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Chameleonic Obsessive Job Passion: Demystifying the Relationships between Obsessive Job Passion and In-Role and Extra-Role Performance

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Abstract

In seeking to address the theoretical ambiguity regarding how and when obsessive job passion (OJP) leads to work performance, we integrate both self-verification and person-environment fit perspectives to propose and test a moderated mediation model linking OJP to performance. We argue that OJP is indirectly related to coworker-rated in-role and extra-role performance through self-verification, and these indirect links are conditioned by perceived demands-abilities (D-A) fit and needs-supplies (N-S) fit. Results from 190 healthcare professionals and their co-workers collected at three different time periods revealed the contrasting roles played by these two moderators. Individuals with higher OJP self-verify more when they perceive low D-A fit, but self-verify less when they perceive high N-S fit, whereas the opposite holds true for high D-A fit and low N-S fit. Contrary to predictions, negative relationships were found between self-verification and both types of performance. Specifically, OJP is associated with greater in- and extra-role performance (because of reduced self-verification) under high perceived D-A but low N-S fit, whereas the opposite results are observed under low perceived D-A and high N-S fit. The findings underscore the contingent nature of OJP and contribute to job passion, self-concept, and person-environment fit research.

Keywords: obsessive job passion, self-verification, demands-abilities fit, needs-supplies fit, work performance

Chameleonic Obsessive Job Passion: Demystifying the Relationships between Obsessive Job Passion and In-Role and Extra-Role Performance

Researchers and practitioners alike have trumpeted the criticality of job passion−a strong inclination for and liking of one's job−for short- and long-term career success (Hill, 2002; Murnieks, Mosakowski, & Cardon, 2014). While the motivating slogans such as "follow your bliss" or "do what you're passionate about" persist in practice, research on work passion warns against the blind fascination with the passion phenomenon by stating that passion may be healthy (harmonious) or unhealthy (obsessive) (Vallerand, 2008). Although both harmonious and obsessive job passion (HJP and OJP, respectively) are similar in that they represent a driving force toward one's job, they differ in the way the job is internalized in the person's identity (Vallerand & Houlfort, 2003). HJP is associated with voluntary or autonomous internalization of the job, meaning that the individual freely chooses to view the job as important to his/her identity, independent of any contingencies or outcomes associated with the job, and thus willingly engages in the job. In contrast, OJP is associated with controlled or pressured internalization, indicating that the individual's involvement in the job is mandated by internal or external contingencies such as rewards or social acceptance. Consequently, while HJP balances well with other life activities and is consistently associated with positive work outcomes (e.g., Burke, Astakhova, & Hang, 2015; Ho, Wong, & Lee, 2011), OJP has an overpowering effect on the person and conflicts with non-work activities (Vallerand & Houlfort, 2003), thereby yielding outcomes that are more ambiguous, inconsistent, and sometimes conflicting.

In particular, the role of obsessive passion in predicting work performance remains unclear. Although work performance is often touted as a key beneficial outcome of job passion (e.g., Boyatzis, McKee, & Goleman, 2002), there is limited research linking obsessive passion to

work performance, thereby leaving gaps in understanding the nature and boundary conditions of this relationship, and perpetuating a potentially false notion that passion unequivocally aids work performance. To date, only two published studies (Astakhova & Porter, 2015; Ho et al., 2011) have attempted to explain the effect of obsessive passion on in-role performance (i.e., required or expected behavior that is the basis of a regular job; Katz, 1964). Ho and colleagues (2011) drew on theories in role investment to examine whether cognitive engagement in one's work role may explain the passion−task performance relationship. Building on social identity perspective, Astakhova and Porter (2015) predicted the mediating role of organizational identification on the passion−task performance links. Remarkably, both studies found that harmonious but not obsessive passion operated through these mechanisms to predict task performance. Additionally, the unconditional effect of obsessive passion on extra-role performance, defined as performance that is not specified by the job role and is not linked to reward systems or punitive consequences (Van Dyne & LePine, 1998), remains speculative (Astakhova, 2015).

One potential explanation for the null findings in the above studies is the overly narrow focus on the individual's self-constructed view of identity, which captures a one-sided approach that considers what is important for the individual but fails to address representations stemming from the social world. By failing to account for "the dialectic between the categorization of self both by other and by self," the above studies provide only partial and somewhat individualistic accounts of how identity is constructed (Howarth, 2002, p. 19). While such self-constructed views are useful in explaining the effects of HJP, a self-endorsing and autonomous form of passion, their mediating effects may be insufficient in the context of OJP, which is more socially dependent and contingent on external verification of the self (Mageau & Vallerand, 2007). In the latter case, identity construal, whereby cognitions related to one's self-identity are construed

through the eyes of others, may be more relevant as a mediator. Specifically, because the integration of the job into identities of individuals with higher OJP is controlled by intra- and interpersonal contingencies such as self-esteem, social validation, and rewards (Mageau et al., 2009), these individuals may become hard-wired to act in ways to gain external recognition and verify their identities through the eyes of others. Successful self-verification, or high congruence between one's self-views and views of others, will then serve to provide the desired social approval and acceptance, in turn prompting favorable behavioral responses. Self-verification may therefore be a particularly relevant conduit through which OJP operates to shape work behaviors.

A second explanation for the non-significant OJP−performance relationship observed in prior research may be the presence of a third variable moderating those relationships. Indeed, a few preliminary studies have come to view OJP−work performance relationships as more complex and potentially contingent on various moderating conditions such as collectivistic values (e.g., Astakhova, 2015) or person-environment (P-E) fit (Astakhova & Porter, 2015). While these studies are useful in providing a more targeted perspective on when OJP can have positive or negative performance implications, they are scarce and examine either in-role or extra-role work performance, but not both concurrently. Together, these missing links obscure our understanding of how and when OJP may translate into performance outcomes, thereby constraining further advancement of work passion research.

The present study attempts to address these knowledge gaps by introducing a construct that integrates one's and others' perceptions of the self – self-verification – into the nomological network of OJP and work performance. Because self-verification captures the congruence between individuals' self-views and the views of important others (e.g., coworkers or supervisor)

(Swann, De La Ronde, & Hixon, 1994), we expect it to be pertinent in connecting OJP, with its emphasis on social contingencies, to performance outcomes. In addition, self-verification theory postulates that environmental cues that point to the fit (or misfit) between individuals and their environment also factor into one's identity construal (Swann, Griffin, Predmore, & Gaines, 1987; Swann & Read, 1981). Because the identities of individuals with higher OJP are centered around the job (Vallerand & Houlfort, 2003), these individuals' perceived fit with the job is likely to be a particularly vital cue that can influence the extent to which they self-verify, such that perceived person-job fit will moderate the relationship between OJP and self-verification. In this study, we propose the moderating roles of two types of perceived person-job fit: demands-abilities (D-A) fit, defined as perceptions of congruence between job demands and one's knowledge, skills, and abilities, and needs-supplies (N-S) fit, defined as judgments of congruence between job outcomes and one's needs and expectations from the job (Cable & DeRue, 2002).

In sum, we integrate self-verification and P-E fit literatures to illuminate how and when OJP predicts work performance. We propose and test a moderated mediation model in which the indirect relationships between OJP and in-role and extra-role work performance occur through self-verification and are moderated by perceived D-A and N-S fit. In doing so, we offer multiple contributions. First, we shed light on the ambiguity in the OJP-performance link by showing how and when this relationship occurs. Second, we underscore the value of considering *socially* constructed identities in the context of OJP, which hinges on external contingencies such as social acceptance and approval. Third, we highlight the contingent and nuanced nature of OJP by showing that contrary to prior findings, it can indeed predict performance, but only in a contextualized setting that takes into account individuals' fit perceptions. Finally, our study provides a roadmap for managerial practices by demonstrating how managers can derive

performance benefits from employees' obsessive passion, while at the same time mitigate against the potential negative consequences ensuing from such passion.

Theoretical Framework

Obsessive Job Passion and Self-Verification

Obsessive passion is described as a pressured motivational force to engage in a favorite activity (Vallerand, 2012; Vallerand et al., 2003). As self-determination theory (Deci & Ryan, 1985; Ryan & Deci, 2000) posits, social environments act as catalysts for individuals' motivation and personality integration, and one's desire to compensate for the lack of fulfillment of intrinsic needs in certain environments leads to controlled internalization of internal and/or external pressures. Thus, employees with higher OJP will persevere at performing their jobs in order to receive or sustain the contingencies they desire (e.g., recognition or social acceptance) and to boost their self-esteem.

In contrast to constructs such as extrinsic motivation and workaholism, OJP is self-defining for the individual and represents the central features of the individual's identity (Vallerand et al., 2007). The uncontrollable urge to do their jobs turns individuals with higher OJP into slaves of their passion; in turn, the controlled internalization characteristic of OJP makes reliance on external approval indispensable. Indeed, Mageau and Vallerand (2007) noted that individuals with higher OJP require external verification of the self, but research has yet to find empirical evidence of the relationship between OJP and self-verification, an omission we redress in this study.

We contend that self-verification will allow individuals to confirm the validity of their passion-centered identity and ultimately translate OJP into work outcomes. Because unverified social identities are hard to sustain (Bartel, 2004), people tend to verify those self-identities or

self-concepts that are deemed important to them (Chen, Chen, & Shaw, 2004). Self-concept is defined as a theory that people hold about themselves as experiencing, functioning beings in interaction with others; it is an experiential phenomenon and is construed through the process of reflected appraisals (Epstein, 1973; Rosenberg, 1979). The greater the congruence between one's self-views and the appraisal of others, the more predictable and controllable social reality appears (Epstein, 1973). People therefore strive to preserve and stabilize their self-views, including by seeking self-verification.

Self-verification entails a motive to achieve consistency between self-views and others' views of oneself, that is, to be known for who one actually is (Swann et al., 1987). The outcome of successful self-verification is a consensus between others' evaluations and one's own self-views (Swann, Pelham, & Krull, 1989). The key objectives of self-verification stem from epistemic and pragmatic concerns (Swann, Polzer, Seyle, & Ko, 2004). From an epistemic point of view, consistency in self-verifying evaluations can "bolster people's perceptions of psychological coherence by reassuring them that things are as they should be" (Swann et al., 2004, p. 12). In turn, such psychological coherence helps to validate individuals' inner experience, thereby serving as an important source of emotional comfort and helping to reduce anxiety (Swann, Chang-Schneider, & McClarty, 2007). From a pragmatic point of view, self-verification can signal to people that "they are recognized as the persons they believe themselves to be" (Swann et al., 2004, p. 12), reassuring them that important others understand them. In turn, these reassurances help to promote stability and predictability, and bolster social interactions and relationship quality (Swann et al., 2007).

We suggest that congruent self-verification is a logical outcome of OJP. For workers with higher OJP, the job is so strongly embedded in their identities that it takes control of them and

defines who they are (Vallerand & Houlfort, 2003). At the same time, self-verification theory posits that hard-wired self-concepts are self-verified the most (Swann, Rentfrow, & Guinn, 2003), and combining both perspectives suggests that employees with higher OJP will be strongly inclined to achieve verification of their identities at work. Specifically, because the construal of one's OJP-driven identity is fueled by intra- and interpersonal contingencies (e.g., self-esteem, acceptance, or rewards) that are largely tied to the opinions and feedback of others at work (Shauger & Schoeneman, 1979), obsessive passion will motivate individuals to act in ways to obtain greater self-confirmatory feedback from others in the workplace so as to provide the psychological reassurance that things are the way they should be.

Self-verification research indicates that individuals engage in at least two distinct strategies to obtain self-confirmatory feedback from others. First, they create self-verifying "opportunity structures" or social environments (e.g., Swann & Buhrmester 2012; Talaifar & Swann, 2018), including selective interaction by choosing to associate more closely with people who confirm their self-views. Second, they display self-confirmatory identity cues through signs, symbols, and actions ("looking and acting the part"), so as to ensure that they receive self-confirming reactions from others. Indeed, prior research indicates that people change others' views of them through various influence strategies (Gecas & Burke 1995) such as self-presentational style (Goffman 1959) or "altercasting" or persuasion (Weinstein & Deutschberger, 1963). They can also consistently and purposefully manifest certain attitudes and behaviors to convince others that this is the norm and this is who they are. Thus, self-verification involves the focal individuals changing how others view them, rather than the individuals changing themselves to be consistent with others' views (Swann & Ely, 1984), and to the extent that the views of others in the workplace are particularly critical to workers with higher OJP, we predict

that such individuals will strive to change how others view them, thereby increasing the likelihood that their self-identities will be congruent with others' views of them (i.e., self-verified).

Hypothesis 1: OJP will be related to greater congruence in self-verification.

The Moderating Roles of Perceived D-A fit and N-S Fit

We further expand our model by considering the roles of perceived D-A fit and N-S fit in modifying the relationships between OJP and self-verification. Past research underscores the importance of environmental cues in providing self-relevant feedback that aids cognitive processes associated with the construal of one's self-concept (Swann, 1983). In particular, P-E fit research has consistently established that one's perceived fit with the environment is more critical to the construal of self-identity than objective environmental features alone (e.g., Edwards, Caplan, & Harrison, 1998). Thus, we contend that P-E fit perceptions will alter the extent of self-verification among individuals with higher OJP because perceived fit activates responses that are geared toward a congruent self-concept. Below we discuss how two types of fit perceptions – D-A fit and N-S fit – condition self-verification among individuals with higher OJP.

The core notion of perceived D-A fit is "the comparison of perceived environmental demands to the person's abilities to meet those demands" (Edwards, 1996, p. 297), and D-A fit is judged relative to the tasks performed on the job (Cable & DeRue, 2002; Kristof, 1996). High perceived D-A fit signifies that the individual is able to fulfill job demands, and because this form of fit is most indicative of one's competence, it has "greater implications for self-esteem than the other types of fit" (Cable & DeRue, 2002, p. 882) and is associated with higher self-efficacy, self-esteem, and sense of competence (e.g., Edwards & Shipp, 2007; Greguras &

Diefendorff, 2009). Because high D-A fit provides individuals with such a positive view of their work-self, prior studies have found that such perceptions are associated with higher job satisfaction and organizational commitment, and lower intent to quit (e.g., Kristof-Brown, Zimmerman, & Johnson, 2005). Extended to the context of OJP, this suggests that such individuals who also perceive high D-A fit will become even more strongly attached to the job and have their identities tied even more closely to the work setting. As such, these individuals would be even more motivated to seek psychological assurance at work, engaging in the aforementioned strategies to obtain greater self-verification than their counterparts with low D-A fit.

> **Hypothesis 2**: Perceived D-A fit will moderate the relationship between OJP and self-verification, such that OJP will lead to greater congruence in self-verification when perceived D-A fit is high than when it is low.

Perceived N-S fit, defined as the congruence between the individual's needs and the supplies of the environment (Kristof-Brown et al. 2005), is similar to perceived D-A fit in that it also assesses person-job fit (Cable & DeRue, 2002). However, unlike D-A fit that evaluates whether individuals' skills meet the job's requirements, N-S fit evaluates whether individuals' needs are met by what the job supplies. Thus, because high N-S fit indicates that the job is able to provide individuals with what they need or desire, it is most often linked to enhanced attachment to the job, organization, and career, including job and career satisfaction and occupational and organizational commitment (Cable & DeRue, 2002; Kristof-Brown et al. 2005).

To the extent that individuals with higher OJP perceive high N-S fit, they will feel that their job very much satisfies what they expect from it and, as result, become strongly attached to the job and its associated rewards and externalities. Research on obsessive passion and

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pathological involvement in gambling supports this argument (Ratelle, Vallerand, Mageau, Rousseau, & Provencher, 2004; Vallerand et al., 2003, Study 4) by showing that highly rigid behaviors stemming from obsessive passion become even more rigid when rewards are at stake. This suggests that employees with higher OJP who experience high N-S fit will become even more attached to the jobs and feel the need to seek psychological assurance at work and to continuously prove themselves in order to sustain the desired rewards and their passion-driven identity. Additionally, because organizational perks are largely influenced by the opinions and evaluation of others at work (Shrauger & Schoeneman, 1979), these employees are likely to be particularly motivated to ensure that others' views are congruent with their self-views.

In contrast, low N-S fit signals that the job fails to provide the outcomes that the individual seeks, which works against the employee's job-centered and reward-driven identity. Thus, to the extent that such employees are unable to obtain the rewards and outcomes that they desire, they may see the futility of proving themselves to others at work and feel less attached to their jobs, thereby reducing the degree to which they seek psychological assurance from coworkers and self-verify. In sum, we expect that individuals who are more obsessively passionate will be more likely to achieve high self-verification when they perceive high versus low N-S fit.

> **Hypothesis 3**: Perceived N-S fit will moderate the relationship between OJP and self-verification, such that OJP will lead to greater congruence in self-verification when perceived N-S fit is high than when it is low.

Self-Verification and Performance

In the organizational literature, self-verification has been used to predict employees' reactions to procedural justice (Wiesenfeld, Swann, Brockner, & Bartel, 2007) and ostracism

(Ferris, Lian, Brown, & Morrison, 2015), and also examined as an individual difference to predict newcomers' job performance and citizenship behaviors (Cable & Kay, 2012). However, few if any studies have linked self-verification to work performance. While a handful of studies have examined performance outcomes outside of the organizational context (e.g., Swann et al., 2003; Swann, Milton, & Polzer, 2000), most self-verification research has focused on dyadic interactions (e.g., roommate selections, spouse relationships) and psychological outcomes (e.g., anxiety, health, satisfaction with relationship) (see Swann et al. (2004) for a review).

In this study, we extend self-verification to predict workplace performance in terms of both in-role and extra-role performance. The central premise of self-verification theory is that "self-verification bolsters perceptions of psychological coherence by reassuring individuals that they are recognized as they believe themselves to be" (Thatcher & Zhu, 2006, p. 1077). Feeling known and understood by others in the workplace enhances individuals' sense of connectedness with coworkers and the organization, thereby increasing their motivation to fulfill work responsibilities and to help others (e.g., Lee, Mitchell, Sablynski, Burton, & Holtom, 2004; Ng & Sorensen, 2008). In contrast, because inconsistency in one's self-concept is "a painful or at least psychologically uncomfortable state" (Zajonc, 1960, p. 282) that is emotionally exhausting (Cable & Kay, 2012), individuals who experience low self-verification may feel less connected to the organization and their coworkers, thereby being less inclined to fully engage at work and with their coworkers. Consequently, we hypothesize that individuals who have greater congruence in self-verification are more likely to display in-role and extra-role performance.

Hypothesis 4: Congruence in self-verification will be positively related to (a) in-role performance and (b) extra-role performance.

Mediated Moderation

Integrating the previous hypotheses, we expect that self-verification will play a mediating role in linking OJP to performance outcomes. As Murnieks and colleagues (2014) noted, the internalization of a meaning associated with one's social role involves "a certain degree of negotiation or back-and-forth deliberation" (p. 1589), both internally (within the individual) and externally (between the individual and others), until that meaning becomes an integrated part of the individual's identity. To the extent that these self-verified views signal stability and integrity in one's self-concept, they then represent the lens through which people perceive the outside world and organize their subsequent behaviors (Swann et al., 2004). Because the need to sustain an important identity is essential and motivates behavioral attempts to confirm or verify its existence (Burke & Stets, 1999), the subsequent confirmation of this identity provides a key impetus for the individual to act in a manner consistent with what the identity entails (Swann, 1983). Accordingly, these arguments suggest that self-verification will play a mediating role, such that individuals with higher OJP will rely on the work context to derive a sense of who they are (Mageau & Vallerand, 2007), and successful self-verification then provides a script that guides their behaviors.

Further, taking into account the moderating roles of D-A and N-S fit, we hypothesize that more obsessively passionate individuals who also perceive high D-A fit will have higher in-role and extra-role performance via increased self-verification, whereas those with low perceived D-A fit will report lower in-role and extra-role performance through the mediating role of self-verification. We also expect that N-S fit will operate in a similar direction, such that the OJP−performance relationships via congruent self-verification will be stronger at higher levels of N-S fit. More broadly, we expect that perceived D-A fit and N-S fit have the potential to play

broader moderating roles in which they alter the indirect links between OJP and the two types of performance.

Hypothesis 5: Perceived D-A fit will moderate the strength of the mediated relationships between OJP and (a) in-role performance and (b) extra-role performance via self-verification, such that the mediated relationships will be more positive at higher levels of perceived D-A fit.

Hypothesis 6: Perceived N-S fit will moderate the strength of the mediated relationships between OJP and (a) in-role performance and (b) extra-role performance via self-verification, such that the mediated relationships will be more positive at higher levels of perceived N-S fit.

Method

Sample and Procedure

Healthcare professionals enrolled in a Healthcare MBA program at a university in the Southeastern United States participated in the study in exchange for course credit. We conducted a three-wave multi-source online data collection at an average two-week interval to reduce common method variance. Participants reported their OJP and demographic information at Time 1, their self-views (the self-reported part of the self-verification measure) at Time 2, and perceived fit at Time 3. At Time 3, participants were also asked to nominate a work peer (by providing a name and an email address) with whom they worked closely and who knew them well. These two selection criteria were used to ensure that nominated peers were those whose appraisals of the focal participant were likely to be important to the latter. Peers were then contacted with a request to complete a short survey that solicited information about their own demographics, the focal employee's in-role and extra-role performance, and their appraisals of

the focal employee (the other-reported part of the self-verification measure). In order to maximize response rate, we sent several reminder emails after each survey launch.

Out of 285 invitations emailed to potential participants, 280 responded and completed the survey at Time 1 (98% response rate), 274 completed the survey at Time 2 (98% response rate), and 269 completed the survey at Time 3 (98% response rate) and provided contact information on a work peer. Out of the 269 surveys emailed to work peers, 190 were completed (71% response rate). Thus, the final number of usable surveys was 190 (67% of Time 1 respondents).

Among the focal employees, 63% were female, with an average age of 35.48 years (SD=8.84). Participants reported 13.86 (SD=9.16) years of overall work experience, out of which 4.86 (SD=5.14) years were in the current organization, and 64% of participants held a managerial role. Participants occupied a diverse set of jobs in healthcare (e.g., medical technologist, nurse, director of pharmacy, surgeon, etc.).

Among the work peers, 71% were female, with an average age of 38.17 year (SD=10.62). Participants reported 15.13 (SD=10.22) years of overall work experience, out of which 5.98 (SD=5.98) years were in the current organization, and 52% of work peers held a managerial role. Peers also occupied a diverse set of jobs in healthcare.

Measures

Unless stated otherwise, the measures used a 7-point agreement scale.

OJP. We assessed OJP with the 7-item instrument developed by Vallerand et al. (2003) and adapted to the job context by Ho et al. (2011) (e.g., "I have difficulty imagining my life without my job").

Self-verification. To measure self-verification, we followed the procedures used by Swann and his colleagues (Swann et al. 1994; Swann, Hixon, & De La Ronde, 1992) to measure

self-concept, but adapted them to the workplace context. Specifically, we compared the focal employees' self-views of their personality with the views held by their work peer. Self-verification exists when self-views are congruent with the views of the peer. Focal participants rated themselves on a series of ten personality traits (e.g., unconfident−confident; likeable−disagreeable) used in prior self-verification studies (Swann & Read, 1981). These personality traits are similar to the Big Five personality dimensions, which have long been found to predict work performance (e.g., Barrick & Mount, 1991) and also to manifest in, and be relevant to, the work context. Responses ranged from 0 ("most described by the first attribute") to 6 ("most described by the last attribute"). Work peers also rated the respective focal employee's personality traits on the same scale. We then computed the absolute difference between the self-rating and the work peer's rating on each of the items and averaged the difference scores across the ten items. For ease of interpretation, we followed Swann et al.'s (2000) approach and multiplied this averaged difference score by -1 to arrive at the focal employee's self-verification score, where higher values indicated greater congruence between self- and other-views.

Perceived D-A fit and N-S fit. To assess the two types of perceived fit, we used six items (three for each construct) developed by Cable and DeRue (2002). The sample items were "The match is very good between the demands of my job and my personal skills" and "There is a good fit between what my job offers me and what I am looking for in a job" for perceived D-A fit and N-S fit, respectively.

Performance. Van Dyne and LePine's (1998) four-item in-role performance measure (e.g., "This employee performs the tasks that are expected as part of the job") and seven-item organizational citizenship behavior (helping) measure (e.g., "This particular co-worker

volunteers to do things for this work group") were used to assess the work peer's evaluation of the focal individual's in-role and extra-role performance, respectively.

Control variables. To account for alternative explanations of self-verification and employee performance (e.g., Ho et al., 2011; Polzer, Milton, & Swann, 2002; Tsui & O'Reilly, 1989), we controlled for focal employees' gender, educational level, overall work experience (in years), and rank (ranging from 1 = "non-management" to 4 = "upper management"). To distinguish OJP from HJP, we also controlled for the latter, which was assessed with Vallerand et al.'s (2003) seven-item scale (e.g., "My job allows me to live memorable experiences").

Data Analyses

We first conducted confirmatory factor analyses (CFA) to assess discriminant validity of the seven study constructs (HJP, OJP, self-verification, perceived D-A fit, perceived N-S fit, in-role performance, and extra-role performance). The final self-verification score was a single-item measure and therefore required specifying lambda and theta values manually in the structural equation model, as these cannot be calculated from the covariance matrix of the scale scores. Following Anderson and Gerbing's (1988) recommendation, we set theta at $0.1s^2_x$ and lambda at $.95s_x$. The CFA results indicated that the hypothesized seven-factor model fitted these data well (χ^2_{414}=723.76, root mean square of error approximation [RMSEA]=.06, comparative fit index [CFI]=.95, Tucker-Lewis index [TLI]=.94, and standardized root mean square residual [SRMR]=.04) and was better than other more parsimonious models.

Hypotheses 1–4 propose a set of relationships that constitute a moderated mediation model, which is formalized in Hypotheses 5 and 6. We applied a bootstrapping approach using the SPSS PROCESS macro (Preacher & Hayes, 2008; Preacher, Rucker, & Hayes, 2007) to test the moderated mediation model. Specifically, we examined whether the two fit variables

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(perceived D-A fit and N-S fit) moderated the relationship between the independent and

mediating variable (i.e., between OJP and self-verification), and whether the mediating effects on

in-role and extra-role performance varied across different levels of the two moderators. All

continuous measures were mean-centered prior to analysis (Aiken & West, 1991).

Results

Table 1 summarizes descriptive statistics for the study variables, while the results for

hypotheses-testing are presented in Tables 2 and 3. The PROCESS model provides results in

multiple steps, with the first step examining the predictive roles of the independent variable

(OJP) and moderator variables (perceived D-A fit and N-S fit) on the mediator variable (self-

verification), thereby testing Hypotheses 1 through 3. The second step examines the predictive

role of the mediator on the two dependent variables (in-role and extra-role performance), testing

Hypothesis 4. The results for these two steps are presented in Table 2. The third step of the

PROCESS model uses a bootstrapping approach to examine the significance and magnitude of

the conditional indirect effects of OJP on the two performance variables, thereby testing

Hypotheses 5 and 6 (Table 3).

The results from the first step demonstrate a non-significant relationship between OJP

and self-verification congruence (β=.02, t=.67, p<.05), failing to support Hypothesis 1. However,

the interaction of OJP and perceived D-A fit (β=-.12, t=4.21, p<.001), and of OJP and perceived

N-S fit (β=.05, t=3.14, p<.01), were significantly related to self-verification, suggesting that the

non-significant relationship between OJP and self-verification was due to the presence of these

boundary conditions, and that the main-effect relationship should be interpreted in conjunction

with the interaction effects (Aguinis, Edwards, & Bradley, 2017). We plotted these interactions,

and as demonstrated in Figure 2, while the simple slopes for both high and low D-A fit were

significant, the simple slope for high perceived D-A fit was negative (β=-.10, t=-.2.24, p<.05), but the slope for low perceived D-A fit was positive (β=.18, t=3.22, p=.001), contrary to the direction predicted in Hypothesis 2. Figure 3 illustrates the simple slopes testing the interaction of OJP and N-S fit, and the slope for high perceived N-S fit was positive and significant (β=.07, t=2.06, p<.05), while that for low perceived N-S fit was not significant (β=-.03, t=-.90, p>.05), consistent with Hypothesis 3.

The results from the second step revealed that self-verification was significantly associated with both in-role performance (β=-.68, t=-4.74, p<.001) and extra-role performance (β=-.37, t=-3.10, p<.01), but in a direction opposite to that predicted in Hypothesis 4, such that higher self-verification was associated with lower performance. Consequently, while the results of the moderated mediation test (Table 3) were consistent with Hypotheses 5 and 6 in that the total indirect effects of OJP on performance varied as a function of D-A fit (Hypothesis 5) and N-S fit (Hypothesis 6), the direction was not fully consistent with the predictions. Specifically, the mediated relationship between OJP and in-role performance was positive when D-A fit was high (effect sizes ranged from .01 to .14 across low to high levels of N-S fit), and was in fact significant at low to average levels of N-S fit (LL 95% CI= .05; UL 95% CI= .29 at low N-S fit; LL 95% CI= .01; UL 95% CI= .17 at average N-S fit). Similarly, the mediated relationship between OJP and extra-role performance was positive when D-A fit was high (effect sizes ranged from .01 to .08 across low to high levels of N-S fit), and was significant at low to average levels of N-S fit (LL 95% CI= .03; UL 95% CI= .17 at low N-S fit; LL 95% CI= .01; UL 95% CI= .10 at average N-S fit). While these moderated mediation effects were consistent with the predictions in Hypothesis 5, we should note that this was due to both the moderating effect and

the second-stage relationship operating in a direction opposite to that predicted in Hypotheses 2 and 4 respectively.

The results were opposite to the direction predicted in Hypothesis 6, such that while the mediated relationship between OJP and in-role performance was indeed moderated by N-S fit, it was negative and significant when N-S fit was high and D-A fit was correspondingly low or average (LL 95% CI=-.30; UL 95% CI=-.08 at low D-A fit; LL 95% CI=-.16; UL 95% CI=-.03 at average D-A fit), and positive and significant when N-S fit was low and D-A fit was correspondingly high (LL 95% CI=.05; UL 95% CI=.29). A similar pattern was observed for the extra-role performance outcome, such that the mediated relationship was negative and significant when N-S fit was high and D-A fit was correspondingly low or average (LL 95% CI=-.18; UL 95% CI=-.04 at low D-A fit; LL 95% CI=-.10; UL 95% CI=-.01 at average D-A fit), but positive and significant when N-S fit was low and D-A fit was correspondingly high (LL 95% CI=.03; UL 95% CI=.17). Taken together, these results reveal that the indirect effect of OJP on in-role and extra-role performance was observed when employees perceived opposite levels of D-A and N-S fit: when D-A fit was high and N-S fit was low, individuals achieved low congruence in self-verification but performed better, while the opposite held true when N-S fit was high and D-A fit was low[1].

Discussion

This research investigated the mediating role of self-verification in translating OJP into in-role and extra-role performance, and the moderating roles of perceived D-A fit and N-S fit in modifying the indirect OJP−work performance relationships. The underlying motivation for the

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[1] To test whether the predicted moderated mediation effects are unique for OJP, we ran the additional moderated mediation analysis with HJP (rather than OJP) being the antecedent. As expected, neither D-A fit (β=--.05, t=-1.83, p=.07), nor N-S fit (β=.03, t=1.18, p=.24) moderated the indirect link from HJP to either in-role or extra-role performance, pointing to the robustness of our model.

study was to resolve observed inconsistencies in the theoretical treatment of, and empirical evidence on, the link between OJP and performance. Bringing together self-verification and P-E fit perspectives allowed for a theoretically grounded and nuanced examination of the complex relationship between OJP and work performance. We demonstrated that both self-verification and P-E fit elements need to be simultaneously considered in the context of OJP in order to unveil their complex interdependencies and understand how and when OJP shapes in-role and extra-role performance.

The findings demonstrate the moderating role of D-A fit in attenuating, rather than accentuating (as originally predicted), the linkage between OJP and self-verification congruence. As predicted, however, N-S fit served to accentuate this link. The second-stage relationship between self-verification congruence and performance was also in an opposite (negative) direction to that predicted. Consequently, the overall moderated mediation relationships linking OJP to in-role and extra-role performance were more complex than what we predicted, in that workers with higher OJP who experienced low D-A fit and high N-S fit were more likely to achieve greater congruence in self-verification but, in turn, performed worse than those with high D-A fit and low N-S fit who experienced lower self-verification congruence.

Given that D-A fit attenuated rather than accentuated the link between OJP and self-verification, we offer a tentative explanation for this finding. While we expected that the high sense of competence and self-efficacy enjoyed by more obsessively passionate workers who also perceive high D-A fit is likely to make them more attached to the job and more inclined to seek psychological assurance and self-verification from coworkers, an alternative perspective is that such enhanced self-views could, in fact, decrease the extent to which workers with higher OJP strive for verification from others at work. Because such individuals already derive the

psychological assurance and confidence they need from their high D-A fit, the need for such validation from other alternative sources (e.g., coworkers) is mitigated. In contrast, workers with higher OJP who experience low D-A fit may feel a heightened need to seek psychological assurance and validation from their coworkers, given how critical their jobs are to their self-identities. Thus, the link between OJP and self-verification may be more positive among workers who perceive low D-A fit, because self-verification congruence from their coworkers serves as an alternative defensive response to achieve psychological validation for such workers.

The relationship between self-verification and performance was also opposite (i.e., negative) to what we hypothesized, and we offer a possible explanation for this inconsistency. While we drew from self-verification arguments to predict that self-verified individuals will experience psychological coherence and assurance, feel connected with their coworkers and employer, and thus have cognitive resources to devote to work, it is also important to note that self-verification is a highly resource-intensive process. Because a "lengthy and complex set of computational procedures" is needed to perform repeated self-assessment and comparison between the stimulus and relevant self-concept, self-verification tends to deplete the individual's personal resources (Swann, Hixon, Stein-Seroussi, & Gilbert, 1990, p. 18). Thus, the use of resources to self-verify reduces the resources left over to perform in-role and extra-role duties, thereby accounting for the negative link between self-verification and performance. ~~As posited by conservation of resources theory (COR; Hobfoll, 1989), individuals experiencing resource loss attempt to conserve their remaining resources to avoid the negative impact of resource loss on well-being. COR arguments can thus shed light to the negative link between self-verification and performance.~~

Notwithstanding these unexpected findings, our study highlights the importance of considering both self-verification and fit perceptions in the context of OJP so as to reflect the complexity of the obsessive passion construct. In line with self-verification theory, we demonstrated that employees with higher OJP, particularly those with high N-S fit and low D-A fit, derive their self-identity from their jobs and thus seek self-verification congruence at work. At the same time, contrary to self-verification theory but in line with self-enhancement and self-categorization perspectives, we found that those who experienced lower self-verification congruence were rated by coworkers as delivering higher in-role and extra-role performance, such that overall, individuals with higher OJP who also perceive high N-S fit but low D-A fit performed worse than their counterparts with low N-S fit but high D-A fit.

Theoretical Implications

This work contributes to extant research in job passion, self-concept, and person-environment fit in several ways. First, in the context of passion research, by integrating a socially constructed view of self-concept with OJP, we emphasize the identity-based nature of passion that is integral to the construct but yet under-investigated (Murnieks et al., 2014). We highlight the role of self and identity to explain the link between OJP and performance, so as to reflect and be consistent with the underlying notion of job passion as internalizing the job into one's identity (Vallerand et al., 2003). By testing the mediating role of self-verification, we identify the mechanism "residing within the self-concept that might be responsible for the growth or decay of passion," thereby responding to researchers' call for the "explicit incorporation of the identity-relevant component of passion into our theoretical and empirical models" (Murnieks et al., 2014, p. 1585). The explanatory role of self-verification contributes to better understanding of the controlled internalization process that surrounds OJP. Insofar as individuals who are more

obsessively passionate value their passionate activity for controlled reasons (i.e., because it serves important compensatory functions) (Mageau et al., 2009), self-verification, as a means of predicting and controlling the social reality, can "act like the rudder of a ship, bolstering people's confidence in their ability to navigate through the sometimes murky seas of everyday social life" (Swann et al., 1989, p. 783).

Because past research has found inconsistent OJP-to-work outcomes relationships, this has left critical gaps in our understanding of these relationships, but also provides opportunities to investigate boundary conditions under which the relationships may be positive, negative, or null. Our next contribution capitalizes on this opportunity by examining perceived D-A fit and N-S fit as moderators, thereby offering a new conceptual perspective to reconcile the unresolved question of whether OJP is bad or good (Burke et al., 2015; Ho et al., 2011; Ho & Pollack, 2014). Our findings suggest that a fruitful avenue for future research is to move away from models where similar but opposite direct effects are hypothesized for harmonious and obsessive passion. Unlike those for HJP, the relationships stemming from OJP are likely contingent on various factors, and only by incorporating possible moderators can researchers successfully uncover the consequences of OJP. In particular, the examination of contingencies that are within organizational control (e.g., organizational culture, leadership styles) may be particularly beneficial in informing managers on ways to tame OJP and harness the potential benefits of such passion.

The negative relationships between self-verification congruence and performance also contribute to self-verification theory by highlighting that self-verification does not necessarily yield higher performance and, in fact, may contribute to lower performance. While prior studies have documented a positive link between the two constructs, these effects were observed outside

of the organizational context such as in newly formed MBA student teams (e.g., Swann et al., 2003). In the present context, the fact that the respondents were healthcare professionals who not only had a longer work history in their organization, but also whose jobs required greater collaboration with others, suggests that self-verification may not be as relevant to, or predictive of, work performance; instead, we speculate that self-enhancement and/or self-categorization motives may be more salient in such settings. In turn, this finding underscores the need for future research to investigate situational and personal contingencies that may predict when a self-verification motive may be more or less dominant than self-enhancement or self-categorization motives.

Finally, our work contributes to person-environment fit research by challenging the general assumption that greater person-environment fit will inevitably translate into greater benefits for the employee and the organization (e.g., Cable & DeRue, 2002). We demonstrate that low D-A fit (and its attendant threat to one's self-esteem and competence) and high N-S fit (with the associated enhanced job and organizational attachment) may be particularly detrimental for individuals with higher OJP, in that these perceptions accentuated the extent to which they self-verified and, in turn, resulted in lower performance. This finding opens a new venue for fit researchers to examine a potential "dark" side of fit, a topic that has been mentioned in prior research but yet to be empirically tested (e.g., Kristof, 1996).

Managerial Implications

Our study also has practical significance in informing the design of work environment to manage OJP and, in turn, optimize individuals' in-role and extra-role work performance. First, we highlight the importance of management's and coworkers' recognition of the identities of individuals with higher OJP, as these can contribute to the coherence of these workers' self-

concept without them expending excessive personal resources on achieving external verification. Instead, such energies can be redirected to focus on performing the job and helping colleagues.

Additionally, to the extent that a lack of self-verification motivates highly-driven workers to invest even more into their in-role and extra-role performance, a lack of congruence between self-views and others' appraisals may not necessarily be counterproductive or undesirable. In particular, this finding has important implications on how performance feedback may be received by employees. To the extent that such feedback does not match one's self-views (especially if feedback is negative), highly-driven workers or those whose identities are linked more strongly to the group than the self may not be discouraged by such inconsistent feedback and may, in fact, be motivated to work harder. Consequently, managers can consider how to use feedback, and the type of feedback to provide, as a way to motivate performance among employees with higher obsessive passion. For instance, managers should take time to learn more about their subordinates and draw upon their "best-self" or ideal identity characteristics to construct feedback (Roberts, Dutton, Spreitzer, Heaphy, & Quinn, 2005), and managers who find that their subordinates with OJP have a non-favorable self-view can emphasize these workers' ideal self instead. This will not only signal a discrepancy between the workers' self- and other perceptions (and in turn be more conducive to work performance), but may also help the workers envision themselves at their best and facilitate self-discovery of "true sources of strength and competence" and allow these sources of strengths to flourish (Roberts et al., 2005, p. 732).

The findings on the contingent roles of D-A and N-S fit also provide useful recommendations on how and for whom to harness OJP so as to reduce its potential negative performance implications and accentuate the positive ones. The presence of both high D-A fit and low N-S fit as moderating conditions suggests a worker with OJP who is highly confident

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about his/her work abilities but whose needs are not satisfied at work. Such a worker is less likely to experience congruence in self-verification and, in turn, more likely to perform well. On the contrary, the presence of both low D-A fit and high N-S fit moderators indicates a worker with OJP who may be either under- or over-qualified but whose needs are satisfied in the workplace; such a worker is more likely to be self-verified but perform less well. These findings imply that developing D-A fit rather than N-S fit among individuals with higher OJP should be the priority for managers. Because D-A fit is competence-related and is tied to one's self-esteem (Cable & DeRue, 2002), this form of fit perception is particularly critical for self-evaluation of workers with higher OJP. Thus, managers should focus on boosting these workers' self-esteem and enhancing their D-A fit, such as by providing them with training, mentoring, and adequate job demands.

A cautionary note should be made in regard to N-S fit. Although N-S fit is an essential prerequisite for important work outcomes such as job satisfaction, career satisfaction, and organizational commitment (Cable & DeRue, 2002; Kristof et al., 2005), high perceived N-S fit may not be beneficial in enhancing the performance of workers with higher OJP. In fact, our findings suggest that such employees who perceived high N-S fit enjoyed greater congruence in self-verification but performed suboptimally. While we do not suggest that organizations should disregard fulfilling the needs of their employees with higher OJP, we do advocate that organizations should place more emphasis on developing these employees' work competence and enhancing their D-A fit in order to achieve long-term success in the workplace.

Limitations and Future Research Directions

Given the unexpected negative relationships between self-verification and performance, as well as the lack of research examining these links in the work context, future studies should

provide additional external validity to replicate the present set of findings. For example, subsequent studies could test this relationship in samples collected from different industries to eliminate the possibility that sample-specific characteristics may have biased our findings. Additionally, future research may look into the "when" question that addresses the conditions under which certain self-evaluation processes (e.g., self-enhancement, self-categorization) may be more effective than others. For example, social situational factors such as a workplace environment that supports employee diversity and freedom of expression may not only encourage self-verification but also yield benefits from such self-verification.

In our study, we focused exclusively on self-verification of the individual's personal identity. However, as Markus (1977) argued, the self is comprised of different dimensions such as the relational self and collective self, which involve one's connection to important others and the group/collective (Sedikides & Brewer, 2001). The more important a particular dimension is to individuals, the more they incorporate it into their identities. Thus, in organizations where group projects are prevalent, verification of the relational self may be even more salient than verification of the individual self. Additionally, just as organizational identification may translate job passion into work performance (Astakhova & Porter, 2015), verification of the collective self in the workplace may also be important. Therefore, future studies should take on a more nuanced perspective of self-verification that will delineate self-verification processes related to the individual, relational, and collective selves.

Finally, while we used a generally accepted measure of self-verification (Swann et al. 1994; Swann, Hixon, & De La Ronde, 1992), we acknowledge that beyond one's efforts in self-verification, other reasons (e.g., social desirability in coworkers' responses) may lead to greater congruence between the individual's and coworker's views of one's personality. Thus, future

studies should consider developing different methodologies that would allow the assessment of self-verification in a more direct way. ~~In their study, Kraus and Chen (2009) attempted to use a more direct measure of self-verification. Specifically, they assessed the individual's self-views and then his/her desired appraisals (how they would ideally like to be viewed by others on the same dimensions used to assess their own self-views). To compute the self-verification index, the researchers subtracted participants' ratings of their self-views from their desired appraisals for each dimension and then averaged across dimensions; scores closer to zero indicated self-verification, a greater desire to be seen as one sees the self. Although this measure avoids responses from others, the question about "desired appraisals" may create conceptual contamination between self-verification and self-enhancement which is defined as a desire to be seen more positively than one actually is (Swann et al., 1987).~~

Conclusion

Despite the core notion that passion involves the integration and internalization of the passionate activity into one's identity or self-concept, prior passion studies have yet to explicitly theorize about or examine constructs related to self-concept. Obsessive passion, in particular, is non-self-determined and contingent on others' verification of one's identity, which can be "incongruent or in conflict with individuals' self-concept" (Séguin-Levesque, Lalliberte, Pelletier, Blanchard, & Vallerand, 2003, p. 200). However, no research has yet to examine how congruence between self- and others' views drives the thoughts and actions of individuals with OJP. Our study takes a first step toward demonstrating how self-concept can shed light on how and when obsessive passion may be beneficial or detrimental to work performance. We introduce self-verification, which marries one's self-views with those of others, as an explanatory mechanism linking OJP to work performance, and demonstrate that for individuals with higher

OJP who perceive high D-A fit and low N-S fit, they have low congruence in self-verification and, contrary to expectations, perform better at work than their counterparts with low D-A fit and high N-S fit.

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Table 1

Correlations and Descriptive Statistics

Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1. Gender	1.37	.49	-										
2. Educational level	2.76	.54	-.15*	-									
3. Work experience	13.86	9.16	.12	-.01	-								
4. Rank	2.14	1.04	.02	-.10	.42**	-							
5. HJP	5.21	1.25	-.06	-.06	.02	.02	.94						
6. OJP	3.11	1.51	-.04	.07	.04	.19**	.16*	.95					
7. Self-verification	-1.32	.63	-.03	-.13	.05	.07	-.04	-.02	-				
8. Perceived D-A fit	5.73	1.15	.12	-.06	.13	.15*	.26**	-.04	.03	.91			
9. Perceived N-S fit	4.24	1.83	.02	-.06	-.07	.04	.34**	.19**	-.06	.28**	.97		
10. In-role performance	6.13	1.36	-.02	-.01	-.03	-.03	.35**	-.02	-.33**	.11	.04	.98	
11. Extra-role performance	6.16	1.05	.04	-.01	.06	-.01	.16*	.10	-.22**	-.00	-.01	.32**	.96

Note. *n*=190. HJP=harmonious job passion; OJP=obsessive job passion; D-A=demands-abilities; N-S=needs-supplies. Coefficient alphas are on the diagonal.

*p<.05. **p<.01.

Table 2

Regression Results for Testing Moderated Mediation

Variables	B	SE	t	p
DV=Self-Verification				
Constant	.65	.32	2.04	.04
OJP	.02	.03	.67	.50
Perceived D-A fit	.05	.04	1.08	.28
Perceived N-S fit	-.02	.03	-.85	.40
OJP×perceived D-A fit	-.12	.03	4.21	.00
OJP×perceived N-S fit	.05	.02	3.14	.00
F	2.81			.00
R^2	.14			
DV=In-Role Performance				
Constant	6.33	.64	9.90	.00
Self-verification	-.68	.14	-4.78	.00
OJP	-.06	.06	-1.00	.32
F	7.64			.00
R^2	.23			
DV=Extra-Role Performance				
Constant	6.42	.53	12.01	.00
Self-verification	-.37	.12	-3.12	.00
OJP	.07	.05	1.33	.19
F	2.51			.02
R^2	.09			

Note. *n*=190. DV=dependent variable; OJP=obsessive job passion; D-A=demands-abilities; N-S=needs-supplies. Coefficients are based on 5,000 bootstrap estimates.

Table 3

Bootstrapping Results for Testing Moderated Mediation

Variables	Value of perceived N-S fit	Effect	SE	95%	
				LL CI	UL CI
DV: *In-role performance*					
Low perceived D-A fit (-1SD, 4.58)	Low (-1*SD*, 2.41)	-.04	.03	-.12	.02
	Average (Mean, 4.24)	-.11	.04	-.19	-.04
	High (+1*SD*, 6.07)	-.17	.06	-.30	-.08
Average perceived D-A fit (Mean, 5.73)	Low (-1*SD*, 2.41)	.05	.04	-.01	.15
	Average (Mean, 4.24)	-.01	.02	-.06	.03
	High (+1*SD*, 6.07)	-.08	.03	-.16	-.02
High perceived D-A fit (+1SD, 6.88)	Low (-1*SD*, 2.41)	.14	.06	.05	.29
	Average (Mean, 4.24)	.08	.04	.01	.17
	High (+1*SD*, 6.07)	.01	.03	-.05	.08
DV: *Extra-role performance*					
Low perceived D-A fit (-1SD, 4.58)	Low (-1*SD*, 2.41)	-.02	.02	-.07	.01
	Average (Mean, 4.24)	-.06	.02	-.12	-.02
	High (+1*SD*, 6.07)	-.09	.04	-.18	-.04
Average perceived D-A fit (Mean, 5.73)	Low (-1*SD*, 2.41)	.03	.02	-.00	.08
	Average (Mean, 4.24)	-.01	.01	-.04	.01
	High (+1*SD*, 6.07)	-.04	.02	-.10	-.01
High perceived D-A fit (+1SD, 6.88)	Low (-1*SD*, 2.41)	.08	.04	.03	.17
	Average (Mean, 4.24)	.04	.02	.01	.10
	High (+1*SD*, 6.07)	.01	.02	-.03	.05

Note. $n = 190$. D-A = demands-abilities; N-S = needs-supplies; LL = lower level; UL = upper level; CI = confident interval. Coefficients are based on 5,000 bootstrap estimates.
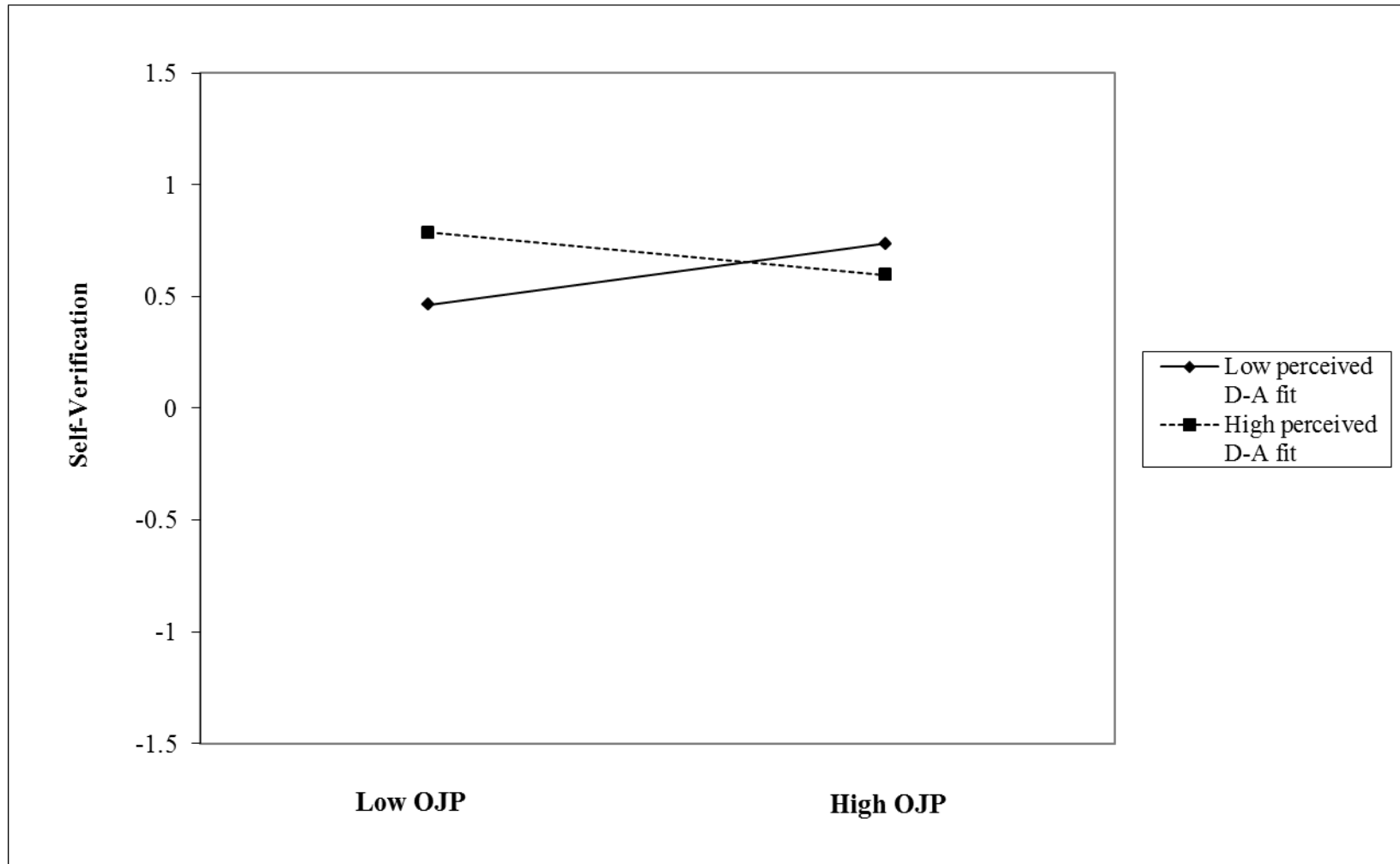
Figure 1

Conceptual Model
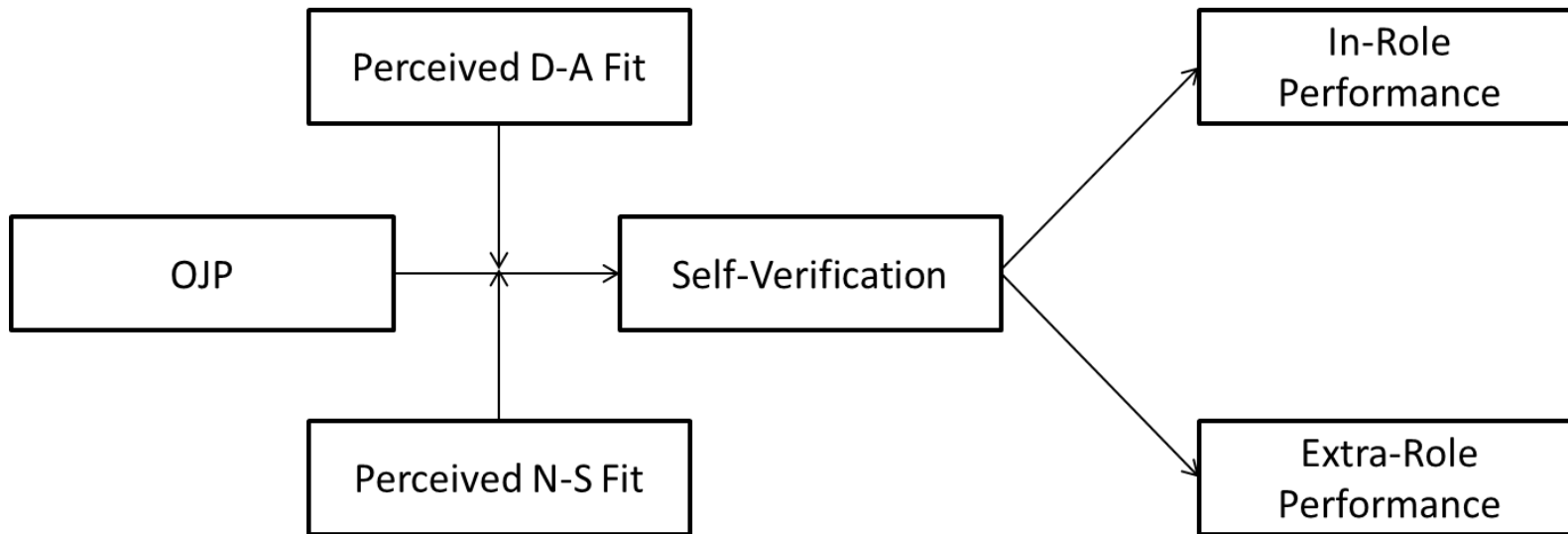
Note. OJP=obsessive job passion; D-A=demands-abilities; N-S=needs-supplies.
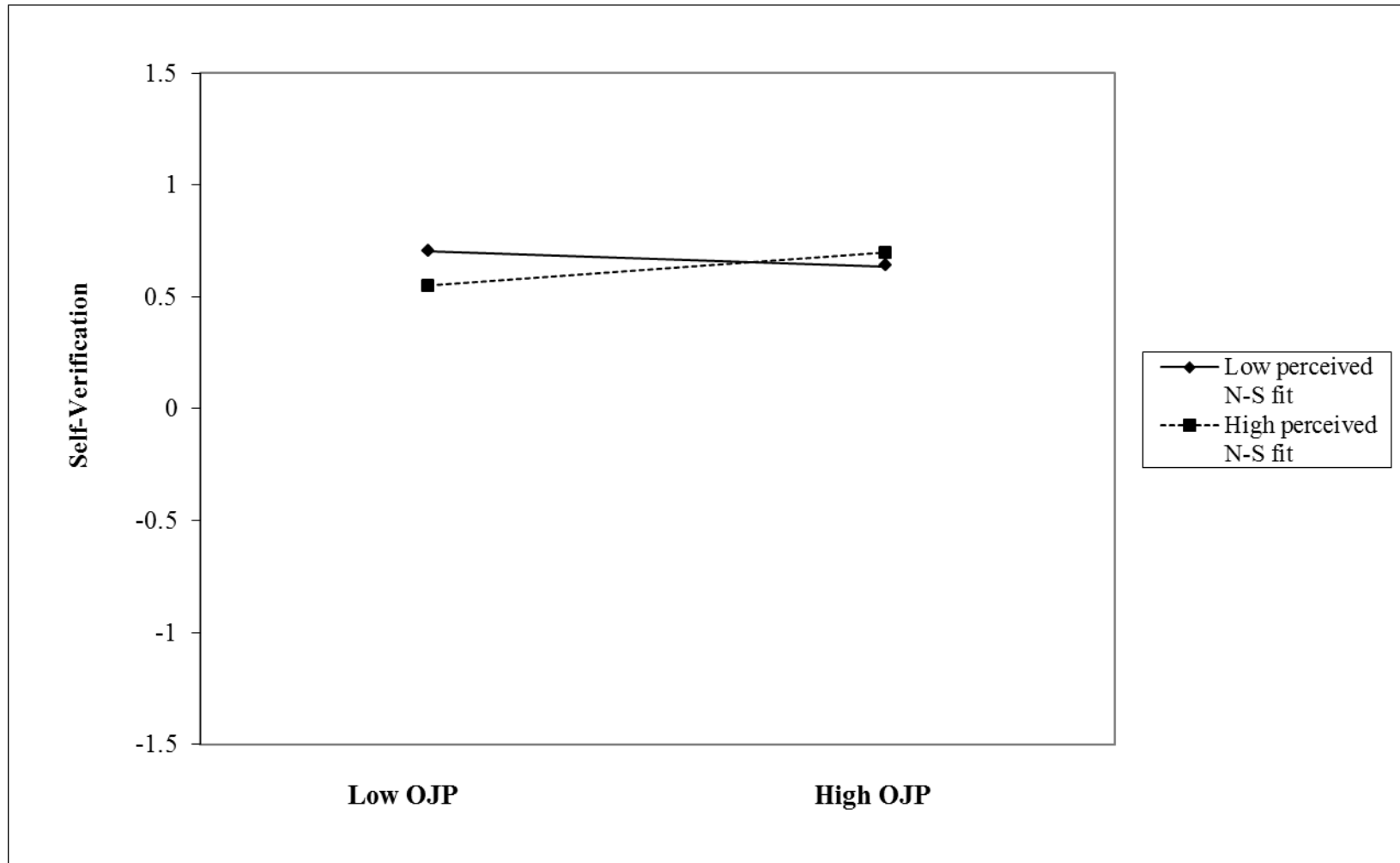
Figure 2

Interaction of Obsessive Job Passion (OJP) and Perceived Demands-Abilities (D-A) fit on Self-Verification

Note. High and low levels of OJP represent one standard deviation above and below the mean respectively.

Figure 3

Interaction of Obsessive Job Passion (OJP) and Perceived Needs-Supplies (N-S) fit on Self-Verification

Note. High and low levels of OJP represent one standard deviation above and below the mean respectively.