## 2.2 Intergroup Behaviors

Social Identity Theory (SIT; Tajfel, 1981; Tajfel & Turner, 1979; Turner & Reynolds, 2010) posits that people define themselves and others in terms of social categories (i.e., social groups). Perceiving oneself as a member of social groups provides people with social identities. Social identity is the part of the individuals' self-concept that stems from the knowledge, value, and emotional significance of group membership (Tajfel, 1972). Thus, whereas personal identity refers to how people perceive their individuality, social identity refers to how they perceive the social groups they belong to (Haslam et al., 1999; Luthanen & Cocker, 1992; Oronato & Turner, 2004). People define and evaluate their social identities based on intergroup comparisons on dimensions that they value. In doing so, individuals are impelled to positively distinguish their in-group from the out-group to gain a positive social identity and a positive self-concept (Jordan et al., 2005; Lemyre & Smith, 1985; Tajfel, 1972, 1974). This drive to gain a positive social identity can lead to in-group favoritism (Turner, 1975). In-group favoritism refers to a tendency to evaluate more positively and to allocate more resources to the in-group members than the out-group members (Tajfel, 1970; Tajfel et al., 1971; Tajfel & Turner, 1979). Tajfel and his colleagues (1971; Tajfel, 1981) have identified the essential and sufficient conditions that foster in-group favoritism with the Minimal Group Paradigm (MGP; for a summary of the MGP's

conditions, see Bourhis et al., 1994). They found that the mere salience of social categorization leads to in-group favoritism in resource allocation. Such an effect has been recognized as a fundamental intergroup process and outcome.

Besides SIT, research has shown that social value orientations also influence how people allocate resources in a more nuanced way. Social value orientations (SVO) are defined as people's different tendencies when they evaluate and weight resource allocations between themselves and others (e.g., McClintock, 1972; Murphy et al., 2011). There are four major SVOs: competition, individualism, cooperation, and equality (Messick & McClintock; 1968; Van Lange, 1999). Competition is a focus on maximizing one's own gains over the gains of others. Individualism refers to a focus on maximizing one's own outcomes with few concerns for others' welfare. Cooperation is a focus on working with others towards common goals and maximizing joint outcomes (Argyle, 2013; Messick & McClintock, 1968). Equality is defined as a focus on reducing unfairness by minimizing the absolute differences between one's own and others' outcomes, even at one's own personal cost (Van Lange, 1999; Van Lange et al., 2007). These four orientations are usually measured using experimental and decomposed resource allocation games between oneself and another unknown person (Van Lange et al., 2007).

Together, competition and individualism are referred to as proself SVO (Van Lange, 1999), while cooperation and equality form the prosocial SVO. The proself SVO has been associated with more self-beneficial decisions (Van Dijk & De Cremer, 2006) and a tendency to take more resources for oneself compared to the prosocial SVO (Parks, 1994). On the other hand, the prosocial SVO has been related to cooperative behaviors (Balliet et al., 2009; Nauta et al., 2002; Pletzer et al., 2018) and to concerns for collective outcomes (Van Vugt et al., 1995) leading to a limited consumption of resources (Parks, 1994). Furthermore, prior research has investigated how in-group favoritism and social value orientations are related to each other. Results of two studies have shown that increases in prosocial SVO (vs. proself SVO) are related to decreases in in-group favoritism (Fiedler et al., 2018; Thielmann & Böhm, 2016). Prosocial SVO (vs. proself SVO) is positively linked to a willingness to maximize both the in-group's and the out-group's welfare. Moreover, when benefiting the in-group implies harming the out-group, the link between



prosocial SVO and contribution to the in-group's benefits disappears (Thielmann & Böhm, 2016).

### 2.3 The Present Research: Passion, Social Value Orientations, and Intergroup Resource Allocation

Research has uncovered that people are typically passionate for the cause that they promote (e.g., 82.4% to 96.4% of people deemed passionate in past samples; Gousse-Lessard et al., 2013; Rip et al., 2012; St-Louis et al., 2016). Thus, passion for a cause matters. As mentioned previously, no research has examined yet the role of passion in resource allocation between groups of individuals passionate for a cause. Research suggests that OP should undermine positive intergroup behaviors and resource allocation, while HP should facilitate them. Indeed, past studies have shown that OP is related to negative outcomes at the intergroup level, such as mockery (Vallerand et al., 2008a) and violent behaviors (Bélanger et al., 2019; Rip et al., 2012) towards people of a rival group, while the opposite patterns are observed with HP.

Such differential behaviors may be due to a possible association between OP and a proself SVO and between HP and a prosocial SVO. Indeed, research reveals that OP is more ego-invested as shown by positive relationships with self-enhancement (Lafrenière et al., 2013) and a contingent self-esteem (Mageau et al., 2011). In addition, studies have shown that OP is negatively related or unrelated to the quality of relationships with team members (Lafrenière et al., 2008, Philippe et al., 2010, Utz et al., 2012) and unrelated to team cohesion (Philippe et al., 2014; slightly positive relationship in Paradis et al., 2012), cooperative actions (Lafrenière et al., 2008, Study 1), and interpersonal helping (Ho et al., 2018).

On the other hand, HP should be positively associated with prosocial SVO. Indeed, studies have shown that HP is positively related to good quality relationships with team members (e.g., Lafrenière et al., 2008, 2011; Philippe et al., 2010; Utz et al., 2012), high team cohesion (Paradis et al., 2012; Philippe et al., 2014), cooperative actions (Lafrenière et al., 2008, Study 1), and interpersonal helping (Brazilian sample only; Ho et al., 2018). Furthermore, with HP, the engagement in the cause is not ego-invested (Mageau et al., 2011).

In line with the above, there were two goals to this research. First, in three studies, we examined for the first time the role of passion in a specific type of intergroup behaviors, namely resource allocation between the in-group and the out-group. More precisely, we investigated the role of passion for a cause in people's allocation of resources to their own group (in-group) and another group (out-group) both working for the same cause. Resource allocation in all three studies was fixed and highly conservative such that a preference for favoring the in-group over the out-group (in-group favoritism) meant that *fewer* total resources were allocated to the cause. Conversely, a preference for allocating more resources to the out-group over the in-group (out-group favoritism) led to *more* total resources being allocated to the cause. Therefore, if the *degree* of passion for the cause (from low to high) is the main factor in resource allocation, then high levels of passion for the cause should tilt towards the allocation of more resources to the out-group because it results in more resources allocated to the beloved cause. However, if the *type* of passion matters (OP versus HP), we suspect that OP should be associated with a preference for allocating more resources to the in-group than the out-group (in-group favoritism) even if it leads to fewer total resources being allocated to the cause, whereas HP should lead to the opposite behavior. Therefore, in-group favoritism should only occur with OP and, in this case, it would mean that being obsessively passionate for the cause would end up hurting the cause. This basic effect of OP and HP on resource allocation between the in-group and the out-group was assessed in this fashion in all three studies.

The second goal of this research was to assess the role of SVOs as mediators between passion and resource allocations. In line with past research (e.g., Thielmann & Böhm, 2016), we proposed that SVOs are some of the key psychological processes orienting passionate people in their resource allocation preferences. Specifically, we investigated the mediating role of SVOs in Studies 2 and 3. In Study 2, SVOs were assessed using a general measure, whereas in Study 3, SVOs were made specific to the cause. It was hypothesized that OP and HP should positively predict proself and prosocial SVOs, respectively. In turn, the proself SVO should positively predict the allocation of more resources to the in-group than the out-group (in-group favoritism) resulting in fewer resources allocated to the cause. On the other hand, prosocial SVO should positively predict a preference for resource allocations favoring the out-group over the in-group (out-group favoritism) resulting in more resources allocated to the cause.

## 2.4 Study 1

The aim of Study 1 was to investigate the role of passion for a cause in resource allocation preferences between the in-group and the out-group. To achieve this goal, participants who were passionate for a given cause were presented with six pairs of scenarios (see below) depicting resource allocation situations. Each pair of scenarios opposed (a) a scenario where choosing to favor the in-group over the out-group (in-group favoritism) meant that *fewer* total resources were allocated to the cause, and (b) a scenario where choosing to allocate more resources to the out-group than the in-group led to *more* total resources being allocated to the cause. Participants were asked to indicate their preference levels for each scenario. As mentioned previously, if only the degree of passion for the cause matters, then all participants should prefer to favor the out-group over the in-group as it was made clear in the scenarios that such choices led to more total resources for the cause. On the other hand, if the type of passion matters, then preferences should depend on the type of passion. In line with the previous reasoning, it was hypothesized that OP should be positively related to a preference for allocating more resources to the in-group than the out-group (even though it led to hurting the cause). Conversely, HP should be positively associated with a preference for allocating more resources to the out-group than the in-group so that, in the end, HP should maximize the resources allocated to the cause.

### 2.4.1 Method

#### 2.4.1.1 Participants and Procedures

Participants were 211 individuals promoting a cause (97 women, 114 men;  $M$  age = 35.72 years;  $SD$  age = 10.98 years) recruited via MTurk. From this sample, 33.72% of the participants were engaged in a cause related to the environment, 26.74% to social issues (e.g., justice, equality, against discrimination), 11.63% to humanitarian aid, 11.63% to safe behaviors awareness (e.g., drug or alcohol consumption, gun control, safe driving), 10.47% to health issues awareness, and 5.82% to another type of causes. They engaged in their cause on average 6.76 hours per week ( $SD$  = 10.43 hours) and they have been involved in their cause on average 7.39 years ( $SD$  = 8.50 years) at the time of the study. Overall, 83.89% of participants were considered as passionate with mean scores at the midpoint (4) or above on the 7-point passion criteria subscale (Vallerand, 2015, see below for more information on this subscale). Participation was voluntary and

participants completed the survey in exchange for monetary compensation. They provided consent prior to beginning the questionnaire. Then, they answered demographic questions and questions related to their cause, and they completed the Passion scale and the resource allocation task.

#### 2.4.1.2 Measures

**Demographic Questions.** Participants answered questions about their gender, age, and they indicated where they lived.

**Passion for a Cause.** Participants first indicated the type of cause they were involved in (e.g., environmental, humanitarian, health issues awareness). Then, they reported the number of hours they spent weekly on the cause and the number of years they have been involved in their cause. Next, they completed the Passion Scale (Marsh et al., 2013) adapted to measure people's passion for a cause (see St-Louis et al., 2016). This scale consists of three subscales assessing OP (6-item subscale; e.g., "I have almost an obsessive feeling for my cause";  $\alpha = .90$ ), HP (6-item subscale; e.g., "My cause is in harmony with the other activities in my life";  $\alpha = .88$ ), and the passion criteria (5-item subscale; e.g., "My cause is important for me";  $\alpha = .85$ ). Items are rated on a 7-point scale ranging from 1 = *do not agree at all* to 7 = *very strongly agree*. A mean score was calculated for each subscale. The Passion Scale has shown high levels of validity and reliability (Cronbach's alphas of .75 and above; Vallerand, 2015). Furthermore, this scale is largely invariant for gender, language, and type of activities (Marsh et al., 2013; Vallerand et al., 2003; Vallerand & Rahimi, 2022).

**Resource Allocation Task.** Participants first read the instructions of the task (see Appendix A of the dissertation for the instructions and the task). They were told that they have been chosen to be a representative of a group working for the cause they are passionate about. As the representative of their group, they had to choose how to allocate resources between their group and another group promoting the "same cause" as them and "working as hard and as well" as their group. This information was given so that the other group would appear no different than the participants' group. Instruction clearly informed participants that in each scenario, the amount of resources allocated to their group and the other group would be summed to equal the total amount

of resources allocated to the promotion of their cause. Then, participants were presented with six pairs of resource allocation scenarios inspired by Tajfel's matrices (see Bourhis et al., 1994). Each pair of scenarios opposed two different scenarios that we will name "scenario A" and "scenario B". "A" scenarios represented situations where choosing to favor the in-group over the out-group (in-group favoritism) meant that *fewer* total resources were allocated to the cause. "B" scenarios represented situations where choosing to allocate more resources to the out-group than the in-group led to *more* total resources being allocated to the cause. The order of the scenarios was counterbalanced so that half the scenarios favoring the in-group over the out-group ("A" scenarios) were presented first and half the scenarios favoring the out-group over the in-group ("B" scenarios) were presented first. The resources to be allocated were (a) volunteers, (b) volunteers' hours, and (c) money to help organize an awareness week or an advertising campaign promoting participants' cause (for more details on the task and the scenarios, see Appendix A). After reading each pair of scenarios, participants answered the following questions "To what extent would you prefer scenario A (vs scenario B)?" and "To what extent would you prefer scenario B (vs scenario A)?" using a 7-point Likert scale (1 = *not at all* to 7 = *very strongly*). A mean score named "In-group favoritism" was created from the answers to the 6 questions concerning the "A" scenarios ("To what extent would you prefer scenario A (vs scenario B)?" ). In addition, a mean score named "Out-group favoritism" was created from the answers to the 6 questions concerning the "B" scenarios ("To what extent would you prefer scenario B (vs scenario A)?" ). The internal consistency was good for each set of scenarios ("A" scenarios  $\alpha = .91$ ; "B" scenarios  $\alpha = .91$ ).

## 2.4.2 Results and Discussion

### 2.4.2.1 Preliminary Analyses

There were no missing values in the data set. Box plots and Mahalanobis distances at the critical chi-square value at  $p = .001$  uncovered, respectively, that there were no univariate and no multivariate outliers. Inspection of skewness indices for all variables showed that the variables were normally distributed ( $|\text{skewness}| < 1$ ). Moreover, as shown by bivariate scatterplots and residual plots, all variables were related to each other in a linear manner. In addition, variables revealed no multicollinearity ( $\text{VIF} < 5$ ). For descriptive statistics and correlations among all variables, see Table 2.1.

### 2.4.2.2 Main Analyses

To test the model, a path analysis was conducted using Mplus software version 8.6 (Muthén & Muthén, 1998-2017) with the full information maximum likelihood (ML) estimator. The path analyses of all three studies were conducted using the same software. Paths were drawn according to the hypotheses presented above. The number of hours per week participants engaged in their cause was also included in the model to control for their degree of engagement in their cause. Covariances among the exogenous variables (OP, HP, and hours per week involved in the cause) and among the error terms of the endogenous variables (preferences for resource allocation) were estimated by default.

Results revealed that the hypothesized model had an excellent fit to the data,  $\chi^2 = 3.29$ ,  $df = 4$ ,  $p = .511$ ; RMSEA = .00 [.00, .10],  $p = .728$ ; CFI = 1.00; TLI = 1.00; SRMR = .03. The standardized solutions are presented in Figure 2.1. Results showed that OP was positively related to in-group favoritism ( $\beta = .31$ ,  $p < .001$ ) and thus, fewer resources to the cause. Conversely, HP was positively related to out-group favoritism ( $\beta = .27$ ,  $p < .001$ ) and thus, more total resources allocated to the cause. The number of hours per week individuals were involved in their cause was unrelated to the endogenous variables. The model explained 9.8% of the variance in in-group favoritism and 7.4% of the variance in out-group favoritism. For the unstandardized and standardized parameter estimates as well as the standard errors of all paths, see Table 2.2.

In sum, the present findings confirmed the differential role of OP and HP in resource allocations between the in-group and the out-group. Specifically, OP predicted in-group favoritism, thereby, leading to fewer total resources for the cause. On the other hand, HP led to out-group favoritism, thus leading to more resources allocated to the cause. These results are in line with the DMP (Vallerand, 2015) and previous studies (e.g., Bélanger et al., 2019; Rip et al., 2012) showing that OP is related to maladaptive intergroup behaviors, whereas it is the opposite with HP.

## 2.5 Study 2

The results of Study 1 unveiled the differential role of OP and HP in resource allocation preferences between the in-group and the out-group. However, these findings did not focus on the underlying processes mediating these effects. Thus, Study 2 aimed at replicating and extending

the findings of Study 1 by examining the mediating role of general SVOs in these relationships. It was expected that OP should be positively associated with a general proself SVO and negatively associated with a general prosocial SVO, whereas HP should be positively related to a general prosocial SVO and negatively related to a general proself SVO. In turn, a general proself SVO was expected to be positively related to in-group favoritism, whereas a general prosocial SVO was expected to be positively linked with out-group favoritism.

## 2.5.1 Method

### 2.5.1.1 Participants and Procedures

Participants were 244 Americans promoting a cause (122 women, 120 men, 2 unspecified) recruited via MTurk. Participants had a mean age of 40.62 years old ( $SD = 11.42$  years). In addition, 31.56% of the participants were engaged in a cause related to social issues, 29.51% to the environment, 13.11% to health issues awareness, 9.84% to humanitarian aid, 7.79% to safe behaviors awareness, and 8.19% to another type of cause. They engaged in their cause on average 6.11 hours per week ( $SD = 8.45$  hours) and they have been involved in their cause on average 10.50 years ( $SD = 9.64$  years) at the time of the study. Overall, 82.38% of participants were deemed passionate. Participation was voluntary and participants completed the questionnaire in exchange for monetary compensation. After providing consent, they answered demographic questions and questions related to their cause. Next, they completed scales assessing their passion for a cause and their general SVOs, and they executed the resource allocation task.

### 2.5.1.2 Measures

The questionnaire included the demographic questions, the questions related to the cause, the Passion Scale (OP subscale  $\alpha = .91$ , HP subscale  $\alpha = .90$ , and passion criteria subscale  $\alpha = .86$ ; Vallerand et al., 2003), and the resource allocation task (“A” scenarios  $\alpha = .91$ ; “B” scenarios  $\alpha = .91$ ) mentioned previously in Study 1. It also included the following scale.

**General Self-Reported SVO Scale.** Because no self-reported scale exists to measure SVOs (Van Lange et al., 2007), we generated 12 items to assess the general proself SVO and 12 items to assess the general prosocial SVO. Examples of the General Proself SVO subscale are “In general, I am concerned with maximizing my own payoff relative to that of others” and “I am concerned

with maximizing my own payoff, regardless of the payoff of others”. These items were inspired by previous literature on individualism and competition (see Caporael et al., 1989; Gill & Deeter, 1988; Messick & McClintock, 1968). Examples of the General Prosocial SVO subscale are “I believe that one should always try to cooperate whenever possible” and “I always try to create situations where people are treated fairly”. These items were inspired by previous literature and scales on cooperation and equality (see Lu & Argyle, 1991; Van Lange, 1999, 2008). Participants indicated the extent to which they agreed with each item in their life “in general” on a 7-point scale (1 = *do not agree at all*, 7 = *very strongly agree*). All the items are presented in Appendix B. To examine the scale validity and to confirm its two-dimensionality, a confirmatory factor analysis (CFA) was conducted. The results showed that some items were highly covariant and had low loadings. Thus, we opted for data reduction. Two items were kept to measure each concept (individualism, competition, cooperation, and equity), resulting in two 4-item subscales : general proself SVO ( $\alpha = .86$ ) and general prosocial SVO ( $\alpha = .80$ ). A CFA using the maximum likelihood estimator with robust standard errors (MLR) to correct for the non-normality of the distribution of some items (e.g., skewness: -1.42) was conducted on these eight items. Results indicated that there were two distinct factors referring to the proself and prosocial orientations,  $\chi^2 = 40.06$ ,  $df = 18$ ,  $p = .002$ ; RMSEA = .07 [.04, .10],  $p = .113$ ; CFI = .97; TLI = .95; SRMR = .06, with a covariance between two items from the prosocial subscale. Both factors correlated negatively ( $r = -.26$ ,  $p = .002$ ). A mean score was calculated for each subscale.

## 2.5.2 Results and Discussion

### 2.5.2.1 Preliminary Analyses

There were no missing values in the data set. Box plots and Mahalanobis distances at the critical chi-square value at  $p = .001$  revealed no univariate outliers and two multivariate outliers. These two participants were kept in our analyses because their presence did not influence the results. All variables were normally distributed ( $|\text{skewness}| < 1$ ), thus the ML estimator was used in the main analysis. Furthermore, as shown by bivariate scatterplots and residual plots, all variables were related to each other in a linear manner. Moreover, variables revealed no multicollinearity ( $VIF < 5$ ). Descriptive statistics and bivariate correlations between all variables are presented in Table 2.3.



### 2.5.2.2 Main Analyses

A path analysis was conducted to test the posited model. Paths were drawn according to the hypotheses presented above. As in Study 1, we controlled for the number of hours per week participants engaged in their cause. Covariances among the exogenous variables (e.g., OP, HP, and number of hours per week involved in the cause) and among the error terms of the endogenous variables (general SVOs, preferences for resource allocation) were estimated.

The results showed that this model had a good fit to the data,  $\chi^2 = 15.57$ ,  $df = 10$ ,  $p = .113$ ; RMSEA = .05 [.00, .09],  $p = .480$ ; CFI = .98; TLI = .96; SRMR = .03. The standardized solutions are presented in Figure 2.2. OP was positively associated with a general proself SVO ( $\beta = .52$ ,  $p < .001$ ) and negatively related to a general prosocial SVO ( $\beta = -.18$ ,  $p = .001$ ), whereas HP was positively related to a general prosocial SVO ( $\beta = .55$ ,  $p < .001$ ) and negatively related to a general proself SVO ( $\beta = -.19$ ,  $p < .001$ ). In turn, a general proself SVO was positively related to in-group favoritism ( $\beta = .21$ ,  $p < .001$ ) and a general prosocial SVO was positively associated with out-group favoritism ( $\beta = .28$ ,  $p < .001$ ). The model explained 4.5% of the variance in in-group favoritism and 7.7% of the variance in out-group favoritism. For the unstandardized and standardized parameter estimates as well as the standard errors of all paths, see Table 2.4.

Using bootstrapping (10,000 samples, with 95% bias-corrected confidence intervals [CI]), indirect effects were explored to further test the mediating role of the general SVOs in the relationships between passion and resource allocation preferences. The unstandardized results indicated that a general proself SVO mediated the relationships between OP and in-group favoritism, .11 (95% CI = .05 to .19,  $p = .003$ ) and between HP and in-group favoritism, -.06 (95% CI = -.11 to -.02,  $p = .011$ ). On the other hand, a general prosocial SVO mediated the relationships between HP and out-group favoritism, .21 (95% CI = .12 to .31,  $p < .001$ ) and between OP and out-group favoritism, -.05 (95% CI = -.09 to -.02,  $p = .002$ ).

In sum, results of Study 2 replicated the findings of Study 1 and went further by identifying the psychological processes mediating the relationships between passion and resource allocation preferences, namely the SVOs. As expected, OP was associated with a general proself SVO that led to in-group favoritism. OP was also negatively related to a general prosocial SVO and its

positive effects on out-group favoritism. Ultimately, such mediating processes minimized the total amount of resources being allocated to the cause. Conversely, HP was positively associated with a general prosocial SVO that led to out-group favoritism, and was negatively related to general proself SVO and in-group favoritism. In the end, such mediating processes maximized the total amount of resources allocated to the cause.

## 2.6 Study 3

Study 2 unveiled that SVOs were some of the psychological processes mediating the relationships between passion and resource allocation preferences. There were three purposes to Study 3. First, we aimed at replicating the findings of Study 2. Second, we wanted to do so with SVOs assessed at the specific level, i.e., when one is involved in the cause. Indeed, to examine SVOs at the specific level of the cause provides a more refined analysis of the processes at play with respect to the cause at hand. Finally, we decided to control for the effect of participants' social desirability because the variables examined could be sensitive to participants' desire to present themselves in a favorable light (Bono et al., 2020). As in Study 2, it was hypothesized that OP should be positively related to specific proself SVO and negatively related to specific prosocial SVO. The opposite patterns were predicted with respect to HP. In turn, a specific proself SVO was hypothesized to be positively associated with in-group favoritism, whereas a specific prosocial SVO was expected to be positively related to out-group favoritism.

### 2.6.1 Method

#### 2.6.1.1 Participants and Procedures

Participants were 288 American workers from non-profit organizations promoting a cause (137 women, 150 men, and 1 non-binary) recruited via MTurk. Participants had a mean age of 38.18 years ( $SD = 11.35$  years). Furthermore, 26.74% of the participants worked for an organization promoting a cause related to the environment, 25% to humanitarian aid, 20.14% to social issues, 14.58% to health issues awareness, and 13.54% to another type of cause. They worked for their cause on average 12.57 hours per week ( $SD = 12.86$  hours) and they have been involved in their cause on average 6.22 years ( $SD = 5.79$  years). Overall, 91.67% of participants were considered passionate. Participants voluntarily completed the questionnaire in exchange for a monetary compensation. First, they provided their consent to participate in our study. Then, they answered

demographic questions and questions related to their cause. Next, they completed scales assessing their passion for a cause, their SVOs specific to their engagement in their cause, and they executed the resource allocation task. Finally, they completed a social desirability scale.

### 2.6.1.2 Measures

Once again, the questionnaire included the demographic questions, the questions related to the cause, and the Passion Scale (OP subscale  $\alpha = .90$ , HP subscale  $\alpha = .88$ , passion criteria subscale  $\alpha = .84$ ; Vallerand et al., 2003) used in Studies 1 and 2. It also included the self-reported SVO scale modified to relate specifically to participants' orientations when they engaged in the cause. More precisely, participants were asked to answer the SVO items "Generally, when I get involved with my cause". To be consistent with Study 2, we used the same eight items to assess proself SVO ( $\alpha = .85$ ) and prosocial SVO ( $\alpha = .83$ ) in the analyses below. A CFA using MLR (e.g., an item had a skewness of -1.27) confirmed the two-dimensionality of the scale,  $\chi^2 = 35.74$ ,  $df = 18$ ,  $p = .008$ ; RMSEA = .06 [.03, .09];  $p = .282$ ; CFI = .97; TLI = .96; SRMR = .05, with a covariance between the same two items from the prosocial subscale as in Study 2. Finally, the questionnaire comprised the resource allocation task ("A" scenarios  $\alpha = .90$ ; "B" scenarios  $\alpha = .89$ ) mentioned previously and a social desirability scale.

**Social Desirability.** The 13-item short form of the Marlowe-Crowne Social Desirability Scale (Crowne & Marlowe, 1960) as modified by Reynolds (1982) was used to measure participants' social desirability. Examples of items are "I'm always willing to admit it when I make a mistake" and "I am always courteous, even to people who are disagreeable". Participants indicated how true each statement was, as it pertains to them personally, on a 7-point Likert scale (1 = *not true at all*, 7 = *very true*). This scale has been shown to have acceptable reliability and validity (Reynolds, 1982). The scale had good internal consistency ( $\alpha = .87$ ).

## 2.6.2 Results and Discussion

### 2.6.2.1 Preliminary Analyses

There were no missing values in the data set. Box plots and Mahalanobis distances at the critical chi-square value at  $p = .001$  revealed no univariate outliers and two multivariate outliers. These participants were kept in our analyses because their presence did not influence the results.

Inspection of skewness indices showed that only the distribution of the specific prosocial SVO was slightly skewed (-1.22). Thus, MLR was used in the path analysis below to correct for the non-normality of the distribution of this variable. In addition, as shown by bivariate scatterplots and residual plots, all variables were related to each other in a linear manner. Variables revealed no multicollinearity ( $VIF < 5$ ). Descriptive statistics and correlations among all variables are presented in Table 2.5.

### 2.6.2.2 Main Analyses

The proposed model postulated that OP for a cause should be positively related to a proself SVO and negatively related to a prosocial SVO, both specific to one's involvement in the cause. On the other hand, the opposite patterns should be expected with HP for a cause. In turn, engaging in the cause with a proself SVO should be positively associated with in-group favoritism, while being involved in the cause with a prosocial SVO should be positively associated with out-group favoritism. Once again, we controlled for the number of hours per week participants engaged in their cause and we also controlled for participants' social desirability. To test this model, a path analysis was conducted and paths were drawn according to the hypotheses. Covariances among the exogenous variables (e.g., OP, HP, hours per week involved in the cause, and social desirability) and among the error terms of the endogenous variables (specific SVOs, preferences for resource allocation) were estimated.

The model had a good fit to the data,  $\chi^2 = 24.37$ ,  $df = 12$ ,  $p = .018$ ; RMSEA = .06 [.02, .09],  $p = .283$ ; CFI = .97; TLI = .93; SRMR = .04. The standardized solutions are presented in Figure 2.3. Results showed that OP was positively associated with a specific proself SVO ( $\beta = .54$ ,  $p < .001$ ) and negatively related to a specific prosocial SVO ( $\beta = -.15$ ,  $p = .001$ ), while HP was only positively related to a specific prosocial SVO ( $\beta = .59$ ,  $p < .001$ ) and negatively to a specific proself SVO ( $\beta = -.14$ ,  $p = .013$ ). In turn, being involved in the cause with a proself SVO was positively related to in-group favoritism ( $\beta = .35$ ,  $p < .001$ ), while engaging with the cause with a prosocial SVO was positively associated with out-group favoritism ( $\beta = .33$ ,  $p < .001$ ). In addition, social desirability was positively associated with a specific prosocial SVO ( $\beta = .15$ ,  $p = .001$ ), and negatively related to a specific proself SVO ( $\beta = -.17$ ,  $p = .001$ ). The number of hours per week one was invested in the cause was unrelated to any variables. The model explained 12%

of the variance in in-group favoritism and 11.2% of the variance in out-group favoritism. For the unstandardized and standardized parameter estimates as well as the standard errors of all paths, see Table 2.6.

To test the mediating role of specific SVOs, indirect effects were explored using bootstrapping (10,000 samples, with 95% bias-corrected confidence intervals [CI]). The ML estimator was used to estimate the bootstrapped confidence intervals since bootstrap is unavailable with MLR. The unstandardized results uncovered that being involved in the cause with a proself SVO mediated the relationships between OP and in-group favoritism, .18 (95% CI = .12 to .25,  $p < .001$ ), between HP and in-group favoritism, -.07 (95% CI = -.13 to -.01,  $p = .022$ ), and between social desirability and in-group favoritism, -.08 (95% CI = -.13 to -.04,  $p = .002$ ). On the other hand, engaging in the cause with a prosocial SVO mediated the relationships between HP and out-group favoritism, .27 (95% CI = .16 to .41,  $p < .001$ ), between OP and out-group favoritism, -.05 (95% CI = -.09 to -.02,  $p = .006$ ), and between social desirability and out-group favoritism, .06 (95% CI = .03 to .12,  $p = .004$ ).

Overall, the results of Study 3 replicated the findings of Study 2 on the differential resource allocation patterns found as a function of OP and HP while incorporating some additional elements. First, this study used specific SVOs tailored to the cause at hand. As in Study 2, the results of Study 3 revealed that OP was positively related to a specific proself SVO and negatively related to a specific prosocial SVO. Conversely, HP was positively related to a specific prosocial SVO and negatively related to a specific proself SVO. In turn, specific proself SVO predicted in-group favoritism and thus, in the end, fewer total resources were allocated to the cause. On the other hand, specific prosocial SVO led to out-group favoritism and, consequently more resources were allocated to the cause.

## 2.7 General Discussion

The present research had two main goals. First, we sought to examine for the first time the differential role of OP and HP in a specific type of intergroup behavior, namely resource allocation between the in-group and the out-group. Specifically, our goal was to investigate the role of passion in resource allocation preferences in a specific situation where the resources were

allocated between two groups promoting the same cause. The resource allocation situations were always the same and constructed so that favoring the in-group over the out-group (in-group favoritism) meant that *fewer* total resources were allocated to the cause, whereas a preference for favoring the out-group over the in-group (out-group favoritism) meant that *more* total resources were allocated to the cause. Thus, if the *degree* of passion for the cause (from low to high) matters the most in resource allocation, then high levels of passion should lead to more resources allocated to the out-group because it means more resources allocated to the cause. However, if the *type* of passion (OP versus HP) is the main factor, we should see the differential role of OP and HP in resource allocation. The second goal was to identify the psychological processes through which such preferences occur. We suggested that SVOs would be the mechanisms mediating the relationships between passion and resource allocation preferences. In Study 2, we investigated the role of SVOs at the general orientation level, while in Study 3 we opted for a more precise assessment of SVOs and examined them at the specific level, i.e., towards a specific cause.

Because of its more ego-invested nature (Mageau et al., 2011), we posited that OP should lead to more in-group favoritism and, thus, to fewer resources allocated to the out-group and ultimately to the cause. On the other hand, we hypothesized that HP should lead to more collective concerns and, thus, to a preference for resource allocations favoring the out-group over the in-group to maximize the amount of resources allocated to the cause. The results of all three studies confirmed those hypotheses. In light of the DMP (Vallerand, 2015) and the theories on SVOs (e.g., Messick & McClintock, 1968; Van Lange, 1999; Van Lange et al., 2007), we also posited that OP for a cause should lead to in-group favoritism through a positive link with proself SVO and impede out-group favoritism through a negative link with prosocial SVO. Conversely, HP for a cause should lead out-group favoritism (that ultimately favored the cause) through a positive link with prosocial SVO and protect against in-group favoritism through a negative link with proself SVO. The results of Studies 2 and 3 confirmed these hypotheses with SVOs at the general level (Study 2) and at the specific level of the cause (Study 3). These findings have important implications.

### 2.7.1 On the Role of Passion in Intergroup Resource Allocation

A first implication of our findings is that, in line with Tajfel et al. (1971), the in-group favoritism effect was alive and well with people passionate for a cause. However, the in-group favoritism effect was not invariably obtained: it depended on the type of passion at play. Indeed, the type of passion, rather than the degree of passion for the cause, mattered greatly in resource allocation preferences. Specifically, OP for a cause was positively associated with a preference for resource allocation displaying in-group favoritism even though such behavior meant that it undermined the cause that people were passionate about. It would thus appear that the in-group favoritism effect can be particularly strong. These findings are in line with SIT (Tajfel, 1981; Tajfel et al., 1971) that posits that the mere salience of social categorization leads to in-group favoritism and that people are ready to make sacrifices (i.e., put the cause aside) in an attempt to maximize the difference between the in-group and the out-group (Tajfel et al., 1971). These findings are also in accordance with past studies showing that OP can lead to ill-advised intergroup behaviors (see Vallerand et al., 2008a).

On the other hand, HP for a cause predicted out-group favoritism in the present settings presumably because such a preference led to the maximum amount of resources allocated to the cause. These findings are in direct contrast with SIT (Tajfel, 1981; Tajfel et al., 1971). It appears that people with a predominant HP were able to go against the in-group favoritism effect and favor the out-group for the greater social good, i.e., to benefit the cause. These results are in accordance with previous findings showing that HP is associated with positive intergroup behaviors (e.g., Rip et al., 2012; Vallerand et al., 2008a).

These findings are important because they show that the resource allocation between the in-group and the out-group does not invariably lead to in-group favoritism. It depends on the type of passion at hand. These findings are also important for the DMP (Vallerand, 2015) because they are the first to show that the quality of one's passionate involvement in the cause (obsessive or harmonious) can have major consequences on the in-group favoritism effect and how well a cause will fare with respect to the total resources it will receive. Indeed, in our resource allocation task, the in-group favoritism triggered by OP resulted in a diminution of the total amount of resources allocated to the cause. Thus, even though participants with a predominant OP were

passionate for the cause, they ended up hurting the very cause they were passionate about. These findings reflect what is often seen in real-life situations as in our introductory example where Claudia, the pediatrician, displayed in-group favoritism when allocating funds to the different medical facility departments. Because she was obsessively passionate for the cause, she favored her own group over the others even when such a choice hurt the cause and led the medical facility to be less effective overall. In sum, the role of passion in one's involvement in the cause, and the resulting consequences, can be crucial. Future research should look in more detail at the role of passion for a cause in resource allocation in natural settings.

### 2.7.2 Social Value Orientations and Resource Allocation

A second implication pertains to the identification of the SVOs as some of the key processes mediating the relationships between passion and resource allocation preferences. As hypothesized, the findings of Studies 2 and 3 uncovered that OP for a cause was positively related to proself SVO that, in turn, led to in-group favoritism. In addition, OP was also found to hinder prosocial SVO and its beneficial effects on the out-group resource allocations and, in the end, on the total amount of resources allocated to the cause. These results are consistent with previous findings on the construct of passion (Vallerand, 2015). Indeed, in line with its more ego-invested nature (Mageau et al., 2011), OP was positively related to a proself SVO. Furthermore, these results are also in accordance with the competition dimension of the SVOs and the SIT (Tajfel, 1981). Indeed, the SIT (Tajfel, 1981) posits that people generally maximize the difference between the in-group and the out-group (i.e., in-group favoritism) to gain a positive social identity and self-concept (Jordan et al., 2005; Lemyre & Smith, 1985; Tajfel, 1972, 1974). It is not surprising that people oriented towards themselves, such as people with a predominant OP, preferred to favor their own group because that may possibly enhance their social identity and their self-concept. Finally, our results showed that people with a predominant OP favored the in-group with little regards for the other group and the cause, which is in accordance with the individualism dimension of the proself SVO. In sum, because of their proself SVO, people with a predominant OP preferred to favor their own group even though it impeded the work of the other group promoting the same cause as them. In the end, such a strategy hurt the very cause they were passionate about.



On the other hand, HP for a cause was positively associated with a prosocial SVO that, in turn, led to out-group favoritism and, ultimately, to the promotion of the cause. HP also impeded proself SVO and its negative effects on resource allocation to the out-group and to the cause. These results are in accordance with studies showing that HP is associated with prosocial tendencies (e.g., team cohesion, Paradis et al., 2012; Philippe et al., 2014; cooperative actions, Lafrenière et al., 2008, Study 1; interpersonal helping, Ho et al., 2018) and unrelated to ego-invested structure (Mageau et al., 2011). Moreover, the positive link between prosocial SVO and out-group favoritism is in accordance with the findings showing that people with a prosocial SVO are willing to maximize the out-group's welfare, to cooperate with members of the out-group (Fiedler et al., 2018; Thielmann & Böhm, 2016), and to promote collective outcomes. Finally, through their prosocial SVO, people with a predominant HP focused on working towards a common goal (the promotion of the cause) and on maximizing joint outcomes (higher total amount of resources for the cause), both of which are consistent with the cooperation dimension of the prosocial SVO. In sum, through their prosocial SVO, people with a predominant HP preferred resource allocations that favored the out-group and propelled the cause.

### 2.7.3 Limitations and Future Research Directions

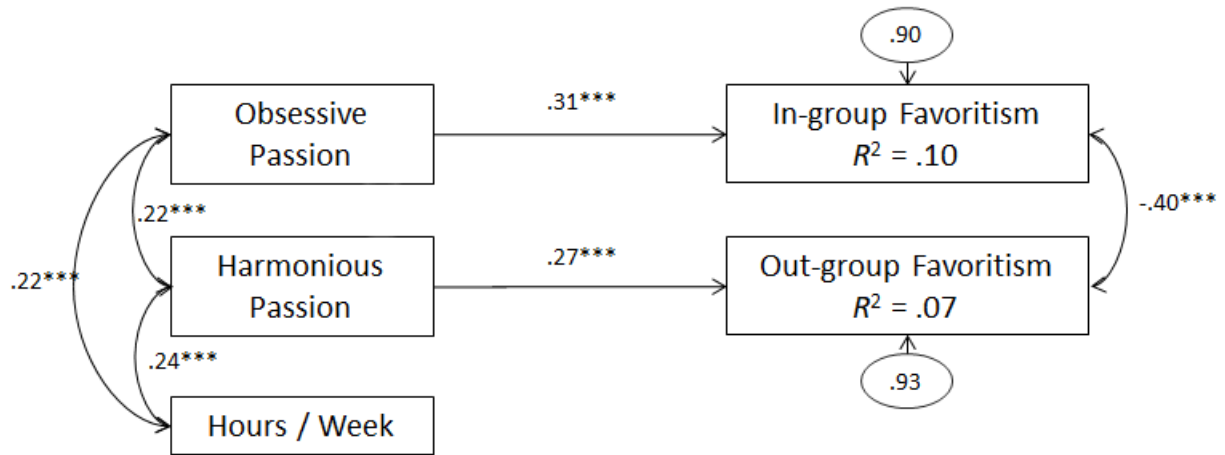
The present research has some limitations. First, all three studies used a correlational design, making it impossible to formulate causal interpretations of the relationships among the variables. However, many experimental studies have shown that inducing passion usually leads to the same processes and outcomes as using the Passion Scale (see Bélanger et al., 2019; Vallerand, 2015, pp. 82-84 for the exact procedures). Future research should use such a paradigm to clearly establish the directionality of the effects with intergroup outcomes. Secondly, the scenarios used in the present research were hypothetical in nature. Thus, future research should be conducted in natural settings to test if the present findings can be replicated in real life situations. Third, the resource allocation configuration that we used only represented two different types of fixed and conservative situations: scenarios in which favoring the in-group over the out-group (in-group favoritism) meant that *fewer* total resources were allocated to the cause and scenarios in which choosing to allocate more resources to the out-group than the in-group led to *more* total resources for the cause. Future research should use scenarios with different configurations to test the limit of the effects of OP and HP on in-group and out-group favoritism. At last, we used Amazon

Mechanical Turk (MTurk) for data collection in all studies. Research has shown that MTurk users closely approximated the general American population on several variables (broad cognitive ability, gender, and race), but they also differ on others (e.g., they are younger, less prosocial, more educated, and have lower incomes; Burnham et al., 2018; Hargittai & Shaw, 2020; Merz et al., 2020). Thus, future research should replicate this research using different samples to increase external validity. Regarding data quality, we used open-ended questions and instructional items (e.g., For this item, please select number 3 "slightly agree") which are highly sensitive to inattention and bot-like answers (Niessen et al., 2016). We also used MTurk "Approved Participants" which offer high data quality and replicate more reliably classic psychology effects (Hauser et al., 2022).

In sum, the present research uncovered that the type of passion matters greatly in resource allocation between groups. Specifically, OP, through a proself SVO, led to in-group favoritism even though such choice ended up hurting the cause. Conversely, HP, through a prosocial SVO, led to out-group favoritism and, in the end, to benefits for the cause. Future research is necessary to explore more thoroughly the interplay between passion for a cause, SVOs, and resource allocation in natural settings.

Figure 2.1

Results of the Path Analysis of Study 1

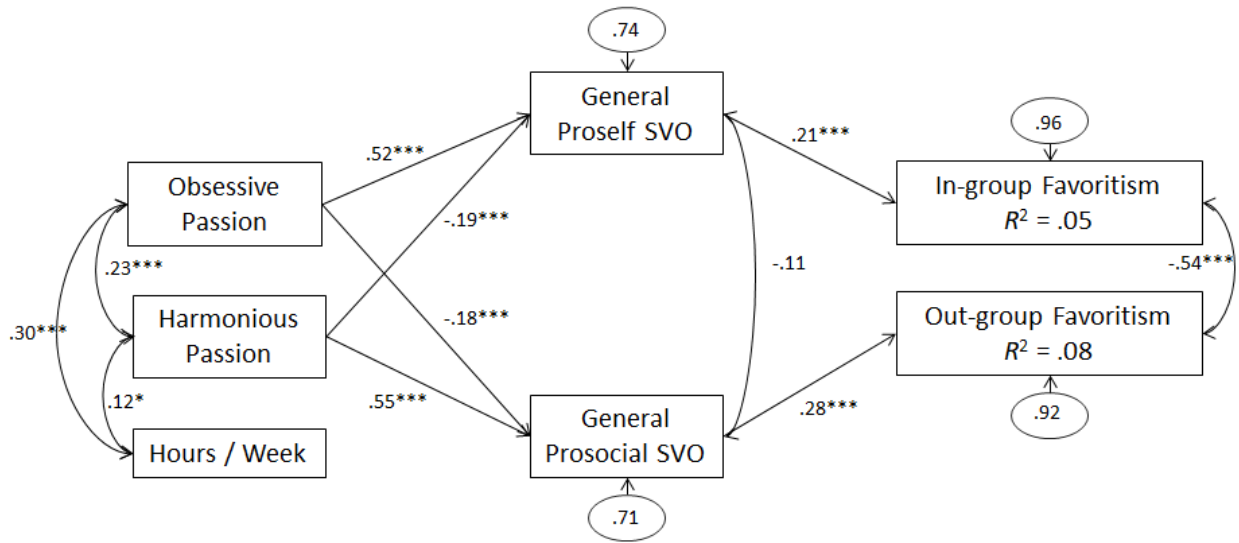


Note.  $N = 211$ . Standardized path coefficients are presented.

\*\*\* $p < .001$ .

Figure 2.2

Results of the Path Analysis of Study 2

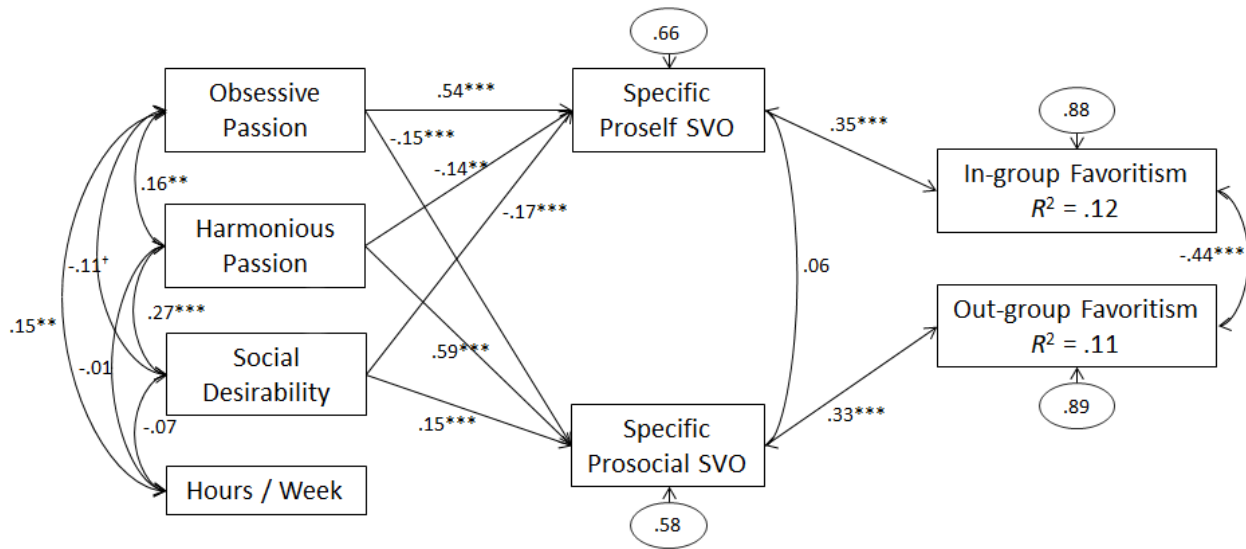


Note.  $N = 244$ . Standardized path coefficients are presented. SVO = social value orientations.

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

Figure 2.3

Results of the Path Analysis of Study 3



Note.  $N = 288$ . Standardized path coefficients are presented. SVO = social value orientations.

†  $p < .10$ . \*\*  $p < .01$ . \*\*\*  $p < .001$ .

Tableau 2.1

## Descriptive Statistics and Correlations for Study Variables (Study 1)

Variable	<i>M (SD)</i>	1	2	3	4
1. OP	3.07 (1.58)	—			
2. HP	5.06 (1.16)	.22**	—		
3. In-Group Favoritism	3.77 (1.51)	.32***	.12 <sup>†</sup>	—	
4. Out-Group Favoritism	4.92 (1.44)	.04	.25***	-.34***	—
5. Hours / Week	6.76 (10.43)	.23***	.24***	.18**	.01

*Note.*  $N = 211$ . OP = obsessive passion for a cause; HP = harmonious passion for a cause.

<sup>†</sup> $p < .10$ . \* $p < .05$ . \*\* $p < .01$ . \*\*\*  $p < .001$ .

Tableau 2.2

Results of the Unstandardized and Standardized Parameter Estimates, Standard Errors of the Direct Paths Between Passion and In-Group and Out-Group Favoritism (Study 1)

	<i>B</i>	<i>SE B</i>	$\beta$
OP → In-Group Favoritism	.30	.06	.31***
HP → Out-Group Favoritism	.34	.08	.27***

*Note.* *N* = 211. OP = obsessive passion for a cause; HP = harmonious passion for a cause.

\*\*\*  $p < .001$ .

Tableau 2.3

## Descriptive Statistics and Correlations for Study Variables (Study 2)

Variable	<i>M (SD)</i>	1	2	3	4	5	6
1. OP	2.77 (1.54)	—					
2. HP	5.33 (1.14)	.23**	—				
3. General Proself SVO	2.99(1.55)	.48***	-.07	—			
4. General Prosocial SVO	5.62 (1.08)	-.06	.51***	-.21***	—		
5. In-Group Favoritism	3.98 (1.55)	.16*	.11 <sup>†</sup>	.22***	-.02	—	
6. Out-Group Favoritism	4.73 (1.57)	.06	.16*	-.06	.27***	-.52***	—
7. Hours / Week	6.11 (8.45)	.30***	.12 <sup>†</sup>	.17**	-.03	-.004	.10

*Note.*  $N = 244$ . OP = obsessive passion for a cause; HP = harmonious passion for a cause; SVO = social value orientations.

<sup>†</sup> $p < .10$ . \* $p < .05$ . \*\* $p < .01$ . \*\*\*  $p < .001$ .



Tableau 2.4

Results of the Unstandardized and Standardized Parameter Estimates, Standard Errors of the Paths Between the Variables (Study 2)

	<i>B</i>	<i>SE B</i>	$\beta$
OP → General Proself SVO	.52	.06	.52***
OP → General Prosocial SVO	-.13	.04	-.18***
HP → General Prosocial SVO	.52	.05	.55***
HP → General Proself SVO	-.26	.07	-.19***
General Proself SVO → In-Group Favoritism	.21	.06	.21***
General Prosocial SVO → Out-Group Favoritism	.40	.08	.28***

*Note.*  $N = 244$ . OP = obsessive passion for a cause; HP = harmonious passion for a cause; SVO = social value orientations.

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

Tableau 2.5

## Descriptive Statistics and Correlations for Study Variables (Study 3)

Variable	<i>M (SD)</i>	1	2	3	4	5	6	7
1. OP	3.01 (1.51)	—						
2. HP	5.48 (1.04)	.16**	—					
3. Specific Proself SVO	3.01 (1.63)	.53***	-.10	—				
4. Specific Prosocial SVO	5.68 (1.11)	-.07	.61***	-.14*	—			
5. In-Group Favoritism	3.64 (1.51)	.35***	.03	.38***	-.05	—		
6. Out-Group Favoritism	5.24 (1.42)	-.11 <sup>†</sup>	.26***	-.12*	.34***	-.43***	—	
7. Social Desirability	4.58 (1.15)	-.11 <sup>†</sup>	.27***	-.27***	.33***	-.01	.16**	—
8. Hours / Week	12.57 (12.86)	.15**	-.01	.03	-.11 <sup>†</sup>	.06	-.10 <sup>†</sup>	-.07

*Note.*  $N = 288$ . OP = obsessive passion for a cause; HP = harmonious passion for a cause; SVO = social value orientations.

<sup>†</sup> $p < .10$ . \* $p < .05$ . \*\* $p < .01$ . \*\*\*  $p < .001$ .

Tableau 2.6

Results of the Unstandardized and Standardized Parameter Estimates, Standard Errors of the Paths Between the Variables (Study 3)

	<i>B</i>	<i>SE B</i>	$\beta$
OP → General Proself SVO	.58	.06	.54 <sup>***</sup>
OP → General Prosocial SVO	-.11	.03	-.15 <sup>***</sup>
HP → General Prosocial SVO	.63	.07	.59 <sup>***</sup>
HP → General Proself SVO	-.21	.09	-.14 <sup>**</sup>
General Proself SVO → In-Group Favoritism	.32	.04	.35 <sup>***</sup>
General Prosocial SVO → Out-Group Favoritism	.43	.08	.33 <sup>***</sup>
Social Desirability → General Proself SVO	-.24	.08	-.17 <sup>***</sup>
Social Desirability → General Prosocial SVO	.15	.05	.15 <sup>***</sup>

*Note.*  $N = 288$ . OP = obsessive passion for a cause; HP = harmonious passion for a cause; SVO = social value orientations.

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

## **CHAPITRE 3**

### **ARTICLE 2**

To Serve the Cause or To Serve Oneself: The Role of Passion and the Orientations to Serve in  
Personal and Organizational Outcomes

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## RÉSUMÉ EN FRANÇAIS DE L'ARTICLE 2

L'Article 2 avait pour objectif général d'investiguer le rôle de la passion comme l'un des déterminants des orientations à servir et d'examiner le rôle de ces dernières dans les conséquences personnelles et intragroupes (organisationnelles). La première étude avait pour but de valider une nouvelle échelle à deux facteurs mesurant les orientations Servir la Cause et Se Servir de la cause à des fins personnelles. La deuxième étude employait un devis transversal afin d'examiner le rôle de la passion comme antécédent des orientations à servir ainsi que le rôle de ces dernières dans les conséquences intragroupes (comportements organisationnels) et personnelles (bien-être psychologique). Finalement, la troisième étude visait à reproduire les résultats de l'Étude 2 et à aller plus loin en ajoutant un nouveau médiateur (désengagement moral, i.e., un ensemble de mécanismes psychologiques désactivant les processus d'autorégulation morale; Bandura et al., 1996) et une nouvelle conséquence personnelle (récompenses extrinsèques).

L'Étude 1 avait pour but de valider une échelle à deux dimensions créée dans la présente thèse pour mesurer un nouveau concept, c'est-à-dire les orientations à Servir la Cause et à Se Servir de la cause à ses propres fins. Les participants étaient 435 individus engagés une cause. Ils ont été recrutés via la plateforme en ligne Amazon Mechanical Turk à l'aide d'une annonce ciblant les individus engagés dans une cause. Ils ont complété un questionnaire en ligne comprenant l'échelle des Orientations à Servir ainsi que d'autres échelles mesurant les quatre orientations des valeurs sociales (échelle créée dans l'Article 1) ainsi que le désir de contribuer à la société (Chénard-Poirier & Vallerand, 2022) afin d'étudier la validité divergente/convergente de la nouvelle échelle. Une analyse factorielle exploratoire a été conduite sur la moitié de l'échantillon sélectionnée au hasard. La méthode d'extraction « maximum likelihood » et la méthode de rotation oblimin ont été utilisées. Les résultats de cette analyse ont permis de déterminer que la solution à deux facteurs était la plus appropriée,  $\chi^2 = 85.90$ ,  $df = 26$ ,  $p < .001$ ; RMSEA = .10 [.07, .13],  $p < .001$ ; CFI = .95; TLI = .92; SRMR = .03. Ces deux facteurs expliquaient 62.53% de la variance (facteur 1 = 33.92% de la variance; facteur 2 = 28.61% de la variance). Une analyse factorielle confirmatoire a également été conduite sur l'autre moitié de l'échantillon sélectionnée au hasard. Les résultats de cette analyse ont permis de confirmer que la solution à deux facteurs était la plus adéquate,  $\chi^2 = 42.71$ ,  $df = 33$ ,  $p = .120$ ; RMSEA = .04 [.00, .07],  $p = .749$ ; CFI = .99; TLI = .98; SRMR = .06. Les résultats de ces deux analyses ont montré que l'échelle des Orientations à Servir était constituée de deux facteurs, c'est-à-dire les orientations à Servir la Cause et à Se Servir de la cause. Les alphas de Cronbach calculés sur l'ensemble de l'échantillon ont indiqué que ces deux sous-échelles avaient une bonne cohérence interne, chacune ayant un alpha de .88. De plus, l'analyse des corrélations a révélé que l'échelle avait de bonnes validités convergente et divergente..

L'Étude 2 avait pour objectif d'investiguer le rôle de la passion en tant que l'un des déterminants des orientations à servir et d'explorer les effets de ces dernières sur les conséquences personnelles (bien-être psychologique) et intragroupes (comportements citoyens et contreproductifs au travail). Il a été proposé que la PH devrait être positivement liée à l'orientation Servir la Cause et, un peu plus faiblement, à l'orientation Se Servir, tandis que la PO devrait être uniquement positivement liée à l'orientation Se Servir. À son tour, l'orientation

Servir la Cause devrait être positivement associée au bien-être psychologique et aux comportements organisationnels citoyens, et négativement associée aux comportements contreproductifs au travail. Quant à elle, l'orientation Se Servir devrait être positivement associée à toutes ces variables. Les participants étaient 343 travailleurs d'organismes sans but lucratif. Ils ont été recrutés via la plateforme en ligne Amazon Mechanical Turk à l'aide d'une annonce ciblant les travailleurs d'organismes sans but lucratif. Ils ont complété un questionnaire en ligne comprenant des échelles mesurant la passion (Échelle de la Passion; Marsh et al., 2013; Vallerand et al., 2003), les orientations à servir (échelle Orientations à Servir validée dans l'Étude 1), les comportements citoyens (Podsakoff, 1990) et contreproductifs au travail (Bennett & Robinson, 2000) ainsi que le bien-être psychologique (Satisfaction with Life scale; Diener et al., 1985). Les résultats d'une analyse acheminatoire ont montré que les indices d'adéquation du modèle n'étaient pas adéquats. En se basant sur la littérature (Birkeland & Nerstad, 2016; Ho et al., 2018) des liens directs entre la PH et la PO, d'une part, et les comportements citoyens et contreproductifs, d'autre part, ont été ajoutés au modèle. Ce modèle modifié avait des indices d'adéquation satisfaisants  $\chi^2 = 5.99$ ,  $df = 3$ ,  $p = .112$ ; RMSEA = .05 [.00, .12],  $p = .374$ ; CFI = 1.00; TLI = .96; SRMR = .02. La PH était positivement liée à l'orientation Servir la Cause ( $\beta = .65$ ,  $p < .001$ ) et, plus faiblement, à l'orientation Se Servir ( $\beta = .11$ ,  $p = .035$ ), tandis que la PO était uniquement positivement liée à l'orientation Se Servir ( $\beta = .46$ ,  $p < .001$ ). À son tour, l'orientation Servir la Cause était positivement associée au bien-être ( $\beta = .32$ ,  $p < .001$ ) et aux comportements organisationnels citoyens ( $\beta = .36$ ,  $p < .001$ ), et négativement associée aux comportements contreproductifs au travail ( $\beta = -.21$ ,  $p < .001$ ). Quant à elle, l'orientation Se Servir était positivement liée au bien-être ( $\beta = .19$ ,  $p < .001$ ), marginalement liée aux comportements contreproductifs ( $\beta = .08$ ,  $p = .079$ ) et non associée aux comportements citoyens au travail ( $\beta = .004$ ,  $p = .933$ ). La PH était également associée positivement aux comportements citoyens ( $\beta = .33$ ,  $p < .001$ ) et négativement aux comportements contreproductifs ( $\beta = -.26$ ,  $p < .001$ ), tandis que la PO était associée positivement aux comportements contreproductifs ( $\beta = .36$ ,  $p < .001$ ) et négativement aux comportements citoyens ( $\beta = -.37$ ,  $p < .001$ ). Les résultats non standardisés d'analyses par « bootstrap » ont indiqué que l'orientation Servir la Cause médiait significativement la relation entre la PH et le bien-être, .29 (95% IC = .19 à .40,  $p < .001$ ) ainsi qu'entre la PH et les comportements citoyens, .18 (95% IC = .12 à .25,  $p < .001$ ) et contreproductifs au travail, -.03 (95% IC = -.04 à -.01,  $p < .001$ ). Quant à elle, l'orientation Se Servir médiait la relation entre la PO et le bien-être, .08 (95% IC = .04 à .12,  $p = .001$ ). Elle médiait aussi marginalement la relation entre la PO et les comportements contreproductifs, .01 (95% IC = -.00 à .01,  $p = .085$ ) et entre la PH et le bien-être, .03 (95% IC = .00 à .07,  $p = .090$ ). Enfin, elle ne médiait pas la relation entre la PH et les comportements citoyens au travail, .00 (95% IC = -.01 à .01,  $p = .940$ ), entre la PH et les comportements contreproductifs, .002 (95% IC = .00 à .01,  $p = .191$ ) et entre la PO et les comportements citoyens, .001 (95% IC = -.02 à .03,  $p = .934$ ).

L'Étude 3 visait à reproduire les résultats de l'Étude 2 et à mieux comprendre les relations entre la passion et les conséquences en ajoutant une variable médiatrice (désengagement moral) et une conséquence personnelle (récompenses extrinsèques). Les hypothèses émises étaient les mêmes que celles de l'Étude 2. Toutefois, à la lumière des résultats de l'Étude 2, il était attendu que l'orientation Se Servir ne serait pas associée aux comportements citoyens et contreproductifs au travail. De plus, il a été proposé que les orientations Se Servir et Servir la Cause seraient, respectivement, positivement et négativement associées aux récompenses extrinsèques. En outre, la PO et la PH devraient, respectivement, être liées positivement et négativement au

désengagement moral. À son tour, le désengagement moral devrait être positivement lié aux comportements contreproductifs et aux récompenses extrinsèques ainsi que négativement lié au bien-être et aux comportements citoyens. Les participants étaient 351 travailleurs oeuvrant auprès d'organismes sans but lucratif promouvant une cause. Ils ont été recrutés via la plateforme en ligne Amazon Mechanical Turk à l'aide de la même annonce que celle utilisée dans l'Étude 2. Les participants ont complété un questionnaire en ligne comprenant les mêmes échelles que celles de l'Étude 2, à l'exception de l'échelle de bien-être (Lyubomirsky & Lepper, 1999; Steger et al., 2006) qui était différente. Ils ont aussi complété des items mesurant le désengagement moral (Bandura et al., 1996) et les récompenses extrinsèques (inspirés de Gagné et al., 2015). Les résultats d'une analyse acheminatoire ont montré que les indices d'adéquation du modèle n'étaient pas adéquats. En se basant sur la littérature (Ho et al., 2018), un lien direct entre la PH et les comportements citoyens au travail a été ajouté. Ce modèle modifié avait des indices d'adéquation satisfaisants :  $\chi^2 = 25.09$ ,  $df = 10$ ,  $p = .005$ ; RMSEA = .07 [.03, .10],  $p = .186$ ; CFI = .98; TLI = .93; SRMR = .03. La PH était positivement associée aux orientations Servir la Cause ( $\beta = .65$ ,  $p < .001$ ) et Se Servir ( $\beta = .13$ ,  $p = .007$ ), et négativement associée au désengagement moral ( $\beta = -.18$ ,  $p < .001$ ). Quant à elle, la PO était associée positivement à l'orientation Se Servir ( $\beta = .46$ ,  $p < .001$ ) et au désengagement moral ( $\beta = .52$ ,  $p < .001$ ). À son tour, l'orientation Servir la Cause était positivement liée au bien-être psychologique ( $\beta = .32$ ,  $p < .001$ ) et aux comportements citoyens ( $\beta = .36$ ,  $p < .001$ ) ainsi que négativement liée aux récompenses extrinsèques ( $\beta = -.15$ ,  $p = .001$ ). Aussi, l'orientation Servir la Cause était liée marginalement aux comportements contreproductifs ( $\beta = -.07$ ,  $p = .094$ ). L'orientation Se Servir était positivement associée aux récompenses extrinsèques ( $\beta = .42$ ,  $p < .001$ ) et marginalement au bien-être ( $\beta = .09$ ,  $p = .093$ ). Enfin, le désengagement moral était positivement lié aux comportements contreproductifs ( $\beta = .57$ ,  $p < .001$ ) et aux récompenses extrinsèques ( $\beta = .15$ ,  $p = .001$ ) ainsi que négativement lié aux comportements organisationnels citoyens ( $\beta = -.30$ ,  $p < .001$ ). Le désengagement moral était non associé au bien-être ( $\beta = -.01$ ,  $p = .875$ ). De plus, la PH était directement et positivement associée aux comportements citoyens ( $\beta = .23$ ,  $p = .001$ ). Les résultats non standardisés d'analyses par « bootstrap » ont révélé que l'orientation Servir la Cause médiait les relations entre la PH, d'une part, et le bien-être, .26 (95% IC = .17 à .37,  $p < .001$ ), les comportements citoyens, .22 (95% IC = .15 à .29,  $p < .001$ ), les comportements contreproductifs, -.01 (95% IC = -.02 à .00,  $p < .097$ ) et les récompenses extrinsèques, -.14 (95% IC = -.23 à -.07,  $p = .001$ ), d'autre part. En outre, l'orientation Se Servir médiait la relations entre la PO et les récompenses extrinsèques, .20 (95% IC = .14 à .27,  $p < .001$ ) et marginalement la relation entre la PO et le bien-être, .04 (95% IC = -.005 à .08,  $p = .095$ ). L'orientation Se Servir médiait aussi la relation entre la PH et les récompenses extrinsèques, .08 (95% IC = .02 à .14,  $p = .013$ ), mais elle ne médiait pas la relation entre la PH et le bien-être, .01 (95% IC = .00 à .04,  $p = .180$ ). Enfin, le désengagement moral médiait les relations entre la PO, d'une part, et les comportements citoyens, -.10 (95% IC = -.14 à -.07,  $p < .001$ ), les comportements contreproductifs, .04 (95% IC = .03 à .06,  $p < .001$ ) et les récompenses extrinsèques, .08 (95% IC = .03 à .13,  $p = .002$ ), d'autre part. Le désengagement moral ne médiait pas la relation entre la PO et le bien-être, -.00 (95% IC = -.04 à .04,  $p = .876$ ). En outre, le désengagement moral médiait aussi les relations entre la PH, d'une part, et les comportements citoyens, .05 (95% IC = .02 à .08,  $p = .002$ ), les comportements contreproductifs, -.02 (95% IC = -.03 à -.01,  $p = .001$ ) et les récompenses extrinsèques, -.04 (95% IC = -.07 à -.02,  $p = .009$ ), d'autre part. Le désengagement moral ne médiait pas la relation entre la PH et le bien-être, .00 (95% IC = -.02 à .03,  $p = .883$ ).

Les résultats de ces trois études montrent l'existence de deux orientations majeures de l'engagement dans une cause : Servir la Cause et Se Servir de la cause. L'orientation Servir la Cause provient de la PH, alors que l'orientation Se Servir provient majoritairement de la PO et, plus faiblement, de la PH. L'orientation Servir la Cause, comparativement à l'orientation Se Servir, mène à des conséquences personnelles et intragroupes plus adaptées. Ces études ont des implications importantes. Elles introduisent de nouveaux concepts, c'est-à-dire les orientations à servir, et elles identifient leurs antécédents et conséquences. De plus, elles sont parmi le peu de recherches examinant le rôle de la passion au plan intragroupe. Elles appuient d'ailleurs le Modèle Dualiste de la Passion (Vallerand, 2015) en montrant les effets plus bénéfiques de la PH (versus la PO) au plan intragroupe. Elles montrent par ailleurs que ces effets sont obtenus via les orientations à servir et le désengagement moral.



## Abstract

This research had three goals: (a) to introduce a new concept describing people's orientation when they engage in a cause, i.e., to serve the cause or to serve oneself through the cause, (b) to investigate the role of passion for a cause as one of the determinants of these serving orientations, and (c) to examine the consequences of these serving orientations. Study 1 ( $N = 435$ ) validated a new measure of the Serve the Cause and Serve Oneself orientations. Studies 2 ( $N = 343$ ) and 3 ( $N = 351$ ) investigated the role of passion for a cause as a one of the determinants of the serving orientations and examined the personal and organizational consequences of these orientations. Results of Studies 2 and 3 uncovered that a harmonious passion (HP) was positively related to the Serve the Cause orientation and, to a lesser degree, to the Serve Oneself orientation, whereas an obsessive passion (OP) was only positively related to the Serve Oneself orientation. In turn, the Serve the Cause orientation led to adaptive personal (psychological well-being) and organizational (organizational citizenship behaviors; OCB) outcomes (Studies 2 and 3), and protected against counterproductive work behaviors (CWB; Study 2) and an interest for extrinsic rewards (Study 3). On the other hand, the Serve Oneself orientation led to some limited well-being (Study 2) and to an interest for extrinsic rewards (Study 3). Results of Study 3 also revealed that OP predicted moral disengagement that, in turn, facilitated CWB and an interest for extrinsic rewards, and negatively predicted OCB. The opposite patterns were observed with HP. In sum, the present findings showed that HP is more socially adaptive than OP in the promotion of a cause. These results also uncovered a new concept outlining the serving orientations with which people engage in a cause (i.e., to serve the cause or to serve oneself).

Keywords: passion for a cause, to serve, moral disengagement, organizational citizenship behaviors, counterproductive work behaviors, well-being

## To Serve the Cause or To Serve Oneself: The Role of Passion and the Orientations to Serve in Personal and Organizational Outcomes

“We do not go into politics to serve ourselves, but to serve [the people].”

— René Lévesque, former premier of the Province of Québec, Canada

This quote by René Lévesque, former premier of the Province of Quebec, underlines an important distinction in how people get involved with a cause. Some people may engage in a cause to serve it without expecting any rewards, only for the sake of the cause, while others may use their involvement in the cause to serve their own personal benefits (e.g., get recognition, rewards). Thus, what leads people to serve the cause or, on the contrary, to serve themselves through the cause? We posit that an answer to this question resides in the Dualistic Model of Passion (Vallerand, 2015). Indeed, this theory postulates that there are two types of passion, harmonious (well-integrated in people’s life) and obsessive (more ego-invested), that affect differently people’s engagement in a cause (e.g., St-Louis et al., 2016). Furthermore, what are the consequences of these orientations to serve and to serve oneself for individuals and organizations promoting a cause? Would an orientation towards serving the cause have positive effects at both the personal and the organizational levels, whereas an orientation towards serving oneself would have more beneficial effects at the personal level and fewer at the organizational level? These are the issues addressed in this research.

### 3.1 To Serve the Cause and to Serve Oneself Orientations

We propose a new conceptualization on the way people engage in an activity, such as a cause. We present two different orientations: to serve the cause and to serve oneself through the cause. The idea to serve versus to serve oneself is deeply rooted in the Judeo-Christian heritage with over 1300 references to serve, servant, and service in the Bible (Greenleaf, 1998). However, despite the prevalence of these concepts, the search of terms such as “serve”, “servant”, “service”, and “servanthood” reveals that no study in psychology has addressed people’s orientations towards serving a greater purpose, such as a cause, versus serving oneself through the engagement in the cause. The closest concept found in literature is that of servant leadership (Greenleaf, 1977). A servant leader is defined as a person with the characteristics of a leader

(e.g., persuasion, conceptualization; Spears, 2010) that *leads* others with altruistic and prosocial orientations and that seeks first and foremost to *serve* his or her followers by helping them grow (Eva et al., 2019; Greenleaf, 1977). Thus, contrary to our position, leadership is the main focus and not necessarily fostering a cause by being a devoted follower, for instance. The servant leadership definition also does not address the prospect of serving to gain personal benefits.

According to the Cambridge Dictionary (n.d.), “to serve” is defined as “to provide with something that is needed”. We posit that people with an orientation “to serve the cause” put the needs of the cause in priority and perform certain tasks or duties without expecting any personal benefits, only for the sake of the activity’s growth. This orientation is altruistic because it is ultimately oriented towards the interests of another (Batson & Shaw, 1991). Indeed, although people with this orientation may get personal gains through their involvement in the activity, the ultimate reason why they get involved is to prioritize the activity’s development and functioning. It is expected that people with this orientation should engage in altruistic behaviors such as helping members working for the cause for the cause to grow. It is also expected that by serving the cause, people should experience well-being (Panaccio et al., 2015). Indeed, studies have shown that adopting prosocial behaviors such as volunteering is associated with a feeling of beneficence (i.e., the sense of being able to be generous and giving; Martela & Ryan, 2015) and the satisfaction of the psychological needs for autonomy, competence, and relatedness (Martela & Ryan, 2015, 2016). In turn, the beneficence and the psychological need satisfaction are related to psychological well-being.

The second orientation is oriented toward serving oneself and deriving personal benefits from the involvement in the cause. The Cambridge Dictionary (n.d.) defines “to serve oneself” as something that “is good or helpful for you”. Thus, this orientation is more instrumental and egoistic because people engage in the activity to ultimately increase their own welfare (Batson & Shaw, 1991). People will pursue their involvement in the cause if it allows them to get personal gains (e.g., recognition, respect, higher status). It is expected that people with this orientation should experience some well-being, look for personal rewards, and possibly engage in maladaptive behaviors in order to gain personal benefits. It is worth mentioning that the orientations “to serve the cause” and “to serve oneself” are not opposite. They are best seen as

orthogonal as they lie on two different continua. Therefore, they can both be present simultaneously in an individual to different degrees.

### 3.2 Passion for a Cause as a Determinant of the “Serving Orientations”

Passion is defined as a strong inclination towards a self-defining activity (e.g., a cause) that one loves, finds important and purposeful, and to which one dedicates time and energy (Vallerand, 2015; Vallerand et al., 2003). The Dualistic Model of Passion (DMP; Vallerand, 2010, 2015) posits that there are two types of passion: harmonious and obsessive. With a harmonious passion (HP), people control their engagement in the passionate activity so they can decide to temporarily disengage from it if necessary. Thus, the engagement in the beloved activity is flexible and well-balanced with the rest of people’s life (Chichekian & Vallerand, 2022; Vallerand, 2015). Moreover, with HP, people willingly engage in their favorite activity (e.g., the cause) because they love it and they endorse it without any contingencies, resulting in an autonomous internalization of the activity in the identity (Deci & Ryan, 2000; Vallerand et al., 2006).

On the other hand, with an obsessive passion (OP), the urge to engage in the passionate activity (e.g., the cause) is uncontrollable and all-consuming. The engagement in the activity is rigid and the activity often gets in conflict with other areas of people’s life (Chichekian & Vallerand, 2022; Vallerand et al., 2008a, Study 3). A disproportionate importance is given to the favorite activity (e.g., the cause) because it represents a source of self-esteem (Mageau et al., 2011). As such, people experience internal and/or external pressures to engage in the activity that they love due to contingencies attached to it (e.g., self-esteem and social acceptance; Mageau et al., 2011). These pressures lead to a controlled internalization of the activity into people’s identity (Vallerand et al., 2006) and to a defensive engagement in the activity (Lafrenière et al., 2011, 2013).

Previous research has unveiled that the two types of passion are differently related to a variety of outcomes. More specifically, HP has been related to psychological benefits such as subjective well-being and life satisfaction (Moè, 2016; Rousseau & Vallerand, 2008; Salama-Younes & Hashim, 2018; Yukhymenko-Lescroart & Sharma, 2019), to performance in the activity (Vallerand et al., 2007, 2008b, Study 2; Verner-Filion et al., 2017, Study 2), and to positive interpersonal relationships (Lafrenière et al., 2008, 2011; Philippe et al., 2010; Utz et al., 2012).

On the other hand, OP has been mostly related to maladaptive consequences such as ill-being (Fernet et al., 2014; Houlfort et al., 2013), negative emotions (Carbonneau et al., 2010, Study 2; Philippe et al., 2010), and negative interpersonal relationships (e.g., Philippe et al., 2010). Overall, these studies underline the more beneficial effects of HP compared to OP.

In line with past studies and the differential role of HP and OP, we posit that passion should be one of the determinants of the serving orientations. HP should be positively related to the orientation to serve the cause. Indeed, research has shown that HP is positively related to prosocial outcomes such as positive relationships with team members (Philippe et al., 2010), team cohesion (Paradis et al., 2012; Philippe et al., 2014), and helping behaviors (Ho et al., 2018). Also, due to its well-balanced nature, HP should also slightly lead to the orientation to serve oneself. On the other hand, OP should be positively related to an orientation to serve oneself through the cause. Indeed, OP has a more ego-invested nature (Mageau et al., 2011) as shown by positive relationships with self-enhancement (Lafrenière et al., 2013), hubristic pride (i.e., self-aggrandized self-views; Bureau et al., 2013; Tracy & Robins, 2007), immoral behaviors that benefit oneself (e.g., cheating; Bureau et al., 2013), and incivility at work when people feel that their performance is compared with that of their colleagues (Birkeland & Nerstad, 2016).

### 3.3 The Present Research

Previous studies have revealed that people engaging in an organization to promote a cause are generally passionate for that cause (82.4% to 96.4% of people considered as passionate in past samples; Gousse-Lessard et al., 2013; Rip et al., 2012; St-Louis et al., 2016). These studies have also shown that both types of passion lead to different personal outcomes (e.g., health outcomes; St-Louis et al., 2016), but few have examined these consequences at the organizational level. We posit that the differential effects of HP and OP may depend on the orientation with which passionate people get involved with their cause: to serve the cause or to serve oneself.

In accordance with the above, this research had three goals. The first goal was to validate a two-factor scale measuring both people's orientations to serve (i.e., Serve the Cause orientation) and to serve themselves (i.e., Serve Oneself orientation) when they engaged in a cause. This was done in Study 1. The second goal was to investigate the role of passion as a determinant of both the

Serve the Cause and Serve Oneself orientations. This was achieved in Studies 2 and 3. The third goal was to better understand the effects of the interplay between passion and both the Serve the Cause and Serve Oneself orientations on personal and organizational outcomes. The personal outcome was well-being as measured by satisfaction with life (i.e., global assessment of one's life quality according to one's personal standard; Diener et al., 1985) in Study 2, and a combination of happiness and meaning in life in Study 3. The organizational outcomes examined were organizational citizenship behaviors (i.e., extra-role behaviors that facilitate the effective functioning of an organization and help its members; Podsakoff et al., 1990) and counterproductive work behaviors (i.e., voluntary behaviors that violate the organization's norms and, in so doing, harm the organization and its members; Robinson & Bennett, 1995).

It was hypothesized that HP should be positively related to the Serve the Cause orientation and, to a lesser degree, to the Serve Oneself orientation. On the other hand, OP should only be positively associated with the Serve Oneself orientation. In turn, the Serve the Cause orientation should be positively related to psychological well-being and to organizational citizenship behaviors, and negatively related to counterproductive work behaviors. On the other hand, the Serve Oneself orientation should be positively associated with counterproductive work behaviors and, to a lesser degree, with psychological well-being and organizational citizenship behaviors.

### 3.4 Study 1

The aim of Study 1 was to test the validity of the new Serving Orientations Scale created to measure both the Serve the Cause and the Serve Oneself orientations. The psychometric properties of this scale were evaluated in four different ways. First, the descriptive characteristics (means and standard deviations) of the items were examined to see their variability. Second, an exploratory factor analysis and a confirmatory factor analysis were conducted to inspect the scale's structure. Third, Cronbach's alphas of each subscale were computed to investigate their internal consistency. Fourth, a correlational analysis was conducted to establish the convergent and divergent validity of each subscale. We hypothesized that the two-factor structure of the Serve the Cause and Serve Oneself orientations would be found thereby providing empirical support for the theoretical construct.

### 3.4.1 Method

#### 3.4.1.1 Participants and Procedures

Participants were 435 people promoting a cause (226 women, 207 men, 2 non-binaries;  $M$  age = 36.26 years;  $SD$  age = 11.45 years) recruited via MTurk. From this sample, 34.02% of the participants engaged in a cause related to the environment, 25.29% to social issues (e.g., civil rights, against discrimination), 16.78% to health issues awareness, 11.04% to humanitarian aid, and 12.88% to another type of cause. They were involved in their cause on average 7.57 hours per week ( $SD$  = 10.94 hours) and they have been promoting their cause on average 8.19 years ( $SD$  = 8.28 years). Participants completed the study in exchange of a monetary compensation. First, they answered demographic questions and questions related to their cause. Then, they completed the Serving Orientations Scale and the scales used for the validation, i.e., scales measuring people's social value orientations towards individualism, competition, cooperation, and equity, as well as people's desire to contribute to society.

#### 3.4.1.2 Measures

**Demographic and Cause-Related Questions.** Participants answered questions about their gender, their age, and they indicated where they currently lived. They also reported the type of cause they were involved in (e.g., environmental), the number of hours they spent weekly on their cause, and the number of years they have been engaged in their cause.

**Serve the Cause and Serve Oneself Orientations.** Participants completed the newly created Serving Orientations Scale that includes two subscales assessing both the Serve the Cause and Serve Oneself orientations. Five items were generated to assess the Serve the Cause orientation (e.g., "I generally serve the cause willingly with no expectation of rewards") and five other items were generated to assess the Serve Oneself orientation (e.g., "The cause is a way for me to attain my own personal goals"). Items are rated on a 7-point scale ranging from 1 = *do not agree at all* to 7 = *very strongly agree*. All items are presented in Appendix C of the dissertation. A mean score was calculated for each subscale. The validation of the scale will be presented below in the Results section.

Social Value Orientations. The correlations between both the Serve the Cause and Serve Oneself subscales, on the one hand, and the four social value orientations (individualism, competition, cooperation, and equity), on the other hand, were examined to establish the convergent and the divergent validity of the Serving Orientations Scale. The long version of the Social Value Orientations (SVO) Scale consists of four subscales assessing individualism (i.e., maximizing one's own gains with little regards for others; Messick & McClintock, 1968), competition (i.e., maximizing one's own gains over others' welfare), cooperation (i.e., promoting common goals and maximizing joint outcomes; Argyle, 2013; Messick & McClintock, 1968), and equality (i.e., minimizing unfairness and the differences between one's own and others' outcomes; Van Lange, 1999; Van Lange et al., 2007). Each subscale comprises six items rated on a 7-point scale (1 = *do not agree at all* to 7 = *very strongly agree*). Examples of items for individualism ( $\alpha = .95$ ) and competition ( $\alpha = .93$ ) are respectively "I am generally only concerned about my own costs and benefits when I make a decision" and "In general, I am concerned with maximizing my own payoff relative to that of others". These items were inspired by literature on these concepts (see Caporael et al., 1989; Messick & McClintock, 1968) and some items were taken from Gill and Deeter's (1988) competition scale. Examples of items for cooperation ( $\alpha = .83$ ) and equity ( $\alpha = .90$ ) are respectively "I believe that one should always try to cooperate whenever possible" and "I always try to create situations where people are treated fairly". These items were inspired by literature and scales on these concepts (see Lu & Argyle, 1991; Van Lange, 1999, 2008). A confirmatory factor analysis (CFA) using a maximum likelihood estimator with robust standard errors (MLR) to correct for the non-normality of the distribution of some items confirmed that the long version of the Social Value Orientations Scale consists of four dimensions,  $\chi^2 = 554.27$ ,  $df = 243$ ,  $p < .001$ ; RMSEA = .05 [.05, .06],  $p = .117$ ; CFI = .94; TLI = .93; SRMR = .08, with covariances between some similar items. All items are presented in Appendix B.

Contribution to Society. The correlations between both the Serve the Cause and Serve Oneself subscales and the Contribution to Society scale (Chénard-Poirier & Vallerand, 2022) were also examined to establish the convergent and divergent validity. This scale consists of three items assessing one's desire to positively contribute to the community (e.g., "I need to have a positive impact on my community or society at large through my work on my cause";  $\alpha = .85$ ). Each item is rated on a 7-point scale (1 = *do not agree at all* to 7 = *very strongly agree*).



## 3.4.2 Results and Discussion

### 3.4.2.1 Preliminary Analyses

There were no missing values in the data set. Box plots and Mahalanobis distances at the critical chi-square value at  $p = .001$  revealed, respectively, that there were no univariate outliers and eight multivariate outliers. These participants were kept because they did not influence the results. Inspection of skewness indices showed that all variables were normally distributed ( $|\text{skewness}| < 1$ ), except one item from the Serving Orientations Scale that was nearly normally distributed (skewness = -1.05). Bivariate scatterplots and residual plots uncovered that all variables and all items of the Serving Orientations Scale were related to each other in a linear manner. They also showed no multicollinearity ( $\text{VIF} < 5$ ).

### 3.4.2.2 Main Analyses

To validate the Serving Orientations Scale, we first looked at the descriptive characteristics of each item. Inspection of the means and standard deviations showed that there were no floor effects (items with means that are too low), no ceiling effects (items with means that are too high), and that the item values were not too close to the mean and not too spread out. For descriptive characteristics of all items, see Table 3.1.

Second, an exploratory factor analysis (EFA) with a maximum likelihood (ML) extraction and an oblimin rotation was performed through the Mplus version 8.6 (Muthén & Muthén, 1998-2017) on half of the sample ( $N = 217$ ) selected at random to inspect the structure of the Serving Orientations Scale. Following Osborne's recommendation (2015), an oblimin rotation was chosen because this rotation allows correlations between the factors without drawback if the factors are uncorrelated. Four models were tested with one to four factors. A parallel analysis, the scree plot, and the Kaiser's criterion of eigenvalues greater than 1 (see Field, 2009) yielded a two-factor solution as the best fit for the data. Furthermore, a comparison of the Bayesian Information Criteria (BIC) of the four models indicated that the two-factor solution had the lowest BIC and, thus, was the most probable model. The BIC was used instead of the Akaike's information criterion because it is more conservative (Dziak et al., 2020). The two factors found accounted for 62.53% of the variance (factor 1 = 33.92 % of the variance; factor 2 = 28.61% of the variance). They represent respectively the Serve the Cause and Serve Oneself subscales. The

factor loadings of the EFA with the two-factor solutions are presented in Table 3.1. The fit indices of the four tested models are presented in Table 3.2. The two-factor model was replicated using a CFA conducted on the other half of the sample ( $N = 218$ ). MLR was used because one item was negatively skewed (skewness of  $-1.13$ ). The two-factor model indicated adequate fit to the data,  $\chi^2 = 42.71$ ,  $df = 33$ ,  $p = .120$ ; RMSEA =  $.04$  [ $.00, .07$ ],  $p = .749$ ; CFI =  $.99$ ; TLI =  $.98$ ; SRMR =  $.06$ , and there was a covariance between two items of the Serve Oneself subscale. The standardized results are presented in Figure 3.1. Importantly, the structure of the scale was also tested via a CFA in Studies 2 and 3. The results of these analyses confirmed the two-factor structure.

Third, Cronbach's alphas were examined with the overall sample ( $N = 435$ ). They showed that the Serve the Cause subscale ( $\alpha = .88$ ) and the Serve Oneself subscale ( $\alpha = .88$ ) had an excellent internal consistency. Finally, a correlational analysis was conducted to establish the convergent and divergent validity of each subscale. Correlations between both the Serve the Cause and Serve Oneself factors and the other variable factors are presented in Table 3.3. Results showed that the Serve the Cause and Serve Oneself subscales were unrelated to each other. In addition, the Serve the Cause subscale was positively correlated to the Cooperation SVO, Equity SVO, and Contribution to Society. The Serve the Cause subscale was also slightly negatively related to the Individualism SVO and unrelated to the Competition SVO. On the other hand, the Serve Oneself subscale was positively related to the Individualism SVO and Competition SVO, and less so to the Cooperation SVO and Contribution to Society. These last two positive correlations make sense because by working towards their own personal goals, people may work with others and contribute to their community. The Serve Oneself subscale was also unrelated to the Equity SVO.

In sum, the results of Study 1 provided support for the validity of the Serving Orientations Scale. We examined the items' descriptive characteristics (means and standard deviations) and the structure of the scale through an EFA and a CFA. The factor analyses revealed and confirmed that the scale had two distinct dimensions, namely Serve the Cause and Serve Oneself orientations. Furthermore, an examination of the Cronbach's alphas of these two subscales indicated that they had an excellent internal consistency. Finally, a correlational analysis uncovered that the two subscales were either related as expected with other relevant variables or

unrelated to irrelevant constructs, establishing the convergent and divergent validity of each subscale.

### 3.5 Study 2

Study 1 revealed that the Serve the Cause and Serve Oneself orientations are distinct from each other. The purpose of Study 2 was to investigate some of the antecedents and consequences of these two orientations. More precisely, Study 2 aimed to examine the role of the two types of passion as determinants of the Serve the Cause and Serve Oneself orientations. It was hypothesized that HP should facilitate the Serve the Cause orientation due to its more altruistic (e.g., helping behaviors; Ho et al., 2018) and prosocial nature (e.g., team cohesion; Paradis et al., 2012). Because HP is well-balanced in people's life, it should also be slightly positively related to the Serve Oneself orientation. On the other hand, OP should only lead to the Serve Oneself orientation due to its more ego-invested nature (Bureau et al., 2013; Lafrenière et al., 2013; Mageau et al., 2011).

Study 2 also focused on the role of the interplay between passion and both serving orientations in the personal (psychological well-being) and the organizational outcomes (organizational citizenship behaviors and counterproductive work behaviors). Because the Serve the Cause orientation aims at helping the cause grow, it was hypothesized that this orientation should be positively related to psychological well-being and organizational citizenship behaviors (OCB), and negatively related to counterproductive work behaviors (CWB). On the other hand, because the Serve Oneself orientation aims at serving one's own benefits through the involvement in the cause, this orientation should be positively associated with CWB and, to a lesser degree, to psychological well-being and OCB.

#### 3.5.1 Method

##### 3.5.1.1 Participants and Procedures

Participants were 343 workers of non-profit organizations having a passion for a cause (177 women, 164 men, 2 non-binaries; *M* age = 39.35 years; *SD* age = 12.30 years). They were recruited online via Amazon MTurk. From this sample, 31.49% of the participants were involved in a cause related to humanitarian aid, 20.12% to the environment, 16.91% to social issues,

14.87% to health issues awareness, and 16.62% to another type of cause. They spent on average 18.14 hours per week ( $SD = 15.29$  hours) working for their cause and they have been engaged in their cause on average 5.44 years ( $SD = 5.43$  years). Overall, 90.09% of participants were deemed passionate with mean scores at the midpoint (4) or above on the 7-point passion criteria subscale (Vallerand, 2015, see below for more information on this subscale). Participants gave their consent to complete the study and in exchange of their participation they received a monetary compensation. First, they completed demographic questions and questions regarding their involvement in their cause. Next, they completed the Passion for a cause scale (Vallerand et al., 2003), the Serving Orientations Scale (see Article 1), scales assessing OCB (Podsakoff et al., 1990), CWB (Bennett & Robinson, 2000), and well-being (i.e., the Satisfaction with Life Scale; Diener et al., 1985).

### 3.5.1.2 Measures

Participants answered the same demographic questions and questions related to their cause as in Study 1. Next, they completed the Passion Scale (see the description below), and the Serving Orientations Scale (Serve the Cause  $\alpha = .84$ ; Serve Oneself  $\alpha = .86$ ). A CFA confirmed the two-dimensionality of the Serving Orientations Scale,  $\chi^2 = 64.20$ ,  $df = 30$ ,  $p < .001$ ; RMSEA = .06 [.04, .08],  $p = .241$ ; CFI = .97; TLI = .95; SRMR = .07, with covariance between some items measuring the same construct. Finally, they also completed the scales described below assessing OCB, CWB, and well-being.

**Passion for a Cause.** Participants completed the Passion Scale adapted for a passion for a cause (Marsh et al., 2013; St-Louis et al., 2016). This scale includes three subscales assessing HP (6-item subscale; e.g., “My cause is in harmony with the other activities in my life”;  $\alpha = .89$ ), OP (6-item subscale; e.g., “My cause is the only thing that really turns me on”;  $\alpha = .91$ ), and the passion criteria (5-item subscale; e.g., “My cause is important for me”;  $\alpha = .87$ ). Items are rated on a 7-point scale (1 = *do not agree at all* to 7 = *very strongly agree*). A mean score was calculated for each subscale. The Passion Scale has shown high levels of validity and reliability as well as invariability for gender, language, and type of activities (Marsh et al., 2013; Vallerand & Rahimi, 2022).

Organizational Citizenship Behaviors. The scale developed by Podsakoff et al. (1990) was used to measure participants' OCB. This scale consists of 23 items such as "I willingly help others who have work related problems" and "I obey company rules and regulations even when no one is watching". Participants indicated to what extent they agreed with each statement about their behaviors at work *in the last year* using a 7-point Likert scale (1 = *do not agree at all* to 7 = *very strongly agree*). The scale had good internal consistency ( $\alpha = .90$ ).

Counterproductive Work Behaviors. The 19-item scale developed by Bennett and Robinson (2000) was used to assess participants' CWB. Examples of items are "I have taken property from work without permission" and "I said something hurtful to someone at work". Participants indicated how often they engaged in these behaviors at work *in the last year* using a 7-point Likert scale (1 = *never* to 7 = *daily*). This scale has been shown to have good validity (Bennett & Robinson, 2000). The scale had good internal consistency ( $\alpha = .97$ ).

Psychological Well-Being. Psychological well-being was measured using the Satisfaction with Life scale (Diener et al., 1985). This scale consists of five items (e.g., "So far I have gotten the important things I want in life";  $\alpha = .93$ ). Participants indicated how much they agreed or disagreed with each item using a 7-point scale (1 = *do not agree at all*, 7 = *very strongly agree*).

### 3.5.2 Results and Discussion

#### 3.5.2.1 Preliminary Analyses

There were no missing values in the data set. Box plots uncovered many univariate outliers on the CWB variable due to its skewness. Thus, a transformation (log base 10) was used to make its distribution closer to normality which resulted in no univariate outliers. Furthermore, Mahalanobis distances at the critical chi-square value at  $p = .001$  revealed ten multivariate outliers. These ten participants were kept in our analyses because their presence did not have an impact on the results. All variables were normally distributed ( $|\text{skewness}| < 1$ ), except the CWB variable that was positively skewed. Furthermore, all variables were linearly related to each other as shown by bivariate scatterplots and residual plots. Variables also revealed no multicollinearity ( $\text{VIF} < 5$ ). Descriptive statistics and correlations between all variables are presented in Table 3.4.

### 3.5.2.2 Main Analyses

Before going to the main analyses, it is important to mention that the models of Studies 2 and 3 were tested using a path analysis conducted with the Mplus software version 8.6 (Muthén & Muthén, 1998-2017). The maximum likelihood estimator with robust standard errors (MLR) was used in both studies to protect for the non-normality of data. The maximum likelihood estimator (ML) was also used to estimate the bootstrapped confidence intervals since bootstrap is unavailable with MLR.

Paths of the model of Study 2 were drawn according to the hypotheses presented above. Covariances among the exogenous variables (OP and HP) and among the error terms of the endogenous variables (Serve the Cause and Serve Oneself orientations, OCB, CWB, well-being) were estimated. Results showed that this model did not have adequate fit to the data,  $\chi^2 = 108.37$ ,  $df = 7$ ,  $p < .001$ ; RMSEA = .21 [.17, .24],  $p < .001$ ; CFI = .82; TLI = .48; SRMR = .07. On the basis of visual inspection and the results of past research (Birkeland & Nerstad, 2016; Ho et al., 2018), we added direct paths from HP and OP, on the one hand, to OCB and CWB, on the other hand. Results showed that this model had good fit to the data,  $\chi^2 = 5.99$ ,  $df = 3$ ,  $p = .112$ ; RMSEA = .05 [.00, .12],  $p = .374$ ; CFI = 1.00; TLI = .96; SRMR = .02. The standardized solutions are presented in Figure 3.2. HP was positively associated with the Serve the Cause orientation ( $\beta = .65$ ,  $p < .001$ ) and slightly positively related to the Serve Oneself orientation ( $\beta = .11$ ,  $p = .035$ ), whereas OP was positively related to the Serve Oneself orientation ( $\beta = .46$ ,  $p < .001$ ). In turn, the Serve the Cause orientation was positively related to well-being ( $\beta = .32$ ,  $p < .001$ ) and OCB ( $\beta = .36$ ,  $p < .001$ ), and negatively associated with CWB ( $\beta = -.21$ ,  $p < .001$ ). On the other hand, the Serve Oneself orientation was positively related to well-being ( $\beta = .19$ ,  $p < .001$ ), marginally related to CWB ( $\beta = .08$ ,  $p = .079$ ), and unrelated to OCB ( $\beta = .004$ ,  $p = .933$ ). The marginally significant and non-significant links were kept in the model, but they are not presented in Figure 3.2 for clarity concerns. Moreover, HP was directly and positively related to OCB ( $\beta = .33$ ,  $p < .001$ ), and negatively related to CWB ( $\beta = -.26$ ,  $p < .001$ ), whereas OP was negatively related to OCB ( $\beta = -.37$ ,  $p < .001$ ) and positively related to CWB ( $\beta = .36$ ,  $p < .001$ ). The model explained 44.3% of the variance in OCB, 27.1% of the variance in CWB, and 14.9% of the variance in well-being. For the unstandardized and standardized parameter estimates as well as the standard errors of all paths, see Table 3.5.

Using bootstrapping (10,000 samples, with 95% bias-corrected confidence intervals [CI]), indirect effects were examined to test the mediating role of the Serve the Cause and Serve Oneself orientations in the relationships between passion and the personal and organizational outcomes. Unstandardized results indicated that the Serve the Cause orientation mediated the relationships between HP and well-being, .29 (95% CI = .19 to .40,  $p < .001$ ), between HP and OCB, .18 (95% CI = .12 to .25,  $p < .001$ ), and between HP and CWB, -.03 (95% CI = -.04 to -.01,  $p < .001$ ). On the other hand, the Serve Oneself orientation mediated the relationship between OP and well-being, .08 (95% CI = .04 to .12,  $p = .001$ ). It also marginally mediated the relationships between OP and CWB, .01 (95% CI = -.00 to .01,  $p = .085$ ) and between HP and well-being, .03 (95% CI = .00 to .07,  $p = .090$ ). However, the Serve Oneself orientation did not mediate the relationship between HP and OCB, .00 (95% CI = -.01 to .01,  $p = .940$ ), between HP and CWB, .002 (95% CI = .00 to .01,  $p = .191$ ), and between OP and OCB, .001 (95% CI = -.02 to .03,  $p = .934$ ).

In sum, results of Study 2 showed that HP was strongly positively related to the Serve the Cause orientation and slightly positively associated with the Serve Oneself orientation, whereas OP was only positively related to the Serve Oneself orientation. In turn, the Serve the Cause orientation was positively related to psychological well-being and OCB, and protected against CWB. On the other hand, the Serve Oneself orientation was positively related to well-being and marginally to CWB. These results revealed that there were two roads to well-being: through serving the cause and through serving oneself. Although both paths were significant, the first one was stronger. The direct links between OP, on the one hand, and OCB and CWB, on the other hand, were really strong. This suggested that another mediator could probably better explain the relationships between these variables.

### 3.6 Study 3

The results of Study 2 uncovered that HP led to more adaptive outcomes via the Serve the Cause and Serve Oneself orientations, whereas OP led to less adaptive outcomes via the Serve Oneself orientation. Furthermore, these findings showed that even though the Serve Oneself orientation was more egoistic, it did not lead to immoral behaviors such as CWB. Results of Study 2 suggested that another mediator may explain part of the relationship between OP and CWB.

Thus, there were three purposes to Study 3. First, we aimed at replicating the results of Study 2. Second, we intended to test whether an additional mediator may explain part of the unexplained relationship between OP and the behaviors at work. Such a potential mediator is moral disengagement, i.e., a set of psychological mechanisms deactivating moral self-regulatory processes (Bandura et al., 1996). Indeed, past studies have shown that moral disengagement is positively related to CWB (Fida et al., 2015; Seriki et al., 2020). We hypothesized that moral disengagement should mediate at least part of the relationship between passion and immoral behaviors at work such as CWB. OP should facilitate moral disengagement, while HP should protect against it (Bélanger et al., 2019). In turn, moral disengagement should lead to CWB (Fida et al., 2015; Seriki et al., 2020). Finally, we wanted to better identify the personal outcomes related to the Serve Oneself orientation by looking at personal gains that one could derive from the engagement in the cause (e.g., social recognition, respect, higher status). The variable that we chose to measure these personal benefits is extrinsic rewards, which is defined as positive outcomes that are separable from the activity (Ryan & Deci, 2000) and derived from the actions of others (e.g., social recognition, financial rewards, and higher status; Gkorezis & Petridou, 2008). Therefore, we investigated the role of the Serve Oneself orientation in predicting deriving extrinsic rewards.

As in Study 2, it was expected that HP should be positively related to the Serve the Cause orientation and slightly positively related to Serve Oneself orientation, whereas OP should only be positively related to the Serve Oneself orientation. In line with past research (Bélanger et al., 2019), it was also expected that OP should be positively related to moral disengagement, while the opposite relationship should be observed with HP. In turn, the Serve the Cause orientation should be positively related to psychological well-being and OCB, and negatively related to CWB and extrinsic rewards. On the other hand, the Serve Oneself orientation should be positively related to extrinsic rewards, and slightly positively related to well-being. Finally, moral disengagement should be positively related to CWB and extrinsic rewards and, in line with previous research (Aftab & Malik, 2021; Ogunfowora et al., 2022), it should also be negatively related to psychological well-being and OCB.



### 3.6.1 Method

#### 3.6.1.1 Participants and Procedures

Participants were 351 American workers from non-profit organizations promoting a cause (188 women, 160 men, and 3 non-binaries) recruited via MTurk. Participants had a mean age of 38.77 years ( $SD = 12.17$  years). Moreover, 27.35% of the participants worked for an organization promoting a cause related to humanitarian aid, 20.80% to social issues, 16.81% to health issues awareness, 15.38% to the environment, and 19.66% to another type of cause. Participants were involved in their cause on average 19.94 hours per week ( $SD = 15.40$  hours) and they have been promoting their cause on average 5.87 years ( $SD = 5.83$  years). Overall, 87.46% of participants were deemed passionate. Participants voluntarily consented to complete the questionnaire in exchange for a monetary compensation. They first answered demographic questions and questions related to their cause. Then, they completed the Passion Scale (Marsh et al., 2013), the Serving Orientations Scale, and scales assessing moral disengagement, OCB, CWB, extrinsic rewards derived from work, and psychological well-being.

#### 3.6.1.2 Measures

Participants answered the same demographic and cause-related questions as in Studies 1 and 2. Then, they completed the Passion Scale (HP  $\alpha = .90$ , OP  $\alpha = .87$ , and passion criteria  $\alpha = .87$ ; Marsh et al., 2013) and the Serving Orientations scale (Serve the Cause subscale  $\alpha = .87$  and Serve Oneself subscale  $\alpha = .83$ ). A CFA confirmed that the Serving Orientations scale had two dimensions referring to the Serve the Cause and Serve Oneself subscales,  $\chi^2 = 101.40$ ,  $df = 28$ ,  $p < .001$ ; RMSEA = .09 [.07, .11],  $p = .001$ ; CFI = .95; TLI = .91; SRMR = .09, with covariance between some items assessing the same construct. Finally, participants completed the Moral Disengagement scale (see the description below), five items of the OCB scale ( $\alpha = .84$ ; Podsakoff et al., 1990), five items of the CWB scale ( $\alpha = .93$ ; Bennett & Robinson, 2000), a scale assessing extrinsic rewards in the workplace, and a scale assessing psychological well-being (see the description below for the last two scales).

**Moral Disengagement.** The Moral Disengagement scale developed by Bandura and his colleagues (1996) consists of eight subscales, one for each psychological mechanism leading to moral disengagement (e.g., advantageous comparison, diffusion of responsibility). We took one

item from each subscale and adapted them to the workplace environment. Examples of items are “It is alright to lie to keep your friends out of trouble” and “Taking someone's property without their permission is just ‘borrowing it’ ”. Participants indicated their level of agreement with each item using a 7-point scale (1 = *do not agree at all*, 7 = *very strongly agree*). The scale had an excellent internal consistency ( $\alpha = .91$ ).

**Extrinsic Rewards.** To measure the extrinsic rewards derived from the participants’ workplace, we created five items based on some of the extrinsic outcomes found in scales assessing extrinsic motivation at work (e.g., Gagné et al., 2015). All items started with “Working for my organization and promoting my cause allow me” and the items were: “to get others’ approval (e.g., supervisor, colleagues, family, clients)”, “to get respect from others (e.g., supervisor, colleagues, family, clients)”, “to get financial rewards”, “to climb the corporate ladder”, and “to get a higher professional status”. Participants indicated their level of agreement with each item using a 7-point scale (1 = *do not agree at all*, 7 = *very strongly agree*). The scale had a good internal consistency ( $\alpha = .84$ ).

**Psychological Well-Being.** The psychological well-being score was obtained from the combination of two items from the Meaning in Life Questionnaire (Steger et al., 2006) and two modified items from the Happiness Subjective Scale (Lyubomirsky & Lepper, 1999). The four items ( $\alpha = .94$ ) are “I understand my life’s meaning”, “My life has a clear sense of purpose”, “Compared with most of my peers, I consider myself happier”, and “I am generally happy”. Participants indicated how much they agree or disagree with each item using a 7-point scale (1 = *do not agree at all* to 7 = *very strongly agree*).

## 3.6.2 Results and Discussion

### 3.6.2.1 Preliminary Analyses

There were no missing values in the data set. Box plots revealed many univariate outliers on the CWB variable due to its skewness. Once again, a transformation (log base 10) was used to make its distribution closer to normality which resulted in no univariate outliers. Mahalanobis distances at the critical chi-square value at  $p = .001$  uncovered three multivariate outliers. These participants were kept in our sample because their presence did not influence the results.

Inspection of skewness indices showed that CWB and moral disengagement were slightly skewed ( $|\text{skewness}| > 1$ ). Bivariate scatterplots and residual plots revealed that all variables were linearly related to each other. There was no multicollinearity ( $\text{VIF} < 5$ ). Descriptive statistics and correlations among all variables are presented in Table 3.6.

### 3.6.2.2 Main Analyses

A path analysis was conducted to test the proposed model and paths were drawn according to the hypotheses presented above. Covariances among the exogenous variables (e.g., HP and OP) and among the error terms of the endogenous variables (Serve the Cause and Serve Oneself orientations, moral disengagement, and the outcome variables) were estimated.

Results showed that this model did not yield acceptable fit indices,  $\chi^2 = 39.84$ ,  $df = 11$ ,  $p = .000$ ;  $\text{RMSEA} = .09$  [.06, .12],  $p = .018$ ;  $\text{CFI} = .96$ ;  $\text{TLI} = .89$ ;  $\text{SRMR} = .04$ . Based on visual inspection and previous research (Ho et al., 2018), we added a direct path between HP and OCB. The modified model had a good fit to the data,  $\chi^2 = 25.09$ ,  $df = 10$ ,  $p = .005$ ;  $\text{RMSEA} = .07$  [.03, .10],  $p = .186$ ;  $\text{CFI} = .98$ ;  $\text{TLI} = .93$ ;  $\text{SRMR} = .03$ . The standardized solutions are presented in Figure 3.3. To be noted that the marginally significant and non-significant links were kept in the model, but they are not presented in Figure 3.3 for clarity concerns. Results showed that HP was positively associated with both the Serve the Cause ( $\beta = .65$ ,  $p < .001$ ) and the Serve Oneself ( $\beta = .13$ ,  $p = .007$ ) orientations, and negatively related to moral disengagement ( $\beta = -.18$ ,  $p < .001$ ). On the other hand, OP was positively related to the Serve Oneself orientation ( $\beta = .46$ ,  $p < .001$ ) and moral disengagement ( $\beta = .52$ ,  $p < .001$ ). In turn, the Serve the Cause orientation was positively related to well-being ( $\beta = .32$ ,  $p < .001$ ) and OCB ( $\beta = .36$ ,  $p < .001$ ), and negatively associated with extrinsic rewards ( $\beta = -.15$ ,  $p = .001$ ). Moreover, the Serve the Cause orientation was marginally related to CWB ( $\beta = -.07$ ,  $p = .094$ ). The Serve Oneself orientation was positively related to extrinsic rewards ( $\beta = .42$ ,  $p < .001$ ) and, marginally, to well-being ( $\beta = .09$ ,  $p = .093$ ). Finally, moral disengagement was positively related to CWB ( $\beta = .57$ ,  $p < .001$ ), extrinsic rewards ( $\beta = .15$ ,  $p = .001$ ), and negatively associated with OCB ( $\beta = -.30$ ,  $p < .001$ ). Moral disengagement was also unrelated to well-being ( $\beta = -.01$ ,  $p = .875$ ). Moreover, HP was directly and positively related to OCB ( $\beta = .23$ ,  $p = .001$ ). The model explained 41.9% of the variance in OCB, 34.4% of the variance in CWB, 25.3% of the variance in extrinsic rewards, and 11.2% of

the variance in well-being. For the unstandardized and standardized parameter estimates as well as the standard errors of all paths, see Table 3.7.

The mediating role of both orientations and moral disengagement was explored using bootstrapping (10,000 samples, with 95% bias-corrected confidence intervals [CI]). The unstandardized results uncovered that engaging in the cause with the Serve the Cause orientation mediated the relationships between HP, on the one hand, and well-being, .26 (95% CI = .17 to .37,  $p < .001$ ), OCB, .22 (95% CI = .15 to .29,  $p < .001$ ), CWB, -.01 (95% CI = -.02 to .00,  $p = .097$ ), and extrinsic rewards, -.14 (95% CI = -.23 to -.07,  $p = .001$ ), on the other hand. Furthermore, being involved in the cause with the Serve Oneself orientation positively mediated the relationships between OP and extrinsic rewards, .20 (95% CI = .14 to .27,  $p < .001$ ) and between HP and extrinsic rewards, .08 (95% CI = .02 to .14,  $p = .013$ ). The Serve Oneself orientation also marginally mediated the relationship between OP and well-being, .04 (95% CI = -.005 to .08,  $p = .095$ ), but it did not mediate the relationship between HP and well-being, .01 (95% CI = .00 to .04,  $p = .180$ ). Finally, moral disengagement mediated the relationships between HP, on the one hand, and OCB, .05 (95% CI = .02 to .08,  $p = .002$ ), CWB, -.02 (95% CI = -.03 to -.01,  $p = .001$ ), and extrinsic rewards, -.04 (95% CI = -.07 to -.02,  $p = .009$ ), on the other hand. Moral disengagement also mediated the relationships between OP, on the one hand, and OCB, -.10 (95% CI = -.14 to -.07,  $p < .001$ ), CWB, .04 (95% CI = .03 to .06,  $p < .001$ ), and extrinsic rewards, .08 (95% CI = .03 to .13,  $p = .002$ ), on the other hand. Furthermore, moral disengagement did not mediate the relationship between HP and well-being, .00 (95% CI = -.02 to .03,  $p = .883$ ) as well as between OP and well-being, -.00 (95% CI = -.04 to .04,  $p = .876$ ).

In sum, the results of Study 3 generally replicated the findings of Study 2 regarding the differential effects of passion and the Serve the Cause and Serve Oneself orientations on the personal and organizational outcomes. However, contrary to Study 2, OP only marginally led to well-being through the Serve Oneself orientation, and HP did not lead to well-being through this orientation. Thus, as in Study 2, the Serve the Cause orientation is a stronger road to psychological well-being than the Serve Oneself orientation. Secondly, Study 3 revealed that moral disengagement is the mediator explaining part of the relationship between OP and CWB. Indeed, our results showed that OP positively led to CWB through moral disengagement, and that

the opposite patterns were observed with HP. Finally, the results of this study uncovered that passionate people, more strongly those with a predominant OP, used their engagement in the cause (Serve Oneself orientation) to derive extrinsic rewards.

### 3.7 General Discussion

The present research had three main goals. The first goal of this research was to develop and validate a two-factor scale assessing both the Serve the Cause and Serve Oneself orientations. The second goal was to examine the role of passion for a cause as an antecedent of the Serve the Cause and Serve Oneself orientations. The third goal was to investigate the mediating role of the Serve the Cause and Serve Oneself orientations in the relationships between passion and the personal (i.e., well-being) and organizational outcomes (i.e., OCB and CWB).

In line with the first goal, results from the factor analyses in Study 1 (as well as in Studies 2 and 3) confirmed that the newly created scale had two factors assessing the Serve the Cause and Serve Oneself orientations. Findings also showed that the scale had excellent internal consistency and convergent and divergent validity. Regarding the second goal, it was expected that, due to its more balanced and prosocial nature, HP should be positively associated with the Serve the Cause orientation and slightly positively related to the Serve Oneself orientation. Conversely, due to its more self-invested structures (Mageau et al., 2011), OP should only be positively linked with the Serve Oneself orientation. Results of Studies 2 and 3 confirmed those hypotheses. In regard to the third goal of this research, it was hypothesized that the Serve the Cause orientation should be positively associated with well-being and OCB, and negatively related to CWB. On the other hand, the Serve Oneself orientation should be positively associated with CWB and, at best, slightly positively related to well-being and OCB. Results of Studies 2 and 3 generally confirmed most of the hypotheses. However, the Serve Oneself orientation led to well-being in Study 2, but marginally to it in Study 3. Therefore, contrary to the Serve the Cause orientation, the Serve Oneself orientation weakly promoted psychological well-being. Furthermore, the Serve Oneself orientation was marginally related to CWB in Study 2 and unrelated to CWB in Study 3. Thus, it appears that even though the Serve Oneself orientation was more egoistic in nature, it did not lead to immoral behaviors. The results of Study 3 also revealed that such behaviors were predicted by moral disengagement, and not the Serve Oneself orientation. Through moral disengagement, OP

led to counterproductive work behaviors, while the opposite patterns were observed with HP. Finally, the results of Study 3 also uncovered that the Serve Oneself orientation positively predicted extrinsic rewards, whereas the Serve the Cause orientation was negatively related to this variable. These findings lead to a number of implications.

### 3.7.1 Two Ways to Engage in the Cause: To Serve the Cause and to Serve Oneself

A first implication of the present research is that it is the first to propose the existence of two ways to engage in a cause: the Serve the Cause and Serve Oneself orientations. Indeed, the closest concept found in literature is that of servant leadership (Greenleaf, 1977). However, this construct focuses on leadership and not on people's orientation when they engage in a cause. It also doesn't cover the more egoistic orientation of serving oneself through one's involvement in the cause. Finally, such leadership is oriented toward one's work and not necessarily toward a cause as it was the case in the present research. Results of Study 1 showed that the Serve the Cause and the Serve Oneself orientations are two valid and distinct constructs to describe these two types of engagement. The Serve the Cause orientation represents a desire to help the cause grow without expecting any benefits, while the Serve Oneself orientation portrays a more instrumental way of engaging in the cause with the purpose of getting personal gains (e.g., recognition, respect, higher status).

The results of all three studies uncovered that these two orientations are relevant constructs describing how people get involved with a cause. The findings of both Studies 2 and 3 showed that the Serve the Cause and Serve Oneself orientations mediated the effects of both HP and OP on personal and organizational outcomes. The Serve the Cause orientation was rooted in HP, whereas the Serve Oneself orientation was rooted in both OP and HP, but more strongly in OP. The Serve the Cause orientation was associated with adaptive outcomes at both the personal (well-being) and organizational (OCB) levels. On the other hand, the Serve Oneself orientation was only associated with personal benefits (extrinsic rewards and well-being). Both orientations led to well-being, although this was clearly more the case for the Serve the Cause orientation. The research on the serving orientations is still in its infancy. Much more remains to be done to better understand the differential role of these two orientations in outcomes and to pinpoint their antecedents. We address these issues below.

### 3.7.2 Passion as a Determinant of the Serve the Cause and Serve Oneself Orientations

A second implication pertains to the role of passion as an antecedent of both the Serve the Cause and Serve Oneself orientations. As shown in Studies 2 and 3, HP was positively related to the Serve the Cause orientation and slightly positively related to the Serve Oneself orientation. These results are in line with previous studies showing that HP is more balanced (Vallerand, 2015) and associated with prosocial outcomes such as positive relationships with team members (Philippe et al., 2010), team cohesion (Paradis et al., 2012; Philippe et al., 2014), and interpersonal helping (Ho et al., 2018). By being more oriented towards others and less self-invested (Mageau et al., 2011), it may be more natural for people with a predominant HP to serve the cause without necessarily expecting extrinsic rewards. However, they did not completely forget themselves while they were promoting their cause. Indeed, HP was slightly positively related to the Serve Oneself orientation and thus indirectly to extrinsic rewards (e.g., social recognition). Thus, there was some balance in their involvement in the cause. Nevertheless, the weaker link between HP and the Serve Oneself orientation informed us that people with a predominant HP mostly engaged in their cause to serve it.

On the other hand, OP was only positively associated with the Serve Oneself orientation across all studies. This finding is consistent with past studies showing that OP is more ego-involved. Indeed, past research has shown that OP was positively related to contingent self-esteem (Mageau et al., 2011), self-enhancement (Lafrenière et al., 2013), hubristic pride (Bureau et al., 2013), as well as immoral behaviors and incivility that benefited oneself (Birkeland & Nerstad, 2016; Bureau et al., 2013). Thus, people with a predominant OP engaged in the cause not necessarily to help it grow, but rather to get personal benefits such as social recognition and a higher status. As long as they would benefit from their involvement in the cause, they would willingly engage in it.

In sum, HP would appear to be more socially adaptive than OP with respect to triggering cause involvement. Indeed, HP strongly led to the Serve the Cause orientation and slightly, to the Serve Oneself orientation, while OP only predicted the Serve Oneself orientation. Future research is necessary to determine if such relationships are invariant or if they may change as a function of situational, personal, or organizational characteristics.

### 3.7.3 Consequences of the Serve the Cause and Serve Oneself Orientations

A third implication of the present research is that the findings showed that there are two ways to engage in a cause with different consequences both for the person and the organization: the Serve the Cause and the Serve Oneself orientations. More precisely, the results of Studies 2 and 3 revealed that the Serve the Cause orientation was positively related to adaptive outcomes such as well-being and OCB, and negatively associated with CWB (Study 2) and extrinsic rewards (Study 3). Because they were involved in the cause with a desire to serve it, people with a predominant HP were more willing to engage in OCB to help their colleagues and their organization function effectively. The Serve the Cause orientation also protected them against immoral behaviors harming their colleagues and their organization as shown by a negative link between the Serve the Cause orientation and CWB in Study 2. Through the Serve the Cause orientation, people were also ready to promote their cause without necessarily expecting extrinsic benefits (e.g., social recognition, higher status) as shown by the negative relationship between the Serve the Cause orientation and extrinsic rewards. The Serve the Cause orientation also led to an important personal benefit: the experience of psychological well-being. These finding is in line with past research showing that benevolence such as volunteering is associated with psychological well-being (Martela & Ryan, 2015, 2016).

On the other hand, the Serve Oneself orientation was found to promote personal benefits such as extrinsic rewards (e.g., higher status, financial rewards) that could enhance one's self-esteem (Mageau et al., 2011). The Serve Oneself orientation also led to some limited levels of psychological wellbeing. Thus, the present research uncovered that when people are involve in a cause, psychological well-being can derive from two roads: through serving the cause and through serving oneself. Although the Serve the Cause road is much stronger than the Serve Oneself road, both may lead to some psychological benefits. Future research is necessary to determine if the two orientations are differentially related to hedonistic and eudemonic well-being. It should be noted that contrary to our hypotheses, the Serve Oneself orientation did not lead to CWB (marginally in Study 2, unrelated in Study 3). Thus, a Serve Oneself orientation led to self-serving outcomes (extrinsic rewards), but not to immoral behaviors. In light of this result, in Study 3 we posited that a different process, namely moral disengagement, should mediate the relationships between passion and CWB. Our results confirmed this hypothesis. OP and HP were



positively and negatively, respectively, related to moral disengagement. In turn, moral disengagement was positively related to CWB and extrinsic rewards, and negatively related to OCB. These findings are important because it shows that even though a Serve Oneself orientation led people to act more egoistically, it did not lead them to act immorally.

The concepts of the Serve the Cause and Serve Oneself orientations are novel. Therefore, much more studies are needed in order to identify their antecedents and their consequences. Future studies could investigate the effects of these orientations on people's health, performance, and interpersonal relationships. For instance, would people put their health at risk to serve the cause? Furthermore, would people stop performing at work if they were not rapidly getting something out of it? Finally, would people with a Serve Oneself orientation engage in negative interpersonal behaviors, such as bullying a colleague, if this colleague was receiving more attention and promotions than them? These are all interesting questions that need to be examined. Future research could also look at the moderating effects of the organizational climate (e.g., a cooperative versus a competitive climate) on the Serve the Cause and Serve Oneself orientations. For example, our studies showed that the Serve Oneself orientation did not lead to immoral behaviors in general. However, would such a relationship emerge in a highly competitive climate? Overall, such research avenues underline the importance of further deepening our understanding of the Serve the Cause and Serve Oneself orientations.

#### 3.7.4 Limitations and Future Research Directions

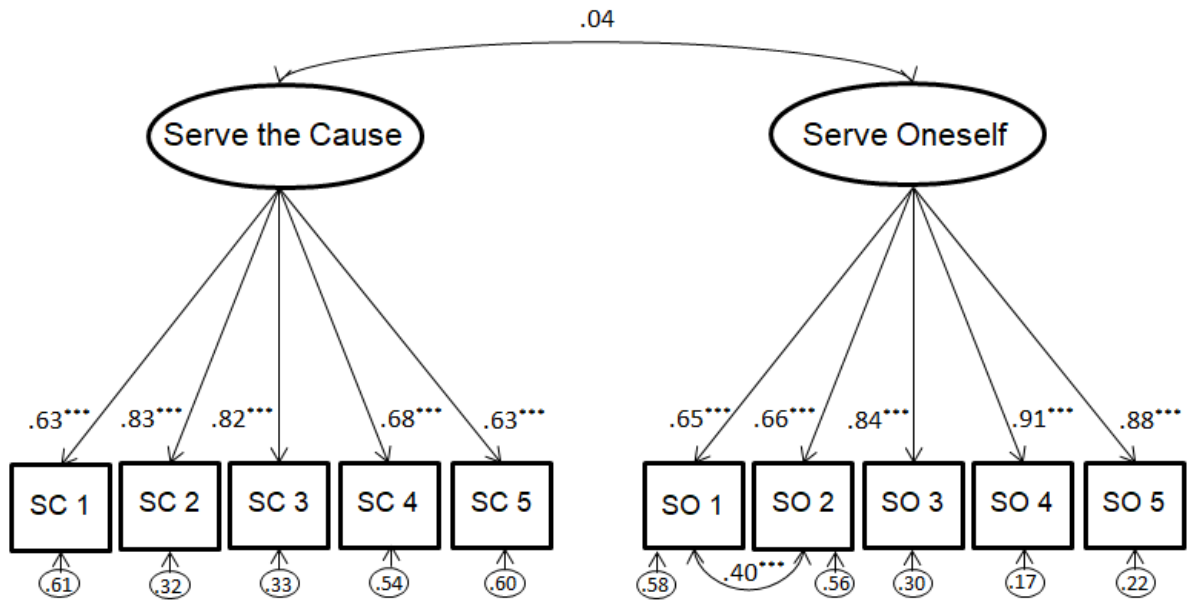
This research presents some limitations that need to be underscored. First, Studies 2 and 3 used a correlational design. Thus, it is impossible to infer causality among the variables. Nevertheless, past longitudinal and experimental studies (Vallerand, 2015) can partly inform us about the directionality of the relationships between these variables. Indeed, they have shown that inducing HP or OP usually leads to the same processes and outcomes as using the Passion Scale (e.g., Bélanger et al., 2019, Study 3; Bélanger et al., 2022, Study 2; Vallerand, 2015). Future studies should try to replicate the present findings using longitudinal and experimental designs to clearly establish the directionality of these effects. Second, all variables were self-reported. Future research replicating the present findings should use objective and informant measures. Third, these findings were obtained in work organizations. Future research needs to extend the

generality of the present findings by examining the role of passion and the Serve the Cause and Serve Oneself orientations in other types of organizations where the two types of serving orientations also operate such as political organizations. Finally, in all studies, we used Amazon Mechanical Turk (MTurk) for data collection. Past research has shown that MTurk users are representative of the general US population on some characteristics (global cognitive ability, gender, and race), but they also differ on others (e.g., they are younger, less prosocial, more educated, and have lower incomes; Burnham et al., 2018; Hargittai & Shaw, 2020; Merz et al., 2020). Therefore, future research should try to replicate these findings using different samples to increase external validity. Concerning data quality, we used open-ended questions and instructional items (e.g., For this item, please select number 5 "mostly agree") which have a great sensibility to inattention and bot-like answers (Niessen et al., 2016). We also used MTurk Approved Participants which offer high data quality and replicate classic psychology effects more reliably (Hauser et al., 2022).

In sum, the present research has uncovered two major orientations to engage in a cause: to Serve the Cause one seeks to promote and to Serve Oneself through the cause. These orientations are uniquely rooted in harmonious and obsessive passions, respectively, and the first orientation leads to the more adaptive personal and organizational outcomes. Future research is needed to deepen our understanding of the Serve the Cause and Serve Oneself orientations and their consequences in organizations.

Figure 3.1

Standardized Results of the Confirmatory Factor Analysis of Study 1

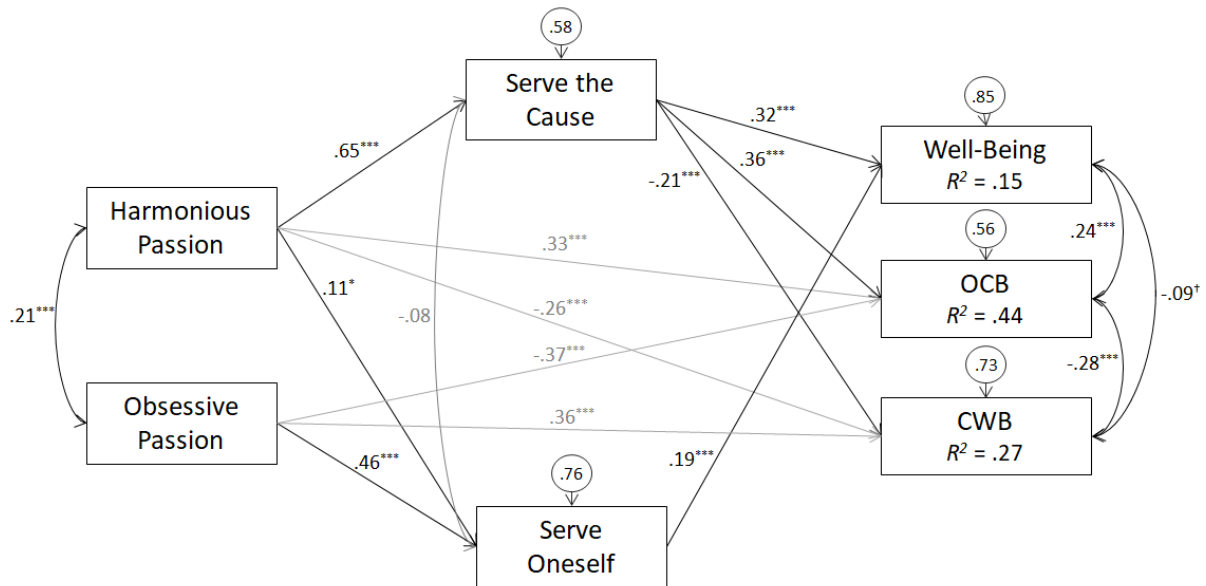


Notes.  $N = 218$ . SC = Serve the Cause orientation items. SO = Serve Oneself orientation items.

\*\*\* $p < .001$ .

Figure 3.2

Results of the Path Analysis of Study 2

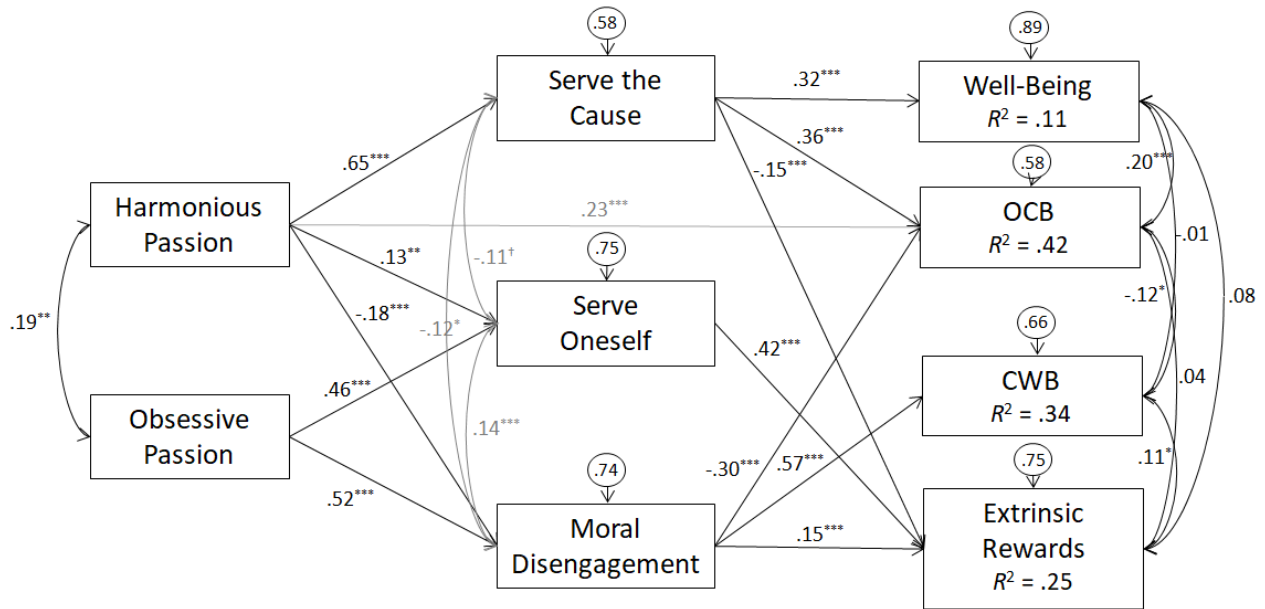


Notes.  $N = 343$ . Standardized path coefficients are presented. OCB = organizational citizenship behaviors. CWB = counterproductive work behaviors.

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

Figure 3.3

Results of the Path Analysis of Study 3



Notes.  $N = 351$ . Standardized path coefficients are presented. OCB = organizational citizenship behaviors; CWB = counterproductive work behaviors.

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

Tableau 3.1

Descriptive Statistics and Factor Loadings from the EFA of the Serving Orientations Scales  
(Study 1)

Items	<i>M</i> ( <i>SD</i> )	Factor	
		1	2
4. I am willing to serve the cause even though I may not get any benefits from it. (SC3)	5.62 (1.43)	<b>.86</b>	-.09
1. I express genuine enjoyment in serving the cause. (SC1)	5.72 (1.19)	<b>.83</b>	-.01
2. I generally serve the cause willingly with no expectation of rewards. (SC2)	5.58 (1.45)	<b>.84</b>	-.06
6. It is important to me to help the cause grow. (SC4)	5.73 (1.31)	<b>.82</b>	.11
9. I am willing to invest time and energy in the cause, regardless of what I could personally get out of it. (SC5)	5.43 (1.54)	<b>.74</b>	-.02
8. I'm willing to get involved in activities related to my cause as long as I get benefits from it. (SO4)	3.36 (1.85)	-.10	<b>.88</b>
7. I'm using the cause to get as many personal gains as possible. (SO3)	3.24 (1.95)	-.04	<b>.79</b>
10. I'm willing to put time and energy in my cause as long as it benefits me. (SO5)	3.45 (1.98)	-.09	<b>.76</b>
5. Through the cause, I get what I want for me. (SO2)	4.40 (1.83)	.32	<b>.58</b>
3. The cause is a way for me to attain my own personal goals. (SO1)	4.50 (1.78)	.35	<b>.56</b>

*Notes.*  $N = 217$ . Extraction method: Maximum likelihood. Rotation method: Oblimin. Loadings larger or equal to .40 are in bold. SC = Serve the Cause orientation. SO = Serve Oneself orientation.

Tableau 3.2

## Model Fit Indices of the Four Models Tested via the EFA (Study 1)

	$\chi^2$	<i>df</i>	RMSEA	CFI	TLI	SRMR	BIC
1 Factor	561.05*	35	.26	.58	.46	.21	7627.31
2 Factors	85.90*	26	.10	.95	.92	.03	7200.58
3 Factors	50.70*	18	.09	.97	.94	.02	7208.42
4 Factors	9.06	11	.00	1.00	1.00	.01	7204.43

*Notes.*  $N = 217$ .  $\chi^2$  = chi square goodness of fit statistic; *df* = degrees of freedom; RMSEA = Root-Mean-Square Error of Approximation; CFI = Comparative Fit Index; TLI = Tucker Lewis Index; SRMR = Standardized Square Root Mean Residual; BIC = Bayesian Information Criterion. \* Indicates  $\chi^2$  are statistically significant ( $p < .001$ ).

Tableau 3.3

## Descriptive Statistics and Correlations for Study Variables (Study 1)

Variable	<i>M (SD)</i>	1	2	3	4	5	6
1. Serve the Cause	5.66 (1.08)	—					
2. Serve Oneself	4.12 (1.58)	-.04	—				
3. Individualism SVO	3.17 (1.80)	-.20 <sup>***</sup>	.74 <sup>***</sup>	—			
4. Competition SVO	4.41 (1.63)	.01	.61 <sup>***</sup>	.66 <sup>***</sup>	—		
5. Cooperation SVO	5.57 (.94)	.73 <sup>***</sup>	.17 <sup>**</sup>	-.04	.19 <sup>*</sup>	—	
6. Equity SVO	5.91 (1.00)	.80 <sup>***</sup>	-.01 <sup>†</sup>	-.32 <sup>***</sup>	-.07	.71 <sup>***</sup>	—
7. Contribution to Society	5.36 (1.23)	.64 <sup>***</sup>	.21 <sup>**</sup>	.08	.19 <sup>*</sup>	.68 <sup>***</sup>	.49 <sup>***</sup>

*Notes.*  $N = 435$ . SVO = social value orientations.

<sup>†</sup> $p < .10$ . <sup>\*\*</sup> $p < .01$ . <sup>\*\*\*</sup> $p < .001$ .



Tableau 3.4

Variable	<i>M (SD)</i>	1	2	3	4	5	6
1. HP	5.46 (1.05)	—					
2. OP	3.22 (1.61)	.21 <sup>***</sup>	—				
3. Serve the Cause	5.45 (1.10)	.65 <sup>***</sup>	.21 <sup>***</sup>	—			
4. Serve Oneself	4.00 (1.54)	.21 <sup>***</sup>	.48 <sup>***</sup>	.11 <sup>*</sup>	—		
5. OCB	5.41 (.79)	.50 <sup>***</sup>	-.22 <sup>***</sup>	.50 <sup>***</sup>	-.06	—	
6. CWB	1.76 (1.16)	-.24 <sup>***</sup>	.35 <sup>***</sup>	-.23 <sup>***</sup>	.22 <sup>***</sup>	-.47 <sup>***</sup>	—
7. Well-Being	4.98 (1.44)	.30 <sup>***</sup>	.18 <sup>**</sup>	.34 <sup>***</sup>	.23 <sup>***</sup>	.33 <sup>***</sup>	-.07

*Note.* N = 343. HP = harmonious passion for a cause; OP = obsessive passion for a cause; OCB = organizational citizenship behaviors; CWB = counterproductive work behaviors.

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

Descriptive Statistics and Correlations for Study Variables (Study 2)

Tableau 3.5

Results of the Unstandardized and Standardized Parameter Estimates, Standard Errors of the Paths Between the Variables (Study 2)

	<i>B</i>	<i>SE B</i>	$\beta$
HP → Serve the Cause	.69	.05	.65 <sup>***</sup>
HP → Serve Oneself	.16	.08	.11 <sup>*</sup>
OP → Serve Oneself	.44	.04	.46 <sup>***</sup>
Serve the Cause → OCB	.26	.05	.36 <sup>***</sup>
Serve the Cause → CWB	-.04	.01	-.21 <sup>***</sup>
Serve the Cause → Well-Being	.42	.07	.32 <sup>***</sup>
Serve Oneself → OCB	.002	.03	.004
Serve Oneself → CWB	.01	.01	.08 <sup>†</sup>
Serve Oneself → Well-Being	.18	.05	.19 <sup>***</sup>
HP → OCB	.25	.05	.33 <sup>***</sup>
HP → CWB	-.05	.01	-.26 <sup>***</sup>
OP → OCB	-.18	.02	-.37 <sup>***</sup>
OP → CWB	.05	.01	.36 <sup>***</sup>

*Note.*  $N = 343$ . OP = obsessive passion for a cause; HP = harmonious passion for a cause; OCB = organizational citizenship behaviors; CWB = counterproductive work behaviors.

<sup>†</sup> $p < .10$ . <sup>\*</sup> $p < .05$ . <sup>\*\*</sup> $p < .01$ . <sup>\*\*\*</sup> $p < .001$ .

Tableau 3.6

## Descriptive Statistics and Correlations for Study Variables (Study 3)

Variable	<i>M (SD)</i>	1	2	3	4	5	6	7	8
1. HP	5.33 (1.08)	—							
2. OP	2.96 (1.47)	.19***	—						
3. Serve the Cause	5.33 (1.23)	.65***	.13*	—					
4. Serve Oneself	3.92 (1.46)	.21***	.48***	.07	—				
5. Moral Disengagement	2.08 (1.20)	-.09 <sup>†</sup>	.48***	-.13*	.32***	—			
6. OCB	5.45 (.99)	.50***	-.03	.55***	.01	-.36***	—		
7. CWB	1.60 (1.10)	-.08	.39***	-.14**	.21***	.58***	-.31***	—	
8. Extrinsic Rewards	3.69 (1.55)	.08	.31***	-.14**	.46***	.30***	-.09	.27***	—
9. Well-Being	5.00 (1.39)	.29***	.09 <sup>†</sup>	.32***	.11*	-.02	.34***	-.04	.07

*Note.*  $N = 351$ . HP = harmonious passion for a cause; OP = obsessive passion for a cause; OCB = organizational citizenship behaviors; CWB = counterproductive work behaviors.

<sup>†</sup> $p < .10$ . \* $p < .05$ . \*\* $p < .01$ . \*\*\*  $p < .001$ .

Tableau 3.7

Results of the Unstandardized and Standardized Parameter Estimates, Standard Errors of the Paths Between the Variables (Study 3)

	<i>B</i>	<i>SE B</i>	$\beta$
HP → Serve the Cause	.74	.06	.65***
HP → Serve Oneself	.17	.06	.13**
HP → Moral Disengagement	-.20	.06	-.18***
OP → Serve Oneself	.46	.05	.46***
OP → Moral Disengagement	.42	.05	.52***
Serve the Cause → OCB	.29	.05	.36***
Serve the Cause → CWB	-.01	.01	-.07 <sup>†</sup>
Serve the Cause → Well-Being	.36	.06	.32***
Serve the Cause → Extrinsic Rewards	-.19	.06	-.15***
Serve Oneself → Well-Being	.08	.05	.09 <sup>†</sup>
Serve Oneself → Extrinsic Rewards	.44	.06	.42***
Moral Disengagement → OCB	-.24	.04	-.30***
Moral Disengagement → CWB	.10	.01	.57***
Moral Disengagement → Well-Being	-.01	.05	-.01
Moral Disengagement → Extrinsic Rewards	.19	.06	.15***
HP → OCB	.21	.07	.23***

*Note.*  $N = 343$ . OP = obsessive passion for a cause; HP = harmonious passion for a cause; OCB = organizational citizenship behaviors; CWB = counterproductive work behaviors.

<sup>†</sup> $p < .10$ . \* $p < .05$ . \*\* $p < .01$ . \*\*\*  $p < .001$ .

## CHAPITRE 4

### CONCLUSION GÉNÉRALE

Les personnes oeuvrant dans les organismes sans but lucratif sont généralement passionnées par la cause qu'ils promeuvent (Gousse-Lessard et al., 2013; Rip et al., 2012; St-Louis et al., 2016). Cependant, peu d'études ont investigué les effets de la passion pour une cause auprès de cette population. Prenant appui sur le MDP (Vallerand, 2015), la présente thèse avait ainsi pour objectif général d'explorer le rôle de la passion pour une cause dans les conséquences personnelles, intragroupes (organisationnelles) et intergroupes chez ces individus. Elle visait également à investiguer le rôle médiateur des processus psychologiques dans ces relations. À l'aide de trois études transversales, l'Article 1 de la thèse examinait pour la première fois le rôle de la passion dans l'allocation intergroupe de ressources et le rôle médiateur des orientations des valeurs sociales dans cette relation. Quant à l'Article 2, il introduisait un nouveau concept illustrant la façon dont les gens s'engagent dans une cause : les orientations à servir. L'Étude 1 de cet article validait une mesure des orientations à servir, alors que les Études 2 et 3 utilisaient un devis transversal afin d'examiner le rôle de la passion comme un des antécédents des orientations à servir ainsi que les conséquences personnelles (bien-être psychologique) et intragroupes (comportements organisationnels) de ces dernières.

Dans l'Article 1, il était attendu que la PO devrait mener à l'orientation pro-soi qui, à son tour, devrait faciliter le biais pro-endogroupe nuisant ultimement à la cause. La PO devrait également être associée négativement à l'orientation prosociale et à ses effets bénéfiques sur l'exogroupe et la cause. Quant à elle, la PH devrait mener à l'orientation prosociale qui, à son tour, devrait faciliter le biais pro-exogroupe favorisant la cause. La PH devrait également protéger de l'orientation pro-soi, du biais pro-endogroupe et de ses effets négatifs sur la cause. Les résultats de l'Article 1 ont supporté toutes ces hypothèses.

Dans l'Article 2, il était attendu que la PH devrait être associée positivement à l'orientation Servir la Cause et, plus faiblement, à celle visant à Se Servir. Quant à elle, la PO ne devrait faciliter que l'orientation Se Servir. À son tour, l'orientation Servir la Cause devrait être associée positivement aux comportements organisationnels citoyens et au bien-être psychologique et

négalement aux comportements contreproductifs au travail et aux récompenses extrinsèques. Quant à elle, l'orientation Se Servir devrait être associée positivement aux comportements contreproductifs, aux récompenses extrinsèques et, plus faiblement, aux comportements citoyens et au bien-être psychologique. Les résultats de l'Article 2 ont généralement confirmé ces hypothèses. Toutefois, ils ont montré que l'orientation Se Servir était associée positivement et marginalement aux comportements contreproductifs au travail (Étude 2 seulement) et qu'elle n'était pas associée aux comportements organisationnels citoyens. Les résultats de l'Étude 3 ont révélé que les comportements contreproductifs étaient plutôt fortement prédits par le désengagement moral, lui-même prédit positivement par la PO et négativement par la PH. Le désengagement moral était aussi associé positivement aux récompenses extrinsèques et négativement aux comportements citoyens.

Globalement, les résultats des deux articles de la thèse montrent que la PH est associée à des processus psychologiques et à des conséquences personnelles, intragroupes et intergroupes plus adaptés socialement que la PO. La conclusion de cette thèse est présentée ci-dessous et se divise en quatre parties. La première souligne les contributions et les implications des résultats des deux articles de la thèse. La deuxième partie aborde les limites de ces deux séries d'études. La troisième partie propose des pistes de recherches futures. Enfin, la dernière partie constitue une brève conclusion de la thèse.

## 4.1 Implications

### 4.1.1 Le rôle de la passion dans les relations intergroupes

L'Article 1 présente un éclairage nouveau sur le biais pro-endogroupe (Tajfel, 1981; Tajfel et al., 1971) en étudiant pour la première fois le rôle de la passion dans l'allocation de ressources entre l'endogroupe et l'exogroupe. Les résultats de cet article montrent que le biais pro-endogroupe est bel et bien présent chez les individus passionnés par une cause. Toutefois, la présence de celui-ci ne dépend pas simplement du degré (faible à élevé) de passion ou du degré d'identification à son groupe (Perreault & Bourhis, 1999), mais plutôt du type de passion en jeu. En effet, la PO pour une cause (mais non la PH) était positivement associée à une allocation de ressources favorisant l'endogroupe aux dépens de l'exogroupe, même si cela entraînait moins de ressources totales

allouées à la cause. Les individus ayant une PO prédominante étaient prêts à nuire à leur cause afin de favoriser leur groupe, ce qui révèle la force du biais pro-endogroupe. Conformément aux postulats de la Théorie de l'identité sociale (Tajfel, 1981; Tajfel et al., 1971), le simple fait de rendre saillante la catégorisation sociale « endogroupe versus exogroupe » menait au biais pro-endogroupe. De plus, afin de maximiser la différence entre l'endogroupe et l'exogroupe, les participants étaient également prêts à faire des sacrifices (p. ex., nuire à leur cause), ce qui concorde avec les résultats de Tajfel et ses collègues (1971). En outre, ces résultats sont aussi en accord avec le MDP (Vallerand, 2015). En effet, des études antérieures sur la passion ont montré que la PO est associée à des comportements intergroupes plus mésadaptés socialement (p. ex., Vallerand et al., 2008a).

Quant à elle, la PH pour une cause menait à une allocation de ressources favorisant l'exogroupe par rapport à l'endogroupe ce qui, au final, maximisait les ressources totales allouées à la cause. Ainsi, il semble que les personnes ayant une PH prédominante étaient capables d'aller à l'encontre du biais pro-endogroupe. Ils favorisaient plutôt l'exogroupe afin, ultimement, de favoriser le bien collectif : la promotion de la cause. Bien que ces résultats contrastent avec la Théorie de l'identité sociale, ils sont en accord avec le MDP (Vallerand, 2015). En effet, des études précédentes ont montré que la PH est associée à des comportements intergroupes positifs et adaptés socialement (p. ex., Rip et al., 2012; Vallerand et al., 2008a).

Ces résultats ont des implications pour la recherche sur le biais pro-endogroupe et la Théorie de l'identité sociale (Tajfel, 1981). En effet, ils montrent qu'avec des individus passionnés, la présence du biais pro-endogroupe lors de l'allocation intergroupe de ressources dépend du type de passion. Ces résultats sont également importants pour le MDP (Vallerand, 2015), car ils sont les premiers à montrer que le type de passion (PH ou PO) a un effet important sur l'allocation de ressources au plan intergroupe. Ils révèlent également que la PO mène au biais pro-endogroupe malgré des conséquences néfastes sur la cause. En effet, en raison de la configuration de notre tâche, le biais pro-endogroupe résultait en moins de ressources totales allouées à la cause. Donc, bien qu'ils étaient passionnés par leur cause, les individus avec une PO prédominante finissaient par lui nuire. En résumé, la passion pour une cause a des effets sur l'allocation intergroupe de ressources, ce qui peut mener à de lourdes conséquences pour la cause.

#### 4.1.2 Le rôle de la passion dans les relations intragroupes

Les études de l'Article 2 contribuent de manière importante au MDP (Vallerand, 2015), car elles sont parmi le peu d'études à avoir examiné le rôle de la passion dans les comportements intragroupes. Les résultats de ces études ont révélé que la PH était associée positivement à des comportements organisationnels citoyens et négativement à des comportements contreproductifs au travail. Les individus ayant une PH prédominante étaient ainsi plus portés, par exemple, à aider leurs collègues et à faciliter le fonctionnement de l'organisation promouvant leur cause. Ces résultats concordent avec les études précédentes montrant que la PH est associée à la cohésion d'équipe (Paradis et al., 2012; Philippe et al., 2014), les comportements d'aide (Ho et al., 2018) ainsi que les relations interpersonnelles positives avec ses coéquipiers (Philippe et al., 2010). Quant à elle, la PO était associée positivement à des comportements contreproductifs au travail et négativement à des comportements organisationnels citoyens. Ainsi, les individus ayant une PO prédominante étaient plus enclins à nuire à un collègue (p. ex., l'embarrasser) et à l'organisation promouvant leur cause (p. ex., voler du matériel). Ces résultats concordent avec la nature plus mésadaptée socialement de la PO. En effet, les études précédentes révèlent que la PO mène à des relations interpersonnelles de moins bonne qualité avec ses coéquipiers (Philippe et al., 2010) et à de l'incivilité avec ses collègues (Birkeland & Nerstad, 2016). Aussi, la PO n'est pas associée significativement à la cohésion d'équipe (Philippe et al., 2014; faiblement positivement dans Paradis et al., 2012) et à l'entraide (Ho et al., 2018).

En résumé, ces études s'ajoutent à la mince littérature sur la passion au plan intragroupe. Elles dévoilent le rôle plus socialement adapté de la PH par rapport à la PO dans les relations entre les membres d'un même groupe.

#### 4.1.3 La passion comme l'un des antécédents des processus médiateurs

La thèse révèle que la passion constitue un des déterminants de deux processus sous-jacents aux effets intragroupes et intergroupes de la passion, soit les orientations des valeurs sociales (Article 1) et les orientations à servir (Article 2). Les résultats des deux articles de la thèse ont dévoilé que la PH était positivement associée à des orientations plus adaptées socialement telles que l'orientation prosociale (Article 1) et celle de Servir la Cause (Article 2). Elle était également liée plus faiblement à l'orientation Se Servir (Article 2) et négativement liée à l'orientation pro-soi



(Article 1, Étude 2). L'ensemble de ces résultats sont en accord avec ceux d'études précédentes montrant que la PH est associée à des processus et à des conséquences plus prosociaux et altruistes. En effet, ces études révèlent que la PH est liée positivement à des relations positives avec ses coéquipiers (Lafrenière et al., 2008, 2011; Philippe et al., 2010; Utz et al., 2012), à la cohésion d'équipe (Paradis et al., 2012; Philippe et al., 2014) ainsi qu'aux comportements coopératifs (Lafrenière et al., 2008, Étude 1) et d'aide auprès de collègues (Ho et al., 2018). Le fait que la PH était liée positivement et faiblement à l'orientation Se Servir concorde avec la nature plus équilibrée de la PH (Vallerand, 2015). Ainsi, les individus ayant une PH prédominante ne s'oubliaient pas lorsqu'ils s'engageaient dans la cause. Toutefois, la plus faible relation entre la PH et l'orientation Se Servir indique qu'ils s'investissaient davantage dans la cause afin de la servir.

Quant à elle, la PO était positivement associée aux orientations pro-soi (Article 1) et Se Servir (Article 2). Elle était également liée négativement à l'orientation prosociale (Article 1). Ces résultats concordent avec des études précédentes dévoilant la nature plus égo-investie et moins altruiste de la PO (Ho et al., 2018; Mageau et al., 2011). En effet, ces études montrent que la PO est liée positivement à une estime de soi contingente (Mageau et al., 2011), au rehaussement de soi (Lafrenière et al., 2013), à la fierté hubristique (Bureau et al., 2013), à des comportements immoraux visant son propre bénéfice (Bureau et al., 2013) et à de l'incivilité avec ses collègues lorsque son égo est menacé (Birkeland & Nerstad, 2016). En outre, la PO n'est également pas associée significativement aux comportements d'aide (Ho et al., 2018). En somme, avec la PO, les gens ne peuvent se soustraire à leur égo et à ses conséquences moins adaptées pour la cause.

#### 4.1.4 Le rôle des orientations des valeurs sociales dans les conséquences intergroupes

Une autre implication de la thèse est qu'elle identifie les orientations des valeurs sociales comme un des processus médiateurs clés dans la relation entre la passion et l'allocation intergroupe de ressources. Plus précisément, la PO était positivement associée à l'orientation pro-soi qui, à son tour, menait au biais pro-endogroupe lors de l'allocation de ressources. La PO était également négativement liée à l'orientation prosociale et à ses effets bénéfiques pour l'exogroupe et, au final, pour la cause. Selon la Théorie de l'identité sociale (Tajfel, 1981), les individus tentent généralement d'acquérir une identité sociale et un concept de soi positifs (Jordan et al., 2005;

Lemyre & Smith, 1985; Tajfel, 1972, 1974) en maximisant la différence entre l'endogroupe et l'exogroupe. Il est donc fort probable que les individus ayant une orientation pro-soi aient préféré privilégier leur endogroupe pour éventuellement améliorer la perception de leur groupe et d'eux-mêmes. Les résultats obtenus dans l'Article 1 montraient également que l'orientation pro-soi menait à l'allocation de moins de ressources à l'exogroupe et, au final, à la cause. Ceci concorde avec la dimension individualiste de l'orientation pro-soi associée à peu de considérations pour autrui (y compris les autres groupes). En favorisant leur propre groupe, les individus ayant une orientation pro-soi prédominante entravaient le travail de l'exogroupe promouvant la même cause qu'eux et, au final, nuisaient à la cause qui les passionne.

Quant à elle, la PH était positivement associée à l'orientation prosociale qui, à son tour, menait au biais pro-exogroupe et, au final, à la promotion de la cause. La PH protégeait également contre l'orientation pro-soi et ses effets négatifs sur l'exogroupe et la cause (Étude 2 uniquement). Ces résultats sont en accord avec ceux d'études précédentes montrant que l'orientation prosociale est négativement liée au biais pro-endogroupe et favorise le partage de ressources et la coopération avec l'exogroupe (Fiedler et al., 2018; Thielmann & Bohm, 2016). De plus, en accord avec la dimension « coopération » de l'orientation prosociale, les individus ayant cette orientation travaillaient vers un but commun, c'est-à-dire la promotion de la cause, et maximisaient les gains communs, c'est-à-dire les ressources totales allouées à la cause. Ils préféraient favoriser l'exogroupe et, au final, promouvoir la cause. Ainsi, le biais pro-endogroupe n'est pas systématique lors de l'allocation intergroupe de ressources: le type de passion et les circonstances présentes semblent moduler cet effet.

#### 4.1.5 Le rôle des orientations à servir dans les conséquences personnelles et intragroupes

Une implication importante de la thèse est l'introduction d'un nouveau concept décrivant deux façons de s'engager dans une cause : les orientations Servir la Cause et Se Servir soi-même à travers son implication dans la cause. Aucun concept dans la littérature ne semble décrire les deux côtés de ce phénomène. Le concept le plus similaire dans la littérature est celui du « servant leadership » (Greenleaf, 1977). Toutefois, ce concept représente un type de leadership et non l'orientation d'une personne impliquée dans une cause. Il ne présente également que le côté bénéfique de servir et non la dimension plus égoïste de « se servir » à ses propres fins. L'Étude 1

de l'Article 2 a permis de valider une échelle mesurant ces deux orientations. Les résultats des analyses ont montré que les deux orientations à servir sont des construits valides et relativement indépendants. L'orientation Servir la Cause représente une tendance altruiste à s'engager dans la cause et vise à aider la cause à se développer, sans attendre de récompenses en retour. L'orientation Se Servir représente une tendance plus égoïste à s'engager dans la cause et vise à en retirer des gains personnels (p. ex., reconnaissance sociale).

Les résultats des Études 2 et 3 ont révélé que ces deux orientations ont des conséquences différentes aux plans intragroupe et personnel. En effet, l'orientation Servir la Cause était positivement liée aux comportements organisationnels citoyens et au bien-être psychologique, et négativement liée aux comportements contreproductifs (Étude 2) et aux récompenses extrinsèques (Étude 3). Ayant un désir de favoriser le développement de la cause, les individus ayant une orientation Servir la Cause prédominante étaient naturellement portés à adopter des comportements citoyens visant à aider leurs collègues et à faciliter le bon fonctionnement de leur organisation. Ils étaient aussi moins enclins à poser des actes immoraux et contreproductifs nuisant à leurs collègues et à l'organisation. En outre, ils s'engageaient de manière altruiste sans rien attendre en retour, comme le montre la relation négative entre l'orientation Servir la Cause et les récompenses extrinsèques. En servant la cause, ces individus ressentaient également un bien-être psychologique dans leur vie en général, ce qui concorde avec les hypothèses de Panaccio et al. (2015) ainsi que de Martela et Ryan (2015, 2016) postulant que servir autrui et agir prosocialement devraient mener au bien-être.

D'autre part, tel qu'attendu, l'orientation Se Servir favorisait les récompenses extrinsèques (Étude 3) et, de manière limitée, le bien-être psychologique (Études 2 et 3). Ces résultats sont importants, car ils révèlent que l'engagement dans une cause facilite le bien-être par deux voies différentes : (a) en servant la cause et (b) en se servant soi-même à travers son implication dans la cause. Cependant, la voie Servir la Cause mène à davantage de bien-être que la voie Se Servir. Par ailleurs, contrairement à nos hypothèses, l'orientation Se Servir n'était pas associée positivement et significativement aux comportements contreproductifs au travail (seulement un lien marginal dans l'Étude 2). Ainsi, bien que l'orientation Se Servir menait à des conséquences plus égoïstes (récompenses extrinsèques), elle ne favorisait pas nécessairement la production d'actes

immoraux. Les résultats de l'Étude 3 ont dévoilé que les comportements contreproductifs étaient plutôt une conséquence du désengagement moral. La PO menait positivement au désengagement moral qui, à son tour, favorisait les comportements contreproductifs au travail. Les relations opposées étaient observées avec la PH. Ces résultats soulignent une nuance importante quant à la nature de l'orientation Se Servir : bien que cette orientation soit plus égoïste, elle n'est pas immorale.

#### 4.2 Limites de la recherche

La présente recherche comporte certaines limites qui se doivent d'être soulignées. Premièrement, toutes les études de la thèse ont utilisé un devis corrélational. Il était donc impossible d'inférer la causalité des relations entre les variables. Néanmoins, des études précédentes utilisant un devis expérimental (p. ex., Bélanger et al., 2019, Étude 3; Bélanger et al., 2022, Étude 2; Vallerand, 2015) ont montré que l'induction de la passion mène généralement aux mêmes processus et conséquences que ceux obtenus avec l'échelle de la Passion. Afin d'établir clairement la directionnalité des effets de la passion aux plans intergroupe et intragroupe, de prochaines études devraient essayer de reproduire les présents modèles en utilisant des devis longitudinaux et expérimentaux.

Deuxièmement, plusieurs des mesures utilisées dans ces études étaient auto-rapportées et pourraient être sujettes à certains biais (p. ex., désirabilité sociale). Bien que les effets de la désirabilité sociale aient été contrôlés dans l'Étude 3 de l'Article 1, des recherches futures devraient utiliser différents types de mesure afin de contrer ces biais. Par exemple, des mesures objectives et des rapports provenant d'une tierce personne connaissant bien le participant pourraient être utilisés.

Finalement, les deux articles comprennent des limites quant à la généralisation des résultats. Dans l'Article 1, la tâche utilisée présentait des scénarios hypothétiques. Des recherches futures devraient tenter de reproduire ces résultats dans un contexte naturel présentant de réelles situations d'allocation intergroupe de ressources. De plus, la configuration des scénarios de la tâche d'allocation de ressources était fixe et conservatrice, empêchant de généraliser les résultats

à d'autres configurations possibles. De prochaines études devraient utiliser différentes configurations afin de tester les limites des effets de la passion sur l'allocation intergroupe de ressources. En ce qui concerne l'Article 2, les relations entre la passion, les orientations à servir et leurs conséquences n'ont été testées que dans un type d'organisation : les organismes sans but lucratif. Des études futures devraient être conduites dans d'autres types d'organisation (p. ex., à but lucratif) et d'autres domaines (p. ex., politique). Enfin, les participants de toutes les études ont été recrutés via Amazon Mechanical Turk (MTurk). La recherche a montré que les utilisateurs de MTurk représentent la population générale sur plusieurs dimensions (p.ex., intelligence globale, sexe, ethnicité), mais qu'ils diffèrent de celle-ci sur d'autres (p.ex., ils sont plus jeunes et éduqués, moins prosociaux et ils ont de plus faibles revenus). De futures études devraient être conduites en entreprise afin d'améliorer la validité externe des résultats obtenus. Concernant la qualité des données, des questions ouvertes et des items vérifiant l'attention des participants ont été utilisés. De plus, seuls les participants approuvés par MTurk ont été recrutés. Ceux-ci fournissent des réponses de qualité supérieure et permettent de reproduire plus fidèlement les effets classiques en psychologie (Hauser et al., 2022).

### 4.3 Recherches futures

Les résultats des Articles 1 et 2 de la thèse soulèvent plusieurs pistes de recherches futures intéressantes à investiguer. Tout d'abord, les résultats de l'Article 1 ont révélé que la PO menait au biais pro-endogroupe même si cela nuisait à la cause, tandis que la PH menait au biais pro-exogroupe ce qui, au final, favorisait la cause. Il serait intéressant de tester les limites des effets de la passion sur ces biais. En effet, jusqu'où les personnes ayant une PO prédominante iraient-elles afin de favoriser leur propre groupe? Seraient-elles prêtes à provoquer des dommages irréversibles à la cause? En outre, les gens ayant une PH prédominante feraient-ils preuve d'un biais pro-exogroupe si l'allocation des ressources n'avait pas d'implication sur la cause en général? Toutes ces questions mériteraient de plus amples investigations afin de cerner les limites des effets de la passion sur l'allocation intergroupe de ressources.

Ensuite, les résultats de l'Article 1 ont montré que la PH et la PO étaient certains des déterminants des orientations prosociale et pro-soi, respectivement. Les effets de ces orientations ont été examinés sur l'allocation intergroupe de ressources. En ce sens, il serait intéressant de

regarder l'influence de ces orientations à long et à court termes sur la cause ainsi que sur d'autres conséquences telles que la performance au travail, la santé psychologique et les relations interpersonnelles. Par exemple, ces orientations joueraient-elles un rôle médiateur dans la relation entre la passion et la qualité des relations interpersonnelles avec les membres promouvant leur cause?

Dans le même ordre d'idée, les résultats de l'Article 2 ont révélé que la PH et la PO étaient également certains des antécédents des orientations Servir la Cause (PH uniquement) et Se Servir. Les effets de ces orientations ont été examinés sur les comportements organisationnels, les récompenses extrinsèques et le bien-être psychologique. Il a été montré que les deux orientations menaient à un certain bien-être psychologique. Toutefois, il serait intéressant d'examiner les effets respectifs de ces orientations sur le bien-être eudémonique et le bien-être hédonique. De futures recherches pourraient également étudier les effets de ces orientations sur d'autres conséquences personnelles et interpersonnelles. Par exemple, les individus passionnés pour une cause iraient-ils jusqu'à mettre leur santé en péril pour servir la cause? D'autre part, les individus passionnés ayant une orientation à Se Servir prédominante cesseraient-ils d'être performants au travail s'ils n'obtenaient pas rapidement des gains personnels? Aussi, adopteraient-ils des comportements interpersonnels négatifs, par exemple intimider un collègue, si ce dernier recevait plus d'attention et de promotions qu'eux? Ces questions sont captivantes et mériteraient d'être abordées dans de prochaines études.

Enfin, les effets modérateurs du climat organisationnel (p. ex., un climat coopératif versus compétitif) sur les orientations à servir pourraient être traités dans de prochaines recherches. Les résultats de l'Article 2 ont montré que l'orientation Se Servir ne conduisait pas aux comportements immoraux. Cependant, cette orientation pourrait-elle mener à des comportements contreproductifs dans un climat hautement compétitif? Ces pistes de recherches soulignent l'importance d'approfondir nos connaissances sur le nouveau concept des orientations à servir et le rôle qu'elles peuvent jouer dans différents contextes organisationnels.

#### 4.4 Conclusion

En somme, les deux articles présentés dans cette thèse offrent un éclairage nouveau sur le rôle de la passion pour une cause dans les relations intergroupes (Article 1) et intragroupes (Article 2) ainsi que les processus psychologiques au cœur de ces relations. Les résultats mettent en lumière le rôle plus socialement adapté de la PH, en comparaison avec la PO, comme déterminant des processus psychologiques facilitant les relations intergroupes et intragroupes et, ultimement, favorisant la cause en contexte organisationnel. Les retombées de cette thèse permettent de mieux comprendre la manière avec laquelle les individus passionnés par une cause s'engagent dans cette dernière, les processus impliqués, ainsi que les conséquences personnelles, intragroupes et intergroupes d'un tel engagement. De futures études sont nécessaires afin de comprendre davantage le rôle de la passion et des processus psychologiques dans divers contextes organisationnels où les gens promeuvent une cause.

## APPENDICE A

### ARTICLE 1, ÉTUDE 1 : ANNONCE DE RECRUTEMENT, FORMULAIRE DE CONSENTEMENT AVERTI ET QUESTIONNAIRE



#### STUDY ON ATTITUDES AND BEHAVIORS TOWARDS A CAUSE

##### **Why is this research being done?**

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##### **What will I be asked to do?**

Your participation involves completing an online questionnaire that will require about 15 minutes of your time. Your participation in this research is completely voluntary. If you decide to participate in this research, you may stop participating at any time. If you decide not to participate in this study or if you stop participating at any time, you will not be penalized or lose any benefits to which you otherwise qualify. Your answers will remain anonymous and confidential.

##### **Are there any benefits and disadvantages to my participation?**

Participation in this project will bring you no direct benefit and, in principle, there is no risk associated with it. Feel free to skip any questions you do not feel comfortable answering. If you feel a significant discomfort related to your participation, contact the researcher (at [psycho.labo@hotmail.com](mailto:psycho.labo@hotmail.com)) who may refer you to a resource person if necessary.

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This project is part of the doctoral thesis of Virginie Paquette, Ph.D. candidate, under the supervision of Robert J. Vallerand, Ph.D., professor in the Department of Psychology at the Université du Québec à Montréal.

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## INFORMATION AND CONSENT FORM

### Study on attitudes and behaviors towards a cause

#### PREAMBLE:

We invite you to participate in a study on attitudes and behaviors towards a cause. This study is for anyone who is involved in a cause and is aged 18 and over. Before agreeing to participate in this project, it is important to read and understand the information below. If there are any words or sections you do not understand, feel free to contact us at [psycho.labo@hotmail.com](mailto:psycho.labo@hotmail.com).

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If you need psychological help or assistance, you can also contact the following helplines  
24 hours / 7 days a week:

- Canada  
Crisis Services Canada  
<http://www.crisisservicescanada.ca/>  
Call 1 833 456 4566 or Text to 45645  
For residents of Quebec, call  
1 866 277 3553 (1 866 APPELLE)
- United States of America  
Mental Health America  
<http://www.mentalhealthamerica.net/finding-help>  
Call 1-800-273-TALK (8255) or  
Text to 741741
- United Kingdom  
Samaritan  
<https://www.samaritans.org/how-we-can-help/contact-samaritan/>  
Call 116 123 or  
Write to [jo@samaritans.org](mailto:jo@samaritans.org)
- New Zealand  
Lifeline  
<https://www.lifeline.org.nz/>  
Call 0800 543 354 or  
Text to 4357
- Australia  
Beyond Blue (depression, anxiety, etc.)  
<https://www.beyondblue.org.au/get-support/get-immediate-support>  
Call 1300 22 4636

#### VOLUNTARY PARTICIPATION AND WITHDRAWAL:

Your participation in this research is completely voluntary. If you decide to participate in this research, you may stop at any time. If you decide not to participate in this study or if you stop participating at any time, you will not be penalized or lose any benefits to which you otherwise qualify.

#### ANONYMITY, CONFIDENTIALITY, AND DATA STORAGE:

This survey is anonymous and the information you give us will remain confidential. In principle, only members of the research team (the principal researcher and her supervisor) will have access to the data collected. Our research team has put in place several measures to protect the privacy of your responses (data encryption, removal of your MTurk ID, survey data kept in password-protected files on restricted computers). Furthermore, the personal data collected will be destroyed in five years. Only data that cannot enable anyone to identify you will be kept after this period, the time required for their use. No identifying information will be disclosed or published. There will be no way for anyone reading the results of this study to be able to link data with your name. Pseudonyms will always be used in any publications that may result from this study and in the stored data.

However, despite all these measures to protect privacy, you may be aware that if uninvited third parties (e.g., government agencies, hackers) were to gain access to your responses, this could potentially lead to negative consequences such as electronic surveillance (the monitoring of your online activities) and being denied government employment. Therefore, we cannot guarantee the absolute confidentiality and anonymity of your data. Please keep this in mind throughout the survey and feel free to skip any questions you do not feel comfortable answering.

**FINANCIAL COMPENSATION:**

As compensation for the time spent answering the online survey, you will receive \$1.00 through your Amazon Mechanical Turk account.

**QUESTIONS ABOUT THE PROJECT OR YOUR RIGHTS?**

For any questions regarding this survey, please contact [psycho.labo@hotmail.com](mailto:psycho.labo@hotmail.com)

If you have any questions about your rights regarding this survey, please contact the research ethics board at [cerpe.fsh@uqam.ca](mailto:cerpe.fsh@uqam.ca)

**STATEMENT OF AGE OF SUBJECT AND CONSENT:**

By agreeing to participate, you indicate that:

- a) you are at least 18 years of age;
- b) the research has been explained to you;
- c) your questions have been fully answered;
- d) you freely and voluntarily choose to participate in this research project.

Having read and understood the above text, I agree to take part in the study. I understand that all information will be used for research purposes only and will remain confidential. I freely agree to take part in this research knowing that it is possible to terminate my participation at any time and without having to provide any reasons for it.

- I have read the consent form and I agree to participate.
- I refuse to participate.

STUDY ON ATTITUDES AND BEHAVIORS TOWARDS A CAUSE

1. How old are you? \_\_\_\_\_ years old
2. What is your gender :  
 Male   
 Female   
 Other (please specify if you want): \_\_\_\_\_
3. In which country do you currently live? \_\_\_\_\_
4. Please think about a cause important to you (e.g., environmental protection, feminism, against racism, etc.) and indicate which type of cause it is.  
  
 Environmental   
 Humanitarian aid   
 Social (e.g., justice, equality, against discrimination)   
 Health (e.g., medical condition awareness)   
 Safeness (e.g., drug or alcohol consumption, gun control, safe driving)   
 Other (please specify if you want): \_\_\_\_\_
5. More precisely, what is your cause, the one you are working for? \_\_\_\_\_
6. Usually, what is your position or how are you involved in your cause (e.g., organizing events, going to demonstrations, etc.)? \_\_\_\_\_
7. How many hours do you spend weekly engaging in your cause? \_\_\_\_\_ hours
8. How many years have you been involved in your cause? \_\_\_\_\_ years
9. While thinking of your cause and using the scale below, please indicate your level of agreement with each item.

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
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1. My cause is in harmony with the other activities in my life. 1 2 3 4 5 6 7
2. I have difficulties controlling my urge to be involved in my cause. 1 2 3 4 5 6 7
3. The new things that I discover with my cause allow me to appreciate it even more. 1 2 3 4 5 6 7

- |   |               |
|---|---------------|
| 4. I have almost an obsessive feeling for my cause.                       | 1 2 3 4 5 6 7 |
| 5. Being involved in my cause reflects the qualities I like about myself. | 1 2 3 4 5 6 7 |
| 6. Being involved in my cause allows me to live a variety of experiences. | 1 2 3 4 5 6 7 |
| 7. My cause is the only thing that really turns me on.                    | 1 2 3 4 5 6 7 |
| 8. My cause is well integrated in my life.                                | 1 2 3 4 5 6 7 |
| 9. If I could, I would only be involved in my cause.                      | 1 2 3 4 5 6 7 |
| 10. My cause is in harmony with other things that are part of me.         | 1 2 3 4 5 6 7 |
| 11. My cause is so exciting that I sometimes lose control over it.        | 1 2 3 4 5 6 7 |
| 12. I have the impression that my cause controls me.                      | 1 2 3 4 5 6 7 |
| 13. I spend a lot of time being involved in my cause.                     | 1 2 3 4 5 6 7 |
| 14. I love my cause.  | 1 2 3 4 5 6 7 |
| 15. For this item, please select number 3 "slightly agree".               | 1 2 3 4 5 6 7 |
| 16. My cause is important for me.   | 1 2 3 4 5 6 7 |
| 17. My cause is a passion for me.   | 1 2 3 4 5 6 7 |
| 18. My cause is part of who I am.   | 1 2 3 4 5 6 7 |

10. Instructions of the Resource Allocation Task <sup>1</sup>

Now, imagine that you are the representative of a group working on the cause you are passionate about. You have been chosen to allocate resources to your group and to another group promoting the same cause as your group and working as hard and as well as your group. As you will see in the scenarios below, the amount of resources allocated to your group and the other group will influence the total amount of resources allocated to the cause you are passionate about, so that:

$$\text{Resources for your group} + \text{Resources for the other group} = \text{Total for the cause}$$

Six different resources will be allocated to your group and the other group. For each resource, please read the two scenarios (A and B) and see how the resources have been allocated. Then, answer the questions. There are no right or wrong answers.

---

<sup>1</sup> Puisque les scénarios ont été contrebalancés, les ressources ci-dessous arborant un astérisque (\*) ont des scénarios utilisant une codification inversée. Ainsi, pour ces ressources, les scénarios A doivent être codés comme des scénarios B (scénarios favorisant l'exogroupe par rapport à l'endogroupe) et les scénarios B doivent être codés comme des Scénarios A (scénarios favorisant l'endogroupe par rapport à l'exogroupe).

Resource 1

Volunteers to help organize an awareness week for the cause that your team and the other team are promoting will be dispatched between the two groups. Volunteers could be dispatched in two different ways (A or B).

**Scenario A**

**Your group** will receive 45 volunteers.  
The **other group** will receive 30 volunteers.  
Thus, there will be a total of 75 volunteers working **for the cause**.

**Scenario B**

**Your group** will receive 30 volunteers.  
The **other group** will receive 70 volunteers.  
Thus, there will be a total of 100 volunteers working **for the cause**.

Please answer to each statement by using the following scale:

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
-------------------------	----------------------------	-----------------------	-------------------------	---------------------	-----------------------	----------------------------

To what extent would you prefer scenario A (vs scenario B)? 1 2 3 4 5 6 7

To what extent would you prefer scenario B (vs scenario A)? 1 2 3 4 5 6 7

Resource 2\*

Volunteers' hours spent on organizing this awareness week will be allocated to both groups. Hours could be allocated in two different ways (A or B).

**Scenario A**

**Your group** will receive 150 hours.  
The **other group** will receive 300 hours.  
Thus, there will be a total of 450 hours allocated **to the cause**.

**Scenario B**

**Your group** will receive 200 hours.  
The **other group** will receive 150 hours.  
Thus, there will be a total of 350 hours allocated **to the cause**.

Please answer to each statement by using the following scale:

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
-------------------------	----------------------------	-----------------------	-------------------------	---------------------	-----------------------	----------------------------

To what extent would you prefer scenario A (vs scenario B)? 1 2 3 4 5 6 7

To what extent would you prefer scenario B (vs scenario A)? 1 2 3 4 5 6 7

Resource 3\*

Money to buy the necessary supplies for this awareness week will be allocated to both groups. Money could be allocated in two different ways (A or B).

**Scenario A**

**Your group** will receive \$6,000.  
The **other group** will receive \$13,000.  
Thus, there will be a total of \$19,000 allocated **to the cause**.

**Scenario B**

**Your group** will receive \$9,000.  
The **other group** will receive \$6,000.  
Thus, there will be a total of \$15,000 allocated **to the cause**.

Please answer to each statement by using the following scale:

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
-------------------------	----------------------------	-----------------------	-------------------------	---------------------	-----------------------	----------------------------

To what extent would you prefer scenario A (vs scenario B)? 1 2 3 4 5 6 7

To what extent would you prefer scenario B (vs scenario A)? 1 2 3 4 5 6 7

Resource 4

Money for an advertising campaign to promote the cause will be allocated to both groups. Money could be allocated in two different ways (A or B).

**Scenario A**

**Your group** will receive \$16,000.  
The **other group** will receive \$12,000.  
Thus, there will be a total of \$28,000 allocated **to the cause**.

**Scenario B**

**Your group** will receive \$12,000.  
The **other group** will receive \$20,000.  
Thus, there will be a total of \$32,000 allocated **to the cause**.

Please answer to each statement by using the following scale:

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
-------------------------	----------------------------	-----------------------	-------------------------	---------------------	-----------------------	----------------------------

To what extent would you prefer scenario A (vs scenario B)? 1 2 3 4 5 6 7

To what extent would you prefer scenario B (vs scenario A)? 1 2 3 4 5 6 7

Resource 5\*

Volunteers working on the advertising campaign will be dispatched to both groups. Volunteers could be dispatched in two different ways (A or B).

**Scenario A**

**Your group** will receive 80 volunteers.  
The **other group** will receive 130 volunteers.  
Thus, there will be a total of 210 volunteers dedicated **to the cause**.

**Scenario B**

**Your group** will receive 100 volunteers.  
The **other group** will receive 80 volunteers.  
Thus, there will be a total of 180 volunteers dedicated **to the cause**.

Please answer to each statement by using the following scale:

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
-------------------------	----------------------------	-----------------------	-------------------------	---------------------	-----------------------	----------------------------

To what extent would you prefer scenario A (vs scenario B)? 1 2 3 4 5 6 7

To what extent would you prefer scenario B (vs scenario A)? 1 2 3 4 5 6 7

Resource 6

Volunteers' hours spent on the advertising campaign will be allocated to both groups. Hours could be allocated in two different ways (A or B).

**Scenario A**

**Your group** will receive 90 hours.  
The **other group** will receive 60 hours.  
Thus, there will be a total of 150 hours dedicated **to the cause**.

**Scenario B**

**Your group** will receive 60 hours.  
The **other group** will receive 120 hours.  
Thus, there will be a total of 180 hours dedicated **to the cause**.

Please answer to each statement by using the following scale:

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
-------------------------	----------------------------	-----------------------	-------------------------	---------------------	-----------------------	----------------------------

To what extent would you prefer scenario A (vs scenario B)? 1 2 3 4 5 6 7

To what extent would you prefer scenario B (vs scenario A)? 1 2 3 4 5 6 7

**Thank you for your participation!**



## APPENDICE B

### ARTICLE 1, ÉTUDE 2 : ANNONCE DE RECRUTEMENT, FORMULAIRE DE CONSENTEMENT AVERTI ET QUESTIONNAIRE



#### STUDY ON ATTITUDES AND BEHAVIORS TOWARDS A CAUSE

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For residents of Quebec, call  
1 866 277 3553 (1 866 APPELLE)
- United States of America  
Mental Health America  
<http://www.mentalhealthamerica.net/finding-help>  
Call 1-800-273-TALK (8255) or  
Text to 741741
- United Kingdom  
Samaritan  
<https://www.samaritans.org/how-we-can-help/contact-samaritan/>  
Call 116 123 or  
Write to [jo@samaritans.org](mailto:jo@samaritans.org)
- New Zealand  
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<https://www.lifeline.org.nz/>  
Call 0800 543 354 or  
Text to 4357
- Australia  
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<https://www.beyondblue.org.au/get-support/get-immediate-support>  
Call 1300 22 4636

#### VOLUNTARY PARTICIPATION AND WITHDRAWAL:

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- I have read the consent form and I agree to participate.
- I refuse to participate.

STUDY ON ATTITUDES AND BEHAVIORS TOWARDS A CAUSE

1. How old are you? \_\_\_\_\_ years old
2. What is your gender :
  - Male
  - Female
  - Other (please specify if you want): \_\_\_\_\_
3. In which country do you currently live? \_\_\_\_\_
4. Please think about a cause important to you (e.g., environmental protection, feminism, against racism, etc.) and indicate which type of cause it is.
  - Environmental
  - Humanitarian aid
  - Social (e.g., justice, equality, against discrimination)
  - Health (e.g., medical condition awareness)
  - Safeness (e.g., drug or alcohol consumption, gun control, safe driving)
  - Other (please specify if you want): \_\_\_\_\_
5. More precisely, what is your cause, the one you are working for? \_\_\_\_\_
6. Usually, what is your position or how are you involved in your cause (e.g., organizing events, going to demonstrations, etc.)? \_\_\_\_\_
7. How many hours do you spend weekly engaging in your cause? \_\_\_\_\_ hours
8. How many years have you been involved in your cause? \_\_\_\_\_ years
9. While thinking of your cause and using the scale below, please indicate your level of agreement with each item.

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
-------------------------	----------------------------	-----------------------	-------------------------	---------------------	-----------------------	----------------------------

- |  |               |
|--|---------------|
| 1. My cause is in harmony with the other activities in my life.                      | 1 2 3 4 5 6 7 |
| 2. I have difficulties controlling my urge to be involved in my cause.               | 1 2 3 4 5 6 7 |
| 3. The new things that I discover with my cause allow me to appreciate it even more. | 1 2 3 4 5 6 7 |
| 4. I have almost an obsessive feeling for my cause.                                  | 1 2 3 4 5 6 7 |

- 5. Being involved in my cause reflects the qualities I like about myself. 1 2 3 4 5 6 7
- 6. Being involved in my cause allows me to live a variety of experiences. 1 2 3 4 5 6 7
- 7. My cause is the only thing that really turns me on. 1 2 3 4 5 6 7
- 8. My cause is well integrated in my life. 1 2 3 4 5 6 7
- 9. If I could, I would only be involved in my cause. 1 2 3 4 5 6 7
- 10. My cause is in harmony with other things that are part of me. 1 2 3 4 5 6 7
- 11. My cause is so exciting that I sometimes lose control over it. 1 2 3 4 5 6 7
- 12. I have the impression that my cause controls me. 1 2 3 4 5 6 7
- 13. I spend a lot of time being involved in my cause. 1 2 3 4 5 6 7
- 14. I love my cause. 1 2 3 4 5 6 7
- 15. For this item, please select number 3 "slightly agree". 1 2 3 4 5 6 7
- 16. My cause is important for me. 1 2 3 4 5 6 7
- 17. My cause is a passion for me. 1 2 3 4 5 6 7
- 18. My cause is part of who I am. 1 2 3 4 5 6 7

10. Please indicate to what extent you agree with the following statements using the scale below.  
Answer as honestly as possible <sup>2</sup>.

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
-------------------------	----------------------------	-----------------------	-------------------------	---------------------	-----------------------	----------------------------

**In general...**

- 1. I enjoy cooperating with others. 1 2 3 4 5 6 7
- 2. I am generally only concerned about my own costs and benefits when I make a decision. 1 2 3 4 5 6 7
- 3. I care that people are treated with equity. 1 2 3 4 5 6 7
- 4. I try my hardest to win. 1 2 3 4 5 6 7
- 5. As long as a situation is to my advantage, I am fine with it no matter what the consequences are for others. 1 2 3 4 5 6 7

<sup>2</sup> Items de la sous-échelle Orientation pro-soi : 2, 4, 5, 7, 9, 10, 13, 15, 18, 19, 22, 24

Items de la sous-échelle Orientation prosociale: 1, 3, 6, 8, 11, 12, 14, 16, 17, 20, 21, 23

- |  |               |
|--|---------------|
| 6. I believe that one should always try to cooperate whenever possible.  | 1 2 3 4 5 6 7 |
| 7. I am a competitive person.  | 1 2 3 4 5 6 7 |
| 8. I always try to create situations where people are treated fairly.  | 1 2 3 4 5 6 7 |
| 9. I believe that one should always try to get as much as possible,<br>without considering the impact on others.                   | 1 2 3 4 5 6 7 |
| 10. I am a determined competitor.  | 1 2 3 4 5 6 7 |
| 11. It is usually easy for me to collaborate with other people<br>involved in my cause.  | 1 2 3 4 5 6 7 |
| 12. I believe that one should always try to be fair whenever possible.   | 1 2 3 4 5 6 7 |
| 13. I thrive on competition.   | 1 2 3 4 5 6 7 |
| 14. I not only want myself to be satisfied with the results of a<br>given situation, I also want others to be satisfied with them. | 1 2 3 4 5 6 7 |
| 15. I believe that one is entitled to get as many benefits<br>as possible no matter what the consequences are on others.           | 1 2 3 4 5 6 7 |
| 16. I get really upset when I see injustice.   | 1 2 3 4 5 6 7 |
| 17. I think cooperation helps everyone in a group.   | 1 2 3 4 5 6 7 |
| 18. I look forward to competing.   | 1 2 3 4 5 6 7 |
| 19. I believe in the motto "look out for number one" because<br>if you don't, nobody will.   | 1 2 3 4 5 6 7 |
| 20. Generally, when I see unfair situations I try to restore fairness.   | 1 2 3 4 5 6 7 |
| 21. I always try to create a win-win situation.  | 1 2 3 4 5 6 7 |
| 22. I am concerned with maximizing my own payoff relative<br>to that of others.  | 1 2 3 4 5 6 7 |
| 23. I think that wealth should be distributed fairly.  | 1 2 3 4 5 6 7 |
| 24. For this item, please select number 5 "mostly agree".  | 1 2 3 4 5 6 7 |
| 25. I am concerned with maximizing my own payoff, regardless<br>of the payoff of others.   | 1 2 3 4 5 6 7 |

#### 11. Instructions of the Resource Allocation Task

Now, imagine that you are the representative of a group working on the cause you are passionate about. You have been chosen to allocate resources to your group and to another group promoting the same cause as your group and working as hard and as well as your

group. As you will see in the scenarios below, the amount of resources allocated to your group and the other group will influence the total amount of resources allocated to the cause you are passionate about, so that:

$$\text{Resources for your group} + \text{Resources for the other group} = \text{Total for the cause}$$

Six different resources will be allocated to your group and the other group. For each resource, please read the two scenarios (A and B) and see how the resources have been allocated. Then, answer the questions. There are no right or wrong answers.

Resource 1

Volunteers to help organize an awareness week for the cause that your team and the other team are promoting will be dispatched between the two groups. Volunteers could be dispatched in two different ways (A or B).

**Scenario A**

**Your group** will receive 45 volunteers.  
The **other group** will receive 30 volunteers.  
Thus, there will be a total of 75 volunteers working **for the cause**.

**Scenario B**

**Your group** will receive 30 volunteers.  
The **other group** will receive 70 volunteers.  
Thus, there will be a total of 100 volunteers working **for the cause**.

Please answer to each statement by using the following scale:

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
-------------------------	----------------------------	-----------------------	-------------------------	---------------------	-----------------------	----------------------------

To what extent would you prefer scenario A (vs scenario B)? 1 2 3 4 5 6 7

To what extent would you prefer scenario B (vs scenario A)? 1 2 3 4 5 6 7

Resource 2\*

Volunteers' hours spent on organizing this awareness week will be allocated to both groups. Hours could be allocated in two different ways (A or B).

**Scenario A**

**Your group** will receive 150 hours.  
The **other group** will receive 300 hours.  
Thus, there will be a total of 450 hours allocated **to the cause**.

**Scenario B**

**Your group** will receive 200 hours.  
The **other group** will receive 150 hours.  
Thus, there will be a total of 350 hours allocated **to the cause**.



Please answer to each statement by using the following scale:

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
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To what extent would you prefer scenario A (vs scenario B)? 1 2 3 4 5 6 7

To what extent would you prefer scenario B (vs scenario A)? 1 2 3 4 5 6 7

Resource 3\*

Money to buy the necessary supplies for this awareness week will be allocated to both groups.

Money could be allocated in two different ways (A or B).

**Scenario A**

**Your group** will receive \$6,000.  
The **other group** will receive \$13,000.  
Thus, there will be a total of \$19,000 allocated **to the cause**.

**Scenario B**

**Your group** will receive \$9,000.  
The **other group** will receive \$6,000.  
Thus, there will be a total of \$15,000 allocated **to the cause**.

Please answer to each statement by using the following scale:

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
-------------------------	----------------------------	-----------------------	-------------------------	---------------------	-----------------------	----------------------------

To what extent would you prefer scenario A (vs scenario B)? 1 2 3 4 5 6 7

To what extent would you prefer scenario B (vs scenario A)? 1 2 3 4 5 6 7

Resource 4

Money for an advertising campaign to promote the cause will be allocated to both groups. Money could be allocated in two different ways (A or B).

**Scenario A**

**Your group** will receive \$16,000.  
The **other group** will receive \$12,000.  
Thus, there will be a total of \$28,000 allocated **to the cause**.

**Scenario B**

**Your group** will receive \$12,000.  
The **other group** will receive \$20,000.  
Thus, there will be a total of \$32,000 allocated **to the cause**.

Please answer to each statement by using the following scale:

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
-------------------------	----------------------------	-----------------------	-------------------------	---------------------	-----------------------	----------------------------

To what extent would you prefer scenario A (vs scenario B)? 1 2 3 4 5 6 7

To what extent would you prefer scenario B (vs scenario A)? 1 2 3 4 5 6 7

Resource 5\*

Volunteers working on the advertising campaign will be dispatched to both groups. Volunteers could be dispatched in two different ways (A or B).

**Scenario A**

**Your group** will receive 80 volunteers.  
The **other group** will receive 130 volunteers.  
Thus, there will be a total of 210 volunteers dedicated **to the cause**.

**Scenario B**

**Your group** will receive 100 volunteers.  
The **other group** will receive 80 volunteers.  
Thus, there will be a total of 180 volunteers dedicated **to the cause**.

Please answer to each statement by using the following scale:

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
-------------------------	----------------------------	-----------------------	-------------------------	---------------------	-----------------------	----------------------------

To what extent would you prefer scenario A (vs scenario B)? 1 2 3 4 5 6 7

To what extent would you prefer scenario B (vs scenario A)? 1 2 3 4 5 6 7

Resource 6

Volunteers' hours spent on the advertising campaign will be allocated to both groups. Hours could be allocated in two different ways (A or B).

**Scenario A**

**Your group** will receive 90 hours.  
The **other group** will receive 60 hours.  
Thus, there will be a total of 150 hours dedicated **to the cause**.

**Scenario B**

**Your group** will receive 60 hours.  
The **other group** will receive 120 hours.  
Thus, there will be a total of 180 hours dedicated **to the cause**.

Please answer to each statement by using the following scale:

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
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To what extent would you prefer scenario A (vs scenario B)? 1 2 3 4 5 6 7

To what extent would you prefer scenario B (vs scenario A)? 1 2 3 4 5 6 7

**Thank you for your participation!**

## APPENDICE C

### ARTICLE 1, ÉTUDE 3 : ANNONCE DE RECRUTEMENT, FORMULAIRE DE CONSENTEMENT AVERTI ET QUESTIONNAIRE



#### STUDY ON ATTITUDES AND BEHAVIORS TOWARDS A CAUSE

##### **Why is this research being done?**

This is a research project conducted by the Research Laboratory on Social Behavior at Université du Québec à Montréal (UQAM). The purpose of this research project is to learn more about people working for non-profit organizations promoting a cause (e.g., environmental protection, feminism, against racism, etc.). More precisely, we would like to understand how the personal characteristics of people involved in a cause will affect their behaviors in different resource allocation tasks regarding their cause.

##### **What will I be asked to do?**

Your participation involves completing an online questionnaire that will require about 15 minutes of your time. Your participation in this research is completely voluntary. If you decide to participate in this research, you may stop participating at any time. If you decide not to participate in this study or if you stop participating at any time, you will not be penalized or lose any benefits to which you otherwise qualify. Your answers will remain anonymous and confidential.

##### **Are there any benefits and disadvantages to my participation?**

Participation in this project will bring you no direct benefit and, in principle, there is no risk associated with it. Feel free to skip any questions you do not feel comfortable answering. If you feel a significant discomfort related to your participation, contact the researcher (at [psycho.labo@hotmail.com](mailto:psycho.labo@hotmail.com)) who may refer you to a resource person if necessary.

##### **Also, you will receive \$1.00 for your participation.**

This project is part of the doctoral thesis of Virginie Paquette, Ph.D. candidate, under the supervision of Robert J. Vallerand, Ph.D., professor in the Department of Psychology at the Université du Québec à Montréal.

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[lablracs@gmail.com](mailto:lablracs@gmail.com)  
+1-514-987-4836

## INFORMATION AND CONSENT FORM

### Study on attitudes and behaviors towards a cause

#### PREAMBLE:

We invite you to participate in a study on attitudes and behaviors towards a cause. This study is for people working for non-profit organizations promoting a cause and aged 18 and over. Before agreeing to participate in this project, it is important to read and understand the information below. If there are any words or sections you do not understand, feel free to contact us at [psycho.labo@hotmail.com](mailto:psycho.labo@hotmail.com).

#### IDENTIFICATION:

This project is part of the doctoral thesis of Virginie Paquette, Ph.D. candidate, under the supervision of Robert J. Vallerand, Ph.D., professor in the Department of Psychology at the Université du Québec à Montréal.

Virginie Paquette  
Doctoral student in Psychology  
Université du Québec à Montréal  
[psycho.labo@hotmail.com](mailto:psycho.labo@hotmail.com)

Robert J. Vallerand, Ph.D.  
Université du Québec à Montréal  
[lablracs@gmail.com](mailto:lablracs@gmail.com)  
+1-514-987-4836

#### PROJECT GOALS:

This is a research project conducted by the Research Laboratory on Social Behavior at Université du Québec à Montréal (UQAM). The purpose of this research project is to learn more about people working for non-profit organizations promoting a cause (e.g., environmental protection, feminism, against racism, etc.). More precisely, we would like to understand how the personal characteristics of people involved in a cause will affect their behaviors in different resource allocation tasks regarding their cause.

#### PROCEDURE OR TASK(S) REQUESTED FROM THE PARTICIPANT:

Your participation involves completing an online questionnaire that will require about 15 minutes of your time. You will have to answer questions about your involvement in your cause, your attitudes when you engage in your cause, and demographic information. You will also have to complete different resource allocation tasks.

#### BENEFITS AND DISCOMFORTS ASSOCIATED WITH THIS RESEARCH:

Your participation in this project will bring you no direct benefit and, in principle, there is no risk associated with it. Feel free to skip any questions you do not feel comfortable answering. If you feel a significant discomfort related to your participation, contact the researcher (at [psycho.labo@hotmail.com](mailto:psycho.labo@hotmail.com)) who may refer you to a resource person if necessary.

If you need psychological help or assistance, you can also contact the following helplines  
24 hours / 7 days a week:

- Canada  
Crisis Services Canada  
<http://www.crisisservicescanada.ca/>  
Call 1 833 456 4566 or Text to 45645  
For residents of Quebec, call  
1 866 277 3553 (1 866 APPELLE)
- United States of America  
Mental Health America  
<http://www.mentalhealthamerica.net/finding-help>  
Call 1-800-273-TALK (8255) or  
Text to 741741
- United Kingdom  
Samaritan  
<https://www.samaritans.org/how-we-can-help/contact-samaritan/>  
Call 116 123 or  
Write to [jo@samaritans.org](mailto:jo@samaritans.org)
- New Zealand  
Lifeline  
<https://www.lifeline.org.nz/>  
Call 0800 543 354 or  
Text to 4357
- Australia  
Beyond Blue (depression, anxiety, etc.)  
<https://www.beyondblue.org.au/get-support/get-immediate-support>  
Call 1300 22 4636

#### VOLUNTARY PARTICIPATION AND WITHDRAWAL:

Your participation in this research is completely voluntary. If you decide to participate in this research, you may stop at any time. If you decide not to participate in this study or if you stop participating at any time, you will not be penalized or lose any benefits to which you otherwise qualify.

#### ANONYMITY, CONFIDENTIALITY, AND DATA STORAGE:

This survey is anonymous and the information you give us will remain confidential. In principle, only members of the research team (the principal researcher and her supervisor) will have access to the data collected. Our research team has put in place several measures to protect the privacy of your responses (data encryption, removal of your MTurk ID, survey data kept in password-protected files on restricted computers). Furthermore, the personal data collected will be destroyed in five years. Only data that cannot enable anyone to identify you will be kept after this period, the time required for their use. No identifying information will be disclosed or published. There will be no way for anyone reading the results of this study to be able to link data with your name. Pseudonyms will always be used in any publications that may result from this study and in the stored data.

However, despite all these measures to protect privacy, you may be aware that if uninvited third parties (e.g., government agencies, hackers) were to gain access to your responses, this could potentially lead to negative consequences such as electronic surveillance (the monitoring of your online activities) and being denied government employment. Therefore, we cannot guarantee the absolute confidentiality and anonymity of your data. Please keep this in mind throughout the survey and feel free to skip any questions you do not feel comfortable answering.

**FINANCIAL COMPENSATION:**

As compensation for the time spent answering the online survey, you will receive \$1.00 through your Amazon Mechanical Turk account.

**QUESTIONS ABOUT THE PROJECT OR YOUR RIGHTS?**

For any questions regarding this survey, please contact [psycho.labo@hotmail.com](mailto:psycho.labo@hotmail.com)

If you have any questions about your rights regarding this survey, please contact the research ethics board at [cerpe.fsh@uqam.ca](mailto:cerpe.fsh@uqam.ca)

**STATEMENT OF AGE OF SUBJECT AND CONSENT:**

By agreeing to participate, you indicate that:

- a) you are at least 18 years of age;
- b) the research has been explained to you;
- c) your questions have been fully answered;
- d) you freely and voluntarily choose to participate in this research project.

Having read and understood the above text, I agree to take part in the study. I understand that all information will be used for research purposes only and will remain confidential. I freely agree to take part in this research knowing that it is possible to terminate my participation at any time and without having to provide any reasons for it.

- I have read the consent form and I agree to participate.
- I refuse to participate.

STUDY ON ATTITUDES AND BEHAVIORS TOWARDS A CAUSE

1. How old are you? \_\_\_\_\_ years old
2. What is your gender :  
 Male   
 Female   
 Other (please specify if you want): \_\_\_\_\_
3. In which country do you currently live? \_\_\_\_\_
4. Please think about the non-profit organization you are working for and indicate which type of cause it promotes:  
 Environmental   
 Humanitarian aid   
 Social (e.g., justice, equality, against discrimination)   
 Health (e.g., medical condition awareness)   
 Safeness (e.g., drug or alcohol consumption, gun control, safe driving)   
 Other (please specify if you want): \_\_\_\_\_
5. More precisely, what is your cause, the one you are working for? \_\_\_\_\_
6. Usually, what is your position or how are you involved in your cause (e.g., organizing events, going to demonstrations, etc.)? \_\_\_\_\_
7. How many hours do you spend weekly engaging in your cause? \_\_\_\_\_ hours
8. How many years have you been involved in your cause? \_\_\_\_\_ years
9. While thinking of your cause and using the scale below, please indicate your level of agreement with each item.

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
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1. My cause is in harmony with the other activities in my life. 1 2 3 4 5 6 7
2. I have difficulties controlling my urge to be involved in my cause. 1 2 3 4 5 6 7
3. The new things that I discover with my cause allow me to appreciate it even more. 1 2 3 4 5 6 7



4. I have almost an obsessive feeling for my cause. 1 2 3 4 5 6 7
5. Being involved in my cause reflects the qualities I like about myself. 1 2 3 4 5 6 7
6. Being involved in my cause allows me to live a variety of experiences. 1 2 3 4 5 6 7
7. My cause is the only thing that really turns me on. 1 2 3 4 5 6 7
8. My cause is well integrated in my life. 1 2 3 4 5 6 7
9. If I could, I would only be involved in my cause. 1 2 3 4 5 6 7
10. My cause is in harmony with other things that are part of me. 1 2 3 4 5 6 7
11. My cause is so exciting that I sometimes lose control over it. 1 2 3 4 5 6 7
12. I have the impression that my cause controls me. 1 2 3 4 5 6 7
13. I spend a lot of time being involved in my cause. 1 2 3 4 5 6 7
14. I love my cause. 1 2 3 4 5 6 7
15. For this item, please select number 3 "slightly agree". 1 2 3 4 5 6 7
16. My cause is important for me. 1 2 3 4 5 6 7
17. My cause is a passion for me. 1 2 3 4 5 6 7
18. My cause is part of who I am. 1 2 3 4 5 6 7

10. Please indicate to what extent you agree with the following statements using the scale below.  
Answer as honestly as possible.

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
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**Generally, when I get involved with my cause...**

1. I enjoy cooperating with others. 1 2 3 4 5 6 7
2. I am generally only concerned about my own costs and benefits when I make a decision. 1 2 3 4 5 6 7
3. I care that people are treated with equity. 1 2 3 4 5 6 7
4. I try my hardest to win. 1 2 3 4 5 6 7
5. As long as a situation is to my advantage, I am fine with it no matter what the consequences are for others. 1 2 3 4 5 6 7
6. I believe that one should always try to cooperate whenever possible. 1 2 3 4 5 6 7

- |  |               |
|--|---------------|
| 7. I am a competitive person.  | 1 2 3 4 5 6 7 |
| 8. I always try to create situations where people are treated fairly.  | 1 2 3 4 5 6 7 |
| 9. I believe that one should always try to get as much as possible,<br>without considering the impact on others.                   | 1 2 3 4 5 6 7 |
| 10. I am a determined competitor.  | 1 2 3 4 5 6 7 |
| 11. It is usually easy for me to collaborate with other people<br>involved in my cause.  | 1 2 3 4 5 6 7 |
| 12. I believe that one should always try to be fair whenever possible.   | 1 2 3 4 5 6 7 |
| 13. I thrive on competition.   | 1 2 3 4 5 6 7 |
| 14. I not only want myself to be satisfied with the results of a<br>given situation, I also want others to be satisfied with them. | 1 2 3 4 5 6 7 |
| 15. I believe that one is entitled to get as many benefits<br>as possible no matter what the consequences are on others.           | 1 2 3 4 5 6 7 |
| 16. I get really upset when I see injustice.   | 1 2 3 4 5 6 7 |
| 17. I think cooperation helps everyone in a group.   | 1 2 3 4 5 6 7 |
| 18. I look forward to competing.   | 1 2 3 4 5 6 7 |
| 19. I believe in the motto "look out for number one" because<br>if you don't, nobody will.   | 1 2 3 4 5 6 7 |
| 20. Generally, when I see unfair situations I try to restore fairness.   | 1 2 3 4 5 6 7 |
| 21. I always try to create a win-win situation.  | 1 2 3 4 5 6 7 |
| 22. I am concerned with maximizing my own payoff relative<br>to that of others.  | 1 2 3 4 5 6 7 |
| 23. I think that wealth should be distributed fairly.  | 1 2 3 4 5 6 7 |
| 24. I am concerned with maximizing my own payoff, regardless<br>of the payoff of others.   | 1 2 3 4 5 6 7 |

#### 11. Instructions of the Resource Allocation Task

Now, imagine that you are the representative of a group working on the cause you are passionate about. You have been chosen to allocate resources to your group and to another group promoting the same cause as your group and working as hard and as well as your group. As you will see in the scenarios below, the amount of resources allocated to your

group and the other group will influence the total amount of resources allocated to the cause you are passionate about, so that:

$$\text{Resources for your group} + \text{Resources for the other group} = \text{Total for the cause}$$

Six different resources will be allocated to your group and the other group. For each resource, please read the two scenarios (A and B) and see how the resources have been allocated. Then, answer the questions. There are no right or wrong answers.

Resource 1

Volunteers to help organize an awareness week for the cause that your team and the other team are promoting will be dispatched between the two groups. Volunteers could be dispatched in two different ways (A or B).

**Scenario A**

**Your group** will receive 45 volunteers.  
**The other group** will receive 30 volunteers.  
 Thus, there will be a total of 75 volunteers working **for the cause**.

**Scenario B**

**Your group** will receive 30 volunteers.  
**The other group** will receive 70 volunteers.  
 Thus, there will be a total of 100 volunteers working **for the cause**.

Please answer to each statement by using the following scale:

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
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To what extent would you prefer scenario A (vs scenario B)? 1 2 3 4 5 6 7

To what extent would you prefer scenario B (vs scenario A)? 1 2 3 4 5 6 7

Resource 2\*

Volunteers' hours spent on organizing this awareness week will be allocated to both groups. Hours could be allocated in two different ways (A or B).

**Scenario A**

**Your group** will receive 150 hours.  
**The other group** will receive 300 hours.  
 Thus, there will be a total of 450 hours allocated **to the cause**.

**Scenario B**

**Your group** will receive 200 hours.  
**The other group** will receive 150 hours.  
 Thus, there will be a total of 350 hours allocated **to the cause**.

Please answer to each statement by using the following scale:

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
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To what extent would you prefer scenario A (vs scenario B)? 1 2 3 4 5 6 7

To what extent would you prefer scenario B (vs scenario A)? 1 2 3 4 5 6 7

Resource 3\*

Money to buy the necessary supplies for this awareness week will be allocated to both groups.

Money could be allocated in two different ways (A or B).

**Scenario A**

**Your group** will receive \$6,000.  
The **other group** will receive \$13,000.  
Thus, there will be a total of \$19,000 allocated **to the cause**.

**Scenario B**

**Your group** will receive \$9,000.  
The **other group** will receive \$6,000.  
Thus, there will be a total of \$15,000 allocated **to the cause**.

Please answer to each statement by using the following scale:

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
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To what extent would you prefer scenario A (vs scenario B)? 1 2 3 4 5 6 7

To what extent would you prefer scenario B (vs scenario A)? 1 2 3 4 5 6 7

Resource 4

Money for an advertising campaign to promote the cause will be allocated to both groups. Money could be allocated in two different ways (A or B).

**Scenario A**

**Your group** will receive \$16,000.  
The **other group** will receive \$12,000.  
Thus, there will be a total of \$28,000 allocated **to the cause**.

**Scenario B**

**Your group** will receive \$12,000.  
The **other group** will receive \$20,000.  
Thus, there will be a total of \$32,000 allocated **to the cause**.

Please answer to each statement by using the following scale:

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
-------------------------	----------------------------	-----------------------	-------------------------	---------------------	-----------------------	----------------------------

To what extent would you prefer scenario A (vs scenario B)? 1 2 3 4 5 6 7

To what extent would you prefer scenario B (vs scenario A)? 1 2 3 4 5 6 7

Resource 5\*

Volunteers working on the advertising campaign will be dispatched to both groups. Volunteers could be dispatched in two different ways (A or B).

**Scenario A**

**Your group** will receive 80 volunteers.  
The **other group** will receive 130 volunteers.  
Thus, there will be a total of 210 volunteers dedicated **to the cause**.

**Scenario B**

**Your group** will receive 100 volunteers.  
The **other group** will receive 80 volunteers.  
Thus, there will be a total of 180 volunteers dedicated **to the cause**.

Please answer to each statement by using the following scale:

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
-------------------------	----------------------------	-----------------------	-------------------------	---------------------	-----------------------	----------------------------

To what extent would you prefer scenario A (vs scenario B)? 1 2 3 4 5 6 7

To what extent would you prefer scenario B (vs scenario A)? 1 2 3 4 5 6 7

Resource 6

Volunteers' hours spent on the advertising campaign will be allocated to both groups. Hours could be allocated in two different ways (A or B).

**Scenario A**

**Your group** will receive 90 hours.  
The **other group** will receive 60 hours.  
Thus, there will be a total of 150 hours dedicated **to the cause**.

**Scenario B**

**Your group** will receive 60 hours.  
The **other group** will receive 120 hours.  
Thus, there will be a total of 180 hours dedicated **to the cause**.

Please answer to each statement by using the following scale:

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
-------------------------	----------------------------	-----------------------	-------------------------	---------------------	-----------------------	----------------------------

To what extent would you prefer scenario A (vs scenario B)? 1 2 3 4 5 6 7

To what extent would you prefer scenario B (vs scenario A)? 1 2 3 4 5 6 7

12. Listed below are a number of statements concerning personal attitudes and traits. Read each statement and indicate how true it is as it pertains to you personally.

Not true at all (1)	Very slightly true (2)	Slightly true (3)	Somewhat true (4)	Mostly true (5)	True (6)	Very true (7)
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1. It is sometimes hard for me to go on with my work if I am not encouraged. 1 2 3 4 5 6 7

2. I sometimes feel resentful when I don't get my way. 1 2 3 4 5 6 7

3. On a few occasions, I have given up doing something because I thought too little of my ability. 1 2 3 4 5 6 7

4. There have been times when I felt like rebelling against people in authority even though I knew they were right. 1 2 3 4 5 6 7

5. No matter who I'm talking to, I'm always a good listener. 1 2 3 4 5 6 7

6. There have been occasions when I took advantage of someone. 1 2 3 4 5 6 7

7. I'm always willing to admit it when I make a mistake. 1 2 3 4 5 6 7

8. I sometimes try to get even rather than forgive and forget. 1 2 3 4 5 6 7

9. I am always courteous, even to people who are disagreeable. 1 2 3 4 5 6 7

10. I have never been irked when people expressed ideas very different from my own. 1 2 3 4 5 6 7

11. There have been times when I was quite jealous of the good fortune of others. 1 2 3 4 5 6 7

12. For this item, please select number 5 "mostly agree". 1 2 3 4 5 6 7

13. I am sometimes irritated by people who ask favors of me. 1 2 3 4 5 6 7

14. I have never deliberately said something that hurt someone's feelings. 1 2 3 4 5 6 7

**Thank you for your participation!**

## APPENDICE D

### ARTICLE 2, ÉTUDE 1 : ANNONCE DE RECRUTEMENT, FORMULAIRE DE CONSENTEMENT AVERTI ET QUESTIONNAIRE



#### STUDY ON ATTITUDES AND BEHAVIORS TOWARDS A CAUSE

##### **Why is this research being done?**

This is a research project conducted by the Research Laboratory on Social Behavior at Université du Québec à Montréal (UQAM). The purpose of this research project is to learn more about people promoting a cause (e.g., environmental protection, feminism, against racism, etc.). More precisely, we would like to understand how the personal characteristics of people involved in a cause will affect their attitudes and behaviors when they engage in their cause.

##### **What will I be asked to do?**

Your participation involves completing an online questionnaire that will require about 15 minutes of your time. Your participation in this research is completely voluntary. If you decide to participate in this research, you may stop participating at any time. If you decide not to participate in this study or if you stop participating at any time, you will not be penalized or lose any benefits to which you otherwise qualify. Your answers will remain anonymous and confidential.

##### **Are there any benefits and disadvantages to my participation?**

Participation in this project will bring you no direct benefit and, in principle, there is no risk associated with it. Feel free to skip any questions you do not feel comfortable answering. If you feel a significant discomfort related to your participation, contact the researcher (at [psycho.labo@hotmail.com](mailto:psycho.labo@hotmail.com)) who may refer you to a resource person if necessary.

##### **Also, you will receive \$1.00 for your participation.**

This project is part of the doctoral thesis of Virginie Paquette, Ph.D. candidate, under the supervision of Robert J. Vallerand, Ph.D., professor in the Department of Psychology at the Université du Québec à Montréal.

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Université du Québec à Montréal  
[lablrsc@gmail.com](mailto:lablrsc@gmail.com)  
+1-514-987-4836

## INFORMATION AND CONSENT FORM

### Study on attitudes and behaviors towards a cause

#### PREAMBLE:

We invite you to participate in a study on attitudes and behaviors towards a cause. This study is for people promoting a cause and aged 18 and over. Before agreeing to participate in this project, it is important to read and understand the information below. If there are any words or sections you do not understand, feel free to contact us at [psycho.labo@hotmail.com](mailto:psycho.labo@hotmail.com).

#### IDENTIFICATION:

This project is part of the doctoral thesis of Virginie Paquette, Ph.D. candidate, under the supervision of Robert J. Vallerand, Ph.D., professor in the Department of Psychology at the Université du Québec à Montréal.

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Robert J. Vallerand, Ph.D.  
Université du Québec à Montréal  
[lablracs@gmail.com](mailto:lablracs@gmail.com)  
+1-514-987-4836

#### PROJECT GOALS:

This is a research project conducted by the Research Laboratory on Social Behavior at Université du Québec à Montréal (UQAM). The purpose of this research project is to learn more about people promoting a cause (e.g., environmental protection, feminism, against racism, etc.). More precisely, we would like to understand how the personal characteristics of people involved in a cause will affect their attitudes and behaviors when they engage in their cause.

#### PROCEDURE OR TASK(S) REQUESTED FROM THE PARTICIPANT:

Your participation involves completing an online questionnaire that will require about 15 minutes of your time. You will have to answer questions about your involvement in your cause, your attitudes and behaviors when you engage in your cause, your life in general, and demographic information.

#### BENEFITS AND DISCOMFORTS ASSOCIATED WITH THIS RESEARCH:

Your participation in this project will bring you no direct benefit and, in principle, there is no risk associated with it. Feel free to skip any questions you do not feel comfortable answering. If you feel a significant discomfort related to your participation, contact the researcher (at [psycho.labo@hotmail.com](mailto:psycho.labo@hotmail.com)) who may refer you to a resource person if necessary.

If you need psychological help or assistance, you can also contact the following helplines  
24 hours / 7 days a week:



- Canada  
Crisis Services Canada  
<http://www.crisisservicescanada.ca/>  
Call 1 833 456 4566 or Text to 45645  
For residents of Quebec, call  
1 866 277 3553 (1 866 APPELLE)
- United States of America  
Mental Health America  
<http://www.mentalhealthamerica.net/finding-help>  
Call 1-800-273-TALK (8255) or  
Text to 741741
- United Kingdom  
Samaritan  
<https://www.samaritans.org/how-we-can-help/contact-samaritan/>  
Call 116 123 or  
Write to [jo@samaritans.org](mailto:jo@samaritans.org)
- New Zealand  
Lifeline  
<https://www.lifeline.org.nz/>  
Call 0800 543 354 or  
Text to 4357
- Australia  
Beyond Blue (depression, anxiety, etc.)  
<https://www.beyondblue.org.au/get-support/get-immediate-support>  
Call 1300 22 4636

#### VOLUNTARY PARTICIPATION AND WITHDRAWAL:

Your participation in this research is completely voluntary. If you decide to participate in this research, you may stop at any time. If you decide not to participate in this study or if you stop participating at any time, you will not be penalized or lose any benefits to which you otherwise qualify.

#### ANONYMITY, CONFIDENTIALITY, AND DATA STORAGE:

This survey is anonymous and the information you give us will remain confidential. In principle, only members of the research team (the principal researcher and her supervisor) will have access to the data collected. Our research team has put in place several measures to protect the privacy of your responses (data encryption, removal of your MTurk ID, survey data kept in password-protected files on restricted computers). Furthermore, the personal data collected will be destroyed in five years. Only data that cannot enable anyone to identify you will be kept after this period, the time required for their use. No identifying information will be disclosed or published. There will be no way for anyone reading the results of this study to be able to link data with your name. Pseudonyms will always be used in any publications that may result from this study and in the stored data.

However, despite all these measures to protect privacy, you may be aware that if uninvited third parties (e.g., government agencies, hackers) were to gain access to your responses, this could potentially lead to negative consequences such as electronic surveillance (the monitoring of your online activities) and being denied government employment. Therefore, we cannot guarantee the absolute confidentiality and anonymity of your data. Please keep this in mind throughout the survey and feel free to skip any questions you do not feel comfortable answering.

**FINANCIAL COMPENSATION:**

As compensation for the time spent answering the online survey, you will receive \$1.00 through your Amazon Mechanical Turk account.

**QUESTIONS ABOUT THE PROJECT OR YOUR RIGHTS?**

For any questions regarding this survey, please contact [psycho.labo@hotmail.com](mailto:psycho.labo@hotmail.com)

If you have any questions about your rights regarding this survey, please contact the research ethics board at [cerpe.fsh@uqam.ca](mailto:cerpe.fsh@uqam.ca)

**STATEMENT OF AGE OF SUBJECT AND CONSENT:**

By agreeing to participate, you indicate that:

- a) you are at least 18 years of age;
- b) the research has been explained to you;
- c) your questions have been fully answered;
- d) you freely and voluntarily choose to participate in this research project.

Having read and understood the above text, I agree to take part in the study. I understand that all information will be used for research purposes only and will remain confidential. I freely agree to take part in this research knowing that it is possible to terminate my participation at any time and without having to provide any reasons for it.

- I have read the consent form and I agree to participate.
- I refuse to participate.

STUDY ON ATTITUDES AND BEHAVIORS TOWARDS A CAUSE

1. How old are you? \_\_\_\_\_ years old
2. What is your gender :  
 Male   
 Female   
 Other (please specify if you want): \_\_\_\_\_
3. In which country do you currently live? \_\_\_\_\_
4. Please think about a cause important to you (e.g., environmental protection, feminism, against racism, etc.) and indicate which type of cause it is.  
  
 Environmental   
 Humanitarian aid   
 Social (e.g., justice, equality, against discrimination)   
 Health (e.g., medical condition awareness)   
 Safeness (e.g., drug or alcohol consumption, gun control, safe driving)   
 Other (please specify if you want): \_\_\_\_\_
5. More precisely, what is your cause, the one you are working for? \_\_\_\_\_
6. Usually, what is your position or how are you involved in your cause (e.g., organizing events, going to demonstrations, etc.)? \_\_\_\_\_
7. How many hours do you spend weekly engaging in your cause? \_\_\_\_\_ hours
8. How many years have you been involved in your cause? \_\_\_\_\_ years
9. Thinking about your involvement in your cause, indicate to what extent you agree with each statement using the following scale <sup>3</sup>.

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
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1. I express genuine enjoyment in serving the cause. 1 2 3 4 5 6 7

<sup>3</sup> Items de la sous-échelle Orientation Servir la Cause : 1, 2, 4, 6, 9  
 Items de la sous-échelle Orientation Se Servir : 3, 5, 7, 8, 10

2. I generally serve the cause willingly with no expectation of rewards. 1 2 3 4 5 6 7
3. The cause is a way for me to attain my own personal goals. 1 2 3 4 5 6 7
4. I am willing to serve the cause even though I may not get any benefits from it. 1 2 3 4 5 6 7
5. Through the cause, I get what I want for me. 1 2 3 4 5 6 7
6. It is important to me to help the cause grow. 1 2 3 4 5 6 7
7. I'm using the cause to get as many personal gains as possible. 1 2 3 4 5 6 7
8. I'm willing to get involved in activities related to my cause as long as I get benefits from it. 1 2 3 4 5 6 7
9. For this item, please select number 3 "slightly agree". 1 2 3 4 5 6 7
10. I am willing to invest time and energy in the cause, regardless of what I could personally get out of it. 1 2 3 4 5 6 7
11. I'm willing to put time and energy in my cause as long as it benefits me. 1 2 3 4 5 6 7

10. Thinking about your involvement in your cause, indicate to what extent you agree with each statement using the following scale <sup>4</sup>. Answer as honestly as possible.

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
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1. I enjoy cooperating with others. 1 2 3 4 5 6 7
2. I am generally only concerned about my own costs and benefits when I make a decision. 1 2 3 4 5 6 7
3. I care that people are treated with equity. 1 2 3 4 5 6 7
4. I try my hardest to win. 1 2 3 4 5 6 7
5. As long as a situation is to my advantage, I am fine with it no matter what the consequences are for others. 1 2 3 4 5 6 7
6. I believe that one should always try to cooperate whenever possible. 1 2 3 4 5 6 7
7. I am a competitive person. 1 2 3 4 5 6 7
8. I always try to create situations where people are treated fairly. 1 2 3 4 5 6 7

<sup>4</sup> Items de Individualisme : 2, 5, 9, 15, 19, 24; Items de Compétition : 4, 7, 10, 13, 18, 22  
Items de Coopération : 1, 6, 11, 14, 17, 21; Items de Égalité : 3, 8, 12, 16, 20, 23

9. I believe that one should always try to get as much as possible,  
without considering the impact on others. 1 2 3 4 5 6 7
10. I am a determined competitor. 1 2 3 4 5 6 7
11. It is usually easy for me to collaborate with other people  
involved in my cause. 1 2 3 4 5 6 7
12. I believe that one should always try to be fair whenever possible. 1 2 3 4 5 6 7
13. I thrive on competition. 1 2 3 4 5 6 7
14. I not only want myself to be satisfied with the results of a  
given situation, I also want others to be satisfied with them. 1 2 3 4 5 6 7
15. I believe that one is entitled to get as many benefits  
as possible no matter what the consequences are on others. 1 2 3 4 5 6 7
16. I get really upset when I see injustice. 1 2 3 4 5 6 7
17. I think cooperation helps everyone in a group. 1 2 3 4 5 6 7
18. I look forward to competing. 1 2 3 4 5 6 7
19. I believe in the motto "look out for number one" because  
if you don't, nobody will. 1 2 3 4 5 6 7
20. Generally, when I see unfair situations I try to restore fairness. 1 2 3 4 5 6 7
21. I always try to create a win-win situation. 1 2 3 4 5 6 7
22. I am concerned with maximizing my own payoff relative  
to that of others. 1 2 3 4 5 6 7
23. I think that wealth should be distributed fairly. 1 2 3 4 5 6 7
24. I am concerned with maximizing my own payoff, regardless  
of the payoff of others. 1 2 3 4 5 6 7

11. Please indicate to what extent you agree with the following statements regarding your contribution to your society through your involvement in your cause.

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
-------------------------	----------------------------	-----------------------	-------------------------	---------------------	-----------------------	----------------------------

1. I need to have a positive impact on my community or society  
at large through my work on my cause. 1 2 3 4 5 6 7
2. I need to contribute actively to my community or society

through my work on my cause.

1 2 3 4 5 6 7

3. For this item, please select number 5 "mostly agree".

1 2 3 4 5 6 7

4. I need to bring something valuable to my community or society through my work on my cause.

1 2 3 4 5 6 7

**Thank you for your participation!**

## APPENDICE E

### ARTICLE 2, ÉTUDE 2 : ANNONCE DE RECRUTEMENT, FORMULAIRE DE CONSENTEMENT AVERTI ET QUESTIONNAIRE



#### STUDY ON ATTITUDES AND BEHAVIORS TOWARDS A CAUSE

##### **Why is this research being done?**

This is a research project conducted by the Research Laboratory on Social Behavior at Université du Québec à Montréal (UQAM). The purpose of this research project is to learn more about people working for non-profit organizations promoting a cause (e.g., environmental protection, feminism, against racism, etc.). More precisely, we would like to understand how the personal characteristics of people involved in a cause will affect their attitudes and behaviors when they engage in their cause.

##### **What will I be asked to do?**

Your participation involves completing an online questionnaire that will require about 15 minutes of your time. Your participation in this research is completely voluntary. If you decide to participate in this research, you may stop participating at any time. If you decide not to participate in this study or if you stop participating at any time, you will not be penalized or lose any benefits to which you otherwise qualify. Your answers will remain anonymous and confidential.

##### **Are there any benefits and disadvantages to my participation?**

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##### **Also, you will receive \$1.00 for your participation.**

This project is part of the doctoral thesis of Virginie Paquette, Ph.D. candidate, under the supervision of Robert J. Vallerand, Ph.D., professor in the Department of Psychology at the Université du Québec à Montréal.

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[lablracs@gmail.com](mailto:lablracs@gmail.com)  
+1-514-987-4836

## INFORMATION AND CONSENT FORM

### Study on attitudes and behaviors towards a cause

#### PREAMBLE:

We invite you to participate in a study on attitudes and behaviors towards a cause. This study is for people working for non-profit organizations promoting a cause and aged 18 and over. Before agreeing to participate in this project, it is important to read and understand the information below. If there are any words or sections you do not understand, feel free to contact us at [psycho.labo@hotmail.com](mailto:psycho.labo@hotmail.com).

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+1-514-987-4836

#### PROJECT GOALS:

This is a research project conducted by the Research Laboratory on Social Behavior at Université du Québec à Montréal (UQAM). The purpose of this research project is to learn more about people working for non-profit organizations promoting a cause (e.g., environmental protection, feminism, against racism, etc.). More precisely, we would like to understand how the personal characteristics of people involved in a cause will affect their attitudes and behaviors when they engage in their cause.

#### PROCEDURE OR TASK(S) REQUESTED FROM THE PARTICIPANT:

Your participation involves completing an online questionnaire that will require about 15 minutes of your time. You will have to answer questions about your involvement in your cause, your attitudes and behaviors when you engage in your cause, your life in general, and demographic information.

#### BENEFITS AND DISCOMFORTS ASSOCIATED WITH THIS RESEARCH:

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If you need psychological help or assistance, you can also contact the following helplines  
24 hours / 7 days a week:



- Canada  
Crisis Services Canada  
<http://www.crisisservicescanada.ca/>  
Call 1 833 456 4566 or Text to 45645  
For residents of Quebec, call  
1 866 277 3553 (1 866 APPELLE)
- United States of America  
Mental Health America  
<http://www.mentalhealthamerica.net/finding-help>  
Call 1-800-273-TALK (8255) or  
Text to 741741
- United Kingdom  
Samaritan  
<https://www.samaritans.org/how-we-can-help/contact-samaritan/>  
Call 116 123 or  
Write to [jo@samaritans.org](mailto:jo@samaritans.org)
- New Zealand  
Lifeline  
<https://www.lifeline.org.nz/>  
Call 0800 543 354 or  
Text to 4357
- Australia  
Beyond Blue (depression, anxiety, etc.)  
<https://www.beyondblue.org.au/get-support/get-immediate-support>  
Call 1300 22 4636

#### VOLUNTARY PARTICIPATION AND WITHDRAWAL:

Your participation in this research is completely voluntary. If you decide to participate in this research, you may stop at any time. If you decide not to participate in this study or if you stop participating at any time, you will not be penalized or lose any benefits to which you otherwise qualify.

#### ANONYMITY, CONFIDENTIALITY, AND DATA STORAGE:

This survey is anonymous and the information you give us will remain confidential. In principle, only members of the research team (the principal researcher and her supervisor) will have access to the data collected. Our research team has put in place several measures to protect the privacy of your responses (data encryption, removal of your MTurk ID, survey data kept in password-protected files on restricted computers). Furthermore, the personal data collected will be destroyed in five years. Only data that cannot enable anyone to identify you will be kept after this period, the time required for their use. No identifying information will be disclosed or published. There will be no way for anyone reading the results of this study to be able to link data with your name. Pseudonyms will always be used in any publications that may result from this study and in the stored data.

However, despite all these measures to protect privacy, you may be aware that if uninvited third parties (e.g., government agencies, hackers) were to gain access to your responses, this could potentially lead to negative consequences such as electronic surveillance (the monitoring of your online activities) and being denied government employment. Therefore, we cannot guarantee the absolute confidentiality and anonymity of your data. Please keep this in mind throughout the survey and feel free to skip any questions you do not feel comfortable answering.

**FINANCIAL COMPENSATION:**

As compensation for the time spent answering the online survey, you will receive \$1.00 through your Amazon Mechanical Turk account.

**QUESTIONS ABOUT THE PROJECT OR YOUR RIGHTS?**

For any questions regarding this survey, please contact [psycho.labo@hotmail.com](mailto:psycho.labo@hotmail.com)

If you have any questions about your rights regarding this survey, please contact the research ethics board at [cerpe.fsh@uqam.ca](mailto:cerpe.fsh@uqam.ca)

**STATEMENT OF AGE OF SUBJECT AND CONSENT:**

By agreeing to participate, you indicate that:

- a) you are at least 18 years of age;
- b) the research has been explained to you;
- c) your questions have been fully answered;
- d) you freely and voluntarily choose to participate in this research project.

Having read and understood the above text, I agree to take part in the study. I understand that all information will be used for research purposes only and will remain confidential. I freely agree to take part in this research knowing that it is possible to terminate my participation at any time and without having to provide any reasons for it.

- I have read the consent form and I agree to participate.
- I refuse to participate.

STUDY ON ATTITUDES AND BEHAVIORS TOWARDS A CAUSE

1. How old are you? \_\_\_\_\_ years old
2. What is your gender :  
 Male   
 Female   
 Other (please specify if you want): \_\_\_\_\_
3. In which country do you currently live? \_\_\_\_\_
4. Please think about the non-profit organization you are working for and indicate which type of cause it promotes:  
 Environmental   
 Humanitarian aid   
 Social (e.g., justice, equality, against discrimination)   
 Health (e.g., medical condition awareness)   
 Safeness (e.g., drug or alcohol consumption, gun control, safe driving)   
 Other (please specify if you want): \_\_\_\_\_
5. More precisely, what is your cause, the one you are working for? \_\_\_\_\_
6. Usually, what is your position or how are you involved in your cause (e.g., organizing events, going to demonstrations, etc.)? \_\_\_\_\_
7. How many hours do you spend weekly engaging in your cause? \_\_\_\_\_ hours
8. How many years have you been involved in your cause? \_\_\_\_\_ years
9. While thinking of the cause you are working for in the non-profit organization, please indicate your level of agreement with each item.

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
-------------------------	----------------------------	-----------------------	-------------------------	---------------------	-----------------------	----------------------------

1. My cause is in harmony with the other activities in my life. 1 2 3 4 5 6 7
2. I have difficulties controlling my urge to be involved in my cause. 1 2 3 4 5 6 7
3. The new things that I discover with my cause allow me to appreciate it even more. 1 2 3 4 5 6 7

4. I have almost an obsessive feeling for my cause. 1 2 3 4 5 6 7
5. Being involved in my cause reflects the qualities I like about myself. 1 2 3 4 5 6 7
6. Being involved in my cause allows me to live a variety of experiences. 1 2 3 4 5 6 7
7. My cause is the only thing that really turns me on. 1 2 3 4 5 6 7
8. My cause is well integrated in my life. 1 2 3 4 5 6 7
9. If I could, I would only be involved in my cause. 1 2 3 4 5 6 7
10. My cause is in harmony with other things that are part of me. 1 2 3 4 5 6 7
11. My cause is so exciting that I sometimes lose control over it. 1 2 3 4 5 6 7
12. I have the impression that my cause controls me. 1 2 3 4 5 6 7
13. I spend a lot of time being involved in my cause. 1 2 3 4 5 6 7
14. I love my cause. 1 2 3 4 5 6 7
15. For this item, please select number 3 "slightly agree". 1 2 3 4 5 6 7
16. My cause is important for me. 1 2 3 4 5 6 7
17. My cause is a passion for me. 1 2 3 4 5 6 7
18. My cause is part of who I am. 1 2 3 4 5 6 7

10. Thinking about the cause you are working for in the non-profit organization, indicate to what extent you agree with each statement using the following scale.

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
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1. I express genuine enjoyment in serving the cause. 1 2 3 4 5 6 7
2. I generally serve the cause willingly with no expectation of rewards. 1 2 3 4 5 6 7
3. The cause is a way for me to attain my own personal goals. 1 2 3 4 5 6 7
4. I am willing to serve the cause even though I may not get any benefits from it. 1 2 3 4 5 6 7
5. Through the cause, I get what I want for me. 1 2 3 4 5 6 7
6. It is important to me to help the cause grow. 1 2 3 4 5 6 7
7. I'm using the cause to get as many personal gains as possible. 1 2 3 4 5 6 7
8. I'm willing to get involved in activities related to my cause as long as I get benefits from it. 1 2 3 4 5 6 7

9. I am willing to invest time and energy in the cause, regardless of what I could personally get out of it. 1 2 3 4 5 6 7

10. I'm willing to put time and energy in my cause as long as it benefits me. 1 2 3 4 5 6 7

11. The following statements illustrate ways people can behave at work. Thinking about how you behave when you are working at the non-profit organization promoting your cause, indicate to what extent you agree with each statement about your behaviors at work **in the last year**.

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
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1. I help others who have heavy work loads. 1 2 3 4 5 6 7

2. I can be the classic "squeaky wheel" that always needs greasing. 1 2 3 4 5 6 7

3. I believe in giving an honest day's work for an honest day's pay. 1 2 3 4 5 6 7

4. I can consume a lot of time complaining about trivial matters. 1 2 3 4 5 6 7

5. I keep abreast of changes in the organization. 1 2 3 4 5 6 7

6. I sometimes tend to make "mountains out of molehills". 1 2 3 4 5 6 7

7. I consider the impact of my actions on coworkers. 1 2 3 4 5 6 7

8. I attend meetings that are not mandatory, but are considered important. 1 2 3 4 5 6 7

9. I am always ready to lend a helping hand to those around me. 1 2 3 4 5 6 7

10. I attend functions that are not required, but help the company image. 1 2 3 4 5 6 7

11. I read and keep up with organization announcements, memos, and so on. 1 2 3 4 5 6 7

12. I help others who have been absent. 1 2 3 4 5 6 7

13. I do not abuse the rights of others. 1 2 3 4 5 6 7

14. I willingly help others who have work related problems. 1 2 3 4 5 6 7

15. I always focus on what's wrong, rather than the positive side. 1 2 3 4 5 6 7

16. I take steps to try to prevent problems with other workers. 1 2 3 4 5 6 7

17. My attendance at work is above the norm. 1 2 3 4 5 6 7

18. I always find fault with what the organization is doing. 1 2 3 4 5 6 7

19. I am mindful of how my behavior affects other people's jobs. 1 2 3 4 5 6 7

20. I do not take extra breaks. 1 2 3 4 5 6 7

21. I obey company rules and regulations even when no one is watching. 1 2 3 4 5 6 7

22. I help orient new people even though it is not required. 1 2 3 4 5 6 7
23. I am one of the most conscientious employees. 1 2 3 4 5 6 7

12. Once again, the following statements illustrate ways people can behave at work. Thinking about how you behaved while working at your non-profit organization promoting your cause, indicate how often you engaged in these behaviors at work **in the last year**.

Never (1)	Once a year (2)	Twice a year (3)	Several times a year (4)	Monthly (5)	Weekly (6)	Daily (7)
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1. I made fun of someone at work. 1 2 3 4 5 6 7
2. I said something hurtful to someone at work. 1 2 3 4 5 6 7
3. I made an ethnic, religious, or racial remark at work. 1 2 3 4 5 6 7
4. I cursed at someone at work. 1 2 3 4 5 6 7
5. I played a mean prank on someone at work. 1 2 3 4 5 6 7
6. I acted rudely toward someone at work. 1 2 3 4 5 6 7
7. I publicly embarrassed someone at work. 1 2 3 4 5 6 7
8. I have taken property from work without permission. 1 2 3 4 5 6 7
9. I spent too much time fantasizing or daydreaming instead of working. 1 2 3 4 5 6 7
10. I falsified a receipt to get reimbursed for more money than I spent on business expenses. 1 2 3 4 5 6 7
11. I have taken an additional or longer break than is acceptable at my work. 1 2 3 4 5 6 7
12. I came in late to work without permission. 1 2 3 4 5 6 7
13. I littered my work environment. 1 2 3 4 5 6 7
14. I neglected to follow my boss's instructions. 1 2 3 4 5 6 7
15. I intentionally worked slower than I could have worked. 1 2 3 4 5 6 7
16. I discussed confidential company information with an unauthorized person. 1 2 3 4 5 6 7
17. I used an illegal drug or consumed alcohol on the job. 1 2 3 4 5 6 7
18. I put little effort into my work. 1 2 3 4 5 6 7
19. I dragged out work in order to get overtime. 1 2 3 4 5 6 7

13. Below are five statements regarding your life in general that you may agree or disagree with. Using the scale below, indicate your level of agreement with each item.

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
-------------------------	----------------------------	-----------------------	-------------------------	---------------------	-----------------------	----------------------------

- |   |               |
|---|---------------|
| 1. In most ways my life is close to my ideal.                   | 1 2 3 4 5 6 7 |
| 2. The conditions of my life are excellent.                     | 1 2 3 4 5 6 7 |
| 3. I am satisfied with my life.                                 | 1 2 3 4 5 6 7 |
| 4. For this item, please select number 5 "mostly agree".        | 1 2 3 4 5 6 7 |
| 5. So far I have gotten the important things I want in life.    | 1 2 3 4 5 6 7 |
| 6. If I could live my life over, I would change almost nothing. | 1 2 3 4 5 6 7 |

**Thank you for your participation!**

## APPENDICE F

### ARTICLE 2, ÉTUDE 3 : ANNONCE DE RECRUTEMENT, FORMULAIRE DE CONSENTEMENT AVERTI ET QUESTIONNAIRE



#### STUDY ON ATTITUDES AND BEHAVIORS TOWARDS A CAUSE

##### **Why is this research being done?**

This is a research project conducted by the Research Laboratory on Social Behavior at Université du Québec à Montréal (UQAM). The purpose of this research project is to learn more about people working for non-profit organizations promoting a cause (e.g., environmental protection, feminism, against racism, etc.). More precisely, we would like to understand how the personal characteristics of people involved in a cause will affect their attitudes and behaviors when they engage in their cause.

##### **What will I be asked to do?**

Your participation involves completing an online questionnaire that will require about 15 minutes of your time. Your participation in this research is completely voluntary. If you decide to participate in this research, you may stop participating at any time. If you decide not to participate in this study or if you stop participating at any time, you will not be penalized or lose any benefits to which you otherwise qualify. Your answers will remain anonymous and confidential.

##### **Are there any benefits and disadvantages to my participation?**

Participation in this project will bring you no direct benefit and, in principle, there is no risk associated with it. Feel free to skip any questions you do not feel comfortable answering. If you feel a significant discomfort related to your participation, contact the researcher (at [psycho.labo@hotmail.com](mailto:psycho.labo@hotmail.com)) who may refer you to a resource person if necessary.

##### **Also, you will receive \$1.00 for your participation.**

This project is part of the doctoral thesis of Virginie Paquette, Ph.D. candidate, under the supervision of Robert J. Vallerand, Ph.D., professor in the Department of Psychology at the Université du Québec à Montréal.

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## INFORMATION AND CONSENT FORM

### Study on attitudes and behaviors towards a cause

#### PREAMBLE:

We invite you to participate in a study on attitudes and behaviors towards a cause. This study is for people working for non-profit organizations promoting a cause and aged 18 and over. Before agreeing to participate in this project, it is important to read and understand the information below. If there are any words or sections you do not understand, feel free to contact us at [psycho.labo@hotmail.com](mailto:psycho.labo@hotmail.com).

#### IDENTIFICATION:

This project is part of the doctoral thesis of Virginie Paquette, Ph.D. candidate, under the supervision of Robert J. Vallerand, Ph.D., professor in the Department of Psychology at the Université du Québec à Montréal.

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#### PROJECT GOALS:

This is a research project conducted by the Research Laboratory on Social Behavior at Université du Québec à Montréal (UQAM). The purpose of this research project is to learn more about people working for non-profit organizations promoting a cause (e.g., environmental protection, feminism, against racism, etc.). More precisely, we would like to understand how the personal characteristics of people involved in a cause will affect their attitudes and behaviors when they engage in their cause.

#### PROCEDURE OR TASK(S) REQUESTED FROM THE PARTICIPANT:

Your participation involves completing an online questionnaire that will require about 15 minutes of your time. You will have to answer questions about your involvement in your cause, your attitudes and behaviors when you engage in your cause, your life in general, and demographic information.

#### BENEFITS AND DISCOMFORTS ASSOCIATED WITH THIS RESEARCH:

Your participation in this project will bring you no direct benefit and, in principle, there is no risk associated with it. Feel free to skip any questions you do not feel comfortable answering. If you feel a significant discomfort related to your participation, contact the researcher (at [psycho.labo@hotmail.com](mailto:psycho.labo@hotmail.com)) who may refer you to a resource person if necessary.

If you need psychological help or assistance, you can also contact the following helplines  
24 hours / 7 days a week:

- Canada  
Crisis Services Canada  
<http://www.crisisservicescanada.ca/>  
Call 1 833 456 4566 or Text to 45645  
For residents of Quebec, call  
1 866 277 3553 (1 866 APPELLE)
- United States of America  
Mental Health America  
<http://www.mentalhealthamerica.net/finding-help>  
Call 1-800-273-TALK (8255) or  
Text to 741741
- United Kingdom  
Samaritan  
<https://www.samaritans.org/how-we-can-help/contact-samaritan/>  
Call 116 123 or  
Write to [jo@samaritans.org](mailto:jo@samaritans.org)
- New Zealand  
Lifeline  
<https://www.lifeline.org.nz/>  
Call 0800 543 354 or  
Text to 4357
- Australia  
Beyond Blue (depression, anxiety, etc.)  
<https://www.beyondblue.org.au/get-support/get-immediate-support>  
Call 1300 22 4636

#### VOLUNTARY PARTICIPATION AND WITHDRAWAL:

Your participation in this research is completely voluntary. If you decide to participate in this research, you may stop at any time. If you decide not to participate in this study or if you stop participating at any time, you will not be penalized or lose any benefits to which you otherwise qualify.

#### ANONYMITY, CONFIDENTIALITY, AND DATA STORAGE:

This survey is anonymous and the information you give us will remain confidential. In principle, only members of the research team (the principal researcher and her supervisor) will have access to the data collected. Our research team has put in place several measures to protect the privacy of your responses (data encryption, removal of your MTurk ID, survey data kept in password-protected files on restricted computers). Furthermore, the personal data collected will be destroyed in five years. Only data that cannot enable anyone to identify you will be kept after this period, the time required for their use. No identifying information will be disclosed or published. There will be no way for anyone reading the results of this study to be able to link data with your name. Pseudonyms will always be used in any publications that may result from this study and in the stored data.

However, despite all these measures to protect privacy, you may be aware that if uninvited third parties (e.g., government agencies, hackers) were to gain access to your responses, this could potentially lead to negative consequences such as electronic surveillance (the monitoring of your online activities) and being denied government employment. Therefore, we cannot guarantee the absolute confidentiality and anonymity of your data. Please keep this in mind throughout the survey and feel free to skip any questions you do not feel comfortable answering.

**FINANCIAL COMPENSATION:**

As compensation for the time spent answering the online survey, you will receive \$1.00 through your Amazon Mechanical Turk account.

**QUESTIONS ABOUT THE PROJECT OR YOUR RIGHTS?**

For any questions regarding this survey, please contact [psycho.labo@hotmail.com](mailto:psycho.labo@hotmail.com)

If you have any questions about your rights regarding this survey, please contact the research ethics board at [cerpe.fsh@uqam.ca](mailto:cerpe.fsh@uqam.ca)

**STATEMENT OF AGE OF SUBJECT AND CONSENT:**

By agreeing to participate, you indicate that:

- a) you are at least 18 years of age;
- b) the research has been explained to you;
- c) your questions have been fully answered;
- d) you freely and voluntarily choose to participate in this research project.

Having read and understood the above text, I agree to take part in the study. I understand that all information will be used for research purposes only and will remain confidential. I freely agree to take part in this research knowing that it is possible to terminate my participation at any time and without having to provide any reasons for it.

- I have read the consent form and I agree to participate.
- I refuse to participate.

STUDY ON ATTITUDES AND BEHAVIORS TOWARDS A CAUSE

1. How old are you? \_\_\_\_\_ years old
2. What is your gender :  
 Male   
 Female   
 Other (please specify if you want): \_\_\_\_\_
3. In which country do you currently live? \_\_\_\_\_
4. Please think about the non-profit organization you are working for and indicate which type of cause it promotes:  
 Environmental   
 Humanitarian aid   
 Social (e.g., justice, equality, against discrimination)   
 Health (e.g., medical condition awareness)   
 Safeness (e.g., drug or alcohol consumption, gun control, safe driving)   
 Other (please specify if you want): \_\_\_\_\_
5. More precisely, what is your cause, the one you are working for? \_\_\_\_\_
6. Usually, what is your position or how are you involved in your cause (e.g., organizing events, going to demonstrations, etc.)? \_\_\_\_\_
7. How many hours do you spend weekly engaging in your cause? \_\_\_\_\_ hours
8. How many years have you been involved in your cause? \_\_\_\_\_ years
9. While thinking of the cause you are working for in the non-profit organization, please indicate your level of agreement with each item.

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
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1. My cause is in harmony with the other activities in my life. 1 2 3 4 5 6 7
2. I have difficulties controlling my urge to be involved in my cause. 1 2 3 4 5 6 7
3. The new things that I discover with my cause allow me to appreciate it even more. 1 2 3 4 5 6 7

4. I have almost an obsessive feeling for my cause. 1 2 3 4 5 6 7
5. Being involved in my cause reflects the qualities I like about myself. 1 2 3 4 5 6 7
6. Being involved in my cause allows me to live a variety of experiences. 1 2 3 4 5 6 7
7. My cause is the only thing that really turns me on. 1 2 3 4 5 6 7
8. My cause is well integrated in my life. 1 2 3 4 5 6 7
9. If I could, I would only be involved in my cause. 1 2 3 4 5 6 7
10. My cause is in harmony with other things that are part of me. 1 2 3 4 5 6 7
11. My cause is so exciting that I sometimes lose control over it. 1 2 3 4 5 6 7
12. I have the impression that my cause controls me. 1 2 3 4 5 6 7
13. I spend a lot of time being involved in my cause. 1 2 3 4 5 6 7
14. I love my cause. 1 2 3 4 5 6 7
15. For this item, please select number 3 "slightly agree". 1 2 3 4 5 6 7
16. My cause is important for me. 1 2 3 4 5 6 7
17. My cause is a passion for me. 1 2 3 4 5 6 7
18. My cause is part of who I am. 1 2 3 4 5 6 7

10. Thinking about the cause you are working for in the non-profit organization, indicate to what extent you agree with each statement using the following scale.

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
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1. I express genuine enjoyment in serving the cause. 1 2 3 4 5 6 7
2. I generally serve the cause willingly with no expectation of rewards. 1 2 3 4 5 6 7
3. The cause is a way for me to attain my own personal goals. 1 2 3 4 5 6 7
4. I am willing to serve the cause even though I may not get any benefits from it. 1 2 3 4 5 6 7
5. Through the cause, I get what I want for me. 1 2 3 4 5 6 7
6. It is important to me to help the cause grow. 1 2 3 4 5 6 7
7. I'm using the cause to get as many personal gains as possible. 1 2 3 4 5 6 7
8. I'm willing to get involved in activities related to my cause as long as I get benefits from it. 1 2 3 4 5 6 7

9. I am willing to invest time and energy in the cause, regardless of what I could personally get out of it. 1 2 3 4 5 6 7
10. I'm willing to put time and energy in my cause as long as it benefits me. 1 2 3 4 5 6 7

11. Please read the following statements and indicate to what extent you agree with each of them using the following scale. There are no right or wrong answers.

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
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1. It is alright to lie to keep your friends out of trouble. 1 2 3 4 5 6 7
2. Taking someone's property without their permission is just "borrowing it." 1 2 3 4 5 6 7
3. Stealing some money is not too serious compared to those who steal a lot of money. 1 2 3 4 5 6 7
4. It is unfair to blame someone who had only a small part in the harm caused by a group. 1 2 3 4 5 6 7
5. Someone cannot be blamed for misbehaving when all their friends and colleagues do it. 1 2 3 4 5 6 7
6. Teasing someone does not really hurt them. 1 2 3 4 5 6 7
7. Someone who is obnoxious does not deserve to be treated like a human being. 1 2 3 4 5 6 7
8. If people are careless where they leave their things it is their own fault if they get stolen. 1 2 3 4 5 6 7

12. The following statements illustrate ways people can behave at work. Thinking about how you behave when you are working at the non-profit organization promoting your cause, indicate to what extent you agree with each statement about your behaviors at work **in the last year**.

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
-------------------------	----------------------------	-----------------------	-------------------------	---------------------	-----------------------	----------------------------

1. I attend meetings that are not mandatory, but are considered important. 1 2 3 4 5 6 7

- 2. I am always ready to lend a helping hand to those around me. 1 2 3 4 5 6 7
- 3. I willingly help others who have work related problems. 1 2 3 4 5 6 7
- 4. I am mindful of how my behavior affects other people's jobs. 1 2 3 4 5 6 7
- 5. I obey company rules and regulations even when no one is watching. 1 2 3 4 5 6 7

13. Once again, the following statements illustrate ways people can behave at work. Thinking about how you behaved while working at your non-profit organization promoting your cause, indicate how often you engaged in these behaviors at work **in the last year**.

Never (1)	Once a year (2)	Twice a year (3)	Several times a year (4)	Monthly (5)	Weekly (6)	Daily (7)
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- 1. I said something hurtful to someone at work. 1 2 3 4 5 6 7
- 2. I acted rudely toward someone at work. 1 2 3 4 5 6 7
- 3. I have taken property from work without permission. 1 2 3 4 5 6 7
- 4. I falsified a receipt to get reimbursed for more money than I spent on business expenses. 1 2 3 4 5 6 7
- 5. I dragged out work in order to get overtime. 1 2 3 4 5 6 7

14. Thinking about your work at your non-profit organization promoting your cause, indicate to what extent you agree with each statement.

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
-------------------------	----------------------------	-----------------------	-------------------------	---------------------	-----------------------	----------------------------

Working for my organization and promoting my cause allow me...

- 1. to get others' approval (e.g., supervisor, colleagues, family, clients). 1 2 3 4 5 6 7
- 2. to get respect from others (e.g., supervisor, colleagues, family, clients). 1 2 3 4 5 6 7
- 3. to get financial rewards. 1 2 3 4 5 6 7
- 4. to climb the corporate ladder. 1 2 3 4 5 6 7
- 5. to get a higher professional status. 1 2 3 4 5 6 7

15. Please indicate to what extent you agree with the following statements regarding your life in general.

Not agree at all (1)	Very slightly agree (2)	Slightly agree (3)	Moderately agree (4)	Mostly agree (5)	Strongly agree (6)	Very strongly agree (7)
-------------------------	----------------------------	-----------------------	-------------------------	---------------------	-----------------------	----------------------------

- |   |               |
|---|---------------|
| 1. I understand my life's meaning                             | 1 2 3 4 5 6 7 |
| 2. My life has a clear sense of purpose.                      | 1 2 3 4 5 6 7 |
| 3. For this item, please select number 5 "mostly agree".      | 1 2 3 4 5 6 7 |
| 4. Compared with most of my peers, I consider myself happier. | 1 2 3 4 5 6 7 |
| 5. I am generally happy.                                      | 1 2 3 4 5 6 7 |

**Thank you for your participation!**



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