

The Effect of Harmonious Passion on Work Satisfaction and Life Satisfaction through Work-Life Enrichment Among Entrepreneurs

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Abstract

Becoming a successful entrepreneur requires passion. Although there has been much research on passion, little has explored the role of passion in work-life enrichment¹ and, in particular, its impact on entrepreneurial life and job satisfaction. This study aimed to examine the influence of harmonious passion on job satisfaction and life satisfaction through work-life enrichment among entrepreneurs. The research method used in this study is quantitative. The total number of respondents was 310 entrepreneurs. The sampling technique used⁵ as a purposive sampling technique with data collection methods in the form of a questionnaire. The results of the study show that harmonious passion has a direct effect on job satisfaction with work-life enrichment. However, harmonious passion has no direct impact on life satisfaction. Indirectly, harmonious passion influences job satisfaction and life satisfaction through work-life enrichment.

Keywords: Entrepreneurs, Harmonious Passion, Life Satisfaction, Work Satisfaction, Work-Life Enrichment

INTRODUCTION

Indonesia, which has a large population, has a low entrepreneurial rate compared to other Southeast Asian countries. Based on the Global Entrepreneurship Index (GEI) in 2021, Indonesia is ranked 45th, while several neighboring countries such as Malaysia, Singapore, and Thailand are ranked 14th, 23rd, and 30th. According to international standards, the number of entrepreneurs must be more than 14 percent of the population ratio to become a developed country. In comparison, entrepreneurs in Indonesia are only around 3.1 percent (AsiaToday.id, 2020).

The concept of work passion has garnered significant attention from scholars in recent years. Although there has been rapid advancement in research on passion related to work during the past decade, many aspects remain unexplored and require further investigation (Pollack et al., 2020). Being an entrepreneur requires passion because passion is essential to entrepreneurship. Indeed, individuals must have a passion when they want to become entrepreneurs because entrepreneurs are driven by the desire of the individual himself to create new businesses (Bayraktar & Jimenez, 2022). Furthermore, various studies reveal that individuals who have entrepreneurial passion will provide positive results, where individuals will be persistent in facing challenges and have high morale and motivation (Bayraktar & Jimenez, 2022).

Understanding the part that a person's passion plays in their work-life experience is essential for several purposes. Firstly, evidence implies that a person's home and job lives are intertwined and that one might influence the other (Obrenovic et al., 2020). We may anticipate that a person's love for their profession will significantly impact it positively or negatively. Moreover, as life satisfaction¹ is linked to work consequences, including job and career satisfaction (Erdogan et al., 2012), studies in these areas should take advantage of a more holistic

perspective that considers the influence of work passion on life satisfaction (Chummar et al., 2019).

Our study emphasizes a crucial subject that has yet to obtain much scholarly attention, as far as we can tell. The focus of past studies has¹ been different, although there are only a few studies on the function of passion and work-life issues. For example, Alam and Shin (2021) concentrated on passion and job satisfaction, while Ye et al. (2019) explored passion and its link to job engagement. Therefore, it is clear that more research on the connection between passion and the work-life boundary is necessary. Additionally, the emphasis should be expanded to include proximal and distal consequences, such as work and life satisfaction (Chummar et al., 2019).

For management academics in entrepreneurship, the convergence of passion, work-life outcomes, and workplace situations constitute a fascinating field of study. In particular, this research crosses numerous disciplines, including organizational behavior (OB) and entrepreneurship, expanding pre-existing theories and creating new¹ viewpoints. Our study explores the diverse effects of work passion on the work-life interface and, as a result, on life satisfaction. It builds on the conservation of resources (COR) and self-determination theories (SDTs). In particular, we propose a relationship between harmonious passions, work-life enrichment (WLE), and work and life satisfaction. This exciting research offers a novelty as only a few studies discuss the link between harmonious passion and work-life issues (Chummar et al., 2019). Moreover, based on our knowledge, they are outside the entrepreneurship context in Indonesia.

This research is vital and beneficial to understand whether passion affects WLE and entrepreneurs' work and life satisfaction, especially since the number of Indonesian entrepreneurs is

small. Therefore, investigating these subjects would provide theoretical and practical contributions to entrepreneurs. We present our theoretical framework and develop the research hypotheses in the following paragraphs.

LITERATURE REVIEW

Previous studies contend that passion varies from work motivation and work addiction (Houlfort et al., 2015) and is a psychological factor that maintains commitment and dedication over time (Vallerand et al., 2010). Additionally, work passion surpasses work engagement (Chummar et al., 2019). Indeed, work engagement is not associated with identity and self-concept like passion (Birkeland & Buch, 2015). Finally, employers may regard work passion favorably as it shows optimism and satisfaction (Thøgersen et al., 2013), yet this is not always the case. Birkeland and Buch (2015) argued that.

In contrast, obsessive passion was positively connected to burnout and negatively connected to life satisfaction; harmonious passion was negatively related to burnout and favorably associated with life satisfaction in their study of workaholism. Obsessive passion was also strongly correlated with burnout (Carbonneau et al., 2008). As passion is dualistic, it is critical to understand their main distinctions. Under SDT, Butt et al. (2019) find that harmonious passion (HP) results from an autonomous internalization process in which people are free to decide how much time and effort to devote to their passions. People with HP for a particular activity do not feel forced to perform it; instead, they pursue it because they love it and it fits their identity (Butt et al., 2019). They do not put themselves under pressure to engage in or overindulge in their favorite activity but rather take pride in their time and effort. The person can keep independent control over the passionate endeavor and preserve a reasonable harmony with other crucial life pursuits.

On the other hand, the cause of obsessive passion (OP) is a regulated absorption of the passionate action into one's identity (Vallerand et al., 2010). People with OP also devote significant time to their passionate activity because they adore it, value it, and use it to define themselves. The meticulous internalization of the action into one's identity causes an irresistible want to partake in it, unlike HP, which does not. A person with OP participates in the activity at the expense of other elements of their life because it gives them a sense of social acceptance and self-worth (Li et al., 2017). In other words, people with OP rely on participating in an intense activity to make them feel good about themselves. The result is that they frequently conflict with other endeavors and facets of their lives.

McNall et al. (2021) define work-life enrichment as the enrichment of work-life, i.e., the degree to which experience in one role improves the

quality of life. For example, when an entrepreneur has a work-life enrichment, the entrepreneur will have a more profound understanding to enhance his business and will also impact life satisfaction because he likes what he does. In addition, Rhee and Zheng (2019) also said that work-life enrichment has a positive effect on life satisfaction. Therefore, it can be interpreted that greater the work-life enrichment, the greater the level of life satisfaction experienced by an individual. Work-life enrichment is also related to work satisfaction. Obrenovic et al. (2020) state that family conditions affect work satisfaction and vice versa.

The Effect of Harmonious Passion on Work Satisfaction

Past studies explain that harmonious passion and work satisfaction have a positive relationship (Alam & Shin, 2021; McAllister et al., 2017). According to Coetzee and Bester (2019), increased harmonious passion will increase work satisfaction over time. According to Vallerand and Houlfort (2003 in Carbonneau et al., 2008), when individuals work with harmonious passion will produce work satisfaction. The existence of harmonious arousal helps in the reduction of burnout and an increase in work satisfaction. Additionally, work satisfaction can manifest differently across different cultural settings, with collectivistic contexts often experiencing the highest levels of satisfaction (Li et al., 2019; Lin & Huang, 2021).

H1: Harmonious passion affects work satisfaction.

The Effect of Harmonious Passion on Life Satisfaction

Individuals with a harmonious passion will make an entrepreneur free to spend time at work, and work will be done with the satisfaction that exists in that individual (Chummar et al., 2019). Entrepreneurs who work according to passion will produce satisfaction in themselves to produce life satisfaction in the individual. Life satisfaction is something that an entrepreneur must own. Therefore, the role of harmonious passion in an entrepreneur is needed to produce satisfaction at work, which will impact life satisfaction. Individuals with a harmonious passion experience greater well-being (Mageau & Vallerand, 2007; Chummar et al., 2019). Harmonious passion significantly correlates with increasing life satisfaction (Lafreniere et al., 2012; Clohessy et al., 2020).

H2: Harmonious passion affects life satisfaction.

The Effect of Harmonious Passion on Work-Life Enrichment

According to Vallerand (2010), individuals with a harmonious passion will invest their time in their work. Research from Lavigne et al. (2012) shows that harmonious passion can improve the experience in the workplace. Harmonious passion

also minimizes negative influences when working (Chummar et al., 2019). A harmonious passion for work also produces positive experiences that will affect psychological well-being (Philippe et al., 2009; Chummar et al., 2019). Harmonious passion is closely related to work-life enrichment because when an entrepreneur has a harmonious passion, he will be willing to invest time in work. The individual will get enrichment of knowledge beyond entrepreneurs who do not have harmonious passion. Passion work affects behavior at work, leading them to become successful entrepreneurs. It is essential to know that harmonious passion can facilitate work-life enrichment (Siddiqui & Shah, 2017).

H3: Harmonious passion affects work-life enrichment.

5 The Effect of Work-Life Enrichment on Work Satisfaction

O'Brien et al. (2020) conclude that family conditions will affect the work satisfaction of individuals and vice versa. Wayne et al. (2004) state that individuals who get positive values or benefits from family or work get satisfaction, so it can be assumed that work-life enrichment is considered to provide work satisfaction. Work-life enrichment is vital in life, family, and work satisfaction (Agha et al., 2017). According to Pathak and Srivastava (2020), harmonious passion is a factor that affects work satisfaction and has a positive influence on these relationships.

H4: Work-life enrichment affects work satisfaction.

The Effect of Work-Life Enrichment on Life Satisfaction

According to Rhee and Zheng (2019), work-life enrichment positively correlates with family satisfaction. Research shows that work and family can significantly impact life satisfaction (Gayathri & Karthikeyan, 2016). The past study concludes that working hours can affect hours with family; even though they lose hours with family, individuals still get positive things from other resources, such as knowledge in work, that will create life satisfaction (Erdogan et al., 2012). Work-life enrichment is an important thing that entrepreneurs must have because when an entrepreneur has a work-life enrichment, individuals will gain a positive experience from the work done. Positive experiences resulting from work will give an entrepreneur get life satisfaction. Greenhaus and Powell (2006 in McNall et al., 2021) say that work-life enrichment affects various outcomes, such as work and life satisfaction.

H5: Work-life enrichment affects life satisfaction.

The Effect of Harmonious Passion on Work Satisfaction Through Work-Life Enrichment

According to Chummar et al. (2019), harmonious passion has a positive relationship with work-life enrichment, where an individual with

harmonious passion can fully engage in an activity with conducive attention. Wan et al. (2021) also state that harmonious passion allows individuals to work according to their wants. Individuals with a harmonious passion can still do activities outside of their work, such as their hobbies, without monopolizing the individual's life. For example, someone with a high harmonious passion means having high work satisfaction as well, and if it's time to take a break from work, they can leave their job for a while and enjoy their time by focusing on aspects of non-work life (Wan et al., 2021).

H6: Harmonious passion affects work satisfaction through work-life enrichment.

The Effect of Harmonious Passion on Life Satisfaction Through Work-Life Enrichment

Burke et al. (2015) explained that harmonious passion is related to the incorporation of work behavior that a person can regulate to maintain harmony with other things that can lead to positive results, such as work-life enrichment. Chummar et al. (2019) said that these positive outcomes will transform into positive experiences outside of work, leading to greater life satisfaction.

H7: Harmonious passion affects life satisfaction through work-life enrichment.

METHOD

This study investigates the effect of harmonious passion and work-life enrichment on work and life satisfaction. This research is quantitative with a cross-sectional approach. Figure 1 illustrates the research model.

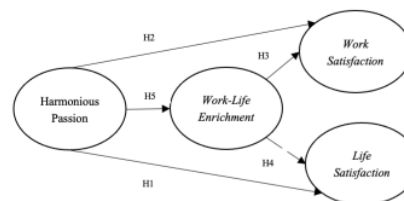


Figure 1. Research Model

Source: Chummar et al. (2019), Jan and Zainal (2020)

The population taken for this research were entrepreneurs in Indonesia, where the total population cannot be counted because it is uncertain. Therefore, this study used a non-probability sampling technique because there is no definite sampling due to the large population. The non-probability sampling method was purposive sampling to focus on a particular group intended to obtain the required information according to predetermined characteristics. The characteristics of respondents in this study were entrepreneurs who have been running their businesses for more than three years, are domiciled in Indonesia, and are business owners. Hair et al. (2014) suggested using a minimum sample

of 100. However, this study managed to obtain 310 respondents. Data collection was conducted through an online questionnaire, namely the Google form.

All variables were measured using questionnaires adopted from past studies. We adopted the questionnaire from Vallerand et al. (2003) to measure harmonious passion. Work satisfaction was assessed using the questionnaire from Thorgren et al. (2013). Diener et al. (1985) adopted the questionnaire to measure life satisfaction. Hagmaier et al. (2018) used a similar questionnaire. Finally, the questionnaire for measuring work-life enrichment was adopted from Carlson et al. (2006). The questionnaire will consist of four variables measured using a five-class Likert scale (Ranging from 1 = strongly disagree to 5 = strongly agree).

Data collected from filling out the questionnaire were processed using the Structural Equation Modeling with the Partial Least Square (PLS) by implementing the SmartPLS 4.0 software application. The SmartPLS program uses a form of analysis that is broken down into two sub-models: the outer model, which is used to test the validity and reliability of the data obtained in the study, and the inner model, which is used to test the model's feasibility and the proposed research hypothesis.

RESULT AND DISCUSSION

Respondent Profile

Table 1 shows the demographic profile of the respondents. From the table, it can be concluded that the number of respondents was dominated by respondents who worked in other industrial fields, as many as 163 people (52.58% of the total respondents), followed by respondents who worked in the consumer sector with a total of 74 people (23.87% of the total respondents). Also, regarding the place of business, most respondents came from East Java, with 114 respondents or 36.77%. At the same time, the second most were in Central Java province, with 56 respondents or 18.06%. The dominant sex of the respondents in this study was male, with a total of 165 respondents or 53.23%, while female respondents were 145 respondents or 46.77%. Most respondents in this study were 18-23 years old, namely 84 respondents or as much as 27.09%, followed by the second most in the age range of 24-29 years. Most respondents in this research questionnaire have been entrepreneurs for 3-5 years, namely 145 people or 46.77% of the total respondents.

Table 1. Respondent Profile

Demographic Variables		Frequency	Percent age
Business Industry	Mining	4	1.29 %
	and energy		
	Agriculture	3	0.96 %
	Industry	12	3.87 %

	Consumer Goods	74	23.87 %
	Health	2	0.64 %
	Finance	1	0.32 %
	Property and real estate	5	1.61 %
	Technology	8	2.58 %
	Infrastructure	10	3.22 %
	Transportation and logistics	10	3.22 %
	Investment	2	0.64 %
	Restaurant, hotel, and tourism	16	5.16 %
	Others	163	52.58 %
Province	East Java	114	36.77 %
	Central Java	56	18.06 %
	Java		
	West Java	34	10.96 %
	South Sulawesi	30	9.67 %
	East Kalimantan	14	4.51 %
	Bali	13	4.19 %
	Jakarta	11	3.54 %
	Banten	3	0.96 %
	Lampung	3	0.96 %
	East Nusa Tenggara	3	0.96 %
	North Sumatra	2	0.64 %
	West Sumatra	2	0.64 %
	Riau	2	0.64 %
	Islands		
	Central Kalimantan	2	0.64 %
	North Sulawesi	2	0.64 %
	Yogyakarta	2	0.64 %
	North Kalimantan	1	0.32 %
	Central Sulawesi	1	0.32 %
	Papua	1	0.32 %
	South Papua	1	0.32 %
	West Nusa Tenggara	1	0.32 %
	West Kalimantan	1	0.32 %
	Riau	1	0.32 %
Gender	Male	165	53.23 %
	Female	145	46.77 %
Age	18 – 23 years	84	27.09 %
	24 – 29 years	24	7.74 %

	30 – 35 years	22	7.09 %
	36 – 41 years	33	10.64 %
	42 – 47 years	57	18.38 %
	48 – 53 years	57	18.38 %
	>53 years	33	10.64 %
Period in Business	3 – 5 years	145	46.77 %
	6 – 8 years	58	18.71 %
	9 – 11 years	39	12.58 %
	>12 years	68	21.93 %

Validity and Reliability Tests

In convergent validity, the acceptable factor loading value, which has a value of 0.5 to 0.6, is considered sufficient (Ghozali, 2014, p.68). Indicators or loading factor values that have a value of 0.5 and below will be removed unless they have strong support for inclusion. Based on the results of the CFA model test in Table 2, it can be concluded that all indicators in each variable have an outer loading value that meets the criteria to be said to be valid.

Table 2. Convergent Validity

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Variables	Indicator	Outer Loading	Description
Harmonious Passion (HP)	X1.1	0.626	Valid
	X1.2	0.679	Valid
	X1.3	0.555	Valid
	X1.4	0.723	Valid
	X1.5	0.613	Valid
	X1.6	0.707	Valid
	X1.7	0.678	Valid
Work Satisfaction (WS)	Y1.1	0.857	Valid
	Y1.2	0.888	Valid
Life Satisfaction (LS)	Y2.1	0.816	Valid
	Y2.2	0.777	Valid
	Y2.3	0.817	Valid
	Y2.4	0.670	Valid
	Y2.5	0.748	Valid
Work-Life Enrichment (WLE)	Z1.1	0.718	Valid
	Z1.2	0.704	Valid
	Z1.3	0.699	Valid
	Z1.4	0.750	Valid
	Z1.5	0.760	Valid
	Z1.6	0.756	Valid
	Z1.7	0.763	Valid
	Z1.8	0.702	Valid
	Z1.9	0.718	Valid

The outcomes of the measuring model are shown in Table 3. Hair et al. (2014) state that two conditions must be met to evaluate the measurement model. The average variance extracted (AVE) must first be more significant than 0.5. The measurement model also needs to have good convergent and discriminant validity. As shown in Table 4, the relationship between the construct and other

constructs is more significant than all the AVE square root values. The measuring model has discriminant validity, in other words. Hence, it is safe to presume that all scales demonstrated appropriate construct validity.

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Table 3. Results of the Measurement Model

Variables	Composite Reliability	Cronbach's Alpha	Average Variance Extracted (AVE)
HP	0.841	0.767	0.515
WS	0.864	0.687	0.761
LS	0.911	0.824	0.589
WLE	0.877	0.891	0.533

Table 4. Correlations among Study Constructs

Variables	HP	WS	LS	WLE
HP	1.000	0.586	0.369	0.563
WS	0.596	1.000	0.500	0.575
LS	0.369	0.500	1.000	0.605
WLE	0.563	0.575	0.605	1.000

Hypotheses Test Results

The p-value is used to assess the results of the study's hypotheses. If the p-value is less than 0.05, the study's hypothesis is accepted, and the opposite is true. Additionally, the study's hypothesis cannot be accepted or rejected if the t-statistic analysis's results are more significant than 1.96 (>1.96) (Sekaran & Bougie, 2016). As shown in Table 5, six out of seven hypotheses are accepted. The results of testing the second hypothesis show that the p-value is 0.532 and the t-statistic is 0.624. It means the p-value is less than 0.05, and the t-statistic value is more significant than 1.96. Hence, the second hypothesis, which states that harmonious passion affects life satisfaction, is rejected.

Table 5. Hypotheses Test Results

Hypotheses	T-statistic	P-value	Result
HP -> WS	3.989	0.000	accepted
HP -> LS	0.624	0.532	rejected
HP -> WLE	6.918	0.000	accepted
WLE -> WS	3.683	0.000	accepted
WLE -> LS	8.862	0.000	accepted
HP -> WLE -> WS	5.621	0.000	accepted

2

The Effect of Harmonious Passion on Life Satisfaction

Based on the results of testing the data, it was found that the first hypothesis, namely, harmonious passion influences work satisfaction in entrepreneurs in Indonesia, was accepted. Thorgren et al. (2013) said that harmonious passion and work satisfaction have a positive relationship. The greater the harmonious passion an entrepreneur has, the higher the work satisfaction of the entrepreneur. According to Carbonneau et al. (2008), increasing harmonious passion will increase work satisfaction over time. It is crucial for entrepreneurs because doing business needs passion so that the company may become sustainable. A harmonious passion helps reduce burnout and increase work satisfaction (Vallerand, 2012). Therefore, it can be concluded that the existence of a harmonious passion owned by an entrepreneur can produce work improvements to create work satisfaction.

The Effect of Harmonious Passion on Life Satisfaction

The second hypothesis that harmonious passion influences life satisfaction is rejected. This study's results differ from previous studies conducted by Lafreniere et al. (2012), where harmonious passion frees an entrepreneur to spend time at work. As a result, work will be done to the satisfaction that exists in that individual. The different results in this study are suspected because the respondents in this study have a variety of industrial fields, causing differences in life satisfaction in each industry. In addition, most respondents in this study were relatively young (18-23 years old), so perhaps they needed to receive the expected life satisfaction. Finally, the difference in the results of this study perhaps originates from the characteristics of the respondents who predominantly worked within a period of three to five years, meaning that most of the time, entrepreneurs worked when the Covid 19 period hit Indonesia so it could influence the results in this study.

The Effect of Harmonious Passion on Work-Life Enrichment

The third hypothesis that harmonious passion influences work-life enrichment is accepted. According to Vallerand (2010), individuals who have harmonious passion will invest their time in their work. Similar to research from Lavigne et al. (2012), harmonious passion can improve the experience in the workplace. Therefore, it is essential to know that harmonious passion can facilitate work-life enrichment (Siddiqui & Shah, 2017). The more entrepreneurs have a harmonious passion, the more willing they are to invest time in entrepreneurial activities. When the individual gives more time to

their work, they will receive enrichment or learn to create positive value for their life. Harmonious passion also minimizes negative influences at work (Chummar et al., 2019; Vallerand et al., 2010). In addition, harmonious passion at work produces positive experiences that will affect psychological well-being (Philippe et al. 2009). When an entrepreneur enriches something he does, it will create new positive experiences and help entrepreneurs become even better individuals. Similar to the statement from Craven et al. (2016), individuals with a harmonious passion can work attentively, which is conducive to producing positive experiences. Harmonious passion is closely related to work-life enrichment because when entrepreneurs have a harmonious passion, they will be willing to invest time to work, and the individual will get knowledge enrichment than entrepreneurs who do not have harmonious passion.

The Effect of Work-Life Enrichment on Work Satisfaction

The fourth hypothesis that work-life enrichment affects work satisfaction in entrepreneurs is accepted. Therefore, this proves that entrepreneurs with work-life enrichment have work satisfaction in carrying out entrepreneurial activities compared to individuals who do not have work-life enrichment in the entrepreneurial field. It is reinforced by previous studies that say work-life enrichment affects work satisfaction. According to Obrenovic et al. (2020), family conditions will affect individual work satisfaction and vice versa. The more individuals have work-life enrichment, the higher the job satisfaction of an entrepreneur. It happens because when entrepreneurs enrich or learn in business, it will create continuous updates to produce positive value daily and create satisfaction at work. Wayne et al. (2004) said that for individuals who get positive values from family or work, it could be said that family and work provide benefits, so that individuals get satisfaction from this that work-life enrichment is considered to provide work satisfaction. According to Agha et al. (2017), work-life enrichment is essential for life, family, and work satisfaction. From previous studies, it can be concluded that when individuals get enrichment at work or in a family, it will create a positive influence that helps an entrepreneur generate work satisfaction.

The Effect of Work-Life Enrichment on Life Satisfaction

The fifth hypothesis that work-life enrichment affects life satisfaction in entrepreneurs is accepted. The results obtained from this study are consistent with that of Rhee and Zheng (2019) and Tasdelen-Karckay and Bakalm (2017), which state that work-life enrichment has a positive relationship with life satisfaction. The research shows that work and family can significantly impact life satisfaction

(Gayathri & Karthikeyan, 2016). It is evidenced by working hours that can affect hours with the family. However, even though they lose hours with family, individuals still get positive things from other resources, such as knowledge at work which will create life satisfaction (Erdogan et al., 2012). Work-life enrichment is an important thing that entrepreneurs must have because when an entrepreneur has work-life enrichment, the individual will get a positive experience from the work being done. The positive experience resulting from work will give an entrepreneur get life satisfaction. Greenhaus & Powell (2006 in McNall et al., 2021) said that work-life enrichment affects various outcomes such as work satisfaction, home-life satisfaction, and life satisfaction. Therefore, it can be concluded that an entrepreneur with high work-life enrichment can positively impact their level of life satisfaction, where individuals will ultimately get life satisfaction when enriching their work as entrepreneurs.

2 The Effect of Harmonious Passion on Work Satisfaction Through Work-Life Enrichment

7 The results of this study indicate that harmonious passion has an indirect positive effect on work satisfaction through the mediation variable work-life enrichment for entrepreneurs. According to Chummar et al. (2019), harmonious passion has a positive relationship with work-life enrichment, where an individual with harmonious passion can be fully involved in an activity with full attention, which is conducive. Wan et al. (2021) also stated that harmonious passion allows individuals to work according to their wants. Individuals with a harmonious passion can still carry out activities outside of work, such as their hobbies, without monopolizing the individual's life. For example, individuals with high harmonious passion mean high work satisfaction too. If it is time to take a break from work, they can temporarily leave their job and enjoy their time by focusing on non-work aspects of life (Wan et al., 2021). Therefore, it can be concluded that harmonious passion can influence work satisfaction indirectly through work-life enrichment mediating variables. It is because when an entrepreneur is fully involved in his work as an entrepreneur, the individual will get positive results, and the individual will maintain a balance between work and life to feel work satisfaction. They do not feel burdened because they have to work continuously but feel enriched outside their profession.

The Effect of Harmonious Passion on Life Satisfaction Through Work-Life Enrichment

Additionally, harmonious passion indirectly positively affects life satisfaction through work-life enrichment for entrepreneurs. Burke et al. (2015) have explained that harmonious passion is related to the internalization of work behavior that someone can

9 control to maintain harmony with other things that can lead to positive results, such as work-life enrichment. Chummar et al. (2019) stated that these positive results would translate into positive experiences outside of work, which can lead to greater life satisfaction. Therefore, it can be concluded that the existence of a harmonious passion owned by an entrepreneur will encourage entrepreneurs to do more enrichment and learning compared to individuals who do not have work-life enrichment. With the enrichment in work and education in life, individuals will get a positive value that will impact an individual's life satisfaction.

In carrying out the role of an entrepreneur, harmonious passion is vital for an individual. Luth et al. (2017) stated that an individual's passion for work is essential, not just involvement. In becoming an entrepreneur, individuals must show a level of control to be involved in an activity following their life goals and not be burdened with a sense of being forced to undergo or be engaged in that activity. Entrepreneurs must know the harmonious passion in themselves so that individuals can run their businesses according to their interests and produce a sustainable business. In addition, entrepreneurs must have a harmonious passion for getting a positive effect from entrepreneurship results. The positive results obtained from harmonious passion can increase work satisfaction in entrepreneurs because individuals will feel happy doing their jobs to produce a positive impact on work and lead to satisfaction in working for an individual.

The results of this study also state that harmonious passion can increase life satisfaction through the work-life enrichment variable. Entrepreneurs who have work-life enrichment at work will provide enrichment and learning for the work being carried out, so the more an entrepreneur has a harmonious passion individual will increase their desire to learn to enrich the knowledge entrepreneur. Therefore, the existence of work-life enrichment in entrepreneurs has a high level of satisfaction with the work being carried out and a high level of satisfaction with the individual's life as a whole.

Entrepreneurs with a harmonious passion tend to have work-life enrichment in themselves, so individuals will enrich activities that follow their passion. Enrichment by an entrepreneur makes the entrepreneur feel the life satisfaction of an individual because an entrepreneur will work without any demands, and individuals will be more flexible in enriching and learning to produce positive values in life and create life satisfaction. In addition, work-life enrichment entrepreneurs tend to get work satisfaction in running a business. It is because individuals who have harmonious passion tend to have higher work-life enrichment. Individuals with high work-life enrichment will be more deeply

involved in their work, positively influencing work outcomes and family roles.

Encouraging entrepreneurs to manage demands at work is also essential. It can be done by paying attention to the scope of work being carried out. To increase work-life enrichment, entrepreneurs must have a harmonious passion for creating work-life enrichment, such as having healthy and consistent daily working hours. With a balance that an individual carries out, it can help increase life satisfaction and work satisfaction.

CONCLUSION

The study concluded that harmonious passion influences work satisfaction and work-life enrichment but not life satisfaction. Moreover, work-life enrichment mediates the relationships between harmonious passion, work satisfaction, and life satisfaction. Therefore, an entrepreneur with a high level of harmonious passion will help enrich himself in work and life. When the individual's passion increases, it will impact an entrepreneur's high level of work-life enrichment. It happens because the high level of work-life enrichment will impact life satisfaction.

This research adds insight into entrepreneurship in Indonesia, especially regarding the relationship between passion, life satisfaction, and job satisfaction. However, there are some research limitations. First, this research only covers one region, namely Indonesia. Future research is expected to be able to expand the area of research into the Asian site so that the research results can be broader. Second, this research only focuses on harmonious passion, work-life enrichment, work satisfaction, and life satisfaction variables. Future research is expected to examine the role of work-life enrichment on happiness, performance, and career success.

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