

Investing in career success to enhance employees' passion for work An analytical survey study of a sample of faculty's views in private universities in the Middle Euphrates Provinces

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Abstract : The study aims to test the effect of career success with its dimensions in enhancing employees' passion at the workplace. The problem of the current study is to investigate career success, in its four dimensions, enhancing the employee's passion for work, for a sample of teaching staff in private universities in the following provinces: Najaf , Karbala ,Diwaniyah and Babil. Moreover, what can motivate them to stay at private universities as long as possible and to be highly passionate about their work and less likely to leave for another private university?. In addition, the study uses an analytical description approach, which provides an opportunity for the researcher to describe the study problem, explain it and collect data around it, then analyze it. The private universities are chosen in the above-mentioned provinces as a field community to implement the study. The sample type is selected as a sample of faculty in private universities, consisting of (299) . The questionnaire tool is selected to collect the required data by (58) questions distributed on the study variables. The impact hypotheses are tested, including the central hypothesis and four sub-hypotheses related to dimensions using Smart PLS4, SPSS26. The study results show that investing the success of career, in general, enhances the teaching staff's work passion in private universities. In addition, the level of financial success and success in relationships are not at the required level in boosting the passion of teaching staff in the private universities. In order to address this issue, The study recommends that it should concerned personnel of the private universities should reconsider the issue, Professional strategies should be adopted that ensure achieving high levels of success in the career. It is essential to enhance faculty members' levels of passion in a way that improves the level and quality of performance. This can be achieved by adopting successful strategies that attract faculty members to stay at the university for long periods, including enhancing financial levels through rewards and financial and moral incentives..

Keyword: career success , employees' passion for work , private universities.

INTRODUCTION:Business environments are witnessing a variety of accelerating and fast developments and events, as they are susceptible to being affected by surrounding events, therefore, it is essential to appropriately handle with conflicts and crises that might occur. In this regard, to boost employees' passion for work, the educational organizations need to have a positive and improving environments for their members. Hence, passion in educational organizations has become a fundamental pillar for achieving optimal performance quality and maximizing academic outcomes. (Indriasari & Setyorini, 2018,23) .Furthermore, passion is defined as love of work that one considers extremely important in achieving the required results (Lavigne et al, 2014: 256). In addition, passion indicates one's strong involvement in a favorite activity absorbed in his/her identity (Astakhova, 2015: 362). In addition, the study topic is considered to be of academic importance. This issue, with its various variables, has not previously been addressed in the academic environment, both locally and globally. The study is of great importance because it seeks to foster a passion among instructors, which enhances their motivation to transfer knowledge to students with quality and success.

In this regard, private universities in Iraq should be focused on improving their levels of work passion since this contributes considerably to boosting employees' inclination and continuation in their jobs and motivates them more towards providing a higher-quality service (Vallerand et al., 2003: 756) . Educational organisations have a tendency

to enhance passion through paying more attention to success levels in the career path, which indicates regular promotions in the organisational hierarchical sequence, pay raises, and more power (Hennequin, 2007:568). It is also known that growth level in pays and promotions can be the most useful and easily accessible in career paths (Heslin, 2005:115). Consequently, achieving success at all levels of educational organizations increases their level of indulgence, passion, and devotion for work and motivates people to advance and create new opportunities (Callanan, 2003:130). Additionally, increasing positive morale and fostering a sense of contentment and confidence in work performance (Abele et al., 2011: 196).

Based on this standpoint, Conservation of resources Theory (COR) is considered as a theory of study. According to this theory, the resources are decisive and crucial in achieving the career success because it is seen as "achieving goals according to one's desire and will". This theory indicates that resources have great value in helping people to achieve their personal objectives. It is widely defined as anything perceived by an individual to help attaining his/her goals. In the context of developing Conservation of resources theory, researchers found that resources might come from people or from environment. This can provide us with significant visions, in addition to, one's personality traits as an important source of resources; it is possible to obtain resources from environment they live/exist to achieve career success (Jia & Yuan, 2025:2).

• **Methodology of study**

To determine the optimal approach for this study, the researcher looked at various approaches and selected the suitable one for the study's objectives, nature, and problem. The statistical descriptive approach is selected as it is the most widely used and more accurate in reaching results. This occurs through describing the study sample accurately, collecting and analyzing data and testing its hypotheses to verify the essence of the study problem. The process depends on a sample taken from teaching staff in the private universities in (Najaf Al-Ashraf, Babil, the Holy Karbala, and Qadisiyah). In order to reach the valid and reliable results, a statistical model is designed showing the nature of the relationship between the study variables: (career, employees' passion for work) using Structural equation modeling (SEM).

○ **Study problem**

Many public or private business organizations encounter many crises and issues at different levels, educational organizations are among these particular organizations, striving to provide all necessary resources to foster a greater sense of passion and indulgence among university employees. The issue facing private universities in Iraq is that academic members frequently choose to work in the public sector, which makes them less inclined to continue teaching in private university for an extended period of time and more inclined to move to another private university. This may be due to the fact that private universities rely heavily on retired, senior faculty, inadequate pay and incentives, and the lack of application of the Social Security Law.

Given the nature of the private universities 'work and the quality of the services, they offers, it is imperative that its faculty members possess a high degree of passion and dedication to their profession. Therefore, career success is employed to raise the work passion level of teaching staff, and to improve the work continuity of faculty. The fact that the university's interest in achieving success at both financial and Hierarchical levels, success in relationships with others, and job success, can considerably contribute to improving work passion levels.

Based on the above, and what was presented and discussed above, **the study problem can be summarized** as follows: (The lecturers in the private universities sample of the study face weakness and difficulties in improving their levels of passion, and this is due to the lack of sufficient and ideal interest in adopting effective strategies that enhance the chances of success in the career).

○ **Study questions**

Based on the study problem, the current study seeks to answer the following questions:

1. To what extent do faculty members at private universities exhibit passion?
2. What role does career success play in enhancing passion level among faculty members at private universities?

○ **Study objectives**

The study seeks to achieve most of the objectives of the sample, as follows:

- 1- Providing a genuine contribution to the development of intellectual philosophical framework for the variables under study, backed by several significant theories and standards, which forms solid knowledge for future research.
- 2- The study aims to test the relationship between career success and employees' passion for work.
- 3- The study seeks to measure the success levels of the faculty in their career path in various dimensions in private universities.
- 4- Determining the passion levels and its dimensions of faculty in universities.

○ **Hypotheses development**

1.4.1. The relationship between career success and employees' passion for work

In recent years, the career success has attracted scholars ,academics and researchers since this path represents an important pillar in people's life . When people achieve success and appreciation for work, this enables organizations to respond quickly to their objectives and produce positive outcomes. There is no denying that all working people are inclined to succeed in their path career. Hence, success can help make the positions of people perfectly harmonious in performing jobs and tasks (Pahi et al .,2021:395-398) . Furthermore, some communities view career success as a major factor of a successful life, yet people are starting to shift their standards, beliefs, and attitudes about their personal and professional lives. As a result, the career path is restricted to moving up the career ladder. Accordingly, one's career path is a lifelong sequence that consists of a build-up of knowledge about roles, experiences, family life, and personal life that people encounter throughout their lives (Aydin, 2016: 99).

(Callanan, 2003: 127) defined career as ascending from middle positions to upper ones, through commitment to rules set by an organization's culture and nature of task work. It is also defined as pays and promotions, which are key indications of career success in career path and can be easily accessible (Heslin, 2005: 115). Undoubtedly, the high levels of achievement and success help in enhancing work passion to the highest level of performance, and there are benefits that will be achieved as a result of achieving passion. Consequently, passion is important for workers, and creates more opportunities in organizations(Vallerand et al.,2003:757) .Moreover, organizations should concentrate on the elements that foster passion in order to cultivate and achieve the useful and significant quality of work passion. It is ultimately considered a vital element to effectively improve job performance (HO et al., 2011: 3). It is important to mention that some aspects of career success, such as pays and incentives, progress, skill development, and escalating hierarchical sequence, all contribute to people being more dedicated and committed to organizations (Callanan, 2003: 130).

In addition, pursuing success particularly for work, where a high pay , a high position, or having power and influence are all significant markers of career path success is another approach to achieve the desired objective . Therefore, these aspects positively often affect the satisfaction of life and work (Abele, et al., 2016: 5). It should be highlighted that commercial projects can be completed successfully and with high levels of required performance if people are persistent, indulgent, and dedicated to their task (Al Isa, 2021) . Especially, people with a successful career have a greater feeling of luxury, job satisfaction, quality of work, performance level , they are less inclined to resign, more indulging with work (Akkaya et al., 2022: 2) . Accordingly, when people feel successful, their positive emotions are better, more harmonious and have desire to stay longer. Individuals who have achieved career success , have the greatest levels of contentment and success in their career lives (Seibert & Kraimer, 2001:1-4). Achieving career success, even in case of obsessive passion, may result in a pay raise or promotion as well as the opportunity to take part in organizational decisions , all of which can improve one's self -respect (Astakhova, 2015: 364).

It should be mentioned that in the current business environment, businesses are always looking for better strategies to gain a competitive advantage. In this regard, employees' expertise and knowledge ought to be seen as a crucial strategic asset. As a result, it is essential to retain the key personnel who play a significant role in the organization's success(such as those who occupy administrative positions) (Koekemoer,2014:1).It should be highlighted that organizations have limited resources to assist working individuals in achieving success; therefore, those organizations should try harder to grasp what they can provide to them. Given that, their members' success can significantly affect their organizational success. (Hennequin , 2007:577). In order to explain, people play an important role in company's operational performance, which in turn leads to an increase in financial performance, and this enhances the opportunities of success (Naseer & Kanwal, 2015: 744-742). (van Vianen et al ., 2019: 243) emphasized that the career success (pays , promotions ,career ladder) has a great impact on employees' job satisfaction.

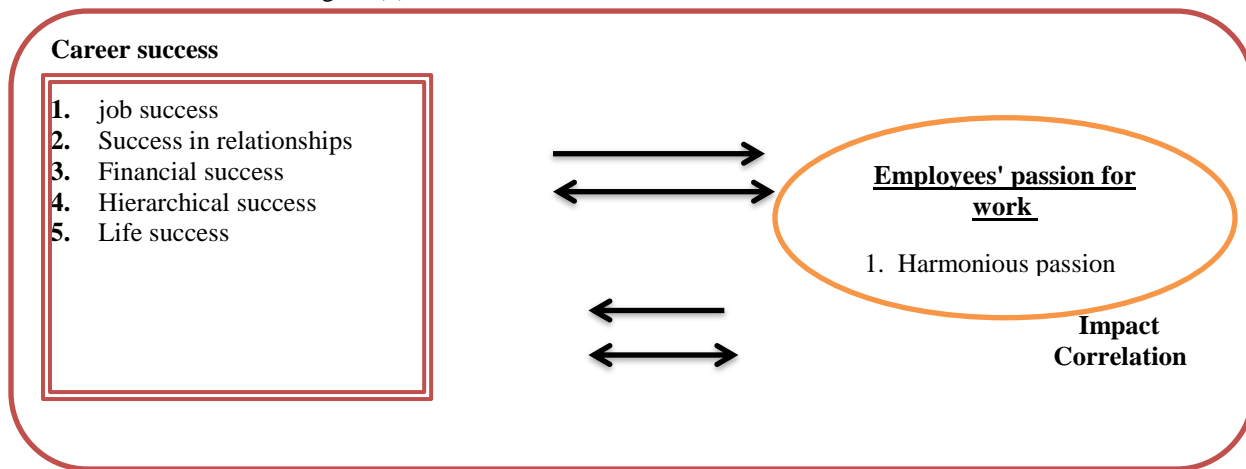
In conclusion, there is a two- direction relationship between the career success and work passion, both positive and negative. However, new study suggests that the impact of work passion may not always be favorable and positive. Put another way, work passion can enhance a person's career success but it can also have many counterproductive consequences. That is, career success and passion works are directly associated and work in compliance that increases the organization's growth and development opportunities (Bushadt et al., 2018). A study of (O'keefe et al., 2022) indicated that many people are highly motivated to succeed and advance in their careers that align with their passion in particular fields, such the arts or sciences. (Al Isa, 2021) confirmed in a study that passion has a positive correlation with career success. Accordingly, the researcher believes that there is direct relationship between work passion and career success, implying ,success can be achieved when there is passion, , vice versa , when there are continuous successes for a person at workplace, it contributes ,in turn, to creating work passion, consistency and more perseverance in accomplishing tasks. Based on the aforementioned ,the impact hypothesis of career success on employees' passion for work can be formulated as follows:

1. The main hypothesis: There is a statistical significance effect of career success in employees' passion for work. **And The following sub-hypotheses branch out of the main hypothesis:**

- a) There is a significance effect of the job success dimension in enhancing the employees' passion for work.
- b) There is a significance effect of the life success dimension in enhancing the employees' passion for work.
- c) There is a significance effect of the hierarchical success dimension in enhancing the employees' passion for work.
- d) There is significance effect of the dimension of the success in relationships in enhancing the employees' passion for work.
- e) There is significance effect of the financial success dimension in enhancing the employees' passion for work.

○ **The proposed model of the study**

According to a number of studies on the study variables, A diagram of study hypothesis is designed relying on many studies such as (O'keef et al .,2022) ,(Al Issa ,2021) and Bushardt et al .,2018) .In addition to , the study of (Seibert & Kraimer, 2001) which proves that there is a direct effect and relationship between (career success and employees' passion for work).In view of the above the researcher built a model or study diagram concerning the study hypothesis, which provides a conceptual framework that explains the correlations and effect between the study variables. As shown in Figure (1).



Source : Own elaboration

Figure (1) illustrates the proposed model of the study.

○ **Variables Measurement**

The researcher uses a number of measures to study variables representing the most widely known and used in studying the variables in previous studies and reviews and conducts more research on many previous studies and research. Scale of (Hennequin ,2007) is used to measure career success. Scale of (Zigarmi et al .,2018) is adopted to measure the variable of employee's passion for work .Finally ,the following statistical programs, SMSS v26 and SMART PLS v4 are used to analyze data and obtain the results accurately, as shown in Table (1)

table (1) Measurement of Study Variables

T	variables	dimensions	Encoding	measure
•	career success	Financial success	FS	(Hennequin ,2007)
•		Hierarchical success	HS	
•		job success	JS	
•		Life success	LS	
•		Success in relationships	SR	
•	Employees' passion for work	Harmonious passion	PH	(Zigarmi et al ., 2018)
•		Obsessive passion	OP	

○ **Population and Sampling**

The stratified random sample type is selected as an appropriate type for the study community because the sample of study community is heterogeneous and there is a difference in majors and universities, but the sample of individuals is homogeneous for each university, and represents each stratum of society.

Note that the required sample size is (344) according to the table (Morgan et al., 1970) for the population which is (3404) the total number of teachers for each university in all studied provinces.

Samples are extracted for each university according to the mathematical equation:

Community for every university

*** Sample size = number of individuals in the stratified sample for each university**

Total study community

Table (2) community and sample Study

t	Province	university	Establishment year	Community	sample
●	Najaf Ashraf	Imam Al-Sadiq University	2004	136	14
●	Najaf Ashraf	Islamic University	2004	600	58
●	Holy Karbala	Ahl al-Bayt University	2004	175	17
●	Najaf Ashraf	Al-Kafeel University	2005	163	14
●	Najaf Ashraf	Sheikh Al-Tusi College	2006	133	16
●	Babel	Al-Mustaqbal University	2010	1313	133
●	Babel	Hillah University College	2011	147	15
●	Holy Karbala	Al-Safwa University College	2013	339	37
●	Holy Karbala	Al-Taf University College	2014	93	9
●	Najaf Ashraf	Faculty of AlFaqa University	2014	20	2
●	Diwaniyah	Islamic University	2018	284	29
Total			11 University	3404	344

The researcher concludes from The aforementioned table that the number of distributed questionnaires is (372) , and the received questionnaires is (326), including questionnaires that are not subject to statistical analysis amounting to(27) questionnaires, and 46 questionnaires were not received. Therefore, the questionnaires that are subject to statistical analysis are (299), which represent a sample of faculty in the private universities in aforementioned provinces .These universities were exclusively selected ,as mentioned in Table(2), because private universities established in 2015 or earlier were identified and selected, and which are distinguished by their solid and scientific reputation for providing and disseminating knowledge to students.

● Literature Review

○ Concept of Career Success

The word "Career" is derived from the Latin word *carraia*, which means a road or carriage-road. Although it means "one's path or one's progress in life (or a special part of life)". The concept of career path has changed from the traditional lineal model of the career path ,as a sequence of hierarchical promotions, to the modern and unconventional models that pay attention to the changing career path that includes alternative career paths as professions of individuals (Heredia 2009: 23,24).

It is important to note that psychologists have defined this concept as "a pattern of work-related experience that extends throughout a person's life". The career path is viewed by the American economists Arthur, M. B., Hall, D. T., and Lawrence as "an evolving sequence of a person's work experience over time. "On the other side, Arnold defined the career as "the Sequence of employment related positions ,activities, experiences and roles that a person encounters".

It also refers to the process of progress and development of individuals, and viewed as a process through which individuals develop, implement and monitor professional goals and strategies (Baruch, 2004:3) In addition, career path can be described as "a sequence of positions held within career path". This concept can be described as "a typical feature of an employee".The career path consists of an employee, jobs, positions and different experiences. (Noe, 2020: 399).The career success is defined by (Arthur et al .,2005:178) "as achieving the desired results related to work at any time through many work experiences that an individual does over time" .In sum, career success can be in multiple aspects such as work and organizational aspects that contain one's job position and perhaps promotion.

Furthermore, success also includes individual aspects that contain one's characteristics, age, background and environment. Finally, community-level aspects contain economic and governmental situations (Van den Bos, 2012: 6). See table (3) includes more information about the concept and the views, as follows:

table (3) Definition career success

Researcher & year	The concept of career success
(Callanan ,2003:127)	ascending to middle and upper positions, through commitment to the rules set by an organization's culture and nature of task work.
(Gomes et al ., 2022: 4)	A set of perceptions, attitudes and behaviors that participate in developing a set of skills in order to deal with different positions in organizations that witness a continuing shift.
researcher	It is defined as the individual's success in performing many jobs and roles in an ideal and excellent manner.

○ **Dimensions of career success**

An open ended questionnaire used by (Larwood &Gattiker,1985:86)to collect information from managers and individuals about supporting their perceptions regarding the success of career, 5-dimension–scale of career path success is reached . It is the same that Hennequin, 2007 referred to in his studies, which are as follows:

2. **Job Success:** It is defined as an employee's progress in a successful sequence of jobs from the lowest to the highest level , achieving job success is considered very important to all individuals because it improves professional behaviors during work, such as improving work quality and career performance. Additionally, it was noticed that the greatest job success sets the foundations to stimulate and encourage employees to maintain their jobs (Ghazali, 2020:1-2). Besides, (Kumar & Grov, 2018: 881) indicated that the competition among people is viewed as stimulating and encouraging factors to keep moving and continuing in the proper direction to achieve success, and maximize opportunities of maintaining market leadership.
3. **Success in relationships with other :**It is defined as a group of people having a good and honest relationships considered successful relationships for the reason that they are in the interest of organization. Furthermore, it is described as the degree to which a person interacts gently and appropriately with work colleagues in work. The phrase typically refers to the abilities of employees to cooperate with one another while completing tasks(Makhdam,2015: 2).
4. **Financial success:** It is defined as the degree to which an employee can effectively manage financial affairs in the real economy world, since this helps to avoid risks, needless financial crises and excessive debts (Bird et al., 2014: 684).
5. **Hierarchical Success:** It refers to a set of ranks or positions held by a person in career path successfully. It also is the movement of a person through a number of career ladders, vertically or horizontally. These career ladders should not be in a very short period, and they should lead to higher level jobs that produce success and progress (Weinberg et al., 2019: 13).
6. **Life Success:** It indicates one's satisfaction with life career, in addition, contentment level is directly related to the outcomes achieved, meaning that the positive results themselves are success. Life success or stability is an essential pillar that organizations seek to achieve organizational objectives as this is considered driving force towards more progress in achieving a successful career path (Stroyanovska et al., 2021: 138-139).

○ **The concept of employee passion at work**

The concept of passion has long been discussed by philosophers of many majors, and as interest in this concept has grown, two different viewpoints have emerged. According to the first, losing control and reason is a sign of passion. In other words, what comes out of the mind is referred to as sensible ideas; on the other hand, the passion occasionally generates unreasonable ideas and sometimes hasty .

Based upon the second perspective, it considers individuals as more energy and vital in relation to their passion for their work. The term passion roots back to the Latin word (Pati), which means to endure or to suffer (Vallerand et al., 2003: 756). In 2003, academics and researchers started addressing and looking for the concept of “employees' passion”, in their research. This concept and its development by researchers saw a significant surge in research concerning the concept of employees' passion in 2008. However, passion is one of the modern concepts that has started to develop over time, that is, it needs more research and development to reach new models that reflect its development (Stoia, 2018: 6). Furthermore, (Ensour et al., 2020:485) described passion using a variety of more broad terms, such as enthusiasm, motivation, persistence, and fondness. As a result, work passion is a combination of having a strong admiration and deep respect for job and seeing it as a way to develop a person's own potential and abilities. Besides, numerous studies have shown that "work passion" is a key component of business success since it contributes

to a wide range of potential workplace benefits, not to mention the benefits of people being passionate about enhancing their performance and developing their own abilities (Lavigne et al, 2014: 256). Organizations need to cultivate passion for individuals as one of the most valued and significant features and attributes for their members. It is an essential and powerful component and also a vital and effective element. (Ho et al., 2011: 3).

According to this perspective, organizations consider employees who are highly passionate about their work as a unique talent that they do need to preserve since passion can motivate employees to be more effective, efficient; in return, they can be beneficial to them. (Indriasari & Styorini 2018: 26). Employees' passion at workplace is measured by using the most widely used scales, consisting of two dimensions. The first deals with harmonious passion, emphasizing the positive side and the extent of harmony between work and other aspects of life. The second, obsessive passion, it deals with the most self-controlled side and is less able to achieve harmony between work and other social aspects. Employees' passion for work frequently leads to create motivating and stimulating factors, such as enhancing personal abilities and boosting financial efficiency. Table (4) illustrates the most important concepts and visions concerning this concept, as follows:

table (4) Definition employees' passion for work

Researcher & year	Definition of employees' passion for work
(Vallerand & Houliort, 2003)	A strong inclination toward activity that people like or even love, find important, and they invest time and energy.
(Ho et al., 2011:3)	The love of job, or experiencing personal meaning of job, in other words, the great admiration and enjoyment for job.
(Indriasari & Setyorini, 2018: 26)	As pleasure, desire to strive greatly, and with a hard effort also it represents a strong will to do activity or work.
researcher	Passion is defined as the degree to which employees are strongly committed to performing their jobs.

○ Dimensions of employee passion for work

A number of researchers have indicated the work passion as positive and inspiring factor that helps employees perform their jobs with a high degree of indulgence and devotion. Two-dimensional scale used to measure it, namely (harmonious passion and obsessive passion) which (Zigarmi et al., 2018) referred in their studies, as follows:

- **Harmonious Passion:** It indicates that employees are passionate or harmonious with their work, which provides an opportunity to create a balance with other life areas (Zigarmi et al., 2018: 9). Similarly, it is found that the harmonious passion enhances organizational results of organizations and individuals such as achieving job satisfaction, performance and organizational commitment. It has also been demonstrated through research that employees who are harmonious their work activities feel more cohesive and can succeed in their workplace (Thibault-Landry Et Al., 2018: 159). It also means that people control the time of engaging or not engaging in the work (ho et al., 2011:10).
- **Obsessive Passion:** It is defined as the passion that makes people feel more committed and passionate about their work performance without really thinking about other aspects of their lives. (Astakhova & Porter, 2015: 1318). In addition, this type of passion provides an opportunity for people to achieve superiority over the others, and and boost their social acceptance, and which in turn increases their commitment to their work in order to preserve the desired outcomes (Ho et al., 2011: 10). Moreover, It can greatly contribute in obtaining pay raises or promotions, and enhancing participation in organizational decisions, which may enhance one's self-esteem, as well as interest in coworkers may improve group harmony (Astakhova, 2015: 364).
- **Statistical Analysis method**

Prior to performing any analysis it is very necessary to ensure the reliability and validity of the measurement tool. Reliability of the variables is measured using Cronbach's alpha. Besides the reliability and convergent validity and discriminant validity of variables and dimensions were measured. Partial Least Squares (PLS) method was used for testing the study model in the current study. In addition, convergent validity is verified through conducting these three tests, Average variance extracted (AVE), Consistency Reliability (CR). Confirmatory factor analysis (CFA)

3.1. Convergent Validity

Convergent validity refers to the convergence level between items and dimensions, and the convergence between dimensions and their homogeneity with respect to the main variables. Thus, (hair et al., 2017) identified three main conditions for achieving convergent validity as follows:

1. Composite Reliability values must range between (0.90-0.60).
2. AVE value must be greater than (0.50).
3. Cronbach's alpha value must be between (0.60 – 0.90).

To verify the convergent validity of the independent variable, career success, a structural model is designed that combines the variable's items, which is (20), based on the outputs of the SMART PLS. The results shown in Figure (2) indicate that the items were analyzed using convergent validity, which is (20), had different factor loading

according to each item. (16) items meet the condition item ,While (4) items were not applied and were less than (0.70 %) and were deleted immediately. as in the following model.

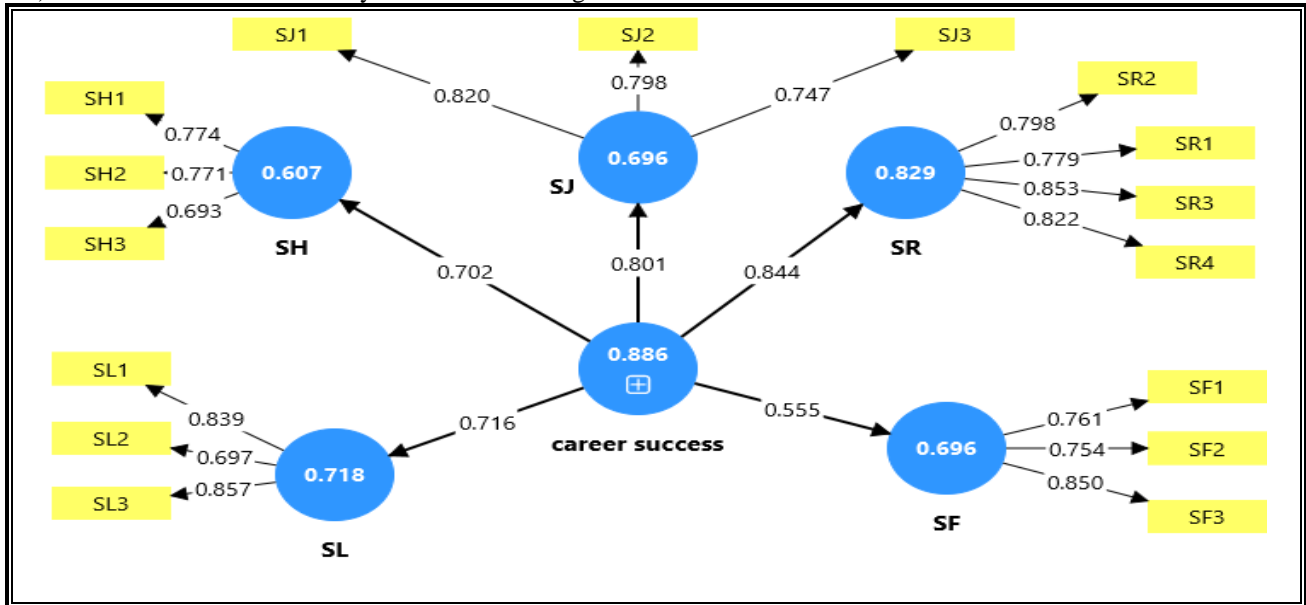


Figure (2) Convergent Validity of Career success

Therefore, convergent validity of career success is conducted ,as shown in Table , the main variable has the following results:(AVE)0.51,and(CR)0.90,while Cronbach's alpha is (0.88) .

Table (5) shows the convergent validity indicators of career success

test of Variable & Dimensions	Average variance extracted (AVE)	Composite Reliability (CR)	Cronbach`a alpha
Financial success	0.62	0.83	0.69
Hierarchical success	0.55	0.79	0.60
Job success	0.62	0.83	0.67
Life success	0.64	0.84	0.71
Success in relationships	0.66	0.88	0.82
career success	0.51	0.90	0.88

In addition, To verify the convergent validity of the employees' passion for work ,a structural model is designed that combines the variable items , which is (11), based on the outputs of the SMART PLS .The results shown in Figure (3) indicate that the items that were analyzed using convergent validity, which is (11), had different factor loading according to each item. (10) items meet the condition, While (1) items were not applied and were less than (0.70 %) and were deleted immediately. as in the following model.

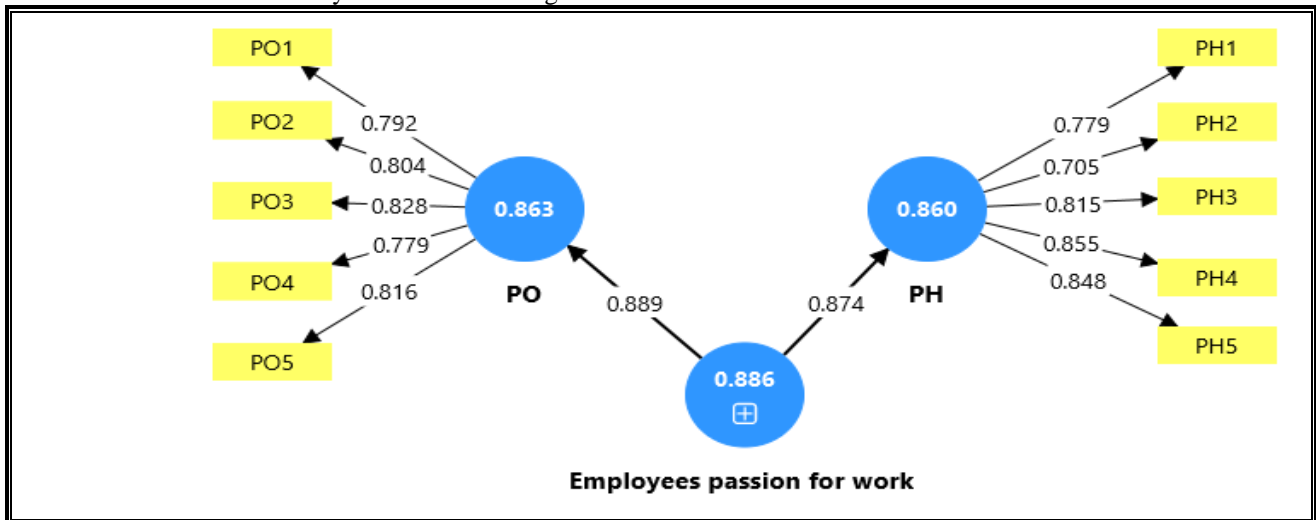


Figure (3) Convergent Validity for Employees' passion for work

Therefore, convergent validity is conducted for employees' passion for work, as shown in Table below, the main variable, AVE is (0.57), and CR is (0.97), and Cronbach's alpha is (0.88).

Table (6) shows the convergent validity indicators for career success

test of Variable & Dimensions	Average variance extracted (AVE)	Composite Reliability (CR)	Cronbach`a alpha
Harmonious passion	0.65	0.94	0.86
Obsessive passion	0.64	0.90	0.86
Employees' passion for work	0.57	0.97	0.88

3.2. Discriminant Validity

To determine the discriminant validity of career success **Fornell & Larcker matrix**, and this done when the square root value of AVE index is greater and higher than its correlation with other dimensions. The results indicated that the discriminant validity of the career success variable was achieved at a rate of (0.714), as shown in the following table:

Table (7) of discriminant validity indicators for career success

Variables & Dimensions	career success	Financial success	Hierarchical success	job success	Life success	Success in relationships
Career success	0.714					
Financial success	0.555	0.790				
Hierarchical success	0.702	0.366	0.743			
Job success	0.801	0.333	0.474	0.789		
Life success	0.716	0.305	0.413	0.427	0.801	
Success in relationships with other	0.844	0.311	0.453	0.641	0.522	0.813

In addition, The results indicated that discriminant validity of the employees' passion for work variable was achieved at a rate of (0.754), as shown in the following table:

Table (8) shows discriminant validity indicators for employees' passion for work.

	Employees passion for work	PH	PO
Employees passion for work	0.754		
PH	0.874	0.806	
PO	0.889	0.562	0.804

3.3. Descriptive statistics

Descriptive statistics determine the availability of study variables and dimensions in the population under study, and determine the significance level of each variable for a sample of (299) members of teaching staffs. Furthermore, descriptive statistics include calculating the arithmetic mean, standard deviation, and relative importance. This can be applied through comparing the arithmetic mean with the estimated hypothetical mean (3) and collecting data according to the five-point Likert scale. Here, descriptive statistical indicators for career success are calculated, the results in Table (9) show the availability rate of (67%), with an arithmetic mean of (3.346), which is within the accepted level. This confirms that the study sample has a good level of career success, which motivates them towards stability and greater commitment to their functional areas. In relation to the dimensions, the results are shown as follows:

Table (9) shows the descriptive statistics indicators of career success

Variable & dimensions	standard deviation	Mean	significance level
Job success	0.865	3.435	% 69
Success in relationships	0.888	3.343	% 67
Financial success	1.119	3.161	% 63
Hierarchical success	0.919	3.341	% 67
Life success	0.868	3.377	% 68
Career success	0.923	3.346	% 67

Besides, descriptive statistical indicators of employees' passion for work are calculated. The results in Table (10) show the availability rate of (58 %), with an arithmetic mean of (2.918), which is within the medium level. This indicates that the study sample has an acceptable level of work passion for teaching profession. This, in turn, makes them less engaged and committed to their work, which has a detrimental effect on the university and students'

performance. University efforts should ,therefore, be directed toward enhancing and elevating the passion level, particularly harmonious passion. This can be achieved by providing supportive elements such as knowledge, incentives, and a regulated professions.

Table (10) shows the descriptive statistics indicators of employees' passion for work

Variable & dimensions	standard deviation	Mean	significance level
Harmonious passion	0.807	3.143	% 62
Obsessive passion	0.797	2.726	% 54
Employees' passion for work	0.801	2.918	% 58

3.4. Testing impact hypotheses and building a structural model

Here , a structural model is designed to demonstrate the strength of the direct relationships among the main and sub-variables of the study. A value that is less than zero signifies a negative relationship. The closer the path value is to (+1), the stronger it is, and conversely, when the value is negative (-1), the weaker it is. The closer it is to zero, the weaker it is. As indicated by (Hair et al., 2017).

Impact factor (R^2) is one of the most widely used criteria for evaluating a structural model. It is an important measure, represents the sum of the effects of the independent variables on the dependent variable. It indicates the amount of variance in the dependent variable. (Cohen,1998) identified three regression criteria:

Impact factor (R^2) between (0.10 - 0.20) is weak.

Impact factor (R^2) between (0.20 - 0.33) is medium.

Impact factor (R^2) between (0.33 - 0.67) is strong .

In addition, (F^2) indicates the extent of the effect size of the main independent variables on the dependent variables., as referred by (Hair et al.,2017) , which includes four criteria for testing the strength of the impact:

Impact factor (F^2) less than (0.020) is no effect.

Impact factor (F^2) between (0.020 - 0.15) is weak.

Impact factor (F^2) between (0.015 - 0.35) is medium.

The impact factor (F^2) more (0.35) is strong.

Testing the main hypothesis : Building a structural model of career success in employees' passion for work .

This hypothesis is tested to measure the direct effect between the independent variable (career success) and the dependent variable (employees' passion for work) . This was done through designing a structural model that shows the strength of the effect, consisting of (31) paragraphs as in model (4). The results in Table (11) indicate a great positive effect of the independent variable, career success, on the dependent variable, employees' passion for work ,with a value of(0.588)and below the significance level of (0.000).This indicates that employees' passion for work increases by (58%) whenever there is one unit of career success. In addition, career success can explain ($R^2=0.346$) of the changes in employees' passion for work, and this percentage is considered strong. Therefore, it should be maintained for the purpose of enhancing the passion level of teaching staff in private universities. The value of the impact factor is ($F^2=0.526$), which confirms that there is a strong effect of career success on employees' passion for work . These results are largely consistent with the study of (Vallerand et al., 2003) and (Bushardt et al., 2018).

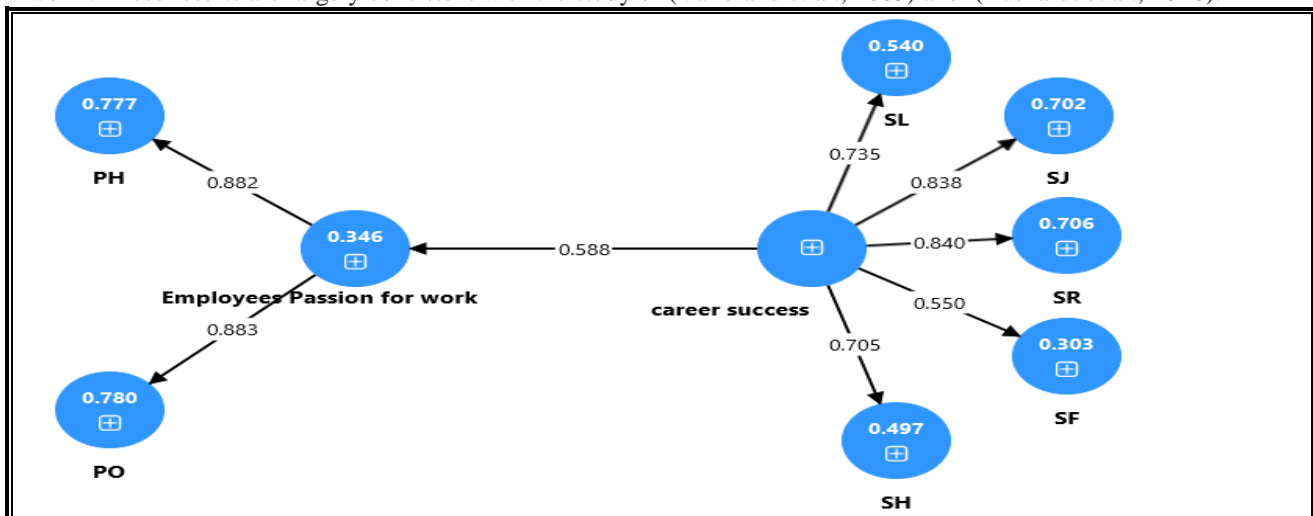


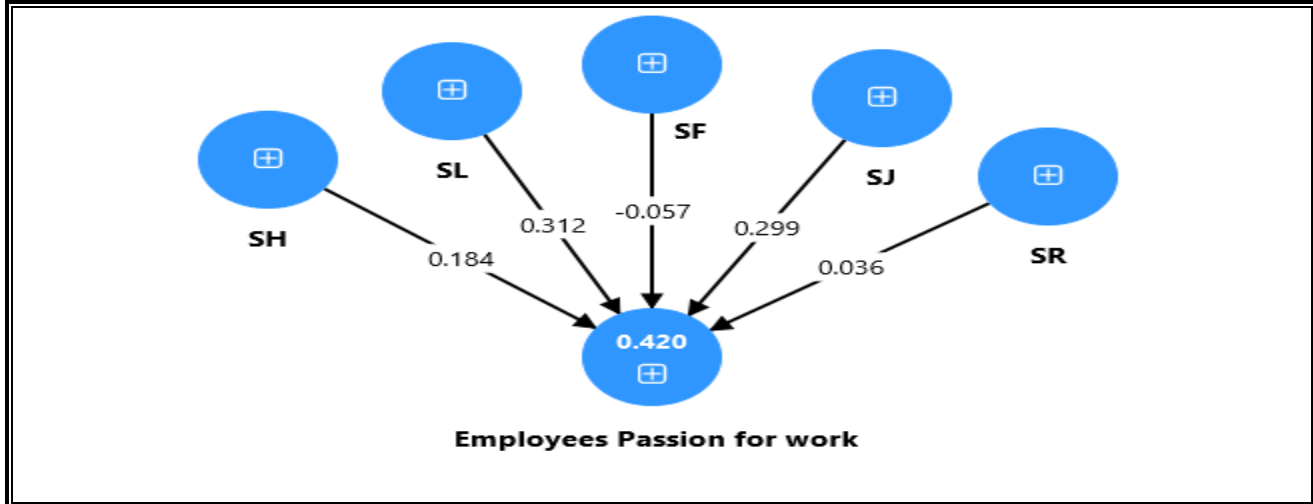
Figure (4) shows the model of the direct effect of career success on employees' passion for work.

The researcher , therefore ,will adopt the structural path model regarding the direct impact of career success on employees' work passion. Accordingly, the hypothesis that states “career success has a direct, important impact on employees' passion for work” is accepted.

Table (11) testing the indicators of main hypothesis

hypothesis	Impact factors β	factor R^2	Factor F^2	Mean	St.d	Value T	Value P
career success -> employees' passion for work	0.588	0.346	0.526	0.588	0.043	13.651	0.000

Testing sub-hypotheses :The main hypothesis branches out from other sub-hypotheses, and was tested through the model (5) and according to the outputs of the SMART PLS v.4 .



Model (5) The direct impact of career success dimensions on employees' passion for work

Statistical results showed when testing the sub-hypotheses of the dimensions of career success regarding the employees' passion for work , as in the table (12) and the model (5). There is a significant impact for of job success (SJ), life success (LS), and Hierarchical success (HS), in enhancing the employees' passion for work. The significance level reaches (0,000) ,and there is a strong impact of this three dimensions on the employees' passion with the rate of effect of ($F^2 = 0.724$). This indicates that the employees 'passion for work increases whenever there is continuous and strong success, whether it is related to their job or personal life, or success in obtaining professional promotions. In light of the mentioned, the hypotheses are accepted.

On the contrary, the results indicated that there is no significance effect regarding the dimension of success in relationships (SR) for employees' passion for work , when the significance level is (0.639) ,this value indicates that there is no effect of this dimension in improving the employees' passion for work. This means that the study sample has a weakness in forming successful relationships with others. This may be due to the pressure and nature of work. In addition, the hypothesis, “financial success dimension in boosting the employees' passion for work”, is rejected because its significance level is (0.289). Therefore, this value indicates that there is no effect of this dimension at all on improving the passion for the teaching staff. This is likely, that the private universities do not pay high monthly incentives and salaries to the study sample compared to government universities. This, in turn, makes the sample unwilling to continue working with them. Therefore, the hypotheses are rejected and alternative hypothesis is accepted.

Table (12) testing the indicators of sub-hypotheses

hypothesis	Impact factors β	factor R^2	Factor F^2	Mean	st .dv	T value	P value
job success -> employees' passion for work	0.299	0.420	0.724	0.300	0.079	3.784	0.000
Life success -> employees' passion for work	0.312			0.314	0.063	4.952	0.000
Success in relationships -> employees' passion for work	0.036			-0.035	0.077	0.468	0.639
Hierarchical success -> employees' passion for work	0.184			0.189	0.063	2.920	0.003
Financial success -> employees' passion for work	-0.057			-0.048	0.053	1.075	0.289

DISCUSSION

Private universities in Iraq, particularly those in Al-Najaf, Holy Karbala, Babylon, and Al-Diwaniyah, have seen several fast-paced events and changes that have a significant impact on the progress and advancement of the educational system in those areas. Not to mention how it affects the teaching personnel and the academic environment. These swift shifts and changes could include a decrease in the motivation of faculty members to stay at the private university, inadequate pay and incentives, a strong desire to work at public universities, and an unsuitable work atmosphere. Thus, the aforementioned factors all play a part in private universities' inability to keep their hired teaching staff for extended periods of time. In fact, this has occurred multiple times, particularly in 2023. Numerous hired faculty members decided to leave private universities, which resulted in a severe shortage of teaching personnel. Thus, the teaching staff at private institutions lacks passion, which makes it difficult for them to stay employed at private universities. The results showed that passion and its levels can be controlled and increased among faculty in private universities with the quality of (harmonious and Obsessive passion). Increasing the level of passion can put the university on the path to success and excellence in its academic performance. It is closely related to enhancing and proving the university's academic reputation among its peers and increasing its scientific productivity level. This may result from a desire to establish an atmosphere that is conducive to achievement and excellence. In other words, the university's efforts to increase the success rate in various types of careers inspire faculty to remain passionate, involved, and committed to their work. In addition, everyone's achievements and life experiences contribute to making them more passionate about their work. Furthermore, when people feel successful in their career, they see their career as successful. Passion is often determined by one's success in his/ her career, the quality of social connections and relationships for work, and success in managing their financial and professional affairs. The results demonstrated that the work environment is capable of managing and controlling the levels of passion among teaching personnel. This can happen through providing successes pertaining to boosting morale and productivity, which would enhance the chances of continuing passion among them. According to descriptive statistical analysis, the study sample's availability of career success was 67%. In contrast, the level of employees' passion among the study sample was (58%). Therefore, these results confirm that the study sample has low levels of passion and struggles to perform work normally, whether the passion is obsessive or harmonious.

On the other hand, there is a fairly good rate of career success, which should be invested to increase the opportunities for passion, indulgence, and dedication to work. Furthermore, the effect hypothesis model demonstrated that career success affects and is capable of bringing about changes in employees' passion for work by (52%), which confirms the strong impact of career success on employees' passion for work, besides; achieving career success greatly enhances levels of satisfaction and motivation. In addition, the statistical results have proven that there are three dimensions of the career success, which is job success, hierarchical success, and life success. These dimensions have a great level of effect on the employees' passion for work, showing that success at the level of job success is important in creating passion, and indulgence in work as well as in life success, and success in hierarchical success. On the contrary, there is sometimes no effect of financial success on the employees' passion for work, and this could be because teaching staff receive poor incentives and low monthly pay. It does not motivate them to create a strong passion for their career. Additionally, relationships with others do not play a significant part in motivating teaching personnel to keep up their excellent performance due to the high levels of job pressure and official ties that define the university work environment. That would not encourage employees to develop a strong passion for their work.

There are some ways in which career success can contribute to enhancing employees' passion for work, as follows:

- **Appreciation and Recognition:** Receiving praise and acknowledgement from subordinates, supervisors, and colleagues is frequently a prerequisite for career success. Employee confidence and passion for their work can be boosted when they receive compliments and acknowledgement for their accomplishments.
- **Feeling of accomplishment:** Career success is often accompanied by a feeling of accomplishment. When employees reach their goals, exceed expectations, or make significant contributions to their field, it can enhance their passion and motivate them to keep doing their best work.
- **Growth Opportunities:** Career success often opens doors to new opportunities for growth and advancement. Employees may become more passionate and driven to keep improving their abilities and knowledge if they perceive that their efforts and achievements have resulted in promotions, more responsibility, or access to more difficult tasks. It can motivate their passion and motivate them to continue developing their skills and expertise.
- **Financial Rewards:** Career success can also bring financial rewards, such as salary increases, bonuses, or profit sharing. While money alone may not be the sole motivator, it can provide a sense of security and stability, contributing to increased employee engagement by alleviating financial pressures and allowing individuals to focus more on their work and personal growth.

- **Job satisfaction and happiness:** Career success is closely linked to job satisfaction and happiness. When employees feel successful in their careers, it can enhance their overall job satisfaction. This, in turn, can enhance their passion and commitment to their work.

Limitations and Future Studies

Conducting the current study was a challenge rather than a simple one. This study overcame many obstacles and limitations that hindered the optimal development of scientific research. Among these challenges, the researcher did not receive adequate cooperation from the study sample in responding to the questionnaire items. Especially since several universities essentially refused to accept the idea of applying the study there. In addition, some responders were unable to keep up with the questionnaire form. Some misplaced the form, while others failed to return the form despite continuous phone calls. Furthermore, the educational environment is one of the least cooperative academic environments in the field of scientific research in the study location, as they are the most educated and always busy.

Furthermore, time constraints were a significant barrier to meeting deadlines for assignment completion. The current study is the first with its own variables and concept, making it challenging for the researcher to find a study that directly combined both variables. This study complements scientific research methods. That is, the study should be approached in conjunction with other variables and applied in other, more diverse environments. In the future, it would be preferable to link the study topic with an intervening variable, such as empowerment in the workplace, to explore its role in enhancing employees' passion for work. Furthermore, the study could be applied in an organizational environment other than the university educational environment. It is also possible to add a variable, such as dynamic capabilities based on knowledge management, to enhance employees' passion for work.

Conclusions and Recommendations

Private universities are considered to be in environments that are always in contact with people, such as teaching personnel, students, and others. Therefore, the university must have a culture of passion, dedication, commitment, and continuity in the teaching profession because any lack of passion is detrimental to the university and its students. Accordingly, **the results that were reached are as follows:**

1. The results showed that career success has turned into a driving force that raises the passion level for one's work. The hypothesis of the model demonstrated that the effect is positive and effective for career success, with a (52%) effect rate in raising employees' passion for their jobs.
2. Statistical results have proven that the passion of the study sample was not at the required level because the rate of passion among the study sample was (58%) which represents a weak level of passion among university lecturers for their work.
3. The study, based on statistical results, demonstrated that financial success and relationships with others were incapable of stimulating university faculty members' passion and enhancing their motivation to stay for long periods. Since the value appears to be greater than (0.05), this means that the null hypothesis of financial success and success in relationships with others is rejected and the alternative hypothesis is accepted. This result is largely consistent with studies (Bushardt et al., 2018) , (Al Issa, 2021), (Bushardt et al., 2018) and (Callanan, 2003:130).

Based on the above discussed results, the study recommends a number of recommendations, as follows:

1. The study recommends that senior management at private universities revisit and focus on career success by adopting career strategies that ensure high levels of professional success, thereby helping to foster faculty members' passion for their work. Faculty career success is enhanced by universities' commitment to providing an excellent academic environment, high salaries, fair work distribution, and improved teaching hierarchy.
2. Private universities must focus on creating, development, and maintaining passion within the university, as it is an important factor in attracting faculty members to the university and ensuring their long-term retention. This is achieved by providing all the essential requirements that make an individual passionate about the currency, from financial rewards to scientific conferences with international universities.
3. Private universities in the Middle Euphrates provinces should reconsider and pay greater attention to rewards, financial incentives, and improving relationships with others. This is because faculty members' passion is directly linked to their economic status and relationships with others. To implement this ideally across universities and other institutions, the salary ladder should be reconsidered and aligned with the government salary ladder, or better. This could include providing annual or semi-annual bonuses to reward faculty members' academic efforts. At the level of relationships with others, it is necessary to strengthen social activities and links between others by holding scientific social gatherings and enhancing personal communication even during annual holidays.

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