

Work Passion of Staff Nurses and its Relation to Organizational Career Growth

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Abstract

Background: Work passion is a critical psychological factor that drives staff nurses' self-motivation for promoting organizational career growth that aid in building trust that enhance their performance and achieve the intended organizational results. **Aim:** to assess work passion of staff nurses and its relation to organizational career growth. **Design:** A descriptive correlational research design. **Setting:** All units that were in all departments at Benha University Hospital, Qalubya, Egypt. **Sample:** A simple random sample of staff nurses working at pre-mentioned setting. **Tools of data collection:** Two tools were utilized namely; work passion questionnaire and organizational career growth scale. **Results:** Less than three quarters (72.7%) of the studied staff nurses had low level of work passion, while only less than one fifth (15.0%) of them had high level of work passion, additionally, slightly more than three quarters (75.5%) of the studied staff nurses reported low level of organizational career growth, while only minority (4.7%) of them reported high level of organizational career growth. **Conclusion:** There was high statistical significant positive correlation between work passion and organizational career growth. **Recommendation:** Hospital administrators could increase work passion of staff nurses through supporting and motivating them by assessing and achieving their needs as possible. Staff nurses could attend and participate in needed workshops, scientific conferences, and continuing educational programs that improve their organizational career growth.

Keywords: *Organizational Career Growth, Staff Nurses, Work Passion*

Introduction

Work passion refers to love the work, viewing it as a significant part of life and invests considerable time and energy in it (Pollack et al., 2020). Also, work passion refers to the staff nurses persistent, emotionally positive, meaning-based, state of wellbeing that result in consistent, constructive work intentions and behaviors (Riar et al., 2023).

In today's dynamic healthcare environment staff nurses play a critical role in ensuring patient safety, quality care, and organizational growth. The sustained engagement, commitment, and organizational career growth of staff nurses depend significantly on their inner drive and emotional connection to their work that commonly referred to work passion (Salem et al., 2025). Work passion is a strong inclination toward work that individuals value, find meaningful, and are motivated to

engage in consistently (Al Issawi & AlTae, 2024)

Work passion include several dimensions as *work enjoyment* which reflects that the staff nurses really enjoy and love their work, *self-motivation* which reflects that the staff nurses would still do their work even they received low pay, *self-identity* which reflects that the academic teaching staff feel that their work reflects the qualities that they like about themselves and *Willingness of learning* which reflects that the staff nurses make every effort to find new ways to improve their work (Chen et al., 2020), (Wang, 2022) and (Lajom, et. al., 2024).

Benefits of work passion for both the staff nurses and the organization as a whole as it leads to a better staff nurses performance, builds a healthy work environment, enhances the staff nurses creativity and innovation, leads to professional growth and career

advancement, makes the staff nurses feel less stressed and voluntarily put in extra hours at work, drives motivation, job satisfaction and resilience to face challenges, making the organization take a place among the competitive markets also passion for work plays a significant role in shaping career trajectories which enhances the organizational growth (Zhang, et. al., 2022) & (Landay et. al., 2022).

Career is defined as the sequence of work experiences throughout an individual's life time (Quoted in Daud, 2014). Career growth is described as one's perceptions of the chances of development and advancement within an organization career growth, sometimes known as the career ladder, it is the advancement of staff nurses who work hard to enhance their performance and acquire the skills they need (Jabor, 2021).

Organizational career growth is the chance for professional advancement inside the current workplace. the significance of the organization involvement in the ongoing development and career growth of its staff, since it is essential to the successful expansion of its workforce so there is a need by every health organization to invest in comprehensive career growth process which helps to attract and retain high-performing staff nurses. Continuous improvement through learning and enhancement leading to staff nurse satisfaction with optimum opportunities for career growth. Support help the staff nurses experience training and development to maximize their worth (Kim et al., 2016).

Four criteria were initially used to quantify organizational career growth include; advancement toward career goals, improvement of professional abilities, speed of promotion, and growth in compensation. Career advancement depends on both the staff nurses' efforts and the organization's capacity (Spagnoli &Weng, 2017). Staff nurses act a key role in health care organization, Staff nurses who had career growth usually consider them as having more positive energy and self-confidence and exhibit negative

emotions and behavior towards clinical work (Sharma, 2019).

Within nursing, passionate staff nurses are more likely to demonstrate resilience, innovation, and dedication, all of which contribute positively to their organizational career growth, this includes opportunities for promotion, skill development, expanded responsibilities, and leadership roles (Ho, et. al., 2018) and (Peethambaran & Naim, 2025). When staff nurses are passionate about their work, they are more likely to seek learning opportunities and adapt to organizational goals (Rahaman, 2025). Staff nurse's attempts to advance toward their career goals and the organization's efforts to recognize and reward these efforts through promotions and pay raises, are both factors effect on organizational career growth (Van, & Schaveling, 2020).

Significance of the study

Today, the world is rapidly changing, staff nurses in the health organizations should respond to these changes, most of staff nurses seem to have lacking of work passion, which can induce a negative effect on their performance, increase their stress, affect their physical and psychological well-being, increase the rate of absenteeism and the intentions to turnover, which induce a bad effect on personal and professional state that reflect on the effectiveness, productivity and growth of the organization (Junjunan, 2020). In order to achieve the intended organizational results, an efficient career growth process can aid in building trust between the staff nurses and the organization. When staff nurses better equipped with knowledge and skills, they participate in foster a more effective and high-performing organizational environment that enhance staff nurses' work passion (Fang et al., 2020). One of the primary goals of nursing researchers is seeking about what are most likely to attract and keep motivated staff nurses to empower them towards achieving the organizational goals, so nursing researchers admired to study work passion of staff nurses that reflect positively on the

patients and the organization growth (Smith et al., 2023).

From the researchers' point of view, staff nurses face challenges that may reduce their work passion and limit their career growth within the organization. Studying staff nurses' work passion and investigate the associated factors as career growth is essential for advancing their work performance, enhancing their well-being, improving the quality and safety of care. Understanding the relation between work passion and organizational career growth can help to boost staff nurses' self-confidence, motivation, job satisfaction, and retention that reflect positively on the organization as a whole. So this research was conducted to assess work passion of staff nurses and its relation to organizational career growth.

Aim of the research

This research aimed to assess work passion of staff nurses and its relation to organizational career growth

Research questions

1. What are levels of work passion of the studied staff nurses?
2. What are levels of organizational career growth as reported by the studied staff nurses?
3. Is there a relation between work passion of staff nurses and organizational career growth?

Subjects and Method

The research aimed to assess work passion of staff nurses and its relation to organizational career growth

Research Design

A descriptive correlational research design was utilized to achieve the aim of this study. The selection of this design guided by Fain James, (2013) who defined it as a type of study in which information is collected without making any changes to the study subjects.

Dependent variable was work passion.

Independent variable was organizational career growth

Setting

The present research was carried out in all units that were in all departments at Benha University Hospital. Benha University Hospital consisted of (64) departments divided into (110) units. Benha University Hospital located in Qalyubia Governorate, Egypt, and consisted of four buildings namely; Medical, Surgical, Ophthalmology and Emergency. The medical building consisted of 7 floors included 34 departments with beds capacity of 478 beds while the surgical building consisted of 7 floors contained 21 departments and a beds capacity of 384, and the ophthalmology building consisted of 3 floors contained 3 departments with beds capacity 18 beds and Emergency building contained of 6 departments according to the specialty with beds capacity 36 beds.

Sampling

Research subjects included simple random sample of 359 staff nurses from total 3443 staff nurses who were working at the previous mentioned study setting with at least one year of experience, were available at the time of data collection and accepted to participate in the study. The study sample was selected by simple random technique after estimating sample size then distributed number of staff nurses in table according to their unit. The sample size was defined according to the following sample size equation: (Adam, 2020).

$$n = N / 1 + N (e)^2$$

$$n \rightarrow \text{The required sample size} = 359$$

$$N \rightarrow \text{Total number of nurses} = 3443$$

$$e \rightarrow \text{error tolerance} (0.05)$$

$$1 \rightarrow \text{a constant value}$$

$$\text{Sample size of staff nurses} = 3443 / (1 + 3443) \times (0.05)^2 = 359$$

Tools of Data Collection

Data of this research was collected by using two tools as the following:

First tool: Work Passion Questionnaire: self-administrated questionnaire was developed by researchers after reviewing related literature (Chen et al., 2020; Junjunan, 2020; Pollack et al., 2020; Newman et al., 2021; Landay et al., 2022 and Smith et al., 2023) to assess staff

nurses' Work Passion. It was involved two parts:

First Part: Personal characteristics of the studied staff nurses as age, gender, marital status, level of education, and years of work experience.

Second Part: Work passion questionnaire that included 32 items grouped under four dimensions namely; Work enjoyment (10 items), Self- motivation (6 items), Self-identity (10 items), and Willingness to learn (6 items).

Scoring system: Three points were assigned to the studied staff nurses' responses. The Likert scale included three possible answers: (1) Disagree, (2) Neutral, and (3) Agree. Each dimension's score was added up and transformed into a percentage score. Scores ranged from 32 to 96, the studied staff nurses rated the overall level of work passion as high if the percentage was greater than 75 percent, which is equivalent to 72 to 96 points; moderate if the percentage was between sixty percent and >75%, which is equivalent to 58 to 71 points; and low if the percentage was less than 60%, which is equivalent to 32 to 57 points.

Second tool: Organizational Career Growth Scale: This tool was developed by Spagnoli, (2017) based on Wang et al (2014). It aimed to assess organizational career growth. It consisted of 15-items distributed into four dimensions namely: Career goal progress (4 items), Professional ability development (4 items), Promotion speed (4 items), and Remuneration growth (3 items).

Scoring system: Responses of staff nurses were measured by using a three-point Likert Scale as follows: Agree = (3). Neutral = (2) and Disagree = (1). The scores of each dimension were summed and converted into percent score. The total level of organizational career growth was determined as the following:

- High level if the total score was > 75 percent that equals 54-75 scores.
- Moderate level if the total score was range from 60 percent to 75percentthat equals 43-53 scores.

- Low level if the total score was <60percent that equals 24-42 scores.

Validity of the tools of data collection

Face and content validity of the two tools of data collection was tested by group of jury consisted of five experts in nursing administration specialty included five professors, two professors from Benha University, two professors from Ain shams University and one professor from Zagazig University. The validity of the two tools aimed to judge its clarity, comprehensiveness, relevance, simplicity and accuracy. All comments were taken into account as some words were changed (rephrasing) to provide the correct meaning for the item that was unclear to arrive at the final version of the tools, Members of the jury assured that the two tools were validated to collect data.

Reliability of the tools of data collection

Reliability was assessed using the Cronbach's Alpha test, and the internal consistency of the two tools was ascertained. The results showed that the tools had an acceptable level of reliability for work passion ($\alpha = 0.957$) and organizational career growth ($\alpha = 0.897$).

Procedure

The current study took seven months which started from the beginning of October, 2024 to the end of April, 2025. It included the preparatory phase, pilot study, as well as field of work

Preparatory phase

Preparatory phase of this research was essential to establish fundamentals and guidelines for this research, aimed to organize and structure the research process, this phase took three months from the beginning of, October 2024 to the end of December, 2024. it started with clearly defining research problem and aim then preparing a comprehensive literature review from different sources using journals, magazines, textbooks, the internet, it includes

a survey of recent national and worldwide relevant literature and ethical understanding of the many parts of the research themes to identify gaps and become familiar with the research topic, subjects, and a timeline for the entire process. The researchers translated tools into Arabic and set up the instruments for gathering data.

Pilot Study

A pilot study was conducted to determine the research tools' practicability and applicability, the language's clarity, and the time required to fill each tool were all tested in a pilot study that was carried out through two weeks from the beginning to the mid of January, 2025. It was conducted on 10% of staff nurses (n=36). Work passion questionnaire took fifteen to twenty minutes to be filled, organizational career growth scale took ten to fifteen minutes to be filled. No changes for the two tools were required so the pilot sample was added to the final research sample.

Field of work

Field of work for this research was conducted at Benha University Hospital from the mid of January, 2025 to the end of April 2025, during this period the researchers utilized two data collection tools, including work passion questionnaire and organizational career growth scale to gather the necessary information from studied staff nurses after informed them about the aim of the research. The staff nurses were asked to fill the two tools in the time that had been suitable in each unit, right to confidentiality and voluntary participation were assured, oral consent was taken from staff nurses prior to data collection. data was gathered three days a week, during the morning and afternoon shifts. Number of staff nurses who filled tools of data collection was from 10 to 15 per day. this arrangement ensured that the data collection process was conducted in an unbiased and systematic manner to achieve valid results.

Administrative design

A formal request to conduct research and support was addressed from both medical and nursing directors of Benha University Hospital to gather data for this research from staff nurses.

Ethical Consideration

The rights of the participated staff nurses were safeguarded prior to the study's execution by ensuring their voluntary involvement and obtaining their informed oral consent after fully explaining the study's purpose, prospective advantages, data gathering procedures, and anticipated results. The respondents were guaranteed the freedom to leave the study at any moment. The allocation code number of the questionnaire or the scale secured for the confidentiality of the collected data. The subjects were assured that the collected data was only for research purposes. To conduct this research, a formal written acceptance was acquired from the Benha Faculty of Nursing Scientific Research Ethical Committee with code (REC-NA-P12).

Statistical design

Prior to computerized entry, data were validated. For that, data analysis and tabulation were performed using the Statistical Package for Social Sciences (SPSS version 25.0). Descriptive statistics, which included quantitative data in the form of mean, standard deviation (SD), frequency, and percentage distribution, were used to present the data. Analytical statistics are used to determine whether the variables under study are related. The chi-square (χ^2) test was employed to determine the relation between two qualitative variables and the association between dependent and independent variables, among other significance tests. Additionally, the closest link between variables was estimated using Pearson Correlation coefficient (r) test. A significance level value was considered when $p\text{-value} \leq 0.05$ and a highly significance level was considered when $p\text{-value} < 0.001$, while

p-value > 0.05 indicated non-significance results

Results

Table (1) shows that 43.7% of participants are aged 20 – <30 years, (69.6%) female, and worked in medical units (66.0%). Most are single (66.0%) and hold a Bachelor's degree in Nursing (52.4%). Regarding experience, the largest proportion have 1–5 years (42.0%), reflecting a young, predominantly female nursing workforce with moderate experience and standard educational qualifications.

Figure (1) clarifies that less than three quarters (72.7%) of the studied staff nurses have low level of work passion, while only less than one fifth (15.0%) of them have high level of work passion.

Table (2) illustrates that the dimensions of work passion, self-motivation recorded the highest mean percentage (59.22%), followed closely by work enjoyment (59.15%), indicating these are the most prominent aspects of passion among the studied staff nurses. The total mean score (56.11%) reflects a moderate overall level of work passion across all dimensions.

Figure (2) displays that slightly more than three quarters (75.5%) of the studied staff nurses have low level of organizational career growth, while only minority (4.7%) of them have high level of organizational career growth.

Table (3) reveals a moderate level of organizational career growth, with overall mean scores below 52% across all dimensions. The highest mean percentage (51.77%) was noted in remuneration growth, followed closely by promotion speed (51.40%), indicating that nurses perceive some degree of reward and upward mobility.

However, career goal progress (46.85%) ranked the lowest, highlighting potential dissatisfaction with personal career advancement. These results assured a need to enhance support for long-term career growth opportunities within the organization.

Table (4) shows that there is statistically significant associations between work passion levels and several personal characteristics. Younger age staff nurses (20–<30 years), males, those working in medical units, with postgraduate education, and less experience (1–5 years) are significantly more likely to report high levels of work passion (p-value < 0.05). Notably, gender (p-value = 0.000) and educational level (p-value = 0.000) had the strongest associations. In contrast, marital status showed no significant relation with work passion (p-value = 0.406). These findings highlight that personal characteristics play a critical role in influencing staff nurses' work passion.

Table (5) illustrates significant associations between organizational career growth and several personal factors. Younger age (20–<30 years), male gender, postgraduate education, and shorter experience (1–5 years) are significantly linked to higher perceived organizational career growth (p-value < 0.05). The strongest associations were observed with educational level (p-value = 0.000) and years of experience (p-value p = 0.008). In contrast, working unit and marital status showed no significant relation. These findings suggest that early-career, highly educated male nurses perceive more opportunities for growth within their organizations.

Table (6) shows that there is high statistical significant positive correlation between work passion and organizational career growth ($r = 0.409$, p-value = 0.000).

Results

Table (1): Distribution of personal characteristics of the studied staff nurses (n=359).

| Variable | Category | Frequency | % |
|---------------------|-----------------------------|-----------|------|
| Age in years | 20-<30 | 157 | 43.7 |
| | 30-<40 | 124 | 34.5 |
| | 40-50 | 78 | 21.6 |
| Gender | Male | 109 | 30.4 |
| | Female | 250 | 69.6 |
| Working unit | Medical | 237 | 66.0 |
| | Surgical | 122 | 34.0 |
| Marital status | Single | 237 | 66.0 |
| | Married | 122 | 34.0 |
| Educational level | Secondary nursing education | 15 | 4.2 |
| | Technical nursing education | 134 | 37.3 |
| | Bachelor of Nursing | 188 | 52.4 |
| | Postgraduate studies | 22 | 6.1 |
| Years of experience | 1-5 | 151 | 42.0 |
| | 6-10 | 142 | 39.6 |
| | 10-15 | 66 | 18.4 |

Figure (1): Percentage distribution of total work passion of the studied staff nurses (n=359)

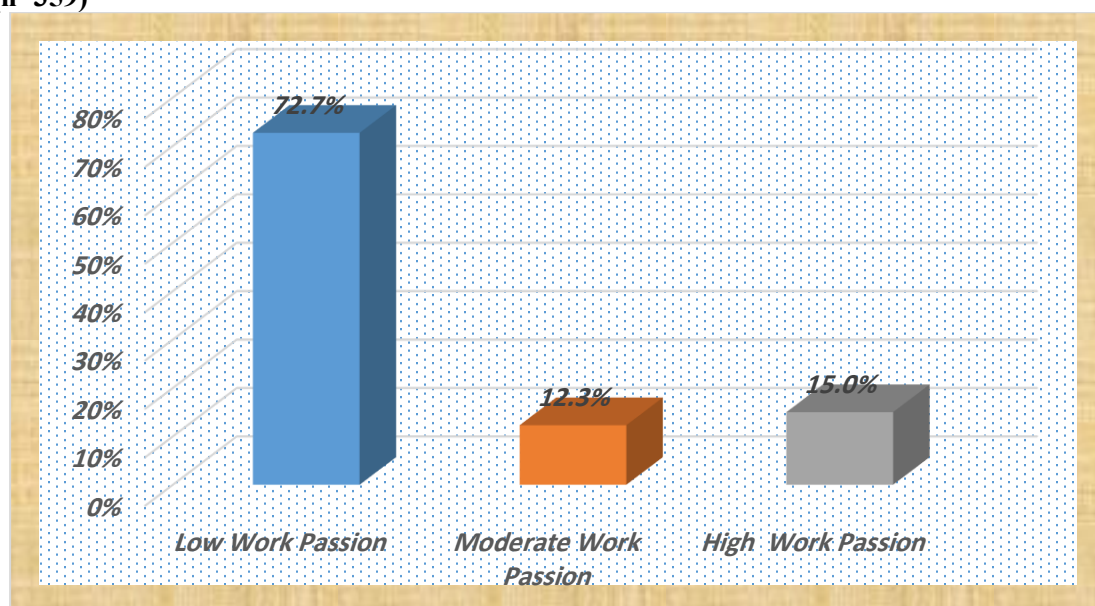


Table (2): Distribution of mean scores of work passion dimensions of the studied staff nurses (n=359)

| Dimensions of work passion | Score | Range | Minimum scores | Maximum scores | Mean \pm SD | Mean% | Ranking |
|----------------------------|-------|--------|----------------|----------------|--------------------|-------|---------|
| Work enjoyment | 110 | 220.00 | 10.00 | 30.00 | 17.74 \pm 5.28 | 59.15 | 2 |
| Self- motivation | 66 | 112.00 | 6.00 | 18.00 | 10.66 \pm 3.40 | 59.22 | 1 |
| Self- identity | 110 | 220.00 | 10.00 | 30.00 | 15.82 \pm 6.24 | 52.74 | 4 |
| Willingness to learn | 66 | 112.00 | 6.00 | 18.00 | 9.64 \pm 3.98 | 53.55 | 3 |
| Total | 332 | 664.00 | 32.00 | 96.00 | 53.87 \pm 17.197 | 56.11 | |

Figure (2): Percentage distribution of total organizational career growth as reported by the studied staff nurses (n=359)

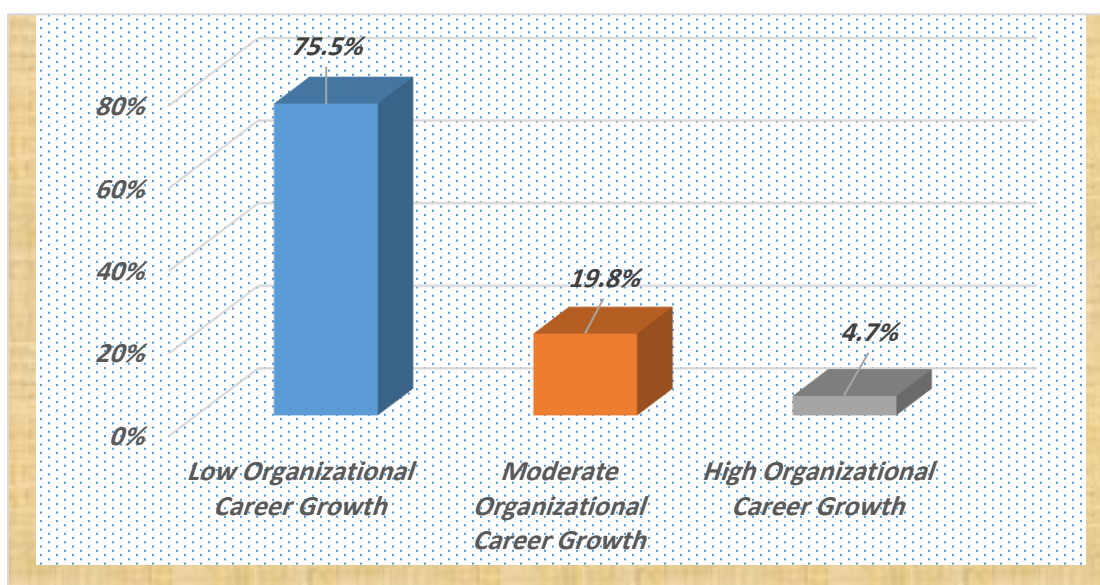


Table (3): Distribution of mean scores of the organizational career growth dimensions as reported by the studied staff nurses (n=359).

| Dimensions of the Organizational Career Growth | Score | Range | Minimum scores | Maximum scores | Mean \pm SD | Mean% | Ranking |
|--|-------|-------|----------------|----------------|------------------|-------|---------|
| Career goal progress | 44 | 13.00 | 4.00 | 17.00 | 9.37 \pm 3.522 | 46.85 | 4 |
| Professional ability development | 44 | 13.00 | 4.00 | 17.00 | 9.80 \pm 3.46 | 49.01 | 3 |
| Promotion speed | 44 | 13.00 | 4.00 | 17.00 | 10.28 \pm 2.96 | 51.40 | 2 |
| Remuneration growth | 33 | 10.00 | 3.00 | 13.00 | 7.76 \pm 2.670 | 51.77 | 1 |
| Total | 115 | 41.00 | 21.00 | 62.00 | 37.21 \pm 7.69 | 49.62 | |

Table (4): Distribution of the relations between total work passion levels and the personal characteristics of the studied staff nurses (n=359).

| Variable | Category | Low work passion | | Moderate work passion | | High work passion | | Chi-square χ^2 | P-value |
|---------------------|-----------------------------|------------------|--------|-----------------------|-------|-------------------|-------|---------------------|---------|
| | | No. | % | No. | % | No. | % | | |
| Age in years | 20-<30 | 1101 | 338.7% | 22 | 50.0% | 34 | 63.0% | 12.93 | 0.012* |
| | 30-<40 | 995 | 336.4% | 16 | 36.4% | 13 | 24.1% | | |
| | 40-50 | 665 | 224.9% | 6 | 13.6% | 7 | 13.0% | | |
| Sex | Male | 554 | 220.7% | 17 | 38.6% | 38 | 70.4% | 53.85 | 0.000** |
| | Female | 2207 | 779.3% | 27 | 61.4% | 16 | 29.6% | | |
| Working unit | Medical | 1165 | 663.2% | 28 | 63.6% | 44 | 81.5% | 6.77 | 0.034 |
| | Surgical | 996 | 336.8% | 16 | 36.4% | 10 | 18.5% | | |
| Marital status | Single | 1169 | 664.8% | 33 | 75.0% | 35 | 64.8% | 1.80 | 0.406 |
| | Married | 992 | 335.2% | 11 | 25.0% | 19 | 35.2% | | |
| Educational level | Secondary nursing education | 114 | 55.4% | 1 | 2.3% | 0 | 0.0% | 39.78 | 0.000** |
| | Technical nursing education | 1107 | 441.0% | 14 | 31.8% | 13 | 24.1% | | |
| | Bachelor of Nursing | 1135 | 551.7% | 24 | 54.5% | 29 | 53.7% | | |
| | Postgraduate studies | 55 | 11.9% | 5 | 11.4% | 12 | 22.2% | | |
| Years of experience | 1-5 | 996 | 336.8% | 20 | 45.5% | 35 | 64.8% | 16.58 | 0.002* |
| | 6-10 | 1108 | 441.4% | 15 | 34.1% | 16 | 29.6% | | |
| | 10-15 | 557 | 221.8% | 9 | 20.5% | 3 | 5.6% | | |

Table (5): Distribution of the relations between total organizational career growth levels and the personal characteristics of the studied staff nurses (n=359).

| Variable | Category | Low Organizational Career Growth | | Moderate Organizational Career Growth | | High Organizational Career Growth | | Chi-square χ^2 | P-value |
|---------------------|-----------------------------|----------------------------------|-------|---------------------------------------|-------|-----------------------------------|-------|---------------------|-------------|
| | | No | % | No | % | No | % | | |
| Age in years | 20-<30 | 11 6 | 42.8% | 28 | 39.4% | 13 | 76.5% | 12.36 | 0.015* |
| | 30-<40 | 89 | 32.8% | 31 | 43.7% | 4 | 23.5% | | |
| | 40-50 | 66 | 24.4% | 12 | 16.9% | 0 | 0.0% | | |
| Sex | Male | 79 | 29.2% | 20 | 28.2% | 10 | 58.8% | 6.86 | 0.032* |
| | Female | 19 2 | 70.8% | 51 | 71.8% | 7 | 41.2% | | |
| Working unit | Medical | 17 8 | 65.7% | 44 | 62.0% | 15 | 88.2% | 4.27 | 0.118 |
| | Surgical | 93 | 34.3% | 27 | 38.0% | 2 | 11.8% | | |
| Marital status | Single | 17 7 | 65.3% | 48 | 67.6% | 12 | 70.6% | 0.298 | 0.862 |
| | Married | 94 | 34.7% | 23 | 32.4% | 5 | 29.4% | | |
| Educational level | Secondary nursing education | 11 | 44.1% | 4 | 5.6% | 0 | 0.0% | 37.52 | 0.000* * |
| | Technical nursing education | 10 7 | 39.5% | 23 | 32.4% | 4 | 23.5% | | |
| | Bachelor of Nursing | 14 6 | 53.9% | 35 | 49.3% | 7 | 41.2% | | |
| | Postgraduate studies | 7 | 22.6% | 9 | 12.7% | 6 | 35.3% | | |
| Years of experience | 1-5 | 99 | 36.5% | 42 | 59.2% | 10 | 58.8% | 13.90 | 0.008** |
| | 6-10 | 11 7 | 43.2% | 20 | 28.2% | 5 | 29.4% | | |
| | 10-15 | 55 | 20.3% | 9 | 12.7% | 2 | 11.8% | | |

Table (6): Correlation between work passion and organizational career growth.

| Variables | Work passion | | Organizational career growth | |
|------------------------------|--------------|---------|------------------------------|---------|
| | r | p-value | r | p-value |
| Work passion | | | 0.409 | 0.000** |
| Organizational career growth | 0.409 | 0.000** | | |

** Correlation is highly significant at 0.01 level

r = Pearson Correlation

Discussion

Work passion refers to the strong inclination and enthusiasm staff nurse feel toward their work or professional activities (Salas, et. al., 2022). It is characterized by a deep interest, commitment, and sense of fulfillment derived from engaging in work tasks. Staff nurses with

work passion often experience intrinsic motivation as they find joy and satisfaction in the work itself rather than external rewards like money or recognition leading to higher levels of performance and creativity (Slemp, et. al., 2021). Work passion is important for both the

staff nurses and the organization, it improve staff nurses' performance and aid in keeping a healthy work environment (**Rahaman, 2025**). Organizational career growth positively influences staff nurses' knowledge, practices, and attitudes, which are crucial for achieving organizational excellence, a state where an organization consistently meets or exceeds performance standards and quality outcomes (**Jabor, 2021**).

This research aimed to assess work passion of staff nurses and its relation to organizational career growth. The discussion of the present research results will be included work passion of staff nurses, work passion dimensions of the studied staff nurses, organizational career growth as reported by the studied staff nurses, organizational career growth dimensions as reported by the studied staff nurses, relation between total work passion level and the personal characteristics of the studied staff nurses, relation between total organizational career growth level and the personal characteristics of the studied staff nurses and correlation between work passion of staff nurses and organizational career growth.

Work passion of the studied staff nurses:

The findings of the present study clarified that less than three quarters of the studied staff nurses had low level of work passion, while only less than one fifth of them had high level of work passion. From the researchers point of view, this may be due to healthcare environments are often characterized by high workload, emotional labor, limited autonomy, and frequent stress, all of which are known to diminish intrinsic motivation and harmonious passion.

The relatively small groups of nurses who did report high passion could reflect those who have found personal meaning in patient care, enjoy strong social support, or work in more supportive units. These individuals may benefit from better leadership, stronger alignment between personal values and organizational culture, or access to professional development.

The current finding was consistent with several studies conducted in high-stress healthcare settings. For instance, **Jung and Sohn, (2022)** reported that nurses experiencing high workloads and low autonomy exhibited lower levels of

harmonious passion and higher emotional exhaustion. Similarly, **Chen et al. (2020)** found that long working hours, limited recognition, and lack of participation in decision-making contributed to diminished work passion among hospital staff.

However, this result contrasted with other studies that had reported high levels of work passion among nurses, particularly in institutions with supportive leadership and positive organizational climates. For example, **Al-Hassani, (2023)** found that nurses in magnet hospital exhibited higher harmonious passion, attributing this to transformational leadership and a sense of belonging. Likewise, **Forest et al., (2021)** demonstrated that when nurses perceive their work as meaningful and are encouraged to grow professionally, intrinsic passion significantly increases, even in high-pressure environments. Also, **Bilginoğlu, & Yozgat, (2021)** approved the impact of sparking leadership on creating work passion and job satisfaction in organizations. These contrasting findings underscore the role of organizational culture, autonomy, and leadership style in shaping nurses' passion for their work. While low passion may be prevalent in unsupportive settings, evidence shows that work passion can thrive when the work environment fosters psychological needs and personal meaning.

Work passion dimensions of the studied staff nurses:

The finding of the actual study demonstrated that, the dimensions of work passion, self-motivation recorded the highest mean percentage, followed closely by work enjoyment, indicating these are the most prominent aspects of passion among the studied staff nurses. The total mean score reflected a moderate level of work passion across all dimensions.

The researchers saw that internal psychological drivers were central to how staff nurses engage with their work. Self-motivation reflects an staff nurses intrinsic drive to perform well and achieve personal or professional goals, commitment to patient care, and a desire to maintain professional standards. Similarly, the relatively high score for work enjoyment suggests that, despite systemic challenges, many nurses still find meaning, satisfaction, or emotional gratification in the

caregiving process. This may be attributed to the relational and humanitarian aspects of nursing, such as interacting with patients, contributing to recovery, and being part of a team.

Despite these two strong dimensions, the total mean score reflecting a moderate level of overall work passion indicates that other components, such as alignment with organizational goals, support for creativity, or recognition, may be lacking. This imbalance suggests that while nurses are internally driven and find joy in their roles, they may not feel fully supported or empowered by their organizations, which prevents them from reaching a high level of total passion.

This result was aligned with **Liu et al., (2021)** found that Chinese nurses demonstrated strong self-directed motivation, rooted in professional identity and personal values, despite moderate overall passion scores. Their intrinsic drive to care for patients sustained their engagement, even when organizational support was limited. **Zigarmi et al., (2019)** also emphasized that work enjoyment and self-motivation are foundational to sustained staff nurse engagement, particularly in people-centered professions like nursing and teaching. Staff nurses often find enjoyment in patient interaction and task mastery. and **Karami et al., (2023)** reported that Iranian nurses expressed high internal motivation and emotional commitment to their profession, driven by spiritual and cultural values, while external factors like recognition and advancement were rated lower, these supporting a pattern of high personal motivation but moderate total passion. **Chandran, Vijayalakshmi, & Fiedler, (2024)** demonstrated that passion for work shapes work-family interactions.

Conversely, this result was contraindicated with **Ho & Astakhova, (2020)** found that nurses working in hospital with strong transformational leadership and staff nurse recognition systems reported high levels of total work passion across all dimensions, including organizational support and innovation. Also **Forest et al., (2021)** demonstrated that harmonious passion at work is strongly fostered when staff nurses feel valued, autonomous, and competent resulting in high passion scores across both internal and external factors. In addition, **Al-Hassani, (2023)** revealed

that in magnet hospital, nurses showed high total passion, including creativity, recognition, and alignment with organizational mission suggesting that a more supportive institutional climate can elevate all passion dimensions, not just internal ones. **Benitez, et. al., (2023)** approved that harmonious passion at work was a personal resource for coping with the negative relationship between burnout and intrinsic job satisfaction.

Organizational career growth as reported by the studied staff nurses:

The finding of the actual study showed that the displays that slightly more than three quarters of the studied staff nurses reported low level of organizational career growth, while only minority of them reported high level of organizational career growth. Organizational, and professional barriers that limit staff nurses' upward mobility and professional development opportunities. One major reason is the limited availability of structured career advancement pathways in many healthcare institutions, particularly in systems that lack defined clinical ladders or promotion criteria. Many staff nurses perceive that regardless of performance or years of experience, opportunities for promotion or role expansion are minimal, leading to stagnation (**Ahmed et al., 2023**).

The absence of supportive leadership and mentorship another critical factors which are known to play a vital role in affect career growth. In environments where nurse managers do not actively support or advocate for staff development through coaching, feedback, or educational sponsorship staff are less likely to feel encouraged or prepared for advancement (**Cotter & Clancy, 2021**).

Additionally, workload and staffing shortages leave little time for professional development or pursuing further education, especially in understaffed hospital. When nurses are overwhelmed with patient loads, they may lack the time, energy, or institutional support to invest in career-related activities. Some staff nurses may also perceive inequity or favoritism in promotion decisions, which leads to disengagement from organizational career development initiatives. Lack of transparency or recognition often causes talented staff to feel

overlooked or stuck in static roles (Haddad et al., 2022).

This result was similarly with Al-Hamdan & Norrie, (2023) who reported that many hospital nurses perceived career stagnation due to unclear promotion policies, lack of mentoring, and few leadership development programs. Also Omar et al., (2020) found that nurses in public hospital in developing countries reported low organizational career growth, citing inadequate recognition, limited continuing education opportunities, and poor succession planning. And Haddad et al., (2022) noted that high workloads and chronic staffing shortages often leave nurses with little time or institutional support to pursue career development, resulting in low perceptions of growth. Weng, & McElroy, (2012) assured that organizational career growth affected by occupational commitment and turnover intentions.

In contrast, Nouri & Yazdani, (2019) found that nurses in private hospital with active staff development programs perceived high organizational career growth, driven by ongoing training and promotion pathways. Also, Al-Hassani (2023) observed that in magnet-accredited institutions, transformational leadership, mentorship, and formal career mapping led to significantly higher perceptions of growth among nursing staff. And, Ahmed et al. (2024) highlighted that when nurses feel empowered and have access to decision-making, they perceive greater career development opportunities and professional fulfillment.

Organizational career growth dimensions as reported by the studied staff nurses:

The findings also revealed that a moderate level of organizational career growth as reported by staff nurses, suggesting that while staff nurses acknowledge some opportunities for development and upward movement, they do not experience robust or fully supportive career growth. The highest mean scores were observed in remuneration growth and promotion speed, implying that nurses may perceive their financial compensation and advancement rate as relatively adequate. In contrast, career goal progress ranked the lowest, pointing to a disconnect between personal professional aspirations and what the organization facilitates.

This might be due to external or structural growth indicators like salary and promotion might be more visible or accessible than internal development goals, such as long-term skill-building, specialization, or leadership aspirations. In other words, staff nurses might be receiving promotions or raises, but not necessarily in alignment with their deeper career visions or long-term goals or not aware about advantages of their organizational career growth also nursing shortage affect due to lack of staff nurses time that needed for career growth due to their continues work load.

Several factors could explain why career goal progress was perceived more negatively as Lack of individualized career planning: Many healthcare organizations do not offer tailored development plans or mentorship to align individual nurse goals with organizational pathways (Ahmed et al., 2023). Also, Limited access to continuing education or specialization: Nurses may not have the time, funding, or support needed to pursue certifications, advanced roles, or further studies hindering goal attainment (Cotter & Clancy, 2021). Regarding promotion without development; Some staff nurses may receive promotions based on tenure or staffing needs rather than personal career readiness, which can create the feeling of "advancement without growth."

In contrast, remuneration growth and promotion speed might be easier for institutions to address through pay scale structures or annual promotion cycles, even when deeper career support systems are lacking. These findings were consistent with studies like Karami et al. (2023) and Omar et al. (2020), which also reported higher satisfaction with salary and promotion than with career goal alignment among nurses in resource-limited settings. Similarly, Nouri and Yazdani (2019) approved that perceived career growth is strongest when promotion is accompanied by personal development and long-term planning. Also, Weng, et al., (2010) approved the relationship between career growth and organizational commitment.

Relation between total work passion level and the personal characteristics:

Regarding the relation between total work passion level and the personal characteristics of

the studied staff nurses the study finding showed statistically significant associations between work passion levels and several personal characteristics as younger male nurses those working in medical units, with postgraduate education, and less experience were significantly more likely to report high levels of work passion. Staff nurses who are more passionate about their work are more likely to better career growth opportunities. Furthermore, personal characteristics variables such as younger age, male gender, postgraduate education, and shorter years of experience were significantly associated with higher levels of work passion. However, marital status and working unit showed no significant relation with two variables.

These could be interpreted as younger staff nurses often enter the profession with idealism, enthusiasm, and a strong sense of purpose. Early-career nurses are generally more open to learning, adaptable, and driven by intrinsic motivation, which contributes to high work passion (Liu et al., 2021). They may also have fewer burnout symptoms compared to older, more experienced nurses who may have become disillusioned by systemic challenges (Al Otaibi, S. et al (2023). While nursing is a female-dominated field, male nurses may exhibit higher passion levels due to their minority status in the profession, which can increase motivation to succeed and gain recognition. Male nurses often feel they must prove their competence and commitment, especially in technical or acute care settings (Stanley, et al (2016).

Nurses working in medical units are frequently exposed to dynamic, high-pressure clinical environments, which may enhance their sense of challenge, responsibility, and professional fulfillment. Such environments can trigger greater emotional investment and passion, especially when outcomes are visible (Karami et al., 2023). Also, Nurses with less experience may have not yet encountered the institutional frustrations, workload stress, or burnout that reduce passion over time. (Sindhura, 2022). In contrast, more experienced nurses might experience stagnation or loss of motivation if there are limited opportunities for career progression or recognition (Ahmed et al., 2023).

These consistent with: Zigarmi et al., (2019) found that younger staff nurses tend to express higher levels of work passion and enthusiasm, especially when they feel their work aligns with their personal values. Also, Liu et al. (2021) also found that younger nurses were more likely to report higher motivation and emotional engagement with their work. Also, Stanley et al., (2016) noted that male nurses often report strong career identity and engagement, particularly in roles that emphasize clinical expertise. And, Al Otaibiet al., (2023). found that male nurses often showed stronger career motivation due to social expectations and professional identity.

Nouri & Yazdani, (2019) found that career development and advanced education positively influence work passion, especially in professions like nursing where self-development is valued. And, Forest et al., (2021) found that professional development and skill acquisition were strongly correlated with harmonious work passion. and. Karami et al., (2023) found that nurses in acute and general medical units reported higher work passion due to the intensity and diversity of their roles. Also, Al-Hamdan & Norrie, (2023). found that early-career nurses were more engaged and reported stronger commitment to professional growth. And. Zigarmi et al., (2019) suggested that passion declines over time if career support structures are weak.

This result was contraindicated with, Liu & Aungsuroch, (2019) found that older nurses often report greater work passion due to career stability, job mastery, and intrinsic satisfaction from mentoring others. Also, Cotter & Clancy, (2021) suggested that female nurses, especially in maternal and pediatric care, often show high emotional work passion due to strong empathy and interpersonal motivation. Also, Ahmed et al., (2024) found that longer-tenured nurses in well-managed hospital often have higher passion, driven by professional autonomy and leadership roles.

In contrast, marital status showed no significant relation with work passion. From researcher point of view, Work passion is primarily driven by internal factors such as personal values, intrinsic motivation, and individual career goals rather than by demographic variables like marital status.

theses in the same line with **Forest et al., (2021)** emphasized that harmonious work passion develops when individuals freely engage in work they enjoy regardless of external conditions like marital status. And, **Vallerand et al., (2023)** suggested that contextual and motivational factors (such as job autonomy and task significance) are more influential on passion than personal demographics.

Relation between total organizational career growth level and the personal characteristics of the studied staff nurses:

Regarding relation between total organizational career growth level and the personal characteristics of the studied staff nurses The results indicated significant associations between organizational career growth and several personal factors. It shows that younger age, male gender, postgraduate education, and shorter experience are significantly linked to higher perceived organizational career growth

Theses result could be explained as younger age staff nurses were more aspirational and proactive in seeking advancement. They may be less burdened by organizational limitations (e.g., slow promotions, burnout) that older staff have experienced over time. Although nursing is female-dominated, male nurses have a sense of needing to “prove themselves,” which may push male nurses toward visible career achievement. Nurses with postgraduate qualifications often have greater eligibility for leadership, teaching, or specialized roles. Higher organizational visibility due to advanced knowledge. Greater access to mentorship, decision-making roles, and higher salaries. Newer nurses may, still be in the “acceleration” phase of their career path (e.g., receiving early promotions). Have not yet encountered obstacles like blocked advancement or lack of recognition. View each step as a sign of growth, while experienced nurses may feel career stagnation.

These result was supported by **Liu et al., (2021)** found that early-career nurses viewed their workplace as more supportive of their long-term goals compared to older counterparts. And, **Al Otaibi, S, et. al., (2023)** noted that male nurses often actively seek growth to overcome stigma and enhance professional identity. Also, **Stanley et al., (2016)** reported that men in nursing often

advance more quickly into technical or management roles. Also, **Nouri&Yazdani, (2019)** found that organizational learning culture and education level significantly enhance perceptions of career growth. **Forest et al (2021)** linked educational attainment with greater personal goal alignment and perceived professional progress. Also, **Al-Hamdan& Norrie, (2023)** found that nurses with fewer years of experience often reported stronger perceptions of upward mobility compared to those who had plateaued. And, **Zigarmi et al., (2019)** suggested that passion and perceived growth are strongest in earlier career stages.

Opposing to the actual study results, **Al-Saji et al., (2023)** found that senior nurses in magnet hospital perceived strong support for continued development and career advancement. Also, **Cotter& Clancy, (2021)** found that female nurses were more likely to report steady professional development and access to growth initiatives, particularly in supportive environments. Also,

Baidoo-Anu & EnnuBaidoo, (2024) found a strong correlation between years of service and perceived job advancement, particularly among nurses in management-track roles.

In contrast, working unit and marital status showed no significant relations with organizational career growth. From researcher point of view career growth is often based on education, seniority, performance appraisals, and hospital policies, rather than specific unit placement or marital status. These supported by, **Al-Hamdan& Norrie, (2023)** found no significant association between the department nurses worked in and their perceptions of career development opportunities, noting that career structures were standardized across units. Also, **Baidoo-Anu & EnnuBaidoo, (2024)** reported that marital status was not a significant predictor of career advancement or job satisfaction, indicating that professional achievement is not strongly tied to personal life status. In addition, **Nouri&Yazdani, (2019)** emphasized the role of organizational learning cultures and fair promotion systems in creating equal perceptions of growth, regardless of demographic or departmental differences.

Correlation between work passion of staff and organizational career growth:

Regarding correlation between work passion of staff and organizational career growth, the study result revealed that there was a highly statistically positive correlation between work passion of staff nurses and organizational career growth among the studied staff nurses. This finding might be due to staff nurses with higher work passion especially harmonious passion tend to be more intrinsically motivated, engaged, and proactive in their professional development. This enthusiasm often translates into behaviors that promote career growth, such as, Pursuing additional certifications or education, volunteering for leadership or quality improvement roles and building positive relations with supervisors and mentors. This statistically significant result indicates that as staff nurses' reported of organizational career growth increases, so their level of work passion. This approved that organizational support for career development might play a crucial role in enhancing nurses' engagement and enthusiasm for their work as well as work passion. These results emphasized the importance of improving passion of staff nurses to enhance their career development within the healthcare system.

These in the same line with **Forest et al., (2021)** who found that staff nurses with high levels of harmonious passion are more likely to set challenging goals and pursue personal growth within the organization. Also, **Zigarmi et al., (2019)** assured that work passion enhances organizational citizenship behaviors, which are often rewarded with advancement opportunities. In addition, **Vallerand et al., (2023)** highlighted the feedback loop between goal fulfillment and passion as people achieve meaningful career outcomes and their passion deepens. In the same line, **Obeng, et. al., (2021)** Investigated the mediating role of harmonious work passion and approved that there was a positive correlation between work passion, organizational climate as a whole and job performance. As well as, **Bashandy et. al., (2022)** explored the relation between nurses' passion for work and organizational agility and approved positive correlation between nurses' passion and organizational agility. And,

Malchelosse, et. al., (2024) assured the positive correlation between passion for work and work-life.

Conclusion

The findings of this study revealed that less than three quarters of the studied staff nurses had low level of work passion, while only less than one fifth of them had high level of work passion, additionally, slightly more than three quarters of the studied staff nurses reported low level of organizational career growth, while only minority of them reported high level of organizational career growth. Also there was high statistical significant positive correlation between work passion of studied staff nurses and organizational career growth. So the research findings answered about the research questions.

Recommendations

- Hospital administrators put in their minds to assess staff nurses' needs and not ignore these needs to increase their work passion.
- Hospital administrators could improve organizational career growth of staff nurses through supporting and motivating them by assessing and achieving their educational needs as possible.
- Hospital managers could create policies and programs that support staff nurses to improve their career growth, which will ultimately improve staff performance and patient care.
- Hospital administrators could enhance work enjoyment for staff nurses through assessing and achieving their needs as possible.
- Nursing managers could motivate staff nurses for willingness to learn and encourage them through incentives.
- Implement programs to enhance self-motivation for staff nurses as needed by hospital administrators.
- Staff nurses self-assessment to identify their skills and capabilities and determine their career growth tendencies.
- Staff nurses could attend and participate in workshops, scientific conferences, and

continuing education programs to broaden their knowledge and skills that improve their organizational career growth.

- Ensure transparency and accessibility of career ladders, particularly for those in early career stages.
- Staff nurse could provide structured professional ability development plans aligned with their goals and capabilities.
- Encourage and support staff nurses to pursue offering scholarships, tuition reimbursement, or flexible scheduling.
- Hospital administrators could create and implement efficient policies to support staff nurses' work passion by enhancing their working conditions, removing workplace obstacles and keeping job satisfaction.
- Nursing managers could ensure equal career growth opportunities for staff nurses as needed.
- Hospital administrators should standardize promotion and training criteria across different working units to ensure equity in remuneration growth.
- Staff nurses' self-development to be up to date by developing their organizational career growth.
- Further research as conduct longitudinal studies to explore how work passion develops over time and how organizational culture influence career growth in various healthcare organizations.

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