

Review Article

An Analysis on Motivation Factor for Work Passion

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Abstract - Insights from work passion literature and empirical study through questionnaires underpin the hypotheses on how motivation factors impact on work passion. This paper use SEM or path analysis to test the hypotheses by dividing motivation factor into inside and outside motivation factor and finds that inside motivation influence on the depth of work passion overpass duration and activity of work passion, yet outside motivation influence on the work passion quality orderly comes activity, duration, and depth of work passion. Inside motivation factor influence on the work passion obviously more than outside motivation in totally, but for just activity of work passion, outside motivation influence on it overpass the inside motivation.

Keywords - Motivation factor, work passion, path analysis.

I. INTRODUCTION: THE IMPORTANCE OF WORK PASSION

In managerial scope, to motivate an employee's work passion becomes more and more important, British scholar points out that the most important quality of an excellent employee is not the capacity for work but the passion of work, work passion create the innovational power consistently and makes the inspiration come out endlessly to finish a work is unable to image (Landsberg, 2008). work passion means the heart inputted to the willing organization, is a kind of performance and attitude (Ho & Wang S & Lee, 2011).when an employee in the state of work passion, the energy for work comes endlessly, no matter to do anything, they feel meaningful and get more achievement for the organization, so that the work passion shows the great power both for individual and organizational aspect.

According to the result of positive psychology, if employees can keep the active and optimistic mode, it will be in favor of healthy development for body and mind, as well as the achievement and performance (Seligmen & Csikszentmihalyi, 2000). In an aspect of an organization, a charming style leader is able to complete the organizational task and get fruit by the model of work passion (Conger, Kanungo & Menon, 2000).

Yuanjiang Miao, etc. (2012) have drawn a series of conclusions: as a strong emotion of work, work passion is

able to ① create the effective leadership, ②produce the different service quality,③push forward the creation and innovation, ④make personal successful, and⑤higher the satisfaction level. Due to the importance of work passion, how and what to motivate the work passion should be more put into consideration as time goes by.

II. WORK PASSION NEED TO BE MOTIVE--- BASIC HYPOTHESIS: THE DECISIVE ROLE OF ORGANIZATIONAL MOTIVATION TO WORK PASSION

Motivation factor means the element that makes the employee satisfied. The work passion of teachers, doctors, scientific and technological employees needs to be motivated and inspired. Once their work passion is inspired by the motivation of the organization, their work efficiency, and creativity should be lifted and higher(Kaihui Shuai, 2010、Guanghua Chen, 2016、Li Zhang 2016). the same case in employees attached to a company, including knowledge workers, their work passion also needs to be motivated and inspired. Li yu(2011) researched for the knowledge worker and found that organization takes measures to inspire the work passion on the basis of need that satisfies the motivation factor, the company can complete the mission and get the achievement.

Tang Weiwei, Cai Jianjun & Hu Yajie (2013) regard that motivation factor satisfied the need of the employee and inspired the passion for devoting to the organization. The improvement of motivation factor not only can greatly inspire the passion of work, but also higher the productivity of labor, even manager is unable to meet the need in other aspects, the employee would not feel unhappy for it (Wu Shu, 2012). Li Feng (2013) regards that the key point to the development of business lies in how to get the talented or gifted person employed. Business should consider the different functions worked in different employees on the basis of motivation factor, to take advantage of motivational factor rationally, so that inspire the talent's patient ability and passion for work under the condition of meeting the need of motivation in and outside, for creating and increasing the value of the company.



Work passion should be different from the enthusiasm, enthusiasm as a part of the personality, work passion is influenced by personality, apart from this, work passion is influenced by a surrounding element outside (Wen Jinfeng, Zhang Hanzheng, Huang Xinyi, 2016).

According to the above discussion on the theory of the impact of motivation factor on work passion, we can get the finding that the motivation factor greatly influences on the work passion, so that we get the hypothesis below:

H: Motivation factor for employees positively influence on their work passion significantly.

III. HYPOTHESIS, MODEL, AND FRAMEWORK OF RESEARCH

For the sake of deeper and profound research, this paper defines and classifies for motivation factors and work passion.

A. The definition and classification of motivation

Psychologist regards that the behavior of humans is driven by certain motives, the first motive for work is to satisfy ourselves with meeting the need. Motivation in its nature presents the cause to produce the motive and the procedure of driving activity of person by providing the things as objects that they demand and are able to be satisfied.

There are many theories about motivation, including Maslow's hierarchical needs theory, XY theory, Herzberg double-factor theory, ERG theory, object set theory, reinforcement theory, justice theory, expectancy theory, and all kinds theory for integrating of these theories (Stephen P. Robbins, & Mary Coulter, 2012).

From the viewpoint of classification, in the double-factor theory, Herzberg(1985) divides the management measure into two parts: the hygiene factor and the motivation factor. Hygiene factor is a basic factor. With it in management will not mean lifting the work passion or performance, but it will certainly reduce the work passion and performance without it. Motivation factor is a real factor to increase the work passion and performance. Herzberg proposes that internal satisfaction and external satisfaction, which is inside motivation and outside motivation problem. Internal satisfaction refers to the satisfaction from the process of doing work, and external satisfaction refers to the satisfaction after finishing the work.

This paper obeys the ideas that divide the motivation factor into two parts: outside motivation factor and inside motivation factor. Outside motivation factor main refers to getting the agreement from the outside surrounding (society), when getting more agreement from the outside surrounding, the employee gets more motivation external, inside motivation factor mainly refers to the satisfaction for the development that employee feeling gotten, that means the individual opportunity possibility for

development and success, when the possibility is higher for employee, the motivation becomes more powerful.

From this kind of classification, we easily get the hypotheses below:

H1: the more powerful of inside motivation factors are taken into an employee, the more passion for work is more increased.

H2: the more powerful of outside motivation factors are taken into an employee, the more passion for work is more increased.

Next, we will classify the work passion to be a more detailed aspect, so that we can get a more concrete conclusion.

B. definition and classification for work passion

Vallerand et(2003) regard that works passion occurs on the basis of inner drive during the interaction between person and mission, in nature of producing energy, decision, and compromise, as well as indulging in certain behavior. Passion is a kind of strong emotion. When you care about something or a person, a strong mood or feeling will be expressed from your heart(Anderson, 2004).

Work passion takes place in the job. Gudman (2004) classifies work passion influencing factor into 3 parts: what you do, where you do, and whom you are, taking big five personalities as a foundation. Perrewé et al. (2014) define work passion as a kind of work emotion or holding attitude rising based on job cognition and judgment. Work passion makes a worker's attitude active and effective in driving others and fitting for different working surroundings, so that smoothly completing the task given by an organization, is a kind of positive mood and behavior no matter for the sake of interest or preference.

From the above discussion, this paper defines passion as a sort of positive and active strong emotion or attitude showing in a time of participating in some action or staying with others. Work passion expresses one's attitude and interest and is associated with the viewpoint of value or life. Under the drive of passion, people can always feel powerful and makes use of that power. By this logic, work passion is easily defined as a sort of positive attitude, emotion, and behavior of a worker in during the process of doing a job or task offered by an organization.

By way of classification or dimension for passion, the literature about passion feature and passion classification is very few, general psychology defines passion as a kind of mood state, which is powerful, stable, consistent, and deep. Passion is stronger and deeper than mood without so widespread, and is more stable and consisted than fervor without so great warmth and intensity. There are different directions or degrees in passion with opposite side cold and detached, yet there is no opposite polar inside passion, the person who devote into the study, work, life and business with great passion is easier to get fruit and respect under a meaningful and enriched state of life.

On the basis of research for mood state in general psychology, according to an understanding of Schaufeli, W.B. and A.B. Bakker (2001), similar with work involvement or work engagement, opposite to emotional exhaustion, work passion is divided into 3 dimensions (feature): concentration, durability, and activity. By this logic, this paper divides work passion into 3 dimensions, as shown in the following:

First is the durability of work passion, it means how long the state of work passion will be kept, that also means keep continuous interesting and active attitude for accepting the work and relative things met, the longer this active state of mood is kept, the more durable the work passion is.

Then comes depth of work passion. In light of research by James A. Russell (2003), the emotion is hierarchical, the structure of emotion is classified into different levels, some belong to core emotion, which is the primitive level of consciousness, and others belong to attributed emotion, which is the surface of consciousness. Because passion is a sort of emotion, there is surface and depth level in the passion by above logic, and work passion covers different depth such as like, love and fever et, it's easy for us to consider the depth of work passion as one dimension. However, this kind of depth of passion is shown as concentration on things; without concentration, there is no depth of experience at all, as well as the depth of passion or emotion.

Final follows active of work passion. It's easy to produce the utility because there are differences of direct in work passion, the utility of psychology and behavior in passion shows in service differentiation, technologic innovation, the courage of face to difficulties, obtain of happiness, undertaking for responsibility, tusk achievement, the gain of successful and meaningful sense et. (Gubman, 2004; Chang, 2001; Bennis, 2004; Smith, 2002; Ziyi Shi, 2005)

Based on the classification of work passion, we get deductions or hypotheses following:

H1a: outside motivation significantly influence on the activity of work passion positively,

H1b: outside motivation significantly influence on the durability of work passion positively,

H1c: outside motivation significantly influence on the depth of work passion positively,

H2a: inside motivation significantly influence on the activity of work passion positively,

H2b: inside motivation significantly influence on the durability of work passion positively,

H2c: inside motivation significantly influence on the depth of work passion positively.

3.3 proposal of the basic research framework

On the basis of hypotheses, we easily develop the research model or framework shown in figure1 below:

Through relative hypotheses, this research framework deals with the influence of motivation both inside and outside on activity, durability, and depth of work passion, respectively, aiming to give advice for businesses and firms.

IV. RESEARCH METHOD

This paper use questionnaire to get data and study empirically. The detail in following:

A. The operational definition of variables and questionnaire design

The operational definition and questionnaire design are shown in table1. To guarantee the content validity of variables, we take the relative scale of Huijuan Li 2016 and Jun Li 2006, combined with the definition of this paper accepted, outside and inside factors by scholars, taking advantage of 12 items to measure the motivation factors. As for work passion, we take advantage of scale made by Schaufeli, Salanova, Gonzalez-Roma, Bakker (2012), which total 17 items. Both the motivation variable and work passion variable use the Likert five-point scale method. All the items are positive to count. The higher score gets, the higher degree work passion and motivation are.

B. sampling method and questionnaire issue

This paper uses a simple random sampling method to issue questionnaires in Beijing, Shanghai, and Shenzhen areas in the main land of China. We issue 200 questionnaires in every two companies of above areas, 2 companies of Beijing (Beijing Meituan Dazong Company, Beijing Lianjia Real Estate Company), 2 companies of Shanghai (Shanghai Ruili Magazine office, Shanghai P&G), 2 companies of Shenzhen (Huawei, CR Land company), totally 600 questionnaires. Because Beijing, Shanghai, and Shenzhen are in the first level for their open degree, the employers come from all over the country, the samples(investigated object)will be more all-round, the population statistical distribution such as age, gender, education, and income et al., will not deviate the total characteristic, that means the sample is reasonable and able to represent the total, the method for Convenience Sampling in this research is scientific, operational and accepted, guarantee the reason and representation of the sample, paving the way of collecting data for statistical analyses followed.

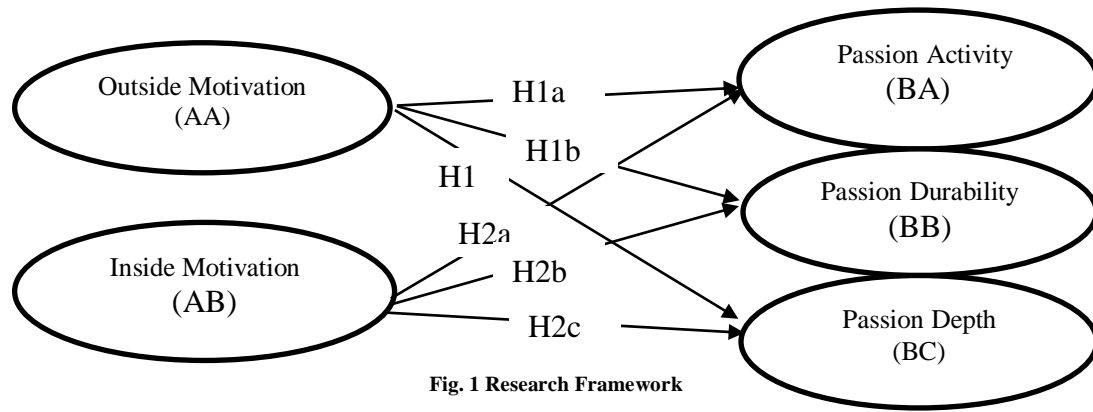


Fig. 1 Research Framework

C. questionnaire collection

Questionnaire designed listed as table 1 bellowing, issues totally of 600 for the employees in 6 firms in Beijing, Shanghai and Shenzhen three areas at random, overpass one month, and get back 600, by getting rid of the invalid 51 questionnaires due to data unfinished, data abnormal, answer unclear or revised too much, 549 valid questionnaire are gotten back, the valid rate of collection for the questionnaire is 91.5%.

Table 1. Operational Variables Defining and Questionnaire Design

Explain variables	Motivation Factors (A) Items
Outside motivation (AA)	AA1. Channel of career development is perfect, you can promotion as your ability is strong
	AA2. Job is challenging without boring and repeat
	AA3. My job usually gets encourage and acceptance form boss or supervisor
	AA4. I have many chances to take part in management and decision making of company
	AA5. I get sense of achievement from my job
	AA6. I can get public rewards and inspired if my job well done.
Inside motivation (AB)	AB1. Company provides good training chances, developing person and knowledge fresh
	AB2. I can obtain all kinds of chances to study or practice for future
	AB3. Promotion in company totally according to personal capacity and achievement
	AB4. I am able to improve my capacity or lift my knowledge at work
	AB5. I get chances to fully take advantage of my ability, realizing my ambition
	AB6. I believe I have good chances to develop and grow in company.
Explained variables	Work Passion(B) Items
Passion activity (BA)	BA1. At my work, I feel bursting with energy
	BA2. At my job, I feel strong and vigorous
	BA3. When I get up in the morning, I feel like going to work
	BA4. I am proud of the work that I do
	BA5. At my job, I am very resilient, mentally.
	BA6. I find the work that I do full of meaning and purpose
Passion durability (BB)	BB1. I am enthusiastic about my job.
	BB2. At my work, I always persevere, even when things do not go well.
	BB3. To me, my job is challenging.
	BB4. It is difficult to detach myself from my job.
	BB5. I can continue working for very long periods at a time.
	BB6. My job inspires me.
Passion depth	BC1. Time flies when I am working.
	BC2. When I am working, I forget everything else around me.

(BC)	BC3. I am immersed in my work.
	BC4. I get carried away when I am working.
	BC5. I feel happy when I am working intensely

D. testing for credit and validity

The testing result is shown in table2 following:

Four variables' credit is above 0.8, as in table 2, which means the variables are stable and credible (Hair et al., 1998). The construct validity testing result is shown as in table 3 and table 4

Table 2. Construct Validity Testing Result

Variables	Cronbach's α	Item Number
outside motivation	0.857	6
inside motivation	0.860	6
passion activity	0.842	6
passion durability	0.859	6
passion depth	0.829	5

Table 3. Convergent Validity Testing Result

			Estimate	S.E.	CR	P	Load	CR	AVE
AA1	<---	outside motivation	1.000				.712	0.865	0.517
AA2	<---	outside motivation	.961	.060	15.929	***	.713		
AA3	<---	outside motivation	1.128	.069	16.230	***	.752		
AA4	<---	outside motivation	1.082	.065	16.541	***	.702		
AA5	<---	outside motivation	.828	.062	13.307	***	.750		
AA6	<---	outside motivation	.957	.066	14.400	***	.683		
AB1	<---	inside motivation	1.000				.704	0.857	0.500
AB2	<---	inside motivation	.990	.118	8.385	***	.709		
AB3	<---	inside motivation	1.158	.133	8.705	***	.698		
AB4	<---	inside motivation	1.710	.181	9.470	***	.719		
AB5	<---	inside motivation	1.528	.167	9.142	***	.704		
AB6	<---	inside motivation	1.545	.171	9.040	***	.710		
BA1	<---	passion activity	1.000				.699	0.859	0.505
BA2	<---	passion activity	1.153	.100	11.558	***	.741		
BA3	<---	passion activity	1.056	.111	9.528	***	.737		
BA4	<---	passion activity	1.228	.127	9.638	***	.644		
BA5	<---	passion activity	1.156	.122	9.459	***	.725		
BA6	<---	passion activity	.758	.089	8.517	***	.712		
BB1	<---	passion durability	1.000				.721	0.861	0.508
BB2	<---	passion durability	1.074	.100	10.693	***	.723		
BB3	<---	passion durability	.928	.095	9.740	***	.728		
BB4	<---	passion durability	1.069	.105	10.187	***	.704		
BB5	<---	passion durability	1.079	.113	9.558	***	.733		
BB6	<---	passion durability	1.015	.107	9.509	***	.664		
BC1	<---	passion depth	1.000				.737	0.835	0.503
BC2	<---	passion depth	1.058	.055	19.084	***	.725		
BC3	<---	passion depth	1.128	.061	18.458	***	.719		
BC4	<---	passion depth	1.002	.057	17.478	***	.670		
BC5	<---	passion depth	.770	.058	13.354	***	.694		

Table 3 shows the convergent validity, yet table 4 shows the differentiation validity; in table 3, the value of CR is above 0.8, which means all the variables is convergent well (Fornell and Larcker, 1981), in table 4, the value of AVE is not less than 0.5, and the values of AVE square root is more than correlation coefficients in the

matrix shown in table 4, this result shows all the variables is able to distinguished well (Fornell and Larcker, 1981). The testing result confirms that no matter convergent validity or differential validity tells us that questionnaire is able to be used.

Table 4. Differentiation Validity Testing Result

	outside motivation	inside motivation	passion activity	passion durability	passion depth
outside motivation	0.719				
inside motivation	0.415	0.707			
passion activity	0.58	0.390	0.710		
passion durability	0.44	0.344	0.446	0.713	
passion depth	0.492	0.345	0.453	0.515	0.709

Note: the values in diagonal line are values of AVE square root, using the bolt style letter to distinguish from correlation coefficients.

V. PATH ANALYSIS

Path analysis in light of model given above and get the result showing as, in table 5 following, the degree for model fit data is relatively low, yet the model is accepted by comprehensive index value from an all-round viewpoint.

Path analysis result is shown as in figure 2 following. The matched data is shown in table 6.

Table 5. Degree for Model Fit

indicator	χ^2	χ^2/df	IFI	TLI	CFI	NFI	GFI	AGFI	RMSEA
value	3815.82	10.20	0.608	0.573	.607	.584	.586	.518	.130

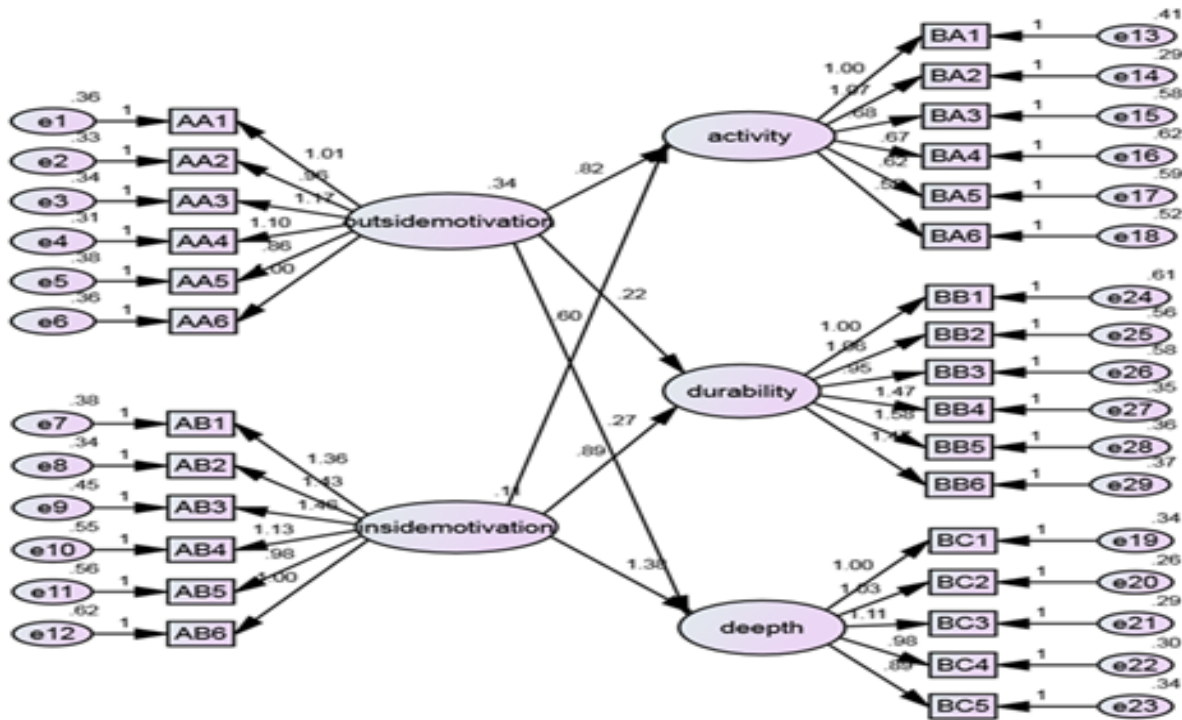


Fig. 2 Path Analysis Result

Table 6. Path Analysis Result

			Estimate	S.E.	C.R.	P	Label
activity	<---	outsidemotivation	.823	.061	13.387	***	
depth	<---	insidemotivation	1.384	.171	8.106	***	
durability	<---	outsidemotivation	.216	.032	6.675	***	
durability	<---	insidemotivation	.889	.139	6.376	***	
depth	<---	outsidemotivation	.265	.033	8.071	***	
activity	<---	insidemotivation	.598	.089	6.739	***	
BC1	<---	depth	1.000				
BC2	<---	depth	1.028	.075	13.792	***	
BC3	<---	depth	1.109	.080	13.845	***	
BC4	<---	depth	.981	.075	13.055	***	
BC5	<---	depth	.892	.074	12.014	***	
AA6	<---	outsidemotivation	1.000				
AA5	<---	outsidemotivation	.861	.063	13.613	***	
AA4	<---	outsidemotivation	1.100	.068	16.088	***	
AA3	<---	outsidemotivation	1.171	.072	16.220	***	
AA2	<---	outsidemotivation	.964	.064	14.956	***	
AA1	<---	outsidemotivation	1.008	.067	15.004	***	
BA1	<---	activity	1.000				
BA2	<---	activity	1.072	.076	14.179	***	
BA3	<---	activity	.676	.076	8.946	***	
BA4	<---	activity	.670	.077	8.669	***	
BA5	<---	activity	.617	.075	8.240	***	
BA6	<---	activity	.552	.069	7.960	***	
BB1	<---	durability	1.000				
BB2	<---	durability	1.058	.158	6.677	***	
BB3	<---	durability	.953	.151	6.304	***	
BB4	<---	durability	1.471	.184	8.010	***	
BB5	<---	durability	1.583	.195	8.098	***	
BB6	<---	durability	1.474	.185	7.968	***	
AB6	<---	insidemotivation	1.000				
AB5	<---	insidemotivation	.977	.150	6.525	***	
AB4	<---	insidemotivation	1.135	.162	7.004	***	
AB3	<---	insidemotivation	1.460	.186	7.841	***	
AB2	<---	insidemotivation	1.434	.178	8.066	***	
AB1	<---	insidemotivation	1.361	.173	7.886	***	

From the viewpoint of outside motivation, factor consist of path coefficients, the item that works usually get agreement and motivation from the boss or superior gets more path weight, the job has challenged, the job is not repeated and boring , and the job can get achievement sense get less path weight. The others item like if work excellently, I can get my lead's and company's public inspiration, get a public commendation, get more chance to take part in the management and decision, and channel of career develop all-roundly, if work capacity is strong, I can

have more chance to express the personal capacity, achieve the ambition path weight lest and other item's path weight is in the middle degree.

As to activity of work passion, the item I feel powerful and vigorous in the job has most path weights, the job is meaningful, and objectively get the least path weight. Induration of work passion, the item I can consistently work for a long time get most path weight, the job has challenge get least path weight. In-depth of work

passion, indulging in job get the most path weight, and when I work, I feel happy to get least path weight.

Second, the influence of the inside motivation factor on work passion is obviously more than the influence of the outside motivation factor.

From the viewpoint of path coefficients, their significance level is more than 95%, the influence of path coefficients (0.598, 0.889, 1.384) of inside motivation factor on activity, duration, and depth of work passion totally more than that (0.823, 0.216, 0.265) of outside motivation factors, the reason listed below:

(1) the influence of inside motivation factor on work passion obviously more than inside motivation factor is determined by their natures, dimension of work passion is a kind of quality of psychology, this psychological quality is influenced by outside surrounding (including outside motivation factor), but determined by inside mental quality, not by outside surrounding or stimulation. Because stimulation inside and passion quality belong to same psychological quality without referring to outside factors, another side lies in the questionnaire of outside motivation factor and quantifies, it is different from work passion quality, and they are Heterogeneity through the boundary line is unclear in a certain degree, logically homogeneous inside motivation factor influence on work passion quality obviously more than that of heterogeneous outside motivation factor.

(2) motivation factors outside is a kind of satisfaction outside, it generally shows in the approval given by others, this sort of approval and motivation is a kind of cause outside, compared with motivation factors inside, it is also a kind of far cause, and motivation factor inside is mainly the approval for oneself, satisfaction for self-development, without referring to others, so when motivation factor inside and outside play a role in action together, inside motivation factors are nearer work passion quality than outside motivation factors which looks further to the work passion, so we get the result that inside motivation factor influences on work passion more than outside motivation factors or simulations.

(3) According to dialectical materialism, outside factor take into function through inside factors, inside factor plays a determining role in the action. That is to say, when both outside and inside factors play a role in influencing on work passion quality together, the inside motivation factor plays a determining role in influencing on work passion quality, yet outside motivation, factor plays a role through inside motivation factor. So the degree of inside motivation factor influences on work passion quality is obviously more than outside motivation factor does due to one is the determining role and another is assistant role.

As for the result, that path coefficient of inside motivation factor influences on the activity of work passion is less than that of outside motivation factor, is determined by the

nature of the activity of work passion. When talking about the value, meaning, goal, energy, and positivity of work or job and things like that refers to the activity of work passion, the power of oneself approval for that far less than the power of others approval, even in many situations, the personal approval by oneself is not valid, only getting approval of others, can one feels the meaning, the value of job or work, and shows the work passion activity. So the outside motivation factor influences on the work passion activity more than the inside motivation factor. Apart from this, for duration and depth of work passion, an outside factor is powerless, because outside motivation is short and temporary, inside motivation is long and usual, this causes the inside motivation influence on duration and depth of work passion more than outside motivation.

Third, both inside and outside motivation influences on work passion quality are significantly positive correlative.

(1) Outside motivation influence on work passion activity Path coefficient is 0.832, confidence level more than 95%, outside motivation significantly positively influence on work passion activity. under the condition of simulation of outside motivation, one will keep staying in exciting, and produce a kind of high work passion activity, outside motivation do help for higher the level of work passion activity and satisfies the esteem and self-realization of an employee.

(2) Outside motivation influence on work passion duration

Path coefficient is 0.216, a significant level is less than 5%, outside motivation significantly positive influence on the work passion duration. By taking advantage of outside motivation, the company is able to fit the need of living materials for employees, and attract talent or keep talent. Through outside motivation of offering fit job, enough interest and value approval to an employee, avoiding the situation misusing and abusing talent, so that it will produce the duration of work passion.

(3) Outside motivation influence on work passion depth

Path coefficient is 0.265. The confidence level is more than 95%, outside motivation significantly positively influences on work passion depth. This result is the same as Jiming Liu (2017). When information of outside motivation is transmitted to an employee, the work passion depth of the employee is kept well. Outside motivation significantly influences on the depth positively. Outside motivation is able to draw the attention of employees to take care of their jobs, as the lift of concentration and care about jobs of an employee, the degree of experience depth of work lifts and express the work passion depth in emotion, and promote the long term development of the company by taking advantage of this work passion depth as supporting power.

(4) Inside motivation influence on work passion activity

Path coefficient is 0.598, a significant level is less

than 5%, inside motivation significantly influence on work passion activity positively. Inside motivation is a kind satisfaction of self-acceptance and self-approval for employee, not only can lift the level of work passion activity, but also improve the state of the company in maximum limitation. Company takes measures to fit its condition to motive the employee, set a reasonable target, combine with company realization, taking long-term action to apply the accurate motivation. This sort of motivation internalizes to the satisfaction of a meaningful sense of self-acceptance and self-approval for employees, so that makes employees playing more role in work passion and creating more value for the enterprise, promoting the activity of working passion for an employee.

(5) Inside motivation influence on the duration of working passion

Inside motivation significantly influences on work passion duration positively due to the path coefficient 0.889 and confidence level more than 95%, under the inside motivation, work or job is work and job for the employee themselves, so that inspires employee to hold the spirit to create, to show more active attitude in their working. This inside motivation leads an employee to not to pay attention to attaching money, but to focus on the chance of job or work itself, which brings them self-development and self-realization. Because self-development and self-realization is a long-term process, this inside motivation makes both the attitude and passion for working in the state of long term, which means duration.

(6) Inside motivation influences on work passion depth

Inside motivation positively and significantly influences on work passion depth lies in path coefficient 1.384 and significant level less than 5%, the degree of inside motivation is higher, the deeper the depth of work passion of employee is, when an enterprise takes inside motivation action, it will enhance the chance for personal career development, satisfy the need of self-realization in the viewpoint of self-consciousness. If the employee stays in working conditions, they will be more focused on working, enhance the depth of experience of emotion, deepening the depth of work passion.

In light of the result of analysis for path coefficients and research findings, we get table 7 below:

all the hypotheses are supported, two discoveries are found: ① in total, inside motivation influences on work passion obviously more than outside motivation, ② just for the activity of work passion, outside motivation influences on it more than inside motivation does.

VI. RESEARCH SUGGESTION

According to the research result above, this paper gives some suggestions following:

First, managers should take the necessary measure to motive the work passion. As social-economic development, enterprise and companies grow fast and develop powerfully, the tasks and conflicts that employees face to

are more complicated and harder. Even the quality of employees needs to be higher than before. Under this condition, for the sake of keeping and higher the activity of work passion for employee, the manager of an enterprise should take any necessary action to motivate, keep and inspire the working passion when an employee is working. This action includes two aspects: ① to lift the approvals to an employee from the outside surrounding (like society or managers). To inspire the work passion of employees by increasing the challenge of the job, adding the chance to take part in the management and decision for the business and improving the development channel of profession et. so that to enhance the courage and approval for employees for the sake of promoting the work passion. ② to increase the chance that employee is able to self-develop in the viewpoint of self-consciousness, so that to enhance the motivation inside. To provide all kinds of study and training opportunities, promoting resources, to higher the skills and knowledge by working, in favor of personal development, let employees to use their abilities to achieve the ambitions, to produce the good re-circle of self inside motivation, making employees to work with great passion and getting excellent achievement.

Second, pay more attention to the inside motivation, take an effort to transfer outside motivation to inside motivation by taking any measures. Compared with outside motivation, self-inside motivation is more powerful than outside motivation. This requires a manager to pay more attention to the self-development of an employee when taking action to promote the work passion of employees and to help employees for their self-realization. Apart from this, when a company takes measures to inspire the work passion by outside motivation, it ought to take effort to shift the motivation outside to inside, and the fruit of shift lies incoherence or consistency of targets between inside motivation and outside motivation, as well as approvals or acceptance for outside motivation measures.

At final, an enterprise should take effective measures to inspire the duration, activity, and depth of work passion. Considering the differences of impact on depth and activity of work passion by inside and outside motivation, the measure taken should be different, in short term target of business, an enterprise should try its best to promote and inspire the duration of work passion on a base of keeping and inspiring the

Depth and duration of work passion. and for the sake of influence of outside motivation on the activity of work passion more than inside motivation, an enterprise should take two-way adjusting measure: inside motivation shift to outside motivation and outside

Motivation shifts to inside, so that can keep the coherence or consistency of targets among interaction of inside and outside motivations during their help with one another.

Table 7. Hypothesis test result and finding

	NO.	Hypothesis content	Test result
Hypothesis testing	H1a	outside motivation positively influence on passion activity significantly	supported
	H1b	outside motivation positively influence on passion durability significantly	supported
	H1c	outside motivation positively influence on passion depth significantly	supported
	H2a	inside motivation positively influence on passion activity significantly	supported
	H2b	inside motivation positively influence on passion durability significantly	supported
	H2c	inside motivation positively influence on passion depth significantly	supported
Research finding	(1)	Totally inside motivation factors influence on work passion more than outside motivation factors do	
	(2)	As for passion activity, outside motivation factor influence on it more than that of inside motivation factors	

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