

Work passion, leadership empowerment and employees' creative performance management framework for improved employee performance

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Abstract

In today's changing times, the ability to innovate is the key to adapting to the environment and gaining a competitive advantage. Source, the creativity of employees is the basis of the organization's ability to innovate. It is found that creative performance is the result of multiple interactions between the three subsystems of motivation, cognition and emotion, and work passion is a complex concept that contains various components such as emotion, motivation, and cognition, and exploring the relationship between work passion and creative performance may achieve results beyond the research of one's own motivation and emotional variables. Studies have confirmed that leaders are an important factor influencing employees' innovative behavior, and the leader's leadership style plays a vital role in the process of enterprise innovation, so studying the mechanism of leadership empowerment on employees' innovative behavior has important theoretical and practical value. As an important supplement to national higher education, private universities have their unique significance and status, but compared with public universities, the current general recognition of private universities is still relatively low, and due to different funding sources, the development of private universities has more difficulties, how to improve the work passion of private college teachers, improve the leadership empowerment in the management process, and promote them to create better work performance, it is worth exploring. In order to achieve this goal, this study combines literature research, empirical research methods and SPSS analysis to conduct theoretical research and empirical testing. Through the survey of 370 employees of private universities in Anhui Province, the relationship and influence mechanism of work passion, leadership empowerment and creative performance were revealed based on data analysis, and a management framework for effectively improving employees' creative performance was constructed.

Keywords: work passion, leadership empowerment, creative performance management framework

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1. Introduction

The report of the 20th National Congress of the Communist Party of China pointed out that talents are the first resource for innovation, and innovation is the first driving force for development, and put innovation at the core of the overall development of the country. Changes are everywhere in today's era. For an organization, to survive in the fierce market competition and maintain a sustainable competitive advantage, it must continuously strengthen the organization's innovation ability. Innovation ability is an important source of organizational competitiveness. Creativity of employees is the foundation of organizational innovation. How to stimulate employees' creative potential and effectively improve employees' creative performance is a topic of great concern to organizational managers in today's era. How to stimulate employees' passion for work, and how to properly empower managers to promote employees' creativity and bring higher performance to the organization are important topics of this study.

In the actual work of enterprises, some employees love their jobs very much and can actively invest a lot of energy and time in their work; Chen Lu et al. (2021) pointed out that some employees often show negative emotions such as boredom, boredom, or complaints at work. Behaviors such as grinding foreign labor appear, resulting in burnout at work, lack of enthusiasm and vitality for work, reducing passion for work, and bringing negative effects to the organization. The results of the "2019 Employment Relationship Trend Survey Report" released by Zhaopin show that negative emotions such as employees' low recognition of corporate culture and low loyalty to their work have caused employees to lose their vitality and enthusiasm for work. (Zhang Jian et al., 2018) Work passion, as a positive employee behavior, has a great influence on improving job performance. As an important supplementary part of national higher education, private colleges and universities have their unique significance and status. However, compared with public colleges and universities, the general recognition of private colleges and universities is still relatively low, and because of different funding sources, so the development of private colleges and universities has more difficulties. How to improve the work enthusiasm of teachers in private colleges and promote them to create better work performance is worth exploring.

With the development of the times and the improvement of social and economic levels, human beings have a deeper understanding of their own happiness. Researchers have found in positive psychology studies that getting more rewards does not necessarily increase life satisfaction, and the happiness caused by external rewards is fleeting, replaced by satisfying internal basic psychological needs and promoting individual inner self-esteem. The sense of well-being caused by the internal causes of growth, work passion is just such a construct that can integrate the external value and internal value of work. Work passion is a construct with three components: self-motivation, self-identity, and work enjoyment, which includes positive emotions of love for work, continuous and meaningful state of happiness, and good evaluation of important value and meaning to work and organization.

In daily work, people also generally hope to be full of passion for their work. This is because work passion can bring a lot of positive results, including sense of accomplishment, enthusiasm, economic benefits, and happiness. When you are in a state of passion, you can complete your work more efficiently and with high quality. (Li Yan, 2019) More and more business managers realize that in order for employees to have more sustained and positive work motivation and behavior, it is necessary to continuously stimulate employees' positive emotions, and when employees feel the meaning of their own work in the organization, they will have higher work passion. Especially in the post-epidemic era, the issue of passion for work has come back to people's attention. Work passion is not only very important for members of the organization, but also closely related to the development and progress of the organization itself. Therefore, it is very necessary to conduct systematic

research on work passion.

At present, more and more managers and researchers are beginning to realize the necessity and importance of encouraging employees to innovate. Many studies have also shown that employees' innovative behavior can fundamentally promote the innovation, efficiency, and survival of enterprises. Scholars at home and abroad have conducted extensive research on the factors that affect employee innovation behavior. Many studies have confirmed that leaders are an important factor affecting employees' innovation behavior, and the leadership style of leaders plays a vital role in the process of enterprise innovation. Authorized leadership, as a leadership style, empowers subordinates with more decision-making autonomy and creates a relaxed working atmosphere for subordinates, so as to achieve the purpose of improving employees' work initiative and enthusiasm and promoting employees' innovative behavior. Therefore, it is of great theoretical and practical value to study the mechanism of leadership empowerment on employee innovative behavior. This study aims to explore the mechanism of leadership empowerment on employees' creative performance, provide a new perspective for leadership empowerment behavior and employees' creative performance, and provide new ideas for companies to motivate employees to innovate.

For a long time, the research on employees' creative performance has focused on the influence of motivational variables and emotional variables on creative activities and has achieved relatively rich research results. With the deepening of the research, the researchers found that the creative performance of employees is not only the result of internal motivations such as employees' own cognition and emotion, but also external environmental factors will also have an impact on the creative performance of employees. As a new leadership style, leadership empowerment behavior has attracted more and more scholars' attention. At present, scholars at home and abroad mostly focus on the relationship between leadership empowerment behavior and employee creativity, innovation behavior and voice behavior, and there are few studies on the impact of leadership empowerment behavior on employee creative performance. In an organization, the impact of leadership behavior on employee innovation performance is crucial. This article will explore the various dimensions of leadership empowerment behavior and its relationship with employee creative performance, so as to understand which leadership behaviors will have an impact on employee creative performance. The influence and the degree of influence will help to improve the leadership's sensitivity and execution ability to its own behavior, thereby effectively improving the creative performance of employees and improving the efficiency and effectiveness of the organization.

Empowering leaders need to decentralize certain powers, encourage employees to participate in decision-making, so as to enhance their sense of self-efficacy and control, and at the same time eliminate the sense of powerlessness in the work environment and improve employees' own capabilities. In this environment, superior leaders play more of a support role. Current research shows that leadership empowerment behavior has a positive effect on job performance, and leadership empowerment behavior can promote employee creativity and innovative behavior.

Researchers engaged in human resource management in private universities, compared with public universities, private universities in the competitive education market to maintain sustainable competitiveness, need to provide higher quality education and teaching services to continuously attract students and parents to choose, and staff creative performance development can stimulate teachers and other educators innovative thinking and creativity, so that they can provide better education teaching programs and methods, improve student learning effect and satisfaction. In addition, through the creative performance development of employees, employees can give full play to their talents and abilities and maximize their self-worth. This reduces burnout among employees, strengthens their sense of belonging and satisfaction, increases their identity and loyalty to the school, and in turn, increases motivation. Therefore, doing this research is of great practical significance to the researcher himself.

How to improve the creative performance of employees requires the joint efforts of organizations and

managers. Based on the existing research, this study intends to conduct in-depth theoretical and empirical research on the improvement of employees' creative performance from the perspective of employees' work passion and leadership empowerment, in order to improve employees' creative performance, but also provide school administrators with management methods that can be used for reference, improve management efficiency, and promote the sustainable development of private universities.

Objectives of the Study - This study determined the impact of work passion on employees' creative performance, and the influence of leadership empowerment on employees' creative performance to develop a framework for improved employee performance. Specifically, this study aims to determine employees' work passions in terms of self-motivation, self-identity, and enjoyment of work; Assess the impact of leadership empowerment on employees' creative performance in terms of personal development support, delegation of authority, and participation in decision-making. Evaluate employees' creative performance levels from the aspects of creativity relevance skills, domain relevance skills and task motivation skills. Test the significant relation between work passion, leadership empowerment and employees' creative performance, and develop a management framework to improve employee's performance.

2. Methods

Research Design - A descriptive study design was used to allow adequate and accurate interpretation of the findings. According to the research (Zhang Lei & Zhang Lu (2020)), descriptive research methods are an important research method that can deeply understand and grasp the current situation and characteristics of research subjects. In addition, Neuman (2013) points out that descriptive research design can provide a comprehensive and detailed description and generalization of research objects and is one of the commonly used methods in social science research. In this study, it is used to describe the impact and interrelationship between faculty passion, leadership empowerment and creative performance in private universities, and to describe the facts systematically and accurately.

Participants of the Study - Combined with the author's actual working environment, this study focuses on private universities, and the respondents are mainly concentrated in educators in private universities in Anhui Province. Since the author's city is the capital of Anhui Province, China, the region is home to the largest private university in the province and many other private universities, this study is representative. In order to ensure the rigor of the study design and the sample size to cover a reasonable range as much as possible, the researcher contacted the human resources department of the surveyed university in advance to inform the intention of questionnaire collection, and also ensure the number of questionnaires filled, this research questionnaire was released online through the questionnaire star platform, a total of 370 people filled in, all valid questionnaires. Most of the respondents were women, mainly young and middle-aged teachers. This is in line with the current general situation of high proportion of female teachers in higher education, and also in line with the relatively late establishment of private universities.

Data Gathering Instrument - This study collected the required data through a questionnaire survey, which included two parts, the first part was a description of the basic information of the respondent, such as gender, age, working years, etc.; The second part includes three sets of questionnaires to evaluate the work passion, leadership empowerment and creative performance of private university teachers. This study follows the multi-item measurement principle, that is, no less than 5 questions per dimension to measure its concept, and the research measurements are all based on the Likert scale. Numbers 1-4 indicate respondents' agreement on the problem item. A higher number indicates that the respondent's opinion is more consistent with the content of the question. Specific Likert scales: 1 - strongly disagree, 2 - disagree, 3 - agree, 4 - strongly agree.

The reliability monitoring results show that the Cronbach α of work passion (0.871), leadership empowerment (0.932), and creative performance (0.939) indicates that these items have excellent internal consistency. In measuring work Passion, this study draws on Smith (2013) self-motivation scale, Kira, et al.,

(2023) core self-assessment scale, and Ritonga, et al., (2023) work comfort scale. On the basis of reference, combined with the research status and limitations of this study, the relevant items are modified and improved to improve the scientific, representativeness and validity of the research results. It mainly includes 3 dimensions of self-motivation, self-identity and work enjoyment, with a total of 15 items. According to the researchers' reliability tests, the internal consistency of the three dimensions is sufficient, i.e., the overall Cronbach α is 0.871 (Good). The three dimensions of Cronbach α are: Self-motivation 0.744 (Acceptable), Self-identity 0.761 (Acceptable), Work enjoyment 0.812 (Good).

In terms of the measurement of leadership empowerment, this study draws on the leadership empowerment behavior scale of Wang Hui et al. (2008), which is based on the leadership empowerment behavior questionnaire compiled by Konczakdeng (2019) developed in combination with the Chinese cultural background. Combined with the needs of this study, the relevant items were modified and merged to adapt to the measurement of each dimension of this variable. The leadership empowerment variable includes three dimensions: personal development support, power delegation, and participation in decision-making, with a total of 15 measurement items. According to the researchers' reliability tests, the internal consistency of the three dimensions is sufficient, i.e., the overall Cronbach α is 0.932 (Excellent). The three dimensions of Cronbach α are: Self-motivation Personal development support 0.919 (Excellent), Self-identity Delegation of authority 0.866 (Good), Participate in decision-making 0.851 (Good).

In the measurement of creative performance, this study draws on the creative power table of Yoo, et al. (2023); (Chen et al., 2023) Personal Originality Measurement Scale, the questionnaire questions of this scale are mainly derived from Kirton's (1988) Personal Original Strength Scale (Issa, et al., 2015); Domain Skills Measurement Scale (Singhal, 2023); Talent Motivation Questionnaire (Song, et al., 2023). Combined with the needs of this study, the questions in the scale were modified and improved. The Creative Performance Scale consists of 17 items: creativity-related skills (5 items), domain-related skill effectiveness (6 items), and task motivation skills (6 items). According to the researchers' reliability tests, the internal consistency of the three dimensions is sufficient, i.e. the overall Cronbach α is 0.939 (Excellent). The three dimensions of Cronbach α are: Creativity relevance skills 0.819 (Good), Domain relevance skills 0.919 (Excellent), Task motivation skills 0.854 (Good).

Data Gathering Procedure - In order to ensure the reliability and validity of the questionnaire, the questionnaire adopts a mature scale as much as possible, combines the referenced literature to form the questionnaire required for this study, and invites the supervisor to guide the questionnaire, and revises and improves the formal questionnaire according to the guidance of the supervisor. The official questionnaire was sent to 24 respondents for a pre-test, and the results of the pre-test showed that the reliability of the questionnaire was excellent. To ensure the universal applicability of the sample data and research results, this study targets educators from several representative private universities in Anhui Province. The formal distribution of the questionnaire was accompanied by an explanatory letter as an explanation and request for data collection from the respondent, and a commitment to keep all information collected confidential. The questionnaire is collected through the Internet, managed by the researcher himself, and distributed online through the questionnaire star platform.

Ethical Considerations - Research should be based on ethics, based on academic moral considerations, and the research process and results of this study will be transparent. Literature citations and use of questionnaires are sourced. During the questionnaire survey process, there is a questionnaire reminder, assuring the respondents that the data provided will be kept confidential. The data is used within the scope of the interviewee's permission. The questionnaire used does not involve respondent names, and numbers will be used to indicate missing data or entry errors.

Data Analysis - This study uses statistical software SPSS 28 for data processing to interpret the results of the research work. Use weighted averages and rankings to determine employees' work passion in terms of

self-motivation, self-identity, and enjoyment of work; Assess the extent to which leadership empowerment affects employees' creative performance in terms of personal development support, delegation of authority, and participation in decision-making; and evaluate employees' creative performance levels in terms of creativity-related skills, domain-related skills, and task-motivating skills. The Shapiro-Wilk test, published in 1965 by Shapiro and Wilke, uses the Shapiro-Wilk test for the normality of the data, and the results show that all variables have p-values less than 0.05, which means that the data set is not normally distributed. Therefore, a nonparametric test is performed using Spearman rho to determine significant relationships and correlations between variables.

3. Results and Discussion

Table 1

Employees' Work Passion

Key Result Areas	Composite Mean	VI	Rank
Self-motivation	3.33	Agree	1
Self-identity	3.15	Agree	2
Work Enjoyment	3.01	Agree	3
Grand Composite Mean	3.16	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

This shows the overall assessment of employees' work passion, with a composite average of 3.16, indicating that all respondents agreed on the cited indicators. As you can see that the private college teachers from self-motivation, self-identity and enjoy work showed a good work passion, in the practical work, they from the performance of work pressure conduction constantly motivate themselves, through their performance affirmation, showed good work confidence, these are as a good teacher should have good quality, at the same time, research shows that the private college teachers enjoy the current working state, work completely immersed, this also reflects their love of education career.

Song et al. (2022) conducted research on the influencing factors of work passion, and proposed that self-motivation, self-identity, and work enjoyment are the three core elements of work passion, all of which have a positive impact on work passion. Zhao Na & Zhang Jingyi (2020) based on the perspective of self-determination theory, this paper discusses the relationship between work enjoyment, emotional labor, and employees' work passion, and finds that both work enjoyment and emotional labor have a significant positive impact on employees' work passion. Hu, et al., (2019) research suggests that self-motivation and self-identification are important factors in generating positive psychological capital (including self-efficacy, optimism, hope, and resilience) and passion for work. Wei Hui & Wang Bo (2021) believe that self-motivation, self-identity and work enjoyment are the core components of work passion, which can bring many positive effects to employees, including improving job satisfaction, enhancing creativity, promoting self-growth and improving work passion. Self-motivation, self-identity and work enjoyment are important factors for generating work passion, which can promote employees to learn and grow at work. Therefore, as managers should know how to stimulate employees' passion for work. When employees are full of enthusiasm and interest in work, they will work harder, so as to improve their work skills and ability, and further enhance their passion for work.

The overall assessment of the degree of influence of leadership empowerment on employees' creative performance, with a composite average of 3.04. It shows that leadership empowerment has a positive impact on the creative performance of private college teachers in terms of personal development support, delegation of authority and participation in decision-making. Leadership support improves respondents' professional skills and knowledge; Delegation of leadership allows respondents to make full use of their professional knowledge and skills to make decisions and actions faster; Participation in decision-making made respondents feel trusted and supported by their leaders. Through leadership empowerment, the execution ability and execution effect of respondents are improved, and respondents are encouraged to innovate and try, thereby enhancing the innovation ability of individuals and organizations.

Table 2

Influence of Leadership Empowerment on Employees' Creative Performance

Key Result Areas	Composite Mean	VI	Rank
Personal Development Support	3.00	Agree	3
Delegation of Authority	3.07	Agree	1
Participation in Decision-making	3.04	Agree	2
Grand Composite Mean	3.04	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Yuan Han (2023) found that transformational leaders can promote employees' creative performance by supporting employee development and improving employees' propensity to learn. Wang, et al., (2019). The study found that empowering leaders can promote employees' creative performance through power delegation, and the leader-employee exchange relationship can moderate this influence, and the better the leader-employee exchange relationship, the stronger the power delegation promotes employees' creative performance. Cai Shutang et al. (2023) show that transformational leadership can reduce employee conservatism by involving employees in decision-making and giving employees more autonomy and control. In this way, employees will think and solve problems more creatively, which will improve creative performance. To sum up, in daily work, managers should know how to use different leadership styles and how to delegate, so as to enhance employees' sense of self-realization and creative thinking, so as to promote employees' innovation and creative performance.

Table 3

Level of Employees' Creative Performance

Key Result Areas	Composite Mean	VI	Rank
Creativity Relevance Skills	2.93	Agree	3
Domain Relevance Skills	3.08	Agree	2
Task Motivation Skills	3.09	Agree	1
Grand Composite Mean	3.03	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

The overall evaluation of employees' creative performance, with a comprehensive average of 3.03, indicating that creativity-related skills, domain-related skills and task-motivating skills are the key factors that positively affect the creative performance of teachers in private universities. These factors can promote respondents' creative thinking and behavior, which can improve their creative performance and bring more value and innovation to the school.

Creativity-related skills refer to employees' ability and skills in creative thinking and behavior, and when employees have these skills, they are better able to cope with challenges and problems at work, and can better develop their creative talents; Domain-specific skills refer to the professional knowledge and skills of employees in specific areas, and when employees have these skills, they can better understand and handle work tasks and exert a higher level of creative performance; Task motivation skills refer to employees' interest and motivation for work tasks, and when employees have a high degree of motivation and interest in work tasks, they can better engage in work and play a higher level of creative performance. Zhang Ting & Zhang Xue (2020) explored the impact of creativity-related skills on employees' creative performance and found that creativity-related skills had a positive impact on employees' creative performance. Haitao Wang & Tingting Chen (2021) studied the impact of relevant skills in professional fields on employees' creative performance and found that there was a positive relationship between relevant skills in professional fields and employees' creative performance. Li Ming & Zhang Lei (2019) discussed the impact of task motivation skills on employees' creative performance, and pointed out that task motivation skills have a positive impact on employees' creative performance. Xiaoming Zhang & Lili Wang (2018) pointed out that creativity-related skills have a positive impact on employees' creative performance, and task characteristics play a moderating role between creativity-related skills and employees' creative performance.

Relationship Among Work Passion, Leadership Empowerment, and Creative Performance - As seen in the

table, computed rho-value of 0.510 indicates a moderate positive relationship between work passion and leadership empowerment. It also shows a statistically significant relationship since the obtained p-value was less than 0.01. This shows that leadership empowerment enhances employees' self-efficacy, i.e. their ability and confidence in their ability to complete tasks. When leaders give more power to employees, employees feel trusted and valued, which enhances their self-efficacy and stimulates their passion for work. In addition, when employees have more autonomy and decision-making power, they are able to take more control of their work, increase job satisfaction and happiness, and further increase work motivation and performance. Li Hua & Wang Ming (2018) found that leadership empowerment can promote employees' psychological empowerment and work passion when studying the impact of leadership authorization on work passion. In other words, when leaders empower employees with more autonomy and decision-making power, they can stimulate employees' self-efficacy and autonomy, thereby increasing employees' work passion. Therefore, organizations should pay attention to the cultivation and development of leadership empowerment, so as to stimulate employees' passion and engagement and improve organizational performance.

As seen in the table, computed rho-value of 0.667 shows a strong positive relationship between work passion and creative performance. Likewise, it shows statistically significant relationship since the obtained p-value was less than 0.01. It can be seen that the passion of work can promote the development of employees' innovative ability. When employees are passionate and engaged in their work, they are more motivated to explore and experiment with new ideas and methods to solve problems, which improves creative performance. When employees feel that their work is meaningful, challenging and fulfilling, they are more willing to engage in their work and improve their passion and performance. In addition, passion for work can also promote the learning and development of employees, when employees are enthusiastic about their work, they can be more active in learning and exploring new knowledge and skills, and continuously improve their creative performance. When Zhang Xiaofeng & Li Hua (2018) studied the relationship between creative performance and work passion, they found that work passion is an important driver of creative performance. This view is also supported by research by Liu Ming and Wang Ming (2019), who found that passion at work promotes creative performance among employees. Therefore, organizations should focus on stimulating employees' passion and creative thinking, while encouraging employees to express their own opinions and ideas and promoting employees' creative performance.

As seen in the table, computed rho-value of 0.557 indicates a moderate positive relationship between leadership empowerment and creative performance. It also shows a statistically significant relationship since the obtained p-value was less than 0.01. Research shows that leadership empowerment stimulates creative thinking and behavior and increases motivation and commitment. When employees have more autonomy and decision-making power, they are more likely to devote more time and effort to completing tasks and have more freedom to explore new ideas and try new approaches, resulting in improved creative performance. In addition, leadership empowerment fosters collaboration and knowledge sharing among employees, sharing knowledge and experience with each other, thereby fostering the development of innovation and creative performance. Wang Yajuan & Zhang Xiaofeng (2018) research pointed out that leadership empowerment can improve employees' work motivation and commitment, promote cooperation and knowledge sharing among employees, and thus enhance employees' creative performance. Therefore, the organization should pay attention to the cultivation and development of leadership empowerment, stimulate the creative thinking and behavior of employees, and realize the common development of the organization and employees.

Proposed Performance Management Framework - According to the research results, a proposed management framework to effectively improve the creative performance of employees in private universities is created, hoping to bring new ideas and new methods to university managers in improving the creative performance of employees. The proposed management framework is shown in Figure 1:

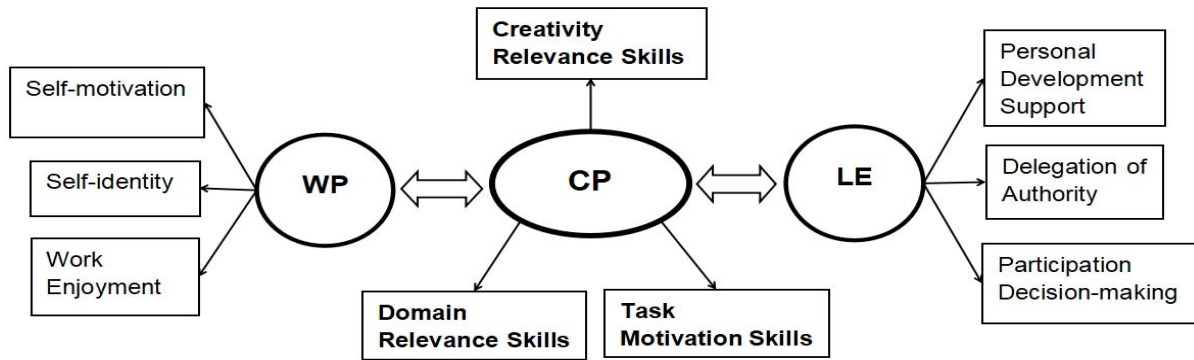


Figure 1: Improved Employees' Creative Performance Management Framework

The employees' creative performance management framework integrates the management concept of creative performance and the latest technological achievements and is a technical means to help managers of private universities effectively improve the creative performance of employees. Managers can stimulate employees' work passion from three aspects: self-motivation, self-recognition and work enjoyment, and managers can also enhance employees' creative performance by supporting employees' personal development, delegation of power and involving employees in decision-making. In addition, creativity-related skills, domain-related skills, and task motivation skills can effectively promote creative performance.

This framework is only proposed based on the research results, the variables and their dimensions are limited to the research scope of this study, in the actual work, the internal and external environment of the organization is constantly changing, therefore, it is proposed that managers can combine the recommended framework with the actual flexible application, and ultimately achieve the purpose of effectively improving the creative performance of employees and organizational performance.

4. Conclusions and Recommendations

Respondents agreed on the employees work passion in terms of self-motivation, self-identification, and enjoyment of work. The respondents agreed on the impact of leadership empowerment on employees' creative performance in terms of personal development support, delegation of authority, and participation in decision-making. Also the respondents agreed on the evaluation of employees on the creative performance levels as to creativity-related skills, domain-related skills, and task-motivating skills. There is a high positive correlation between work passion and leadership empowerment, work passion and creative performance, and leadership empowerment and creative performance. Management framework to improve the creative performance of employees in private universities was developed. The researchers propose to make the following suggestions to the managers of private universities: School administrators can set challenging work goals for employees, which are specific, measurable, and match employees' interests and abilities, and are used to stimulate their work passion and improve their work motivation. Also, the school administrators can give employees more autonomy and decision-making power, allowing them to make independent decisions in their daily work. Further, They may provide training and development opportunities for employees to help them improve their creative thinking and problem-solving skills. Such as organizing innovative training courses, job rotation training, and encouraging employees to participate in external learning. Moreover, they may establish an incentive mechanism to recognize employees' outstanding performance in a timely manner and give appropriate rewards to encourage employees to continue to exert creative performance and enhance their motivation and sense of belonging. Moreso, may adopt the proposed management framework to improve employees' creative performance to effectively promote the improvement of employees' creative performance. For the future research could introduce moderating variables, using job reshaping as a mediating factor, to explore the impact of work passion on employees' creative performance to determine the impact on existing relationships.

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