Mediating Effects of Work Passion on the Relationship between Personal–Environment Fit and Employee Creativity

Ruiqing Liu[1], Sarana Photchanachan[2] and Somrerk Kanwivat[3]

[1,2,3] School of Management, Shinawatra University, Thailand

E-mail: [1]271281930@qq.com; [2]sarana.p@siu.ac.th

Received April 2, 2022; **Revised** June 18, 2023; **Accepted** June 19, 2023

Abstract

Based on Lewin's "field theory" and Schneider's "attraction–selection–friction" theory, this study explores the influence of three dimensions of person–environmental fit (person–organizational fit, person–job fit, and person–leadership fit) on employees' creativity from the perspective of person–situation interaction. The results show that the three dimensions of person–environment fit have a significant positive impact on employee creativity, and work passion plays a significant role in mediating the relationship between person–job fit, person–leadership fit and employee creativity. The results show that all three dimensions of person–environment fit have a significant positive influence on employee creativity, and work passion plays a fully mediating role between person–work fit, person–leadership fit and employee creativity, and a partially mediating role between person–organization fit and employee creativity. This finding provides support for corporate management philosophy and practice to achieve the co–development of enterprises and employees, and helps to promote the development of corporate HRM practice. It enriches the research on fitting theory and creativity theory.

Keywords: Person–Environment Fit; Harmonious Work Passion; Obsessive Work Passion; Employee Creativity

Introduction

With the advent of the knowledge economy and the increasingly fierce competition for talents, enterprises pay more attention to the role of talents and the value of knowledge skills in knowledge creation. For enterprises, both knowledge and talents are the key factors for enterprises to win in

the dynamically changing market competition, and the competition among enterprises is also mainly reflected as the competition among talents. As a carrier of knowledge, knowledge-based employees not only have strong professional skills and rich knowledge, but also can give full play to their individual strengths to continuously create excessive wealth for the enterprise. Therefore, how to realize the synergistic effect between knowledge and talents at a lower cost, promote the innovation of knowledge within the enterprise, thus promote the knowledge management of the enterprise and make the enterprise keep sustainable competitive advantage.

Human resource management practice shows that in order to obtain the good performance required by the enterprise, enterprises are constantly improving the "match" between the organization and employees, whether in the recruitment process, or in the staffing process, enterprises need to give full consideration to the "match" between employees and the organization. The problem. From the organization's point of view, it is hoped that by making the employees "match" with the organization and enhancing their passion for work, the employees can enhance their creativity; from the employees' own point of view, the organization tries its best to provide them with a "matching" environment that can meet their requirements with the organization and make them more creative. From the employees' point of view, the "matching" environment that the organization tries its best to provide for them can meet the requirements of the organization and make the employees enjoy their work more, so that it is easy for them to be in a state where they are motivated by their work and the environment together.

College students are an important force for future social development. post-90s college graduates are gradually becoming the backbone of enterprises as an important group for contemporary economic development. Whether the post-90s knowledge-based employees are satisfied with the management measures and whether they can motivate their work is a challenge and a key point of motivation for enterprises. In this paper, we take post-90s knowledge-based employees as the focus and explore the influence of human-environment fit on the creativity of knowledge-based employees.

Research objectives

1. To verify the mechanism of work passion mediating the influence between person-environment fit and creativity from the perspective of knowledge workers.

2. To make observations and recommendations on HRM practices based on empirical findings.

Literature Reviews

Person–Environment Fit

The person–environment fit: This refers to the harmony between people and their work environment. This harmony is not only the superficial behavior, such as employees being able to follow the company's rules and regulations, complete the assigned tasks, and get along well with each other, but also the psychological level of harmony that governs these behaviors (Vogel, 2009). Employees are motivated to contribute only if they are in harmony with the work they do and the organizational environment they are in in terms of personality, interests, culture, values, etc. Person–environment fit can be subdivided into person–job fit, person–organization fit, and person–leadership fit, and it is clear from the division of these three concepts that the person–environment fit must be in harmony not only with the organization in which they work at the macro level, but also with the work team and leadership in which they work at the micro level.

Creativity Employee

Employee creativity is also translated as employee creativity and employee innovation. Existing research defines employee creativity mainly in terms of personality traits of creative individuals, product characteristics and outcomes, and creative processes. Most scholars prefer to use this approach because understanding creativity from the outcome perspective makes it easier to measure individual creativity by directly assessing innovation outcomes and levels of innovation. Employee creativity is the ability of employees to generate and present novel and useful ideas and thoughts.

Work Passion

Work passion is a manifestation of an employee's willingness to invest time and energy, reflecting an individual's internal drive, and is the result of internalizing external motivation. Work passion can be divided into harmonious work passion and obsessive work passion, and there are differences in the influence of the two on employees. Harmonious work passion refers to autonomous internalized work passion, which is a strong psychological tendency for individuals to enjoy their work autonomously and with free will, and to be willing to devote a lot of time and energy to their work. obsessive work passion is the controlling internalized work passion, which refers to the strong tendency of individuals to feel unable to control their work and have to participate in it.

Hypothesis of this research

Hypothesis 1 : Person–environment fit (H1a:person–organization fit, H1b:person–job fit,

H1c:person–leadership fit) has a positive effect on employee creativity.

Hypothesis 2 : Person–environment fit (H2a, H2b: person–organization fit: H2c, H2d person–job fit, H2e, H2f: person–leadership fit) has a positive effect on work passion.

Hypothesis 3 : Work Passion (H3a: Harmonious Worker Passion, H3b Obsessive Worker Passion) has a positive effect on employee creativity.

Hypothesis 4 : Passion for work mediates between person–environment fit (H4a,H2d: person–organization fit,H4b,H4e person–job fit,H4c,H4f:person–leadership fit) and employee creativity.

Conceptual framework

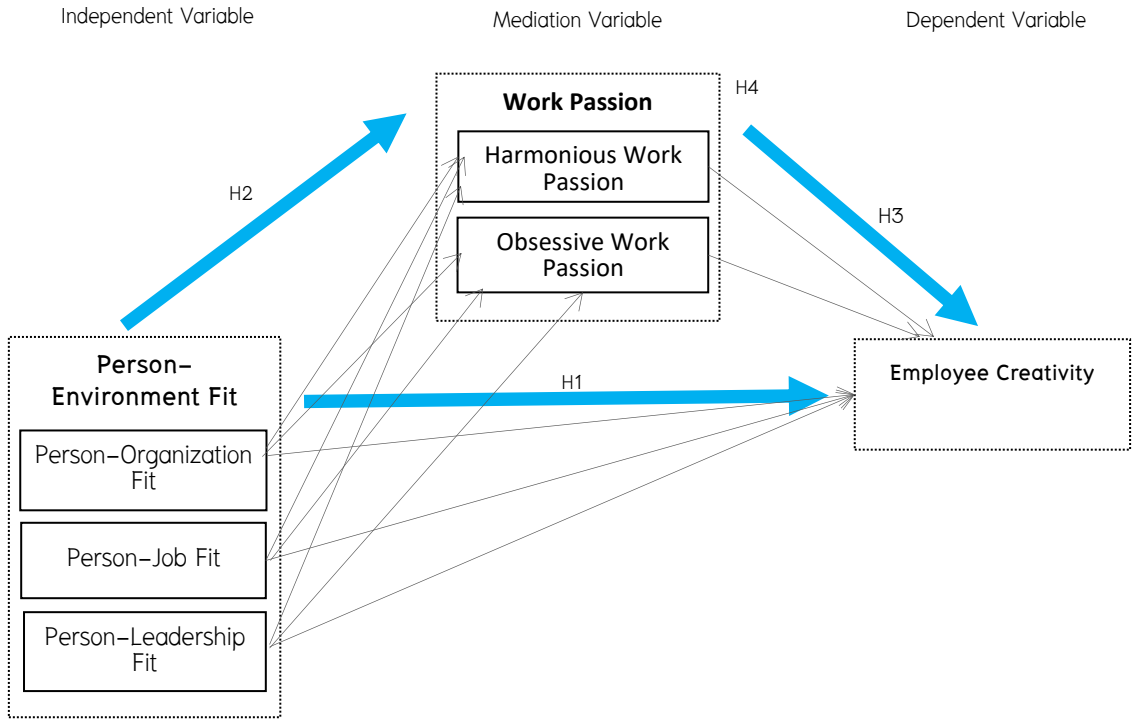

Figure 1 Research Framework

Research Method

The data used in this study were collected through a questionnaire survey. The questionnaires were distributed to employed graduates in six colleges and universities in Shanxi Province. These schools involve multi–level universities such as provincial undergraduate universities, provincial undergraduate universities, and higher vocational (high school) universities. The data has high typicality and representativeness. University graduates are stepping into the workplace continuously and will become the main body of the workplace already. Most of them are knowledge–

based employees who have obtained high education, and they do not only use their jobs as a means to make a living, but also to realize their life value. They are increasingly pursuing their sense of self and whether they can find their own career development platform in the organization. This study relies on the career guidance departments of each university to select graduates who have graduated in recent years and have been employed, and distribute the electronic questionnaire link formed by "Questionnaire Star" to them in order to recover the survey data. A total of 450 questionnaires were distributed and 439 were collected, with 402 valid questionnaires and 89.3% effective return rate. The study used structural equation modeling to verify the dimensions of person–organization fit, person–job fit, person–leadership fit and work passion; SPSS22.0 analysis software was used to verify the theoretical model and each hypothesis proposed in this study one by one using multiple regression analysis.

Results

Reliability and validity tests

The questionnaires involved in this paper were adapted from the well–established scales developed by authoritative foreign scholars. (i) The person–environment fit mainly refers to Cable and Derue's (2002) scale, which has a reliability coefficient of 0.928 in this paper. (ii) The work passion uses the scale developed by Vallerand et al. with 6 harmonious work passions and 5 compulsive work passions out of 11 items, and the reliability coefficient of this scale in this paper is 0.929. (iii) The scale developed by Zhou and George was used to measure employee creativity, and the reliability coefficient of this scale was 0.885. where the Cronbach alpha coefficients were all greater than 0.8, indicating that the questionnaire had good reliability and was suitable for factor analysis.

Validated factor analysis was conducted for each variable, and from the second–order validated factor analysis of individual–environment matching (Table 1), $\chi 2/df=2.581$, which is less than the best suggested value of 3, (GFI=0.967, RMSEA=0.046, AGFI=0.953, CF1=0.982) meets the acceptable criteria, and the combined reliability of each dimension is above 0.80 , indicating that the reliability of this variable is very good, indicating a good fit of the model.

Table 1 Summary Table of Second-Order Validated Factor Analysis for Person-Environment Fit

Title item	λ	CR	(Combination reliability) ρ_c	(Variable extraction value) ρ_v
ZZ1	0.815	——	0.922	0.703
ZZ2	0.854	40.853***		
ZZ3	0.862	35.138***		
ZZ4	0.820	32.546***		
ZZ5	0.841	33.629***		
GZ1	0.667	——	0.895	0.632
GZ2	0.789	24.315***		
GZ3	0.813	25.136***		
GZ4	0.841	25.260***		
GZ5	0.853	25.643***		
LD1	0.794	——	0.823	0.500
LD2	0.833	30.271***		
LD3	0.757	26.242***		
LD4	0.530	17.820***		
LD5	0.528	17.835***		
χ^2/df=2.581， RMSEA=0.046， GFI=0.967， AGFI=0.953， CFI=0.982， TLI=0.978				

Remark: *p<0.05， **p<0.01， ***p<0.001

Work Passion second-order validated factor analysis fit was relatively good (Table 2) with χ2/df=2.135, less than 3, RMSEA=0.076, GFI=0.948, AGFI=0.918, CFI=0.963, all meeting acceptable criteria,, and RMSEA values less than 0.08. "Combined reliability " is above 0.87 which indicates that the overall convergent validity of the scale is good.

Table 2 Work Passion Second Order Validated Factor Analysis Summary Table

Title item	λ	CR	(Combination reliability) ρc	(Variable extraction value) ρv
HXJQ1	0.789	——	0.875	0.583
HXJQ2	0.825	24.886***		
HXJQ3	0.826	25.696***		
HXJQ4	0.755	25.837***		
HXJQ5	0.791	24.012***		
HXJQ6	0.678	25.025***		

Title item	λ	CR	(Combination reliability) ρc	(Variable extraction value) ρv
QPJJQ1	0.796	——		
QPJJQ2	0.792	26.546***		
QPJJQ3	0.716	24.289***	0.902	0.607
QPJJQ4	0.770	26.862***		
QPJJQ5	0.742	23.383***		
χ2/df=2.135， RMSEA=0.076， GFI=0.948， AGFI=0.918， CFI=0.963， TLI=0.952				

Table 3 Creativity Validation Factor Analysis Summary Table

Title item	λ	CR	(Combination reliability) ρc	(Variable extraction value) ρv
CZL6	.604	——		
CZL5	.685	19.639***		
CZL4	.821	21.954***	0.888	0.573
CZL3	.819	21.747***		
CZL2	.830	21.886***		
CZL1	.756	20.674***		
χ^2/df=3.467， RMSEA=0.073， GFI=0.972， AGFI=0.936， CFI=0.925， TLI=0.958				

The validated factor analysis fit of the creativity model was good, with χ2/df=3.467, RMSEA=0.073, GFI=0.972, AGFI=0.936, CFI=0.925, all greater than 0.9, RMSEA value less than 0.08, "combined reliability" above 0.88 The square root of the mean variance extracted was above 0.60, and the factor standardized loadings of each item were mostly above 0.70, indicating that the overall convergent validity of the scale was good.

Descriptive statistics and correlation analysis

Table ผิดพลาด! ไม่มีข้อความของสไตล์ที่ระบุในเอกสาร Descriptive Statistics and Correlation Analysis For Each Variable

	M	SD	ZZ	GZ	LD	QP	HX	CZ
ZZ	3.900	.670	1					
GZ	3.322	.904	.623**	1				

	M	SD	ZZ	GZ	LD	QP	HX	CZ
LD	3.590	.875	.511**	.595**	1			
QP	3.813	.705	.488**	.495**	.484**	1		
HX	3.741	.777	.520**	.555**	.545**	.787**	1	
CZ	3.728	.714	.413**	.390**	.366**	.728**	.613**	1

The mean and standard deviation of the variables and the correlation coefficient between the variables are shown in Table 4.4's. It can be seen that person–organization fit is significantly and positively correlated with obsessive work passion and harmonious work passion with correlation coefficients of 0.488 (p<0.01) and 0.520 (p<0.01), respectively; person–job fit is significantly and positively correlated with obsessive work passion and harmonious work passion with correlation coefficients of 0.495 (p<0.01) and 0.555 (p< 0.01); person–leadership fit was significantly positively correlated with obsessive work passion and harmonious work passion with correlation coefficients of 0.484 (p<0.01) and 0.545 (p<0.01); person–organization fit was significantly positively correlated with creativity with correlation coefficients of 0.413 (p<0.01); person–job fit was significantly positively correlated with creativity with correlation coefficients of 0.390 (p<0.01); person–leadership match was significantly positively correlated with creativity with a correlation coefficient of 0.366 (p<0.01); work passion as a mediating variable, obsessive work passion and harmonious work passion were significantly positively correlated with creativity with correlation coefficients of 0.728 (p<0.01) and 0.613 (p<0.01), respectively. The results indicate that the means and standard deviations of the variables are basically within a reasonable range, and the correlations between the variables are significant, and the correlation analysis provides a good basis for testing the hypotheses of this study. Therefore, the requirements for further regression analysis were met.

Hypothesis testing

People–Environment Fit and Look at Employee Creativity

The regression results are shown in Table 4.5. The regression coefficients of person–job fit, person–organization fit, and person–leadership fit with and creativity are 0.150 (p<0.001), 0.243 (p<0.001), and 0.159 (p<0.001). After adding the variables, the R2 of model 6 increases by 0.216 compared with model 5, and the F–value increases from insignificant in model 5 to significant for model 6, indicating that the model was constructed more ideally. Person–job fit, person–organization fit, and person–leadership fit have a significant positive effect on employee creativity, and hypotheses H1a, H1b, and H1c are tested.

Examination of the relationship between person–environment fit and work passion

The regression coefficients of person–organization fit, person–job fit, and person–leadership fit with harmonious work passion were 0.158 ($p<0.001$), 0.242 ($p<0.001$), and 0.261 ($p<0.001$), respectively, and the $\triangle R2$ value was 0.344, which indicated that the model significance was enhanced by adding these three variables, indicating that person–organization fit, person–job fit, and Person–Leadership Match has a significant positive effect on harmonious work passion, hypotheses H2a, H2c, and H2e were verified; the regression coefficients of person–organization fit, person–job fit, and person–leadership fit with obsessive work passion were 0.149 ($p<0.001$), 0.275 ($p<0.001$), and 0.293 ($p<0.001$), and the $\triangle R2$ value was 0.406, which indicates that the model significance is enhanced by adding these three independent variables, therefore, person–organization fit, person–job fit, and person–leadership fit have a significant positive effect on obsessive work passion, and hypotheses H2b, H2d, and H2f are supported and verified.

Examination of the relationship between passion for work and creativity

The regression results show that there is a positive effect of harmonious work passion and obsessive work passion on employees' creativity (β=0.544, $p<0.001$; β=0.691, $p<0.001$), and the effect of obsessive work passion on creativity is stronger than the effect of harmonious work passion on employees' creativity, and hypotheses H3a and H3b are supported.

An examination of the mediating role of work passion in person–environment fit and employee creativity

Model 7, Model 8 regression results show that the relationship between person–job fit and person–leadership fit and employee creativity becomes insignificant (β=0.017, $p>0.05$; β=0.004, $p>0.05$), (β=0.09, $p>0.05$; β=–0.010, $p> 0.05$), it is tentatively determined that harmonious work passion and obsessive work passion play a fully mediating role in the relationship between person–job fit and employee creativity, and person–leadership fit and employee creativity. While the role of personal–organizational fit on employee creativity remained significant (β=0.122, $p<0.05$), (β=0.078, $p<0.05$), indicating that harmonious work passion, obsessive work passion played a partially mediated role between the relationship between person–organization fit and creativity.

Table 5 Intermediary role test

Variable	Dependent variable: Harmonious passion		Dependent variable: forced passion		Dependent variable: creativity			
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8
Control ariable								
xb	.023	−.023	.008	−.033	−.039	−.071**	−.058*	−.048*
xl	−.105***	−.046*	−.042	.010	−.025	.014	.039	.007
gznx	.007	.003	.028	.026	.009	.009	.007	−.009
dwxz	−.046	.017	−.055	.002	−.045	−.001	−.010	−.002
gwlx	−.014	−.001	−.029	−.015	−.002	.012	.012	.022
Independent variable								
GZPP		.245***		.203***		.150***	.017	.009
ZZPP		.223***		.238***		.243***	.122***	.078**
LDPP		.284***		.244***		.159***	.004	−.010
Intermediate variable								
HXJQ							.544***	
QPJQ								.691***
R^2	0.013	0.410	0.006	0.335	0.004	0.220	0.395	0.537
$\triangle R^2$	0.013	0.397	0.006	0.329	0.004	0.216	0.174	0.317
Adjusted R^2	0.009	0.406	0.002	0.331	0.001	0.215	0.390	0.534
F	3.149**	105.449***	1.379	76.412***	1.032	42.786***	87.753***	156.498***

Table 6 Bootstrap Results of Bootstrap Mediated Effects Test

	Hypothesis	Coefficient	Standard error	P value	LLCI	ULCI
ZZ⟶HXJQ⟶CZ	ZZ⟶HXJQ	.603	.028	.000	.547	.658
	HXJQ⟶CZ	.502	.024	.000	.455	.550
	ZZ⟶CZ	.136	.028	.000	.082	.192
	Mediation effect of HXJQ	.302	.024		.257	.351

	Hypothesis	Coefficient	Standard error	P value	LLCI	ULCI
ZZ⟶QPJQ⟶CZ	ZZ⟶QPJQ	.513	.026	.000	.461	.564
	QPJQ⟶CZ	.700	.022	.000	.655	.744
	ZZ⟶CZ	.081	.024	.001	.034	.127
	Mediation effect of QPJQ	.359	.025		.311	.410
GZ⟶HXJQ⟶CZ	GZ⟶HXJQ	.476	.021	.000	.437	.517
	HXJQ⟶CZ	.527	.025	.000	.478	.576
	GZ⟶CZ	.058	.021	.007	.015	.099
	Mediation effect of HXJQ	.251	.018		.216	.287
GZ⟶QPJQ⟶CZ	GZ⟶QPJQ	.386	.019	.000	.348	.424
	QPJQ⟶CZ	.717	.023	.000	.672	.762
	GZ⟶CZ	.032	.018	.077	–.003	.067
	Mediation effect of QPJQ	.277	.017		.244	.311
LD⟶HXJQ⟶CZ	LD⟶HXJQ	.483	.021	.000	.441	.525
	HXJQ⟶CZ	.541	.025	.000	.493	.590
	LD⟶CZ	.037	.022	.091	–.006	.080
	Mediation effect of HXJQ	.262	.019		.226	.299
LD⟶QPJQ⟶CZ	LD⟶QPJQ	.390	.020	.000	.350	.429
	QPJQ⟶CZ	.728	.023	.000	.683	.773
	LD⟶CZ	.015	.018	.413	–.021	.051
	Mediation effect of QPJQ	.284	.020		.247	.324

In this study, the mediating effect of work passion was examined by Bootstrap method. The results showed that between the relationship of person–organization fit on employee creativity, the mediating effect size of harmonious work passion was 0.302 with a confidence interval that did not contain 0 (LLCI=0.257, ULCI=0.351), while the mediating effect size of obsessive work passion was 0.359 with a confidence interval that also did not contain 0 (LLCI=0.311, ULCI=0.410). As for the relationship between person–job fit and employee creativity, the mediated effect size for harmonious work passion was 0.251 with a confidence interval that did not include 0 (LLCI=0.216, ULCI=0.287), while the mediated effect size for obsessive work passion was 0.277 with a confidence interval that did not include 0 (LLCI=0.244, ULCI= 0.311). In addition, between the relationship of person–leadership fit on employee creativity, the mediated effect size of harmonious work passion was

0.262 with a confidence interval that did not contain 0 (LLCI=0.226, ULCI=0.299), while the mediated effect size of obsessive work passion was 0.284 with a confidence interval that also did not contain 0 (LLCI=0.247, ULCI=0.324). Therefore, it can be judged that both harmonious work passion and obsessive work passion play a mediating role between person–organization fit, person–job fit, person–leadership fit and employee creativity, and hypotheses H4a, H4d , H4b, H4e, H4c, H4f are supported.

Conclusion and Discussion

Person–environment fit is an important antecedent variable of employee creativity,The empirical findings of this study indicate that person–environment fit is a significant antecedent variable of employee creativity. The correlations between person–organization fit, person–job fit, and person–leadership fit and employee creativity were 0.413 ($p<0.01$), 0.390 ($p<0.01$), and 0.366 ($p<0.01$), respectively. This result is largely consistent with the results of researchers, such as Van Maanen and Schein, who found that creative individuals are those who are well matched with the organizational environment. It is clear that working in an organizational culture that one likes and having a competent job that one likes and that is well supported by managers is an important prerequisite for individual creativity to flourish.

First, the positive relationship between binary work passion and employee creativity is empirically confirmed, which contradicts the previous view of some scholars. However, it is argued that compulsive passion still involves the love of work, but the love of work is more externally motivated, and even so, individuals with compulsive passion perform better creatively than those with low passion who are reluctant to work.

Second,The study of work passion generation mechanisms has been enriched. There is a paucity of domestic and international research on the mechanisms of work passion generation, and there is a paucity of research exploring the effect of binary work passion as a mediating variable on person–environment fit and creativity. The present study is an innovative theoretical and empirical exploration of person–organization fit, person–job fit, and person–leadership fit as antecedent variables of work passion, and investigates the role of person–organization fit, person–job fit, and person–leadership fit on employees' binary work passion, which is a supplement and innovation to the theoretical study of work passion and makes up for the relevant literature on matching on work passion and creativity.

Research Recommendations

First, Optimize people–environment matching from the organizational perspective to enhance the passion and creativity of knowledge–based employees. (i) before employees enter the organization: job analysis and organizational analysis. (ii) after employees enter the organization: dynamic matching of various aspects of human resource management functions.

Second, Optimize the human–environment match from the individual perspective to enhance the passion and creativity of knowledge–based employees. (i) Before employees enter the organization–job search, selection and career planning, choosing the industry and job that matches their own, (ii) Enhance the ability of lifelong learning.

Research limitations and expectations

All variables in this paper are mainly self–assessed, and in the future, multi–source assessment can be used, that is, simultaneous collection of assessment data from superiors, colleagues, etc., in order to reflect the situation more comprehensively and three–dimensionally.

It is hoped that the sample size can be further expanded and the distribution of the sample size by economic region can be optimized, both in economically developed regions and in comparing the differences between different economic regions. At the same time, a comparative analysis can be conducted with less economically developed regions to find out whether there are significant differences between them.

References

Amabile, T.M., et al. (2005). Affect and Creativity at Work. *Administrative Science Quarterly, 50*, 367-403.

Chen F. (2005). *A Study on Work Enthusiasm of Employees--Taking the Financial Industry as an Example*. Kaohsiung: Taiwan Sun Yat-Sen University.

Coelho F, Augusto M, Lages L F. (2011). Contextual Factors and the Creativity of Frontline Employees: The Mediating Effects of Role Stress and Intrinsic Motivation. *Journal of Retailing, 87*(1), 31-45.

Deci, E. L., Ryan, R. M. (2004). *Handbook of Self-Determination Research.* New York: University Rochester Press.

Edwards, I.R., Shipp, A.I. (2007). *The Relationship Between Person-Environment Fit and Outcomes: An Integrative*. Perspectives on organization Fit.

Karen, J.J., Amy, K.B. (2006). Toward a Multidimensional Theory of Person-Environment Fit. *Journal of Managerial Issues, 18*(2), 193–212.

Kristof, A. L. (1996). Person–organization fit: An integrative review of its conceptualizations, measurement, and implications. *Personnel Psychology, 49*(1), 1–49.

Lewin, K. (1939). Field Theory and Experiment in Social Psychology: Concepts and Methods. *American Journal of Sociology, 44*, 868-896.

Lewin, K. (1938). *The Conceptual Representation and Measurement of Psychological Forces.* Durham, NC: Duke University Press.

Liu, D., Chen, X.P., & Yao, X. (2011). From autonomy to creativity: A multilevel investigation of the mediating role of harmonious passion. *Journal of Applied Psychology, 96*(2), 294–309.

Vallerand, R.J., Lalonde, D.R. (2011). The MPIC Model: The Perspective of the Hierarchical Model of Intrinsic and Extrinsic Motivation, Psychological Inquiry: An International. *Journal for the Advancement of Psychological Theory, 22*(1), 45-51.

Vallerand, R. J., Paquet, Y., Philippe, F. L., & Charest, J. (2010). On the role of passion for work in burnout: A process model. *Journal of Personality, 78*(1), 289-312.

Vallerand, R.J., et al. (2006). Passion in Sport: A Look at Determinants and Affective Experiences. *Joumal of Sport and Exercise Psychology, 28*, 454-478.

Vallerand, R. J. (2000). Deci and Ryan's Self-Determination Theory: A View from the Hierarchical Model of Intrinsic and Extrinsic Motivation. *Psychological Inquiry, 11*, 312-318.