

Job Wholeheartedness: The Path to Love Your Job Wholeheartedly

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Perhaps the highest desire of human beings is to be motivated at the highest and fullest level. People want to love wholeheartedly whatever they are doing. However, this desire is rarely fulfilled by most people. Employees' motivation at work is typically partial and limited. This paper proposes a solution to this problem by introducing a new concept, Job Wholeheartedness (JW), which aims at helping people recognize and develop total love and motivation for their jobs. With an awareness and understanding of JW, people will be able to achieve the highest level of motivation, and thus work at their fullest potential.

INTRODUCTION

“One may look for fulfillment in this world
but his longings will never be exhausted
The only thing he ever finds
is that he himself is exhausted.” Lao Tzu, in *Tao Te Ching*

More than 2500 years ago, Lao Tzu said in his famous *Tao Te Ching* book that if we keep looking for fulfillment and happiness from the outer world we will never achieve it. Fulfillment and happiness comes from within, inside each person, rather than from things in the external world. This timeless wisdom has a tremendous implication for today's organizations and employees. If people keep looking for motivation and satisfaction from external sources, they will never find full motivation and total satisfaction. Recent research has supported this assertion. Achor (2010) pointed out that 90 percent of a person's long-term happiness comes from his attitude or the way he thinks and only 10 percent comes from the external world. In other words, a person himself basically determines most of his level of happiness and satisfaction, whereas factors in the external world determine very little. Similarly, research by Ryan and Deci (2000a, 2000b, 2017) has supported that a person's level of motivation is determined mostly by the person himself rather than by the external factors. This finding is extremely critical to the issue of employee motivation in today's organizations.

Organizations want each of their employees to be motivated totally in their jobs and to work at their highest potential. Each individual employee also wants to love his job and to work at his highest capability. Perhaps the highest desire of human beings is to be motivated at the highest and fullest level (Maslow, 1954). However, this desire is rarely fulfilled by most people. Employees' motivation and engagement at work is typically partial and limited as indicated in the recent surveys from Gallup (2015, 2017).

Why do we have this serious problem? Can employees be motivated and engaged totally and fully in their jobs? If an employee himself can determine his own level of motivation, then he can solve this problem. If it is an employee's own choice, then he can increase or decrease the level of engagement and motivation in his job. If this is the case, employees can choose to be motivated and engaged at the highest level and organizations can employ people who love their jobs fully and wholeheartedly. Unfortunately, we have failed to solve this problem. We have focused too much on finding reasons and conditions to help motivate ourselves, while ignoring the freedom of choice that we possess in deciding our own level of motivation regardless of reasons and conditions.

This paper proposes that employees can be motivated totally and love their jobs wholeheartedly if they understand the non-reason and unconditional side of love and motivation. Unconditional love, or love for no reason, is the highest and fullest level of love someone can possess (Shimoff & Kline, 2012). Similarly, unconditional motivation is the highest and fullest form of motivation. This is true because unconditional love and unconditional motivation go above and beyond all reasons and conditions. When people look for reasons to love, they do not love totally and fully. They look for more reasons to love because their current love is partial and lacking. Only when people go beyond all reasons and need no reason to love, will their love become full and total. In the same vein, only when people stop looking for reasons to be motivated, can they be totally motivated. On the contrary, when people's motivation is not full and total, they keep looking for more reasons to fulfill their partial motivation. These are the vicious circles which keep individuals stuck in either a total or a partial motivation loop.

This paper introduces a new concept, Job Wholeheartedness (JW), which aims at helping people realize the partial and halfhearted side of conditional motivation and the total and wholehearted side of unconditional motivation. JW is the unconditional love and unconditional motivation an employee has for his or her job. There have been no research and theories of motivation that focus on this concept and the non-reason side of motivation. The ideas in this paper hopefully provide a new direction in the field of motivation that we are still looking for.

JOB WHOLEHEARTEDNESS

Job wholeheartedness is the total love and total motivation an employee has for his or her job. Total love, or wholehearted love, is the love that goes above and beyond all reasons and conditions. In other words, total love is unconditional love. When a person possesses wholehearted love, he has total motivation in his job. Total motivation, or unconditional motivation, is the motivation that goes above and beyond conditional motivation. Thus, all the terms, including JW, total love, wholehearted love, unconditional love, total motivation, and unconditional motivation, share the same meaning which is the highest and fullest form of love and motivation one has for his job.

Can people love their jobs wholeheartedly? This paper proposes that if people understand and possess unconditional love, then they can love their jobs wholeheartedly. A mother and a father can love their child unconditionally. The parents can love their child no matter what. The parents can love their child for no reason. The parents love their child at the same level, the highest level, no more, no less. This unconditional love is present in the parents either consciously or unconsciously.

Similarly, everyone can love himself or herself unconditionally. A person can love both the negative and the positive sides of himself and thus he can love himself totally. If a person only loves his positives while he ignores and rejects his negatives, then he loves himself only partially. Unfortunately, unconditional love is mostly ignored by people because they focus mainly on conditional love. People look for only good reasons to love and because of this tendency, their love is conditional and partial. It is not that people are unable to love unconditionally, it is their ignorance that prevents them from unconditional love. If a person understands that he can love himself totally, then he can love his life totally, and then he can love his job totally because job is an important and major part of his life.

Conditional and Unconditional Love

Conditional love is love for a reason. With conditional love, people look at their jobs from the opposite sides: good-bad, positive-negative, interesting-boring, meaningful-meaningless, etc. They analyze, compare, calculate, evaluate, and choose between the opposites. They want the good and positive side, whereas they reject, ignore, and hate the bad and negative side. Thus, they only love one side and do not love the other side. Because conditional love excludes the negatives, this type of love is not full and total.

On the other hand, unconditional love goes above and beyond all reasons. With unconditional love, people are aware of, accept, and embrace both the negative and positive sides of their jobs. They understand that there is basically no job that consists of only positives without negatives. With this understanding and acceptance, people embrace and love their jobs totally with no longer analyzing, judging, or choosing reasons to love or not to love. Because unconditional love includes and goes beyond both the opposite sides, this love is full and total (Osho, 1978, 1979, 2008).

Recognizing and understanding the difference between the two types of love helps people see the available choices that they can make. People can love their jobs for certain reasons such as pay, benefits, promotion, relationships, or job characteristics. However, this conditional love usually fluctuates because of the constantly changing external reasons and conditions. If someone does not get the expected promotion, for example, then he may be disappointed and turn to hate his current job. If the employee's current conditions are met, then he may soon expect better conditions in his job. Because conditional love is not full and total, people keep looking for something more to fulfill it. The vicious circle of constant searching makes employees focus more on the future than on the present. Employees' present jobs are less desirable because they keep looking forward to future jobs that can fulfill their expectations.

If people keep looking for more reasons to love their jobs, their desire cannot be fulfilled and the love and motivation for their current jobs is always partial and halfhearted. There is no way to fulfill people's ongoing and limitless desire unless they accept their current jobs totally and stop looking for more reasons. They have to go above and beyond all reasons and they have to embrace both the positives and the negatives of their current jobs if they are to love their jobs totally. Only with this understanding and total acceptance, can people's unconditional love for their jobs be possible (Osho, 1978, 1979, 2008).

It is important to note that people with unconditional love are able and willing to change and move to other jobs. These people love their current jobs totally and if they are going to move to a different job, better or worse, they can love the new job fully as well. The key to unconditional love is the recognition that people have total freedom to choose, accept, and embrace both sides of their jobs. People are free to stop looking for more reasons and this cessation enables them to love their current jobs wholeheartedly.

Lack of awareness and understanding is probably the key reason why many people do not recognize and possess unconditional love. They may not really know how to love wholeheartedly. They keep looking for reasons to love and thus falling into the trap of the conditional and partial love circle. They may fear of changing from the halfhearted love to the wholehearted love circle because change involves insecurity. They may not understand that unconditional love is not against conditional love because unconditional love is the total love that consists of conditional love and goes beyond it. Finally, it may be people's ignorance that they do not understand their free choice to love halfheartedly or to love wholeheartedly.

Unconditional, Conditional, Intrinsic, and Extrinsic Motivation

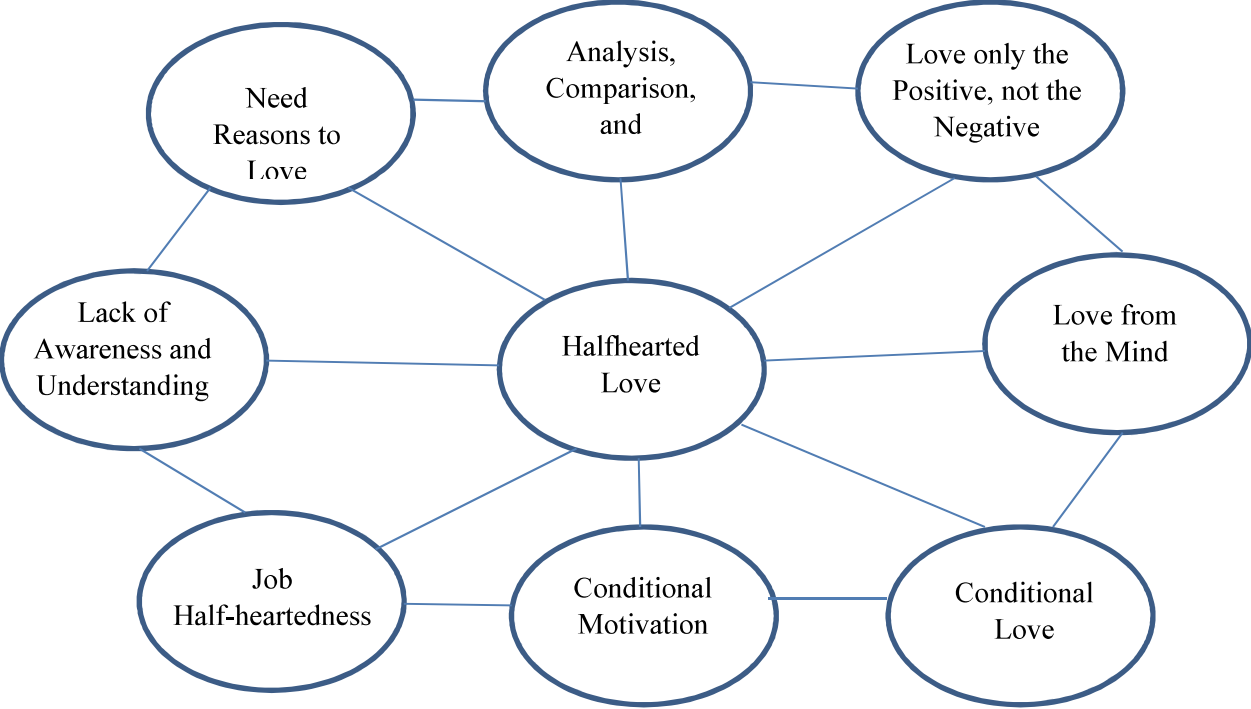
Unconditional love allows people to be motivated totally and unconditionally in their jobs. Unlike conditional motivation which is dependent on reasons, unconditional motivation goes above and beyond reasons. Unconditional motivation is the total motivation that consists of conditional motivation and goes beyond it.

Similar to conditional love, conditional motivation is partial and limited. Because this type of motivation depends on different conditions which are limited, conditional motivation cannot be total and full. For example, no organization can provide unlimited rewards and unlimited promotion and growth opportunities for their employees. No job can provide all the interesting, meaningful, autonomous, and

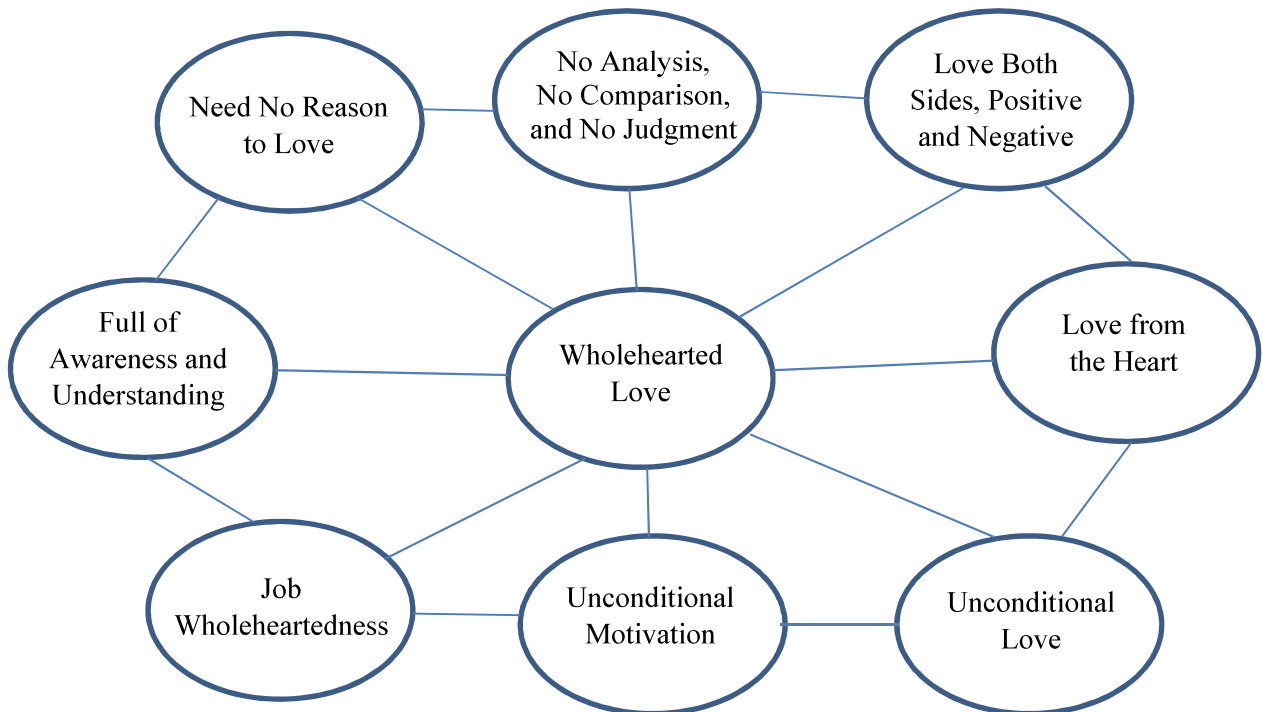
favorable characteristics that employees seek. People who look for only good reasons to be motivated, therefore, cannot be fully motivated and engaged totally in their jobs. When their motivation is not full and total, they continue searching for more reasons to increase their motivation. Again, this is a vicious circle that traps people in partial and halfhearted motivation.

It is important to distinguish unconditional motivation from extrinsic and intrinsic motivation. Extrinsic motivation refers to a person's motivation to attain external rewards such as pay, recognition, and

FIGURE 1
THE HALFHEARTED LOVE CIRCLE



**FIGURE 2
THE WHOLEHEARTED LOVE CIRCLE**



promotion. Intrinsic motivation refers to a person’s motivation to attain internal rewards such as a sense of accomplishment, meaningfulness, and personal growth. The major difference between extrinsic and intrinsic motivation is the type of rewards or reasons for motivation. Extrinsic motivation relies on the extrinsic rewards, whereas intrinsic motivation relies on the intrinsic reasons (Ryan & Deci, 2017).

Unconditional motivation does not rely on any rewards or reasons. Unconditional motivation goes above and beyond all reasons, conditions, and rewards. When a person is motivated unconditionally, he no longer analyzes and judges the reasons, either extrinsically or intrinsically. He is doing his job with total acceptance of both the positives and negatives of the job. Unconditional motivation is the total motivation which includes both intrinsic and extrinsic motivation and goes beyond both. Unconditional motivation comes from a person’s consciousness of the total freedom of choice that he can love for reasons and he can love beyond reasons.

THEORETICAL FOUNDATION OF JOB WHOLEHEARTEDNESS

The source of unconditional love, unconditional motivation, and JW is an awareness of the total freedom a person possesses. A person is totally free to choose to love or not to love his job. He can choose to be motivated for reasons and he can choose to be motivated for no reason. It is his choice. No one and nothing can truly influence his choice unless he allows them. Because of this freedom, he can love and be motivated as much or as little as he wants. This freedom of choice is inside every person and he has a total control over it.

There is no existing research in management that really focuses on unconditional love and unconditional motivation. This is because business management, both in research and in practice, focuses mainly on the rational and logical side. Unconditional love and motivation looks irrational and paradoxical. However, this type of love and motivation exists (e.g., Osho, 1979, 2008; Shimoff & Kline, 2009, 2012). This type of love and motivation is hidden in the other side of the mind that logic and

rationality is unable to see. This ignorance is understandable because a major part of the human mind is unconscious and subconscious (Freud, 1915; Osho, 1978, 1986; Thaler, 2015). It is also natural that when people focus too much on the conditional side of motivation, the unconditional side will most likely be ignored and forgotten.

Most theories and studies of motivation have essentially focused on the reasons and conditions for people's motivation. For example, Maslow's (1954) hierarchy of needs theory focused on different needs that motivate people. The implication from Maslow's theory is that if organizations provide conditions that meet the needs of employees (e.g., adequate pay, security and safety, friendly relationship, recognition, growth and promotion opportunity), then employees will be motivated. Herzberg's (1959) two-factor theory focused on the two categories of motivation, the hygiene factors such as pay, working conditions, supervision, and relationships, and the motivators such as recognition, advancement, responsibility, and the work itself. According to the two-factor theory, employees will be motivated if these two factors are present in the work place. Hackman and Oldham's (1976, 1980) job characteristics theory is also similar in the way that if organizations provide jobs with favorable characteristics (e.g., skill variety, task identity, task significance, autonomy, and feedback), then employees will be motivated. The focus of the job characteristics theory is to enhance intrinsic motivation, the sense of meaningfulness, autonomy, and mastery. However, as discussed above, this intrinsic motivation is different from unconditional motivation because intrinsic motivation is dependent on the job characteristics, whereas unconditional motivation is not dependent on any factors. People with unconditional motivation are able to love whatever jobs they are doing, regardless of the jobs' characteristics. These people are fully motivated not because of the jobs or of any conditions related to the jobs, they are fully motivated because they understand their freedom of choice and thus they choose to love fully whatever jobs they do.

The theory of motivation that is closely related to unconditional motivation is Ryan and Deci's (2000a, 2017) self-determination theory. This theory focuses on the degree to which a person's behavior is self-motivated and self-determined. The theory identifies three inherent needs, including competence, relatedness, and autonomy, that motivate people if they are satisfied. In addition, the theory recognizes that people are inherently proactive and able to control their inner forces such as motivation and emotions. Thus, the self-determination theory is the foundation of unconditional motivation in the way that people determine and have total control over their motivation. This paper, however, goes beyond this theory by proposing that everyone can be motivated fully and totally if they understand the unconditional side of motivation which goes above and beyond all reasons for motivation.

Therefore, the assumption from the existing theories is that employees' motivation is conditional and dependent on reasons, either intrinsically or extrinsically. According to these theories, employees need reasons to be motivated and reasons to love their jobs. Unconditional motivation and the JW concept proposed in this paper challenge this assumption. People's motivation can be independent from any reasons and conditions. This paper proposes that total motivation can be achieved only if people understand the non-condition and non-reason side of motivation. Conditional motivation is just one side of the total motivation and thus it is not full and total.

The approach to unconditional love and motivation is different from the approach to conditional love and motivation. In order to understand unconditional love and motivation, people must look inward. People have to be in the deepest core inside themselves to see their ultimate freedom of choice. Only from this innermost core, can people realize that they themselves are the most important determinant of their own needs, interests, desires, and motivation (Adler, 1930; Maslow, 1954, Osho, 1974; Ryan & Deci, 2017). Unconditional love and motivation, therefore, can only be realized and understood from the inward perspective.

On the other hand, the approach to conditional love and motivation is from the outward. People look for external reasons and conditions to help them love and be motivated. For example, they search for the most rewarding, the most interesting, the most meaningful, the most challenging, and the most favorable job from the outer world to motivate them. With this outward approach, the assumption is that motivation is never full and therefore people have to keep looking for more to fulfill it. Existing studies on motivation have also used this outward approach. They have investigated reasons and conditions that

motivate people and then recommended organizations to provide these factors to help increase motivation. They have not really looked into the hidden and forgotten side, the non-reason and unconditional side, and integrated both sides together to achieve total motivation. It is possible to integrate both opposite sides because they are just two sides of the same coin – the total motivation coin. Although the two opposite sides seem to be contradicting, they are actually complementary to each other because they belong to one single phenomenon. Just like day-night, winter-summer, or success-failure, both sides belong to a single process. The opposite sides are interdependent on each other and one side cannot exist without the other side. We can accept and love both, day-and-night, summer-and-winter, and failure-and-success. It is the ignorance of our mind that we ignore and reject one side and thus we fail to embrace and integrate both (Osho, 1974, 1979).

Unconditional love and unconditional motivation are grounded on strong foundations which have been established for a long time in the human history. First, unconditional love has been around since the presence of humankind and this love has been written and discussed in a wide range of materials, including Bibles, Buddha's teachings, and every religion's books. Ironically, scientific research has not been able to help understand this type of love. It is not that this love is unscientific and not existing, it is our current scientific studies which have not been able to explore and understand this love.

Second, unconditional love and motivation come from the awareness and understanding that everyone can have free will and free choice. Everyone is free to choose to be motivated partially or totally and free to love conditionally or unconditionally. People's free will and free choice have been recognized by numerous people and written in many books (e.g., Adler, 1930; Aristotle, n.d.; Bono, 1996; Epictetus, n.d.; Frankfurt, 2004; Sartre, 1943; Lao Tzu, n.d.; Mandino, 1968; Maslow, 1954; Maxwell, 1998, 2003; Osho, 1974, 1978; Ryan & Deci, 2017). These free choices always exist and are available to anyone regardless of whether the person recognizes and understands them. Because people are too dependent on reasons, they are often ignorant of the independent side. We are both, dependent and independent, unfree and free simultaneously, as Sartre (1943) once famously stated that man is free to choose but man is not free not to choose. These paradoxes have to be recognized and understood because they reflect the true reality (Gannon, 2007; Osho, 2003).

FIGURE 3
THE INTEGRATION OF CONDITIONAL AND UNCONDITIONAL MOTIVATION



Third, there has been an emerging body of research on the topic of mindfulness that helps people be aware and understanding of themselves (e.g., Brown & Ryan, 2003; Carroll, 2007; Creswell, 2017; Gelles, 2015; Good, Lyddy, Glomb, Bono, Brown, Duffy, Baer, Brewer, & Lazar, 2016; Germer, Siegel, & Fulton, 2005; Glomb, Duffy, Bono, & Yang, 2011; Hanh, 1996; Hofmann, Sawyer, & Fang, 2010; Kabat-Zin, 2013; Osho, 1978; Watt, 2012). Mindfulness practices help people go inward to understand their mind and their inner world clearly. Mindfulness practices also help people be conscious of the present moment and accept and love it. The more mindful a person is, the more awareness and understanding a person has of himself, the more he is able to recognize the freedom of choice. In addition,

the more mindful a person is, the more he accepts and loves himself totally. Mindfulness is, therefore, the basis for unconditional love and motivation. Recent research has been supportive of many benefits of mindfulness, such as stress reduction, better relationships, higher job satisfaction, engagement, and performance (Gelles, 2015; Good et al., 2016; Creswell, 2017; Glomb et al., 2011; Ma & Teasdale, 2004; Paulus, 2016; Sharma & Rush, 2014). Several companies such as Target, Google, Apple, General Mills, Mayo Clinic, Ford, and US Army have also recognized the benefits of mindfulness and have encouraged mindfulness practices in their workplace (Gelles, 2015; Good et al., 2016). Mindfulness helps people move out of the narrow one-sided and unconscious mind and to go beyond it. Mindfulness enables people to have a total awareness of the opposites and paradoxes and to accept both sides, negatives as well as positives (e.g., Osho, 1979; Gannon, 2007; Hoffman et al., 2010). Thus, when people go deep into their inner world and when they are highly aware of themselves, they can recognize the partial and limited love that comes from their ignorance. With this recognition and understanding, they would be able to change and move into the wholehearted love circle.

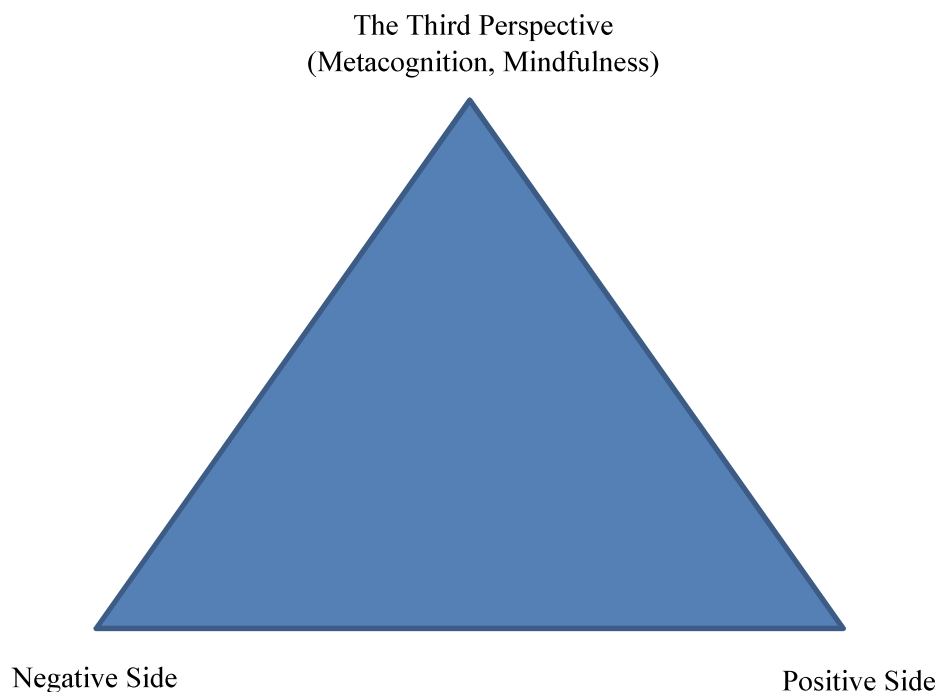
Fourth, similar to research on mindfulness, research on emotional intelligence (e.g., Ashkanasy & Daus, 2005; Brackett & Mayer, 2003; Brackett, Mayer, & Warner, 2004; Daus & Ashkanasy, 2005; Goleman, 1996, 1998, 2011; Goleman, Boyatzis, & McKee, 2002; Fox & Spector, 2000; Mayer, Roberts, & Barsade, 2008; Salovey, Mayer, & Caruso, 2004; Wong & Law, 2002; Wong, Law, & Wong, 2004) has also provided strong support for unconditional love and motivation. Self-awareness, the most important component of emotional intelligence, helps people understand themselves, including their inner freedom, power, love, values, perceptions, attitudes, and emotions. With a high level of self-awareness, people are able to understand the freedom of choice, and thus enabling them to choose their level of motivation. Recent research has found emotional intelligence as an important predictor of several outcomes such as academic performance, job performance, negotiation, leadership, trust, work-family conflict, and stress (Ashkanasy & Daus, 2002; Fulmer & Barry, 2004; Humphrey, 2002, 2006; Humphrey, Pollack, & Hawver, 2008; Jordan, Ashkanasy, & Hartel, 2002; O'Boyle, Humphrey, Pollack, Hawver, & Story, 2010). People with a high level of emotional intelligence would generally be highly motivated in their jobs because it is simply a smart thing to do. It is truly ignorant if one is doing a job and he dislikes it. Self-awareness helps people realize and understand that they themselves determine their own emotions and motivation, and with this understanding, the highest level of emotional intelligence and the highest level of motivation would be discovered and attained.

Fifth, research on cultural intelligence (e.g., Ang & Van Dyne, 2008; Ang, Van Dyne, Koh, Ng, Templer, Tay, & Chandrasekar, 2007; Chen, Kirkman, Kim, Farh, & Tangirala, 2010; Chen, Liu, & Portnoy, 2012; Early & Ang, 2003; Imai & Gelfand, 2010; Livermore, 2009; Ng, Van Dyne, & Ang, 2012; Presbitero, 2016) is also supportive of unconditional love and motivation. This research suggests that metacognitive ability, a key component of cultural intelligence, is the ability to understand and control the cognitive process within the mind. With an understanding of metacognitive ability, people are aware of their freedom of thinking, thus enable them to choose the thoughts and viewpoints that they want. In addition, metacognitive ability would enable people to look at situations from the third perspective (Gannon, 2007, Osho, 1978) which accepts and embraces both sides, negative and positive, of any situations. The third perspective helps people observe and look at the opposite sides from above and beyond without judgements. People with high cultural intelligence, therefore, can accept and embrace different values and live happily and work successfully across cultures (Ang, Van Dyne, Koh, Ng, Templer, Tay, & Chandrasekar, 2007; Flaherty, 2008; Chen, Kirkman, Kim, Farh, & Tangirala, 2010; Imai & Gelfand, 2010; Presbitero & QUITA, 2017; Tay, Westman, & Chia, 2008). With metacognitive ability and the third perspective, people can accept both sides of any jobs, and thus they can love and be fully motivated across different jobs and conditions. Metacognitive ability and the ability to see from the third perspective is, therefore, the key to unconditional love and motivation.

Last, research on leadership suggests that leadership and motivation is an art as well as a science. In order to be effective, leaders have to use both their heart and their mind to motivate and influence others (e.g., Antonakis, Ashkanasy, & Dasborough, 2009; George, 2000; House & Aditya, 1997; Humphrey, 2002; Humphrey, 2008; Judge, Bono, Ilies, & Gerhardt, 2002; Judge, Piccolo, & Ilies, 2004). Conditional

motivation is the aspect of motivation that seems to come from the mind, whereas unconditional motivation is the side that comes from the heart. In other words, conditional motivation is the rational aspect, whereas unconditional motivation is the irrational and artistic side. If we focus our attention to only the conditional and rational side, we will miss the unconditional and artistic side. In order to be fully motivated, people have to understand and embrace both of these sides. Mind and heart go hand in hand, so do science and art. We have to integrate both the rational and irrational, the scientific and artistic, the reason and non-reason aspect of motivation, if we are to understand and attain the total motivation.

FIGURE 4
THE THIRD PERSPECTIVE THAT INTEGRATES BOTH OPPOSITE SIDES



THE PATH TO JOB WHOLEHEARTEDNESS

The path to unconditional motivation and JW is to start from conditional motivation and job half-heartedness and to go above and beyond it. Conditional motivation, or motivation for reasons, is undeniably very important to all people. Everyone first and foremost has to have reasons to be motivated. However, it is important to recognize that this type of motivation is just one side of the total motivation and people cannot be fully motivated if they focus only on the conditions and reasons of motivation. In order to be totally motivated, they have to go beyond the reasons and conditions. They have to see the other side of motivation, the unconditional side, and integrate this side into the conditional side to attain total and full motivation. The challenge is that this side of motivation lies in the unconscious part of the mind which people are unable to recognize it most of the times (Freud, 1915, Osho, 1978, 1986).

The first step to understand and attain unconditional motivation is to recognize and accept this side of motivation. People have to bring awareness to this hidden and forgotten side of motivation. Unconditional motivation can be present and available only when people recognize that they have total control over their level of motivation regardless of the conditions associated with their jobs.

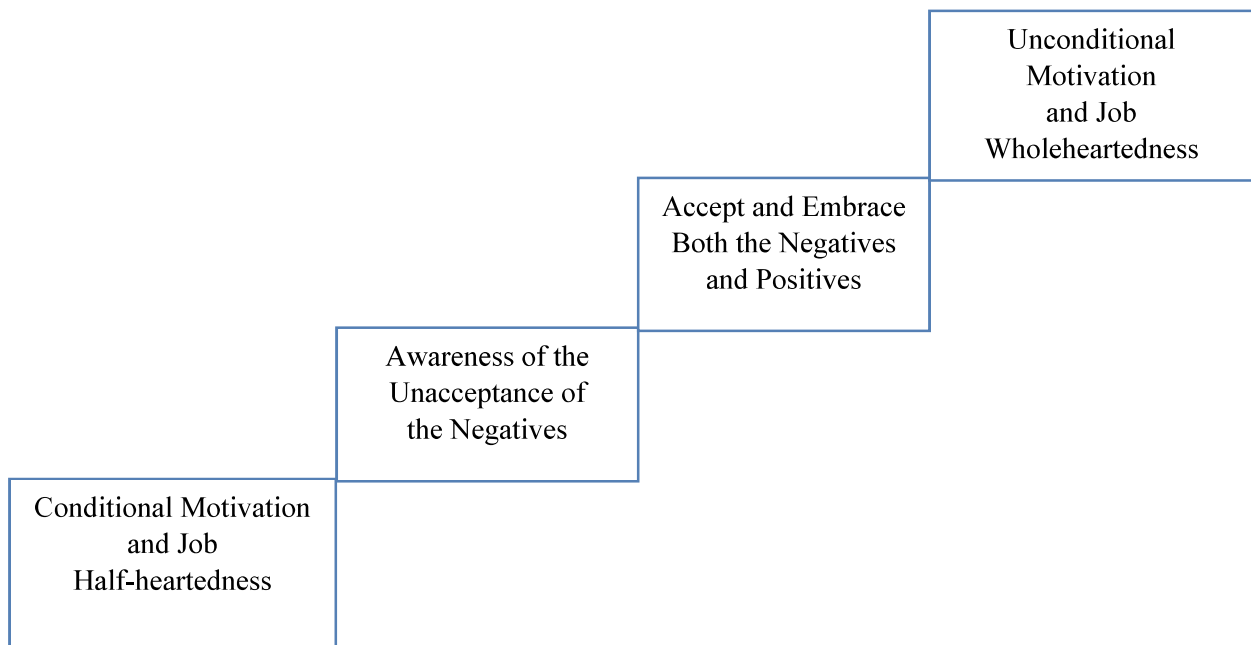
The next step to move out of the conditional and partial motivation circle and to move into the unconditional and total motivation circle is to make a fundamental change in people's attitude and

perception. The attitude of people with conditional motivation is dependent on different factors. They believe, for example, that rewards or job characteristics determine their attitude toward their jobs. They are unaware that they are the ones who totally control and determine their own attitude. On the other hand, the attitude of people with unconditional motivation is independent from any conditions. These people understand that they themselves determine and choose their own attitude toward their jobs. In addition, the people with unconditional motivation recognize, accept, and embrace both the negative and positive aspects of their jobs. The inclusive attitude of accepting and embracing both the positive and negative aspects of a job is the key to unconditional motivation and JW.

A change of attitude and perception is a free choice that everyone can make. Changing attitude and perception could be easy or could be difficult, depending on whether the person has an understanding and experience in changing them (Lewin, 1947; Huse & Cummings, 1985). Often times attitude and perception change is challenging because people lack an awareness and experience in doing this. When people are unaware and inexperienced, they are more likely to fear because change involves unknown and uncertainty (Kotter, 1995; Kotter & Schlesinger, 1979). Thus, having the awareness and courage to overcome the fear of change is also a key to moving into unconditional motivation and JW.

With an awareness and understanding of the freedom of choice, a person can choose to be motivated for reasons and beyond reasons. He can accept and embrace both sides of his job. He is able to change his attitude and perception. Enhancing this awareness and understanding, therefore, is the most important task to realize and attain the total motivation and JW.

**FIGURE 5
THE PATH TO UNCONDITIONAL MOTIVATION AND JOB WHOLEHEARTEDNESS**



As discussed above, mindfulness, emotional intelligence, cultural intelligence, unconditional love, and JW are all highly related. In fact, all of these constructs stem from the same original source: Self-awareness. A mindful person is the one who understands clearly his mind and is fully aware of himself. He is able to stand above and beyond his thoughts, watching and leading them. He is the master of the mind and he is free from his thoughts. An awareness of this freedom is the foundation of mindfulness (Osho, 1978; Hanh, 1996; Kabat-Zin, 2013).

With a clear awareness of one's mind, the person is able to understand and manage his emotions. He understands that he is free to choose his emotions in responding to a certain emotional situation. The

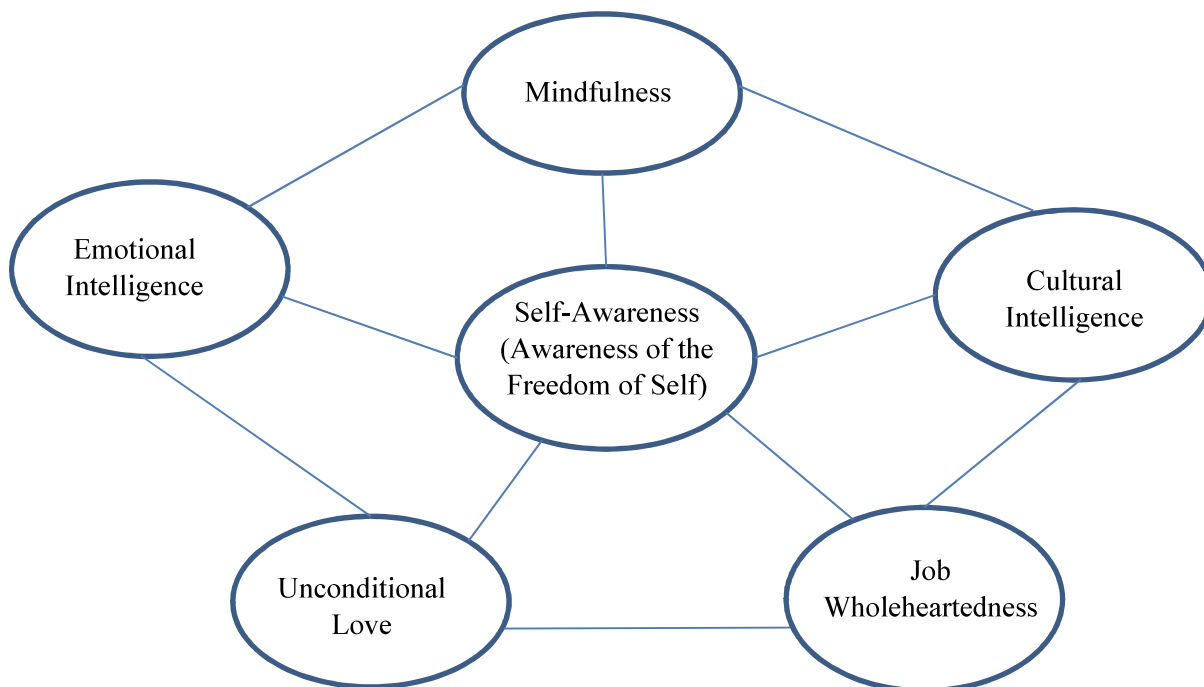
emotional situation does not determine his emotions; it is him who determines his emotional response to the situation. In other words, he is able to stand above and beyond his emotions, watching and deciding which emotion he uses to respond to an emotional situation. He is free from his emotions and he is the master of his emotions. An awareness of this freedom helps understand and regulate one's emotions, which is the basis of emotional intelligence (Osho, 1979; Goleman, 1996, 2011).

Similarly, a person with an awareness and understanding of his mind and emotions can handle himself well in cross-cultural environments. He understands that people from different cultures have different ways of thinking, behaving, and expressing their emotions. His mind is open to accepting these differences. He is able to stand above and beyond the differences and to choose the responses appropriately to these differences. The ability to stand above and beyond the mind (i.e., metacognitive ability or the third perspective) is the key to helping the person develop his cultural intelligence (Early & Ang, 2003; Gannon, 2007; Livermore, 2009).

Unconditional love and JW also come from an awareness of the freedom a person possesses. The person is free to love because love is free. With a clear awareness and understanding of this freedom, the person is able to develop his unconditional love and JW.

Thus, self-awareness and specifically an awareness of the freedom of the self is the center and foundation of mindfulness, emotional intelligence, cultural intelligence, unconditional love, and JW. All of these constructs are correlated with one another and they orbit around the center of self-awareness. A person with an awareness of himself will be able to develop a high level of emotional intelligence. A person with a high level of emotional intelligence will be able to love wholeheartedly his job and whatever he is doing. A person who possesses wholehearted love will be able to develop a high level of cultural intelligence because he understands and accepts all the differences from people across cultures. A person with a high level of cultural intelligence has metacognitive ability which helps him understand his mind clearly and thus enables him to develop a high level of mindfulness.

FIGURE 6
THE RELATIONSHIPS AMONG MINDFULNESS, EMOTIONAL INTELLIGENCE,
CULTURAL INTELLIGENCE, UNCONDITIONAL LOVE, AND JOB WHOLEHEARTEDNESS



OUTCOMES OF JOB WHOLEHEARTEDNESS

There are many great benefits of unconditional love and JW. When a person possesses wholehearted love and JW, he has the highest level of motivation. With this love, the person is at his best, the highest level of potential. When people are at their fullest potential, organizations are also able to achieve their highest possible performance.

Possessing unconditional love and JW, people are satisfied and happy with their life and work. They are not discontented employees anymore because they are no longer looking for reasons to be happy and to be motivated. They feel a total fulfillment. Their full motivation and satisfaction would enable them to be engaged and committed highly into their current jobs. Given a high level of engagement and commitment, employees will be less likely to leave their organizations (Griffeth, Hom, & Gaertner, 2000).

When people are happy and enjoy their jobs, their joy and happiness expand to other people as well. When people love their jobs wholeheartedly, they inspire others to love their jobs, too. Wholehearted employees will also bring a high level of satisfaction to customers. Love produces love, and positive emotions lead to positive emotions (Barsade & O'Neill, 2014; Barsade, 2002).

People with unconditional motivation and JW will be highly creative because they are open to learn and they are highly receptive to new ideas. With an awareness of the total freedom of choice, people are highly able to change because they embrace any appropriate attitudes. They are not afraid of change but embrace it. They are not afraid of failures but love it. They are willing to face and embrace any problems. When people love what they are doing, they will find ways to make their work better and more enjoyable. They are continuously learning and improving. If an organization has people with total motivation, the organization becomes very adaptive to change because it is a learning organization (Senge, 1990; Senge, Kleiner, Roberts, Ross, Roth, & Smith, 1999).

FIGURE 7
THE OUTCOMES OF JOB WHOLEHEARTEDNESS



With JW, people can lead and manage themselves and they become self-managers and self-leaders. Peter Drucker (2008, 2017) notably mentioned that self-leadership is the only leadership that is going to matter in the 21st century. These people do not really need anybody to manage and lead them. The traditional managers and bosses will be less necessary in organizations with people who possess unconditional motivation and JW. Organizations will be more likely to become self-led and self-managed organizations (Kirkpatrick, 2011).

The outcomes of unconditional motivation and JW are a dream, perhaps the greatest dream, of all people and organizations. This dream seems to be so far away at the present time because most of us are ignorant of this side of love and motivation. We are unaware of it because it is hidden in the unconscious part of the mind and because we focus too much on the conditional side. Unconditional love and motivation is like the root of a tree which is hidden underground in the darkness. However, the unseen root is the most important part of a tree which determines its growth, flowers, and fruits. A person's full growth and full potential is also decided by the hidden love and motivation. All we need to do is to recognize it, understand it, accept it, choose it, embrace it, support it, nurture it, and develop the unconditional motivation alongside with the conditional one. We can integrate both sides of motivation at the same time to achieve JW. Without this integration, a person's life will never be fulfilled (Maslow, 1954). With this integration, a person possesses the most valuable, the most important, the most beautiful, and the most powerful thing in his life (Osho, 1978).

IMPLICATIONS, LIMITATIONS, AND CONCLUSION

This paper introduces the concept of JW as a new direction for employee motivation. JW is unconditional love and total motivation a person has for his job. Unconditional love and motivation has been hidden and forgotten for a long time in the research literature and in practice. This paper proposes that JW is possible only when conditional and unconditional motivation are both accepted and integrated. If people focus only on conditional motivation while ignoring and rejecting unconditional side, which most people seem to be currently doing, they will never be totally and fully motivated. Only when people realize unconditional motivation, can they have the highest and fullest level of motivation. This looks very paradoxical but this is the truth. This truth and wisdom is very simple and ancient as it has been taught for thousands of years in Buddhist cultures (e.g., Lao Tzu, n.d., Osho, 1978, 2008). We should bring this truth and wisdom to our research and practices so that more people are aware of it. This paper, therefore, calls for attention from researchers and practitioners to putting efforts in understanding this critical side of motivation.

Although numerous studies have been conducted to investigate the issue of employee motivation, we are still unsuccessful in helping employees wholeheartedly love their jobs and be fully motivated. The majority of employees are not fully motivated because they are unaware of the unconditional side of motivation. Although we can dig deeper and deeper into finding reasons for motivation and we can find countless reasons, all of these reasons will only help partially. Total and full motivation can be attained only by understanding the non-reason and unconditional side. Existing research and theories of motivation seem to fail to look at this paradoxical and artistic side. The JW concept in this paper integrates and complements to the current motivation theories and research that focus only on the rational and conditional side of motivation. Moving attention to the unaware side of motivation is necessary if we are to understand it. This paper calls for research to take a pioneering step to explore this new direction.

The new direction for motivation is to incorporate and focus on both sides of motivation, the conditional and the unconditional. Research should now focus on understanding the hidden and forgotten one, the unconditional motivation. Research should also focus on teaching and learning to enhance people's awareness and understanding of this motivation. The key is to help people recognize and understand the freedom of choice that they can have for their motivation. They can choose to motivate for reasons and they can choose to motivate for no reason. They can choose to love only the positive side of their job or they can choose to love both the negative and the positive sides. It is the choices people can freely make.

Organizations should also focus on helping employees motivate and engage in their jobs fully. The solutions they have focused on so far are mainly helping employees be motivated conditionally and partially. It is important to understand that when an organization improves and enhances conditions on employees' jobs such as pay, benefits, promotion opportunities, autonomy, meaningfulness, feedback and so on, they can help motivate and engage employees to a higher degree. All of these improved conditions, however, contribute to only one side of an employee's motivation, the reason and conditional side, whereas they do not help the other side of motivation, the non-reason and unconditional side. If an employee relies only on the job conditions to be motivated, his motivation cannot be full and total. Mindfulness practices, as several companies are doing right now, can be a great way to help people be aware and understanding of themselves and subsequently of unconditional motivation. Clear understanding of emotional intelligence (self-awareness component) and cultural intelligence (metacognitive component or the third perspective) can also help people open their mind to understand the unconscious area of it. Once more and more companies and employees recognize and understand JW, they will be more likely to attain it.

Schools and universities should focus on teaching and helping students learn JW and unconditional motivation as well. At the present, the number of students who are not highly engaged in classes and not highly motivated in learning is alarming (Gallup, 2015). We have been ignorant of this side of motivation and thus failed to help students love learning. As such, looking for ways of educating and assisting students to understand the unconditional side of motivation is the urgent task that schools and universities should work on. The earlier the students are aware of unconditional motivation and JW, the easier they can learn and understand it. Once their minds are too stuck to the conditional side, it is much harder to move to the unconditional side. Many schools and colleges have already recognized the benefits of mindfulness and applied mindfulness practices to help students improve attention and focus, emotional regulation, creativity, and problem-solving skills (e.g., Semple, Lee, Rosa, & Miller, 2009; Ergas, 2013; Zenner, Herrnleben-Kurz, & Walach, 2014). Mindfulness can help students understand unconditional love and motivation, and when they possess this love and motivation, organizations can find it easier to recruit and hire people who already know how to be motivated fully and to love their jobs wholeheartedly.

Because this paper proposes a new direction for research on motivation, it bears a couple of key limitations. First, although the evidence for unconditional love and motivation is widely discussed in popular press books (e.g., Shimoff & Kline, 2009, 2012; Osho, 1978, 2008), the evidence from peer-reviewed journal articles is limited. The reason is because researchers and practitioners have not been aware of this side of motivation. More than 20 years ago the research on mindfulness, emotional intelligence, and cultural intelligence was also not widely recognized and we hardly found peer-reviewed journal articles on these subjects. However, since our awareness and understanding of these areas, research and studies have been conducted abundantly. The concept of JW would hopefully receive similar attention from current and future research.

Second, because a totally new way of seeing and perceiving is required to understand unconditional motivation and JW, the ideas in this paper may not be clear and persuasive to some readers. Instead of looking outward to be motivated, this paper asks people to look inward to help understand their total freedom of choice. People's total freedom and unconditional motivation lie in the innermost core, the unconscious part of their minds. In addition, instead of looking from the positive or the negative side, this paper asks people to look from the third perspective that accepts and embraces both sides. Although this is a very challenging task, it is possible for everyone who wants and has the courage to do it. Furthermore, in order to make the ideas clearer to readers, some repetition is evident in the paper. Because the paper discusses the vicious circles over and over, repetition is also hardly avoidable.

In conclusion, being motivated at the highest and fullest level is perhaps the highest desire of any person. We have failed in fulfilling this need because most of us focus only on one side of motivation and neglect the other side of it. We have to look at both sides and accept both sides if we are to attain this goal. Enhancing awareness and understanding of the neglected and hidden side, the unconditional motivation, is the solution to helping people love their jobs wholeheartedly and be fully motivated. JW is

a choice, a free choice, that everyone can choose at this very moment. If people do not choose it, then they will be eternally stuck in the partial and halfhearted love circle. The ideas in this paper, hopefully, lay the groundwork for a new direction for the current and future research on motivation.

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