
The Influence of Entrepreneurial Passion on Team Passion -The Dual Mediating Role of Passion Imitation and Value Consistency

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Abstract

In the background of the era of mass entrepreneurship and innovation, the social recognition of entrepreneurship is constantly improving, and more and more people are involved in the upsurge of entrepreneurship. However, the failure rate of China's start-ups has always been high because they face the dilemma of "new entrant defects" when they first enter the market and easily die in the fierce competition. In order to overcome the limitations brought by the lack of resources, entrepreneurs must make better use of my strengths, mobilize employees to actively participate in innovation and give play to their creativity, and promote enterprises to create unique competitiveness in the way of innovation, so as to survive and develop in the increasingly competitive business environment. Therefore, how to effectively stimulate and enhance employee creativity has become an important issue of common concern in the field of entrepreneurship of industry and education. The importance of team entrepreneurial passion for the team has been widely recognized, but its research is still in the initial stage. What factors can stimulate the team entrepreneurial passion and how to stimulate it need to be further studied. This paper attempts to explore the antecedent variables of team entrepreneurial passion and its function process to respond to the above questions. As the "backbone" of the entrepreneurial team, entrepreneurs are the key figures that affect the emotion, motivation and behavior of team members, and their leadership style has an important impact on the entrepreneurial passion of the team. At the same time, the consistency of values also affects the entrepreneurial passion of team members. Whether it is for the strategic development planning or the decision-making of specific matters in the enterprise development, it reflects the value decision-making of entrepreneurs and team members at a deep level. The common value orientation will make the decision-making process smoother, and the decision-making results will be more easily implemented. Based on the above analysis of theoretical research and practical development evidence, this study attempts to establish a theoretical model of the relationship among entrepreneurial passion, emotional imitation, value consistency and team entrepreneurial passion, aiming to reveal the path and mechanism of entrepreneurial passion of entrepreneurs on team entrepreneurial passion. This paper attempts to make contributions in the following two aspects: first, it reveals the explanatory and predictive role of entrepreneurial passion on entrepreneurial team, and responds to the call of scholars to further promote the theoretical research of entrepreneurial passion at the team level. Secondly, based on the Cognitive-Affective Processing System (CAPS) theory, two synchronous and continuous mediating variables, namely passion imitation and value consistency, are introduced to reveal the transmission path of entrepreneurial passion and team entrepreneurial passion under the influence of psychological factors, which has important theoretical significance for further enriching and refining the research on team entrepreneurial passion. At the same time, this paper has important practical implications for the effective transmission and utilization of entrepreneurial passion of entrepreneurs and the creation of team entrepreneurship passion.

Keywords: entrepreneurial passion, value consistency, exploration of influence

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1. Introduction

In today's world dominated by information technology, the dynamic environment has become more and more difficult to grasp. The development of new enterprises is facing continuous challenges. It is urgent to explore the key factors supporting the survival and sustainable development of new enterprises. Passion is increasingly regarded as an important factor with great influence in the process of entrepreneurship (Baron, 2008), which is more lasting than the reaction or emotion triggered by external forces (Cardon et al., 2013), and has become an important factor in promoting the survival and development of new enterprises as well as innovation and the abandon of the old. Most of the existing researches on entrepreneurial passion focus on entrepreneurs. However, in recent years, the success of entrepreneurship is no longer just relying on the entrepreneur's "personal hero" style of fighting alone. The overall advantages of entrepreneurial team in terms of knowledge, ability, ideas and resources are becoming increasingly apparent. Therefore, the research on entrepreneurial passion at the team level is also gradually rising. Drnovsek et al. (2009) took the lead in the research on entrepreneurial passion from individual to collective level. Cardon et al. (2013) proposed Team Entrepreneurial Passion (TEP) for the first time and defined it as the shared identity and shared positive emotions among team members. Aiming at the formation and influence of team entrepreneurial passion, an iterative cycle dynamic model including bottom-up emergence process and top-down influence process is proposed. The discussion, verification and expansion of the model gradually occupy the mainstream of the research field of team entrepreneurial passion. Santos and Cardon (2019) For example, Santos and Cardon (2019) discussed three types of team entrepreneurial passion including single focus, complete multi-focuses and incomplete multi-focuses. Besides, the relationship between team performance and team performance is also studied. Generally speaking, the importance of team entrepreneurial passion has been widely recognized, but its research is still in its infancy. What factors can stimulate team entrepreneurial passion and how to stimulate it need to be further studied.

This paper attempts to explore the antecedent variables of team entrepreneurial passion and its function process to respond to the above questions. From the theoretical level, the theoretical model of team entrepreneurial passion proposed by Cardon et al. (2017) believes that at least one team member has moderate enthusiasm and influences others

through emotional contagion is an important basis for generating team entrepreneurial passion. Wei Xin and Zhang Zhixue (2018) broke the theoretical limitations and proposed that team members without entrepreneurial passion can also generate team entrepreneurial passion, because the guidance of entrepreneurs plays a key role. As the "backbone" of entrepreneurial teams, entrepreneurs are the key figures that affect the emotions, motivations and behaviors of team members. Their leadership styles have an important impact on team entrepreneurial passion (Van Knippenberg and Sitkin, 2013). As an effective emotional transmission tool, passion imitation is an important way to promote entrepreneurs to transfer their own emotions to team members. Through the process of emotional cognition, team members perceive and internalize the passion conveyed by entrepreneurs, consciously transform them into the same passion, and then the entrepreneurial passion of the team is stimulated and created (Cardon et al., 2017). At the same time, the consistency of values also affects the entrepreneurial passion of team members. Whether it is for the strategic development planning or the decision-making of specific matters in the enterprise development, it reflects the value decision-making of entrepreneurs and team members at a deep level. The common value orientation will make the decision-making process more smooth, and the decision-making results will be more easily implemented. In the practice of enterprises, the survival probability of new ventures with higher decision-making efficiency is relatively higher. For example, Alibaba, Huawei, Tencent and other successful start-ups all show efficient decision-making efficiency and firm execution in the early stage of their growth. Value consistency, as an effective tool to connect new venture team members, the strong force can not be ignored. Successful start-up enterprises usually have such characteristics. Taking Alibaba for example, Ma Yun relies on the strong value management to form the consistency of team values, so that the team value consistency was not affected form although in their initial entrepreneurial teams, there are not only team members deeply influenced by western education and culture, but also team members deeply influenced by local culture. There are both technical talents and laymen who didn't know the Internet. Team members can work together for the success of entrepreneurship. It can be seen that the influence of entrepreneurs on team entrepreneurship passion is not only a kind of emotional transmission, but also the transmission

of values. At the same time, it is the continuous condensation of team entrepreneurial passion.

Based on the analysis of the above theoretical research and practical development evidence, this study attempts to establish a theoretical model of the relationship among entrepreneurial passion, emotional imitation, value consistency and team entrepreneurial passion, aiming to reveal the influence path and mechanism of entrepreneurial passion of entrepreneurs on team entrepreneurial passion. Firstly, the connotation of team entrepreneurial passion is expanded, and then the mechanism of entrepreneurial passion acting on team entrepreneurial passion is revealed. Secondly, based on the social identity theory, this paper introduces two mediating variables, namely passion imitation and value consistency, to establish the path of entrepreneurial passion acting on team entrepreneurship passion. According to the theory, entrepreneurs and team members deduce the content of self-image from the social category they think they belong to (Taifel and Turner, 2004). This theory can explain the process of entrepreneurial passion from three aspects. First of all, team members tend to choose and implement activities consistent with their social identity and support organizations that can support their social identity. Second, social identity often affects important group outcomes, such as cohesion, cooperation, altruism, and positive evaluation of the group, and social identity is usually positively correlated with team members' loyalty and pride in the organization (Ashforth and meal, 1989). Finally, as team members become more and more identified with the organization, the concept and practice of the organization are considered to be more unique, distinctive and positive than those of other organizations. These positive perceptions will lead to higher levels of employee loyalty and commitment to the organization and its culture. As a part of the team situation, entrepreneurial passion can effectively activate the cognitive mechanism, emotional mechanism and interpersonal mechanism of team members (Lee, 2015), which has an important impact on the emotion, cognition and interpersonal relationship of team members, strengthens the shared emotion and shared identity of team members, and gradually forms a more stable and lasting team entrepreneurial passion. Passion imitation and value consistency are important ties between entrepreneurial passion and team entrepreneurial passion. Passion imitation refers to the interactive process in which people perceive the emotional changes of people around them by

capturing the emotions of others. Passion-imitation is considered to be the primary feature of efficient teams. As a positive emotional behavior, passion imitation can provide a better inclusive and proactive environment for new enterprise teams, thus positively influencing team emotion (Chen et al., 2014). Therefore, this paper takes passion imitation as the intermediary variable between entrepreneur passion and team entrepreneurial passion, and establishes the logic chain of "entrepreneur passion passion-passion imitation-team entrepreneurship passion". Based on this, this paper takes the value consistency as another intermediary variable between entrepreneurial passion and team entrepreneurial passion, and establishes a logical chain of "entrepreneur passion passion-passion imitation- team entrepreneurship passion". Thirdly, according to the theory of cognitive emotional processing system, under the stimulation of entrepreneurial passion, there are possible connections among the units in the personality network system, and passion imitation may activate the consistency of values (Kark and Carmeli, 2009), and then affect team entrepreneurial passion, that is, value consistency plays a mediating role in the relationship between passion imitation and team entrepreneurial passion. Therefore, this paper argues that the two mediating effect chains are interrelated, and a logical chain of "entrepreneur passion passion-passion imitation- team entrepreneurship passion" is established. To sum up, this paper will carry out the research along the above logical chain, and analyze the direct effect of entrepreneurial passion on team entrepreneurial passion, and the synchronous and continuous mediating role of passion imitation and value consistency between entrepreneurial passion and team entrepreneurial passion.

This paper attempts to make contributions in the following two aspects: first, this paper reveals the role of entrepreneurial passion in explaining and predicting team entrepreneurial passion, and responds to the call of scholars to further promote

the theoretical research of entrepreneurial passion at team level. Secondly, based on the Cognitive-Affective Processing System (CAPS) theory, two synchronous and continuous mediating variables, namely passion imitation and value consistency, are introduced to reveal the transmission path of entrepreneurial passion and team entrepreneurial passion under the influence of psychological factors, which has important theoretical significance for further enriching and refining the research on team entrepreneurial passion. At the

same time, this paper has important practical implications for the effective transmission and utilization of entrepreneurial passion of entrepreneurs and the creation of team entrepreneurship passion.

2. Theoretical Analysis and Hypothesis

2.1 Definition of concept

2.1.1 Entrepreneurial passion

Entrepreneurial passion refers to a kind of passion that entrepreneurs may experience when they participate in or think about entrepreneurship related activities (Vallerand et al., 2003). This passion is a conscious, continuous, positive and strong emotional experience (Cardon et al., 2009). Passionate entrepreneurs can often better form their own identity of entrepreneurs, and are willing to express this extremely positive emotion to the outside world. Cardon (2013) pointed out that the connotation of entrepreneurial passion includes three aspects: firstly, entrepreneurs' passion for exploring new things; secondly, entrepreneurs' passion for creating new enterprises; finally, entrepreneurs' passion for developing new enterprises. Based on these studies, we believe that entrepreneurial passion mainly refers to the positive emotional experience of entrepreneurs engaged in entrepreneurial activities, including positive emotions and identity. Entrepreneurial passion can not only stimulate the cognitive potential of entrepreneurs, encourage them to participate in entrepreneurial activities with high enthusiasm, but also strengthen the information processing and decision-making process of entrepreneurs, and help them overcome the difficulties in the entrepreneurial process (Cardon et al., 2009).

2.1.2 Passion Imitation

The concept of passion imitation originates from psychology and is regarded as an important manifestation of emotional infection. Hatfield (1993) pointed out that individuals tend to consciously and automatically imitate and synchronize other people's expressions, actions, sounds, postures and behaviors based on emotional identity, which often leads to the unification of emotions of both sides. Zhang Qiyong (2013) pointed out that emotional infection is a process in which sensory emotional information is automatically and unconsciously transmitted among people. The external expression of emotion is the expression, including facial expression, posture and intonation. It has the function of signal, and it has the function of transmitting information and communicating ideas among people. Passion

imitation can be defined as a process in which people perceive the emotional changes of the people around them by capturing the emotions of others, and consciously imitate them. The process of team members' imitation of entrepreneurial passion mainly involves three aspects: self-emotional perception, emotional sensitivity and the influence of emotion on work. The cognitive nature of self mainly refers to the self-evaluation of emotion by the emotional expressionists, and the entrepreneurs analyze and evaluate their own emotions, and then determine what emotions they want and need to convey. Emotional adaptability refers to the process that team members imitate and synchronize the entrepreneur's expression after careful consideration. Through the feedback of the entrepreneur's facial expression or behavior activities, the team members can receive the entrepreneur's emotional information. The influence of emotional permeability refers to that entrepreneurs transmit emotional information to team members through emotional expression, and influence the emotion and behavior of team members through this information. In this process, entrepreneur is the leader of team emotion.

2.1.3 Consistency of Team Values

Rokeach defines values as "the cognition, understanding, judgment or choice made on the basis of people's certain thinking senses, that is, a kind of thinking or orientation that people identify things and determine right and wrong, so as to reflect certain values or functions of people, things and things." Personal values include not only the conception of society and the relationship between society and its members, but also the conception of the relationship between nature and super nature and the value of life held by individuals. Team values are the language system and code of conduct commonly used within the team. Because of the existence of group values, the organizational structure, standard process, control means, system specification and reward disposal process can be maintained. Team values are influenced by many factors, such as different external environment, different members, company development stage and so on. Values Congruence refers to the similarity or even the same degree of value orientation of multiple individuals (Edwards and Cable, 2009). When the values of individuals and their organizations are highly consistent, employees tend to have higher organizational, sense of responsibility, work enthusiasm and work performance. The higher the consistency of team values is, the smoother the information communication within the team will be, and the

more integration and standardization of the organization can be improved, so as to achieve the effect that is difficult to achieve only by formulating rules and regulations.

2.1.4 Team Entrepreneurship Passion

Most of the existing literatures focus on entrepreneurial passion at the individual level. However, more and more new enterprises are created and led by entrepreneurial teams composed of enterprise executives. Entrepreneurship is more reflected in the process of social cooperation and division of labor, rather than the enterprise development process of entrepreneur's personal heroic leadership (Cardon et al., 2017). So, why do some entrepreneurial teams stay united and uplifting for a long time, while others fall into the dilemma of falling apart quickly? Team entrepreneurship passion is proposed to better explain this phenomenon. Although both individual entrepreneurial passion and team entrepreneurial passion emphasize the role of passion in the entrepreneurial process, the actors and their relationships are different. The carrier of individual entrepreneurial passion is the entrepreneur, while the carrier of team entrepreneurship passion is the new enterprise team. Cardon et al. (2017) proposed a reference transfer consistency model, explored the possibility of generating common emotions and ideas at the team level, and pointed out two major characteristics of team entrepreneurial passion, namely team common emotion and team shared identity. First of all, in entrepreneurship research, team passion is defined as a kind of entrepreneurial passion with common nature. Emotional similarity among group members can enhance mutual attraction, generate stronger passion experience, and form the team common emotion of "we love the team and the cause that the team is engaged in". Secondly, "birds of a feather flock together, and people flock together". Team shared identity is an important part of team entrepreneurship passion. Cardon et al. (2017) believes that the formation of team identity involves two key steps: the establishment of identity database and the establishment of identity. The identity of team members is integrated into "identity database", and then the team identity of team members is extracted and formed from the "identity database", and the team members have a cognition of "who we are as a group".

2.2 Hypothetical Deduction

2.2.1 Entrepreneurial Passion and Team Entrepreneurial Passion

Based on the two components of team

entrepreneurial passion, this paper discusses the influence of entrepreneurial passion on team entrepreneurial passion. First, entrepreneurial passion has a positive influence on team common emotion. As the most important person in the new enterprise team, entrepreneurs can use their passion as a tool to transmit more trust and support signals to team members, and influence and guide team members to produce similar emotional identity. The enthusiasm of entrepreneurs leads to the infection and diffusion of positive emotions, promotes the healthy development of positive emotions in the team, and forms the in-depth communication and influence of emotions through the interaction among behaviors, and promotes the formation of team shared emotions. Second, the enthusiasm of entrepreneurs has a positive influence on the team's shared identity. The entrepreneur's good personal emotional input has a stronger influence on the team, forming a strong organizational identity, and then developing into a good shared identity. All members will put themselves in the position of the team to protect the interests of the team. Based on the above analysis, the following assumptions are put forward.

H1: Entrepreneurial passion influences team entrepreneurial passion positively

2.2.2 The Mediating Role of Passion Imitation

In the daily life, emotions such as joy, anger, sadness and so on can be "infected" from one person to another in a very short period of time. The infection is so rapid that the parties concerned may not be aware of it. Hatfield et al. (1993) described this phenomenon of emotional contagion, and defined emotional infection as the tendency to imitate and synchronize other people's expressions, sounds, postures and actions unconsciously, and ultimately achieve emotional aggregation. People will continuously and automatically imitate and assimilate other people's facial expressions, sounds, postures and actions; for advanced emotional stimuli (such as moral emotions), they need to use relevant conceptual clues for processing; emotional stimuli between the two have certain perceptual characteristics, but this feature is not strong enough to use simple and highly automated perception. If the strategy does not have the corresponding conceptual knowledge network, it needs to be identified by body representation with the help of experience clues. As the most positive and positive emotion among emotions, the transfer process of passion is also applicable to the imitation-feedback mechanism. As pointed out by Cardon (2008), passion imitation is

an important intermediary for entrepreneurs to transmit their passion to employees' passion, and an important way to promote the formation of employees' passion. At the same time, passion also belongs to high-level emotional stimulation, which needs corresponding understanding and processing to be absorbed and understood. Based on the above analysis, the following hypothesis H2 is proposed.

H2: Passion imitation plays a mediating role in the relationship between entrepreneurial passion and team entrepreneurial passion.

2.2.3 The Mediating Role of Value Consistency

As the name suggests, value consistency represents the degree of similarity between individual values and values at all levels of the organization (Chatman, 1989), which is often called value matching and value congruence. When individuals enter the organization, they have formed their own unique and stable value system. Because of the core role of values in individual identity, people tend to be more willing to develop and maintain relationships between individuals and social organizations that share similar values with them (O'Reilly and Chatman, 1991). The model of attraction-selection-friction (ASA) proposed by Schneider (1987) can specifically explain this process: employees will be attracted by organizational entities with similar values, so they can enter an organizational entity (attraction); and organizational entities also tend to choose those individuals (selection) that match organizational values. Over time, if the values of the individual and the organizational entity are consistent, the individual will be willing to stay in the organizational entity. If the values of the two are not consistent, the individual will choose to leave the organizational entity (friction). From the perspective of value consistency, ASA model shows the reasons for employee turnover and internal cognitive mechanism in the organization. Based on China's cultural background, Wang Chongming (2000) proposed a similar "attraction-selection-development" model. This model also supports the two-way "attraction-selection" interaction mechanism between employees and organizations, but it emphasizes that they can obtain more development opportunities and achieve win-win situation by forming consistent values in the process. P-G value congruence defines the values of an organization at the team level, and explores whether the values of individual team members are consistent with those of the whole team level. The scope of a team can be either a general project or department team, or an enterprise's top

management team. Finally, P-O value congruence refers to the pattern matching and similarity between employees' values and the core values of organizations (Chatman, 1989; 1991). Based on the above analysis, the hypothesis H3 is proposed.

H3: The mediating role of value consistency in the relationship between entrepreneurial passion and team entrepreneurial passion.

2.2.4 The Continuous Mediating role of Passion Imitation and Value Consistency

According to self-determination theory (SDT; Gagné and Deci, 2005), passion imitation and value consistency play a continuous mediating role between entrepreneurial passion and team entrepreneurial passion. The self-determination theory proposes that individuals have three basic needs: autonomy (participate in decision-making and act freely without being controlled by the outside world), competence (experience oneself that can affect work results), and relationship needs (gain a sense of belonging through participating in team activities and experiencing the care and respect of team members). According to SDT theory, the passion that team members feel will promote the enthusiasm of individuals in their work. SDT theory points out that when the individual's autonomy, competence and relationship needs are met, individuals will be more willing to engage in active behavior to promote their own growth and development. Passion imitation can create work situations that enable team members to experience autonomy, competence and relationship needs. When team members can experiment boldly, even if they make mistakes, they will not be criticized harshly, and the cohesion of the team will be improved. Team environment is tolerant of errors, allowing team members to try again, will also promote team members to form a value trend in line with the team emotionally, and encourage team members to make continuous improvement. This freedom of experimentation will give team members a sense of autonomy and competence. When team members work in a workplace where values are consistent, it's also easy to feel relational. The relaxed social interaction between entrepreneurs and team members can create work vitality, which makes the values of individuals and other members more consistent. In this process, the entrepreneurial passion is realized and transformed into team entrepreneurial passion. Based on the above

analysis, the hypothesis H4 is proposed.

H4: The Continuous Mediating Role of Passion Imitation and Value Consistency between

entrepreneurial passion and team entrepreneurial passion

2.2.5 Theoretical Model

According to the previous hypothesis deduction,

this paper constructs a theoretical model of multiple mediating effects of passion imitation and value consistency between entrepreneurial passion and team entrepreneurial passion, as shown in Figure 1.

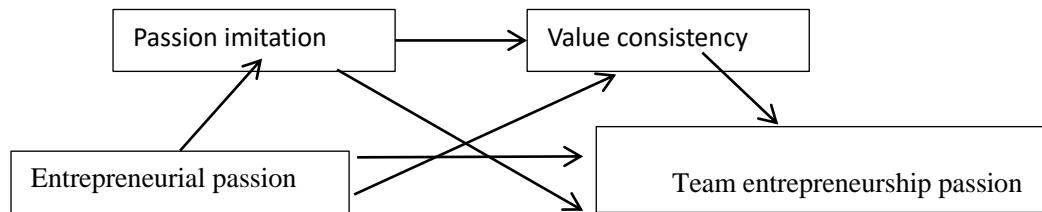
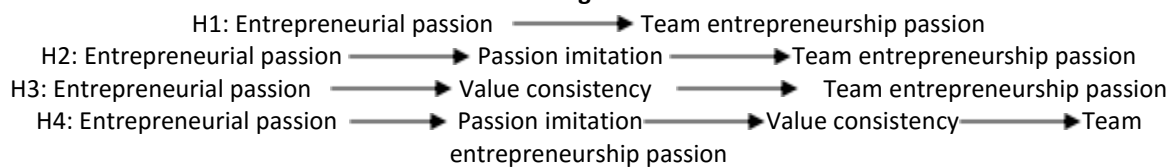


Fig. 1



3 Research Method

3.1 Research Sample

According to the definitions of new enterprises by McDougall and Robinson (1990) and Zahra (1993), enterprises established less than eight years were selected as research objects. As there is no mature scale for team entrepreneurial passion, this paper, based on the suggestion of Cardon et al. (2017) and based on the principle of reference transfer, extends the team entrepreneurial passion scale from the individual entrepreneurial passion scale. In order to test the internal structure, reliability and validity of the scale, a previous survey was conducted before the formal survey. In this paper, 20 new enterprise teams in Jilin Province were selected as the previous survey objects, and questionnaires were distributed and recovered. The effective recovery rate was to provide data support for the development of team entrepreneurship passion scale, and the previous survey samples were not included in the effective sample range of formal survey.

Based on the research of Wei Wu and Zhao He (2018), a four-stage survey was conducted by using the Time-Lagged study method. The number of questionnaires was adjusted with the number of team members involved. The survey was conducted in the form of a nested questionnaire, which was completed on site and mailed by mail. Each set of questionnaires contained two envelopes: the entrepreneur filled in the control variables and demographic variables in one envelope; the new enterprise team members filled in the questionnaire items in the other envelope, and

anonymously coded the team members who participated in the questionnaire. At the end of each stage, the entrepreneurs and team members were assigned to fill in the questionnaire items. The completed questionnaire was sorted out in a complete set and finally put into the file bag. Specifically, in the first stage, questionnaires were distributed to entrepreneurs and team members on time, and the items of control variables, demographic variables and entrepreneurial passion were filled in respectively. Two weeks later, we entered the second stage. According to the number of the team members, we sent out the questionnaire again, and filled in the item of team passion imitation. After two weeks, the team members received the questionnaire and filled in the value consistency. Two weeks later, the team members entered the fourth stage, and the team members again accepted the questionnaire survey and filled in the item of team entrepreneurial passion. Finally, the archives were sealed and submitted to the researchers by the unit team, so that the risk of homologous deviation could be effectively controlled.

210 new enterprises in Jilin Province, Guangdong Province and Beijing city were investigated. According to the team size, the number of questionnaires was adjusted appropriately. 1296 questionnaires were distributed and 1184 copies were withdrawn. After excluding the samples with less than three team members and obvious problems in the fourth period of data, the remaining 794 were valid questionnaires, and the effective recovery rate

was 61.27%. In the effective sample, there are altogether 140 teams of new ventures, the average age is 29.3. The education background is mainly undergraduate (including the same educational level), accounting for 59.54%, and the average team size is 6.07.

3.2 Measuring Tool

In order to ensure the validity of the questionnaire, two experts in related fields and four doctoral students were invited to translate and correct the scale. A semi-structured interview was conducted with six entrepreneurs in Changchun. The questionnaire was modified according to the interview situation and finally the questionnaire was determined. All variables in the questionnaire were measured by 7-point Likert scale. From "1" to "7", the degree of approval (compliance) increased with the increase of scores. (1) Entrepreneurial passion. (2) Passion imitation. (3) Value consistency. (4) Entrepreneurial team passion. According to Santos et al. (2018), based on the items of individual entrepreneurial passion scale, the team entrepreneurial passion scale is established by deductive method. The scale covers 13 items, and the item content is "it is exciting for us to find a new way to solve the unmet market demand and commercialize it".

3.3 Controlling Variable

This paper selects the size of new enterprise team (measured by the number of new enterprise team), entrepreneurs' age and education level as control variables. Scale differences affect team

members' work attitude (Bear & Oldham, 2006), and entrepreneur's age and education level (educational background) affect entrepreneurs' work attitude, values and management style (Hambrick & Mason, 1984). Therefore, it is necessary to control the above variables.

3.4 Data Analysis Method

This paper proposes that the multiple mediating model needs to be tested in four aspects: firstly,

the team entrepreneurial passion scale needs to be verified; secondly, factor analysis is carried out on entrepreneur passion, passion imitation, value consistency and team entrepreneurial passion; thirdly, path analysis is conducted among Entrepreneur passion, passion imitation, value consistency and team entrepreneurial passion by using structural equation model; finally, the paper analyzes the relationship between entrepreneurial passion, passion imitation, value consistency and team entrepreneurial passion, Bootstrapping was used to study the multiple mediating effects.

4 Analysis and Result

4.1 Deviation Test of Common Method

In the formal questionnaire, entrepreneurial passion, passion imitation, value consistency and team entrepreneurial passion were all filled in by team members, and there was a certain risk of common method deviation. In this study, Harman single factor test was used to test the common method deviation. The results show that there are four factors with eigenvalue greater than 1, and the variance explained by the first principal factor is 39.47%, which is less than the critical standard of 40%. Therefore, there is no common method bias in this study.

4.2 Reliability Test, Exploratory Factor Analysis and Confirmatory Factor Analysis of the Model

Reliability analysis uses Cronbach's α reliability coefficient to check the consistency of the research variables in each measurement item. According to Devellis (1991), the Cronbach's α coefficient should be greater than 0.7 if the variables have good reliability. The Cronbach's α coefficients of four dimensions of entrepreneurial passion, passion imitation, value consistency and team entrepreneurial passion were 0.927, 0.918, 0.864 and 0.954, respectively, and the Cronbach's α coefficient of the overall scale was 0.954, which was greater than 0.7, indicating that all dimensions had good reliability. The measurement results are shown in Table 1

Table 1. Credibility Analysis

Factor	Cronbach's α	Item
Entrepreneurial passion	0.927	9
Passion imitation	0.918	8
Value consistency	0.864	5
Team Entrepreneurial passion	0.946	13
Holistic scale	0.954	35

The analysis results are shown in Table 2.

Table 2. Exploratory Analysis

Item	Component Team Entrepreneurial passion	Entrepreneurial passion	Passion imitation	Value consistency
tep5	0.793	0.134	0.215	0.153
tep4	0.785	0.141	0.149	0.123
tep2	0.759	0.122	0.225	0.107
tep7	0.751	0.195	0.151	0.167
tep3	0.736	0.136	0.215	0.103
tep1	0.735	0.145	0.238	0.148
tep10	0.729	0.148	0.193	0.165
tep13	0.721	0.168	0.153	0.212
tep9	0.719	0.14	0.176	0.1
tep6	0.714	0.148	0.209	0.104
tep12	0.705	0.105	0.096	0.143
tep8	0.693	0.125	0.205	0.158
tep11	0.676	0.128	0.137	0.096
vc7	0.173	0.82	0.16	0.147
vc6	0.138	0.8	0.158	0.117
vc4	0.147	0.772	0.178	0.102
vc5	0.177	0.759	0.21	0.116
vc3	0.19	0.737	0.151	0.089
vc2	0.159	0.73	0.176	0.069
vc9	0.084	0.728	0.142	0.126
vc1	0.153	0.723	0.178	0.16
vc8	0.158	0.706	0.189	0.104
ma6	0.213	0.195	0.756	0.113
ma3	0.195	0.22	0.752	0.132
ma7	0.212	0.207	0.742	0.119
ma5	0.243	0.187	0.734	0.127
ma2	0.225	0.205	0.716	0.14
ma4	0.213	0.173	0.706	0.145
ma1	0.3	0.178	0.702	0.164
ma8	0.247	0.233	0.682	0.138
mb2	0.181	0.154	0.132	0.778
mb5	0.227	0.194	0.153	0.76
mb4	0.217	0.116	0.18	0.754
mb3	0.214	0.15	0.181	0.715
mb1	0.219	0.185	0.165	0.703
Characteristic value	7.859	5.829	5.047	3.286
Variance percentage	22.454	16.654	14.42	9.389
Cumulative percentage	22.454	39.108	53.528	62.916

It can be seen from Table 2 that there are four factors in the result of factor analysis, and the total explanatory power is 62.916% which is more than 50%, indicating that the four factors selected are representative. The factor load coefficient is shown in the table above. The factor load of each item was greater than 0.5, and the cross load was less than 0.4.

Each item fell into the corresponding factor, indicating that the scale had good structural validity. There are four dimensions, namely entrepreneur passion, passion imitation, value consistency and team entrepreneurial passion. There are 35 measurement items. After performing confirmatory factor analysis, table 3 and 4 are obtained.

Table 3. Fitting Degree of Confirmatory Factor Model

Model Fitting Index	Optimal Standard Value	Statistical value	Fitting situation
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CMIN	---	1158.385	---
DF	---	554	---
CMIN/DF	<3	2.091	Good
SRMR	<0.08	0.057	Good
GFI	>0.8	0.921	Good
AGFI	>0.8	0.911	Good
NFI	>0.9	0.937	Good
IFI	>0.9	0.966	Good
TLI	>0.9	0.963	Good
CFI	>0.9	0.966	Good
RMSEA	<0.08	0.037	Good

It can be seen from Table 3 that Cmin / DF is 2.091, less than 3 standards and AGFI, GFI, NFI, TLI, IFI, CFI all meet the standard of 0.9 or above. RMR is 0.057, less than 0.08, and RMSEA is 0.037, less than 0.08. all fitting indicators are in line with the general research standards, so it can be considered that this model is well matched. It can be seen from table 5 that entrepreneur's passion has a significant positive impact on passion imitation ($\beta = 0.55$, $P < 0.05$), and the hypothesis is tenable; entrepreneur's passion has a significant positive impact on value consistency ($\beta = 0.254$, $P < 0.05$), and the hypothesis is tenable; the entrepreneur's passion has a significant positive impact on the value consistency ($\beta = 0.376$, $P < 0.05$), and the hypothesis holds; the entrepreneur's passion has a significant positive impact on the team entrepreneurship Emotion ($\beta = 0.106$, $P < 0.05$) has a significant positive impact, and the hypothesis is tenable; passion imitation has a significant positive impact on team entrepreneurial passion ($\beta = 0.391$, $P < 0.05$), and the hypothesis holds; the consistency of values has a significant positive impact on team entrepreneurial passion ($\beta = 0.29$, $P < 0.05$).

4.3 The Analysis of Descriptive Statistics and Aggregation

From table 5, it can be seen that there is a significant positive correlation between entrepreneurial passion and passion imitation ($r = 0.512$, $P < 0.01$), a significant positive correlation between entrepreneurial passion and value consistency ($r = 0.415$, $P < 0.01$), a significant positive correlation between passion imitation and value consistency ($r = 0.464$, $P < 0.01$), and entrepreneurial passion on team entrepreneurial passion ($r = 0.427$, $P < 0.01$), There was a significant positive correlation between passion imitation and team entrepreneurial passion ($r = 0.559$, $P < 0.01$), and there was a significant positive correlation between values consistency and team entrepreneurial passion ($r = 0.492$, $P < 0.01$), which provided preliminary support for hypothesis H1, H2, H3 and H4.

This paper focuses on the team level. The entrepreneur passion, passion imitation, value consistency and team entrepreneurship passion items are filled in by team members. Whether the data at the individual level can represent the team needs to be aggregated. Among them, the average of entrepreneurial passion RWG (J) = 0.990, ICC (1) = 0.760, ICC (2) = 0.950. The average RWG (J) = 0.990, ICC (1) = 0.770, ICC (2) = 0.950. The average RWG (J) of values consistency = 0.980, ICC (1) = 0.790, ICC (2) = 0.960. The average RWG (J) = 0.990, ICC (1) = 0.660, ICC (2) = 0.920. According to the existing research, the average RWG (J) reaches 0.70

(James et al., 1984), ICC (1) and ICC (2) reach 0.05 and 0.50 respectively, which meet the experience standards (James, 1982). In this paper, RWG (J), ICC (1) and ICC (2) meet the standards, and the data meet the requirements of aggregation analysis and inspection.

4.4 The Main Test of Entrepreneurial Passion on Team Entrepreneurial Passion

Using structural equation and mplus7.4 software, the main effect of entrepreneurial passion to team entrepreneurial passion is tested. The fitting index of the main effect structural equation was good ($\chi^2 / df = 2.091$, RMSEA = 0.

037, SRMR = 0.057, CFI = 0.966, TLI = 0.963), and the standardized path coefficient was positive and significant ($P < 0.001$). Entrepreneurial passion had a significant positive impact on team entrepreneurial passion. Hypothesis H1 was further supported

Secondly, we test whether the entrepreneurial passion has a direct impact on the passion imitation and value consistency, and establish a structural equation model with entrepreneurial passion as independent variable and passion imitation and

value consistency as dependent variable. The results showed that the fitting indexes of structural equation met the standard ($\chi^2 / df = 2.104$, RMSEA = 0.064, SRMR = 0.040, CFI = 0.966, TLI = 0.

961), and the standardized path coefficients were 0.371 ($P < 0.001$) and 0.526 ($P < 0.001$), respectively. Entrepreneurial passion has a significant direct impact on passion imitation and

value consistency, and the model has the possibility of multiple mediations.

Table 4. The Analysis Results of Confirmatory factor Analysis Results

Variable	Item	Factor load	SMC	CR	AVE
VC	vc1	0.742	0.55	0.928	0.59
	vc2	0.734	0.538		
	vc3	0.744	0.553		
	vc4	0.785	0.616		
	vc5	0.793	0.628		
	vc6	0.816	0.665		
	vc7	0.856	0.733		
	vc8	0.721	0.519		
	vc9	0.707	0.499		
MA	ma1	0.771	0.595	0.918	0.584
	ma2	0.757	0.573		
	ma3	0.785	0.616		
	ma4	0.731	0.534		
	ma5	0.773	0.598		
	ma6	0.781	0.61		
	ma7	0.774	0.598		
	ma8	0.742	0.551		
MB	mb1	0.718	0.515	0.865	0.562
	mb2	0.764	0.583		
	mb3	0.723	0.523		
	mb4	0.749	0.56		
	mb5	0.792	0.628		
TEP	tep1	0.782	0.612	0.946	0.577
	tep2	0.788	0.621		
	tep3	0.766	0.587		
	tep4	0.799	0.638		
	tep5	0.838	0.702		
	tep6	0.743	0.553		
	tep7	0.794	0.63		
	tep8	0.728	0.53		
	tep9	0.731	0.534		
	tep10	0.764	0.584		
	tep11	0.672	0.451		
	tep12	0.696	0.484		
	tep13	0.757	0.573		

From Table 4, we can see that the standardized factor load of each measurement index of entrepreneurial passion, passion imitation, value consistency and team entrepreneurial passion is more than 0.6, and the SMC value is 0.36. The component reliability (CR) was 0.928, 0.918, 0.865

and 0.946 respectively, which were all greater than 0.7, and the average variation extraction capacity (AVE) were 0.59, 0.584, 0.562 and 0.577, respectively, which were greater than 0.5, indicating that each variable had good convergence validity

Table 5. Analysis of Descriptive Statistics

	Average	Standard deviation	Team size	Age	Education	VC	MA	MB	TEP
Team size	6.070	0.952	1						

Age	29.340	4.398	.290**	1					
Education	3.050	0.470	.122**	.165**	1				
Entrepreneurial passion	5.283	1.163	-.175**	-.082*	0.011	1			
Passion imitation	5.236	1.070	-.103**	-0.031	0.013	.512**	1		
Value consistency	5.379	1.070	-0.012	0.043	0.017	.415**	.464**	1	
Team Entrepreneurial passion	5.131	1.165	-0.037	0.001	-0.007	.427**	.559**	.492**	1

Note N=794, **p<0.01

Thirdly, this paper uses six paths in the structural equation analysis model to test the individual and continuous mediating roles of passion imitation and value consistency in the relationship between entrepreneurial passion and team entrepreneurial passion. Entrepreneurial passion has a significant positive impact on passion imitation and value consistency, and the standardized path coefficient is significant and greater than zero ($\beta = 0.55$, $P < 0.05$; $\beta = 0.254$, $P < 0.001$). Passion imitation has a significant positive impact on the consistency of values ($\beta = 0.376$, $P < 0.001$). Both passion imitation and value congruence have significant positive effects on

team entrepreneurial passion ($\beta = 0.391$, $P < 0.001$; $\beta = 0.290$, $P < 0.05$). Although entrepreneur passion has a significant positive impact on team entrepreneurial passion ($\beta = 0.05$, $P < 0.05$), compared with the main effect model, the standardized path coefficient and significance ($\beta = 0.106$, $P < 0.001$) are significantly lower than that of the main effect model. Hypothesis H2, hypothesis hypothesis H3 and H4 are further supported.

In AMOS23.0, the bootstrap method is used to run 5000 times, and the level values of Bias-Corrected and Percentile at 95% confidence level are obtained, as shown in the table below.

Table 6. Total Effect, Indirect Effect and Direct Effect

	Non standardized effect value	SE	Z	P	Bias-Corrected		Percentile		
					95%CI		95%CI		
					Lower	Upper	Lower	Upper	
Total effect									
VC—TEP	0.498	0.044	11.318	0.000	0.410	0.585	0.410	0.586	
Indirect effect									
VC—MA—TEP	0.236	0.043	5.488	0.000	0.158	0.329	0.158	0.328	
VC—MB—TEP	0.081	0.019	4.263	0.000	0.050	0.127	0.049	0.124	
VC—MA—MB—TEP	0.066	0.015	4.400	0.000	0.043	0.103	0.040	0.097	
Total indirect	0.382	0.050	7.640	0.000	0.300	0.496	0.296	0.490	
diff1=M1-M2	0.155	0.046	3.370	0.001	0.067	0.25	0.066	0.248	
diff1=M1-M3	0.17	0.05	3.400	0.001	0.075	0.272	0.076	0.273	
diff1=M2-M3	0.015	0.016	0.938	0.310	-0.013	0.051	-0.012	0.052	
Direct effect									
VC—TEP	0.116	0.054	2.148	0.038	0.005	0.219	0.004	0.218	

From Table 6, we can see that in the total effect, the total effect value of entrepreneurial passion on team entrepreneurial passion is 0.498, $P < 0.05$, which does not include 0 in the lower and upper value intervals of Bias-Corrected and Percentile95%, indicating that the total effect exists. In the indirect effect, the indirect effect value of entrepreneur's passion on team entrepreneurial passion through passion imitation was 0.236, $P < 0.05$, which did not include 0 in the value range of lower and upper of Bias-Corrected and Percentile95%, indicating the existence of indirect effect; the indirect effect value of entrepreneur passion on team entrepreneurial passion through value consistency was 0.081, $P <$

0.05, which does not include 0 in the lower and upper value intervals of Bias-Corrected and Percentile95%, indicating the existence of indirect effect; the indirect effect value of entrepreneurial passion on team entrepreneurial passion through passion imitation and value consistency is 0.066, 0 was not included in the lower and upper value intervals of Bias-Corrected and Percentile95%, indicating the existence of indirect effects. The total indirect effect was 0.382, $P < 0.05$, and 0 was not included in the lower and upper value intervals of Bias-Corrected and Percentile95%, indicating the existence of total indirect effect.

Diff1 = 0.155, $P < 0.05$, it does not include 0 in the lower and upper value intervals of Bias-Corrected and

Percentile95%CI, indicating that there is difference in indirect effects; $\text{diff}2 = 0.17$, $P < 0.05$, does not include 0 in the lower and upper value intervals of Bias-Corrected and Percentile95%CI, indicating that there are differences in indirect effects; $\text{diff}3 = 0.015$, $P < 0.05$, 0 was not included in the lower and upper ranges of Bias-Corrected and Percentile95%CI, indicating that there was no difference in indirect effects. The direct effect of VC on TEP was 0.116, $P < 0.05$, which did not include 0 in the lower and upper range of Bias-Corrected and Percentile95%CI, indicating that there was a direct effect., indicating that there is difference in indirect effects; $\text{diff}2 = 0.17$, $P < 0.05$, does not include 0 in the lower and upper value intervals of Bias-Corrected and Percentile95%CI, indicating that there are differences in indirect effects; $\text{diff}3 = 0.015$, $P < 0.05$, 0 was not included in the lower and upper ranges of Bias-Corrected and Percentile95%CI, indicating that there was no difference in indirect effects. The direct effect of VC on TEP was 0.116, $P < 0.05$, which did not include 0 in the lower and upper range of Bias-Corrected and Percentile95%CI, indicating that there was a direct effect.

5 Conclusion

5.1 Research Conclusion

Team entrepreneurship passion is the key factor to support the tenacious struggle, overcome difficulties, break through innovation and lead the survival and development of new enterprises. The important role of team entrepreneurial passion has been highlighted and confirmed in the practice of new enterprises, but theoretical research lags far behind the development of practice. It has become a frontier issue with both theoretical value and practical significance to explore the factors influencing team entrepreneurial passion and explore its mechanism. As a tool of effective leadership, entrepreneurial passion has an important impact on team entrepreneurial passion through the path of "situational event -cognitive emotional unit". Based on the theory of cognitive emotion processing system, this paper analyzes and verifies the influence of entrepreneurial passion on team entrepreneurial passion, and introduces passion imitation and value consistency as synchronous and continuous mediating variables to build the path of entrepreneurial passion influencing team entrepreneurial passion, so as to further analyze the specific impact mechanism between entrepreneurial passion and team entrepreneurial passion. The results show that: the positive signals transmitted by entrepreneurs' passion can positively affect team entrepreneurial passion. This shows that entrepreneurial passion can create a good team atmosphere, give more authorization and trust to

team members, encourage team members to transfer positive emotions and exchange views, so as to support the team construction, improve the team's innovation atmosphere and innovation ability, strengthen the shared emotion, common identity recognition and independent motivation of the new enterprise team, and build and enhance the entrepreneurial passion of the team. Its practical significance lies in that entrepreneurs should attach importance to the role of team entrepreneurial passion in the long-term development of new enterprises, be good at using their own entrepreneurial passion to stimulate the entrepreneurial passion of the team, so as to strengthen the entrepreneurial efforts and entrepreneurial persistence of the team, and enhance the centripetal force and entrepreneurial ability of the team.

Passion imitation and value consistency play a synchronous and continuous mediating effect between entrepreneurial passion and team entrepreneurial passion. Entrepreneurial passion can trigger a series of psychological reactions of team members,

5.2 Theoretical Contribution

This paper constructs a theoretical model of the relationship between entrepreneurial passion and passion imitation, between value consistency and team entrepreneurial passion. It studies the direct impact of entrepreneur passion on team entrepreneurial passion, and the continuous mediating role of passion imitation and value consistency. It reveals the path and mechanism of entrepreneurial passion to team entrepreneurial passion, and has important theoretical significance on team entrepreneurship passion to explore and promote the entrepreneurial passion and team entrepreneurship passion.

5.3 Practical Inspiration

First, the new enterprise team should pay attention to the creation and utilization of team entrepreneurial passion.

First of all, entrepreneurs should encourage the transmission of positive emotions within the team

and create an inclusive and open atmosphere for them, so as to stimulate the enthusiasm and motivation of team members for innovation from the inside to the outside, so as to create a new enterprise team full of entrepreneurial passion. Secondly, we should use the team's entrepreneurial passion to enhance the entrepreneurial efforts and entrepreneurial insistence of the whole team, effectively identify and develop entrepreneurial

opportunities, fully tap and utilize the value of entrepreneurial resources, overcome the constraints of decentralization with overall joint efforts, and work together to tackle key problems, so as to improve the ability of the new enterprise team to cope with high uncertainty and many challenges in the entrepreneurial process.

Second, entrepreneurs should pay attention to the dual role of entrepreneurial passion on both inside and outside the new enterprise team.

Specifically speaking, entrepreneurial passion can not only transmit positive signals, but also can be attached to other positive behaviors of entrepreneurs, playing the role of "icing on the cake". Through the proper use of passion in formal and informal occasions to convey positive emotions and good corporate image, it will influence the team members' passion imitation and the consistency of values internally. Externally, it will establish a better "circle of friends" for the enterprise and promote the good development of the enterprise.

Thirdly, the new enterprise team should attach importance to the promotion of entrepreneurial passion on the team entrepreneurship passion.

Specifically, entrepreneurs should make full use of their own passion to transfer information and instructions, create a relaxed and tolerant atmosphere, endow team members with more trust and support, encourage team members to internalize the new enterprise development mission, and realize "Resonance" emotionally between themselves and the enterprise. entrepreneurs should can help team members to establish a strong sense of responsibility and belonging, strengthen the team's common feelings and shared identity, meet the needs of team members' autonomy, competence and relationship, strengthen the motivation of team autonomy, and ultimately stimulate the team's entrepreneurial passion to the maximum extent.

Fourthly, entrepreneurs should correctly understand the mediating role of passion imitation and value consistency between entrepreneurial passion and team entrepreneurial passion.

There are some congenital deficiencies in new

enterprises, which are limited by resources. For team members, their career is full of uncertainty, and some resources and abilities are reserved to resist possible risks. If entrepreneurs want to give full play to the synergy effect of team members and achieve the good effect of "1 + 1 > 2", they need to give positive behaviors to team members, release safety signals, encourage members to actively participate and voice, and enhance the sense of belonging and participation of team members, which plays an important role in the collaborative development of enterprises.

5.4 Research limitation and future research direction

First of all, there may be some subjectivity in the development of the scale. Especially for the scale of team entrepreneurship passion, there may be some limitation, but with the increase of data and the continuous development of the field, I believe that the future researches will make up for this.

Secondly, Vallerand et al. (2003) divided passion into harmonious passion and compulsive passion. In this paper, we only injected the characteristics of autonomous motivation into the team entrepreneurial passion, lacking of discussion on the negative characteristics of team entrepreneurial passion. At the same time, the negative impact of passion gradually entered the research field, which may become a topic worthy of study in the future.

Finally, experiments and case studies can be introduced to strengthen the dynamic research on entrepreneurial passion.

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