



# Impact of Millennials' Work Passion on Career Performance: The Mediating Role of Job Security

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## Abstract

Amidst 21<sup>st</sup> century the labour force comprised mostly of millennials. The work passion of millennials has a greater impact on all most all the processes of organizations. Hence, the purpose of this study was to examine the impact of millennials work passion on career performance in banking sector in Sri Lanka. This study was carried out as a quantitative explanatory research work. Further, the sampling technique used was simple random sampling. This is a cross-sectional descriptive research & standard questionnaire was used to collect primary data through a survey. Questionnaires were distributed to a sample of 168 of millennials who are currently working in banks. To analyze data, SPSS (Statistical Package for the Social Science) was used. To test the relationship between variables Pearson correlation technique was used. Simple regression analysis was used to identify the degree of impact the independent variable on dependent variable. The study found that there is a significant positive relationship between work passion and career performance with mediating impact of job security of millennials and mediation effect of Job security on work passion and career performance was significant. The present study would provide direction to the employees in other age categories and companies in other industries and for future researchers.

**Keywords:** Career performance, Job security, Mediator impact, Millennials, Work passion.

## Introduction

The International Labour Organization (ILO) states every morning 1 out of 3 workers wakes up to a job that has little to do with his or her degree, area of specialization, or career planning. And Surveys of workers from various occupations showed that 77% of workers reported at least moderate levels of passion for their work (Patricia et al., 2019). For example, Parental preference for business careers, but a child may have natural desire for art. If the parents label the artistic child's desires as stupid or unrealistic, the child will engage in business, but because his or her natural desire is suppressed, he or she will become unhappy. (Philip, 2010).

According to the National Oceanographic and Atmospheric Association Office of Diversity, generation Y may include individuals who were born between 1978 and 1995. Gen Y (Millennials) employees are considered to be very opinionated and self-confident. They have remarkable traits including an orientation towards diversity versus past generation, greater capabilities in advanced communication and information technology, ability to identify problems, and better teamwork than previous generations (Pathirage & Weerasinghe, 2020).

Vallerand and Hourfort (2003) described a passion for work as people's desire of people to do something that they really love, value, and consider an integral component of their personality. In addition, passion has been identified as the unchanging true nature of man or natural preferences (Philip, 2010). Steve Jobs famously said that "The only way to do great work is to love what you do" according to that following your passion to do work important and is key to success individually and organizationally. The banking sector plays a wide role in the growth of Sri Lanka's economy and Millennials are one of the key factors that drive organizational success. therefore, the career performance of workers who are in the banking sector is a very important part of society.

According to this youngest generation of the workforce (the Millennials) are increasingly expecting their work to be meaningful and to take advantage of their unique passions (Philip, 2010). Passion for one's job produces several important results, such as concentration, psychological wellbeing, job satisfaction, job burnout, and work performance (Patricia et al., 2019). As well as Work passion directly affects workers career performance. And many experts believe that work passion is a key component of career success. Career performance is the behavior that facilitate employees' career advancement, such as developing new skills and searching opportunities (Zacher, 2015). Many researchers have found a lot of reasons that affect to deviate career performance of employees. Some of them are career satisfaction and employee loyalty, Effective training, job involvement, work attitude, and work value work family conflict and work-life balance, apart from that, Work passion is a key component that affects to deviate workers' career performance. This study will focus on the impact of Millennials' work passion on career performance in the banking sector in Sri Lanka.

## **Literature Review**

### **Career Performance**

The success of the company depends on the employee performance, every company is trying to improve performance. Work performance can be defined as "scalable actions, behaviors, and results that engage in employees or achieve what is related to the goals of the organization and contributes to their achievement." (Ranaweera & Dharmasiri, 2019). Further, Employee performance means ability to work. According to Ocen, Francis & Angundaru (2017) Performance is a combination of results and behavior, and that behavior began with employee performance; It is also defined as the ability to achieve the goals objectives set by the organization. Several years of research have been conducted to identify different precedents for employee and organization performance.

The performance goal is the nature and extent of the duties and responsibilities assigned employees. (Moorhead, as cited in Chegeni& Salavati, 2016). The job performance of many organizations was the case, but it was what you understand is that the success or failure of an organization depends on the employee performance (Rijo, Tahyr Suleiman, as cited in Chegeni & Salavati, 2016). Job performance is defined as the value of employee behavior achieving collective goals both positively and negatively. This definition of employment performance includes behaviors that are controlled by employees. (Kurt et al., as cited in Chegeni&Salavati, 2016). Improve job performance is one of the main objectives that managers expected because it is provided by the society and improving productivity and the national economy and improving the quality of service and production organizations. (Mohammadi as cited in Chegeni & Salavati, 2016).

## **Work Passion**

Passion has been defined as one's own unchanging, true nature or natural preferences. Chen described passion as human potential that "varies from one person and represents a very dynamic, complex and unique quality that exists within each person". Interpersonal urges to suppress passion seem to come from many sources, including family tradition, parental pressure, spousal influence, peer pressure, social pressure, and other external factors (Dueease, 2004). While many factors influence whether people are connected to their personality and are ultimately act within their passions, the family context is the dominant factor (Grotevant& Cooper, 1985). Blustein and Noumair (1996) explained that family contexts, characterized by autonomy, emotional support, and connection, offer the most opportunities for personality exploration and recognition. Research by Eales-White (2007) and Strenger(2008) suggests that people quite often neglect or suppress their passions, inner desires and values. Study of the literature suggests that this is due to intrapersonal impulses, interpersonal influences, and environmental factors. Just as the family and corporate context influences the ability to discover passion, the external environment also influences. In particular, environmental factors such as geography, climate, and political and economic forces can have significant and long-lasting effects (Rouse, 1996).

Passion requires finding the job where every element suits the person's preferences. Further, it is unlikely that every moment of exercising one's passion at work will be pleasurable or desirable. Employees with a high passion for work are considered to be permissible skills required by the organization because the desire to work motivates you to become a valuable asset of the company more effectively, more efficiently and more diligently (Srivastava 2012). Employees of the organization are required to have a good passion to encourage its performance. (Indriasari & Setyorini, 2018) The passion for work is considered a positive concept, which according to Yahui and Jian (2015) is not surprising. Understanding the importance of Human Resources as a supportive factor for the success of the company will certainly be affected on the importance of employee competence and expertise. Establishing employee competence and expertise are possible by building up work passion. It is undeniable that every company certainly does its employees need to be passionate at work. This is because passion will generate more productively and good strength to face anything challenges. s (Vallerand et al., 2003). Work passion is defined as happiness or willingness to struggle more and hard (Astakhova & Porter,

2015). Many studies have been conducted over the past few years Work passion has been addressed, Vallerand et al. (2003) pointed out that work passion is strong employee propensity, when someone think an organizational activity or job is important, they will allocate a lot of time and energy into that task. Zigarmi (2011) defined that employees' work passion as a kind of happiness, it generates motivation, work intention and behavior to work productively. Here, any useful definition of employee desire, commitment, or satisfaction must include the three elements of cognition, influence, and motivation. According to that, employee work passion is a state of well-being that arises from the re-creation of a person's enduring, emotionally positive, meaning based, diverse cognitive and impact assessment employment and organizational conditions that lead to stable and productive work intentions and behavior.

### **Work Passion and Career Performance**

Work passion is a positive concept which is popular and frequently mentioned in workplace. Managers pay more and more attention to the value of work performance result from work passion and expect to obtain more benefits from passionate employees. However, with the increasing number of employees, the desire for employment is lost. For example, a report in the USA showed that in the early part of the 21st century, only 29% of employees had a desire to work. Research in China has revealed that only 2.5% of 1060 employees can maintain a job at all times. The present situation of lacking work passion looks frustrating indeed. Researchers also appealed to "awakening work passion" guided by positive psychology. But it is worth noting that under the situation of rapid development of enterprises and vigorous growth of economy, the work performance of majority employees is not low in spite of serious lacking work passion. So, does the work passion promote work performance? Can employees obtain high level performance without work passion? This problem is an important issue of human resource management in enterprises which concerns the guiding of work value and work attitude of employees and the decisions of motivating. Author for Correspondence In common sense, work passion is an indistinctly positive concept which can greatly motivate work behavior and performance of employees. But this concept could not explain the phenomenon of "lacking work passion but getting high performance".

### **Job Security**

Job security is defined as the guarantee of the continued employment of an employee due to the general economic conditions of the country (James, 2012). It concerns a person's ability to keep his / her job (Adebayo & lucky, 2012). It deals with the confusion of employees retaining their jobs in order to avoid unemployment (Simon, 2011). Jobs that are not sponsored by an indefinite contract or that cannot be guaranteed for a reasonable period of time are considered job insecurity. It is also considered as an employee who has been released from his / her current job or fear of losing his / her job. Job security is the guarantee or trust that employees will keep their current job as long as they wish. It is a guarantee from the company or organization that their employees will stay with them for a reasonable amount of time. The time not to be mistaken (Adebayo& lucky, 2012). Many factors such as employment contract, collective bargaining agreement, labor legislation and education, work experience, place of work, industry, place of employment.

Job security is defined as "one's expectations for the continuity of a job '(Davy et al., 1997), " including concern about the loss of desired job characteristics such as lack of high opportunities, current working conditions and long-term career opportunities. "Various studies have highlighted the adverse effects of job insecurity on organizational efficiency and overall corporate performance on job satisfaction, personal well-being, organizational commitment and expansion, and job security in countries with high unemployment (MohadAliff et al., as cited in Katou & Budhwar, 2017). Several studies have confirmed that job security contributes to creating a loyal employee and that lower levels of job security increase an employee's likelihood of dismissal (Blomme et al., as cited in Katou & Budhwar, 2017). The decision to provide safe employment for employees is considered, it is important to ensure that employees have a sense of loyalty to the organization and therefore reduce employee turnover. Job security usually means protection from unfair or unfair dismissal. By the most used definition, job security is the protection of employees from arbitrary and short-term layoffs as well as long-term contracts. Creating causal employment and job relationships "(ILO, 1995)." Furthermore, job security is defined as simply the protection of job loss, which means the ability to continue to guarantee employment, even if you do not have to be in the same job. The security of an institutional framework for employment, and the increasing focus on employee job security have been increasing in recent years.

Job security is generally defined as protection from unfair or unfair dismissal. According to the most widely used definition, "job security" is the protection of workers from arbitrary and short-term layoffs as well as from entering into long-term contracts. - Salaries and pay employees. They are employed by a legal entity and are at risk. The law firm will be fired. You and you may have a permanent or unstable employment relationship with their employer (Dasgupta, 2001).

Job security is very important in countries with high unemployment. (Katu & Budwar, 2017). Several studies have confirmed that job security contributes to the creation of a trusted employee and that low job satisfaction leads employees to quit their jobs. The decision to provide safe employment for employees will be considered. It is important to ensure that employees have a sense of loyalty to the organization, so it minimizes employee turnover. (Katu & Budwar, 2017).

## **Job Security and Career Performance**

According to James (2012), Job security has a significant impact on the overall performance of the team as well as the performance of the organization. He noted that organizing with employees with low job security can lead to a loss of confidence in people's future and affect performance. He affirmed that the overall performance of the organization reflects the extent to which an employee is likely to perform his or her duties effectively as long as he or she enjoys superior job security. For example, the functions of organizations are usually divided into jobs assigned to each employee. Every job performed by employees is evaluated through individual performance. This individual performance is part of the overall organizational function. Through the employee's job, his personal performance is directly related to the overall performance of the organization. Therefore, their performance seems to be linked to corporate performance, and if they feel less job security within that organization, their contribution will be less and inefficient. (Lucky et al., 2013). It is argued here that team, security has a significant impact on the overall



performance of the teams as well as the organizational performance. Researcher further argued that the more an employee enjoys high job security, the more likely he or she is to perform his or her job effectively as reflected in the overall performance of the organization.

## **Job Security and Work Passion**

Vallerand et al. (2003) call for more research exploring psychological processes, he explains how passion contributes to work outcomes, and introduces job security as a new candidate for intervention.

Logically, this finding has an impact on passion and job security. This approach can theoretically be based on positive organizational literature and broad and creative theory (Fredrickson, 2001).

Ironically, for some people, a lack of passion for the work can reduce your job security. For example, if you start working at least on the job, if there is no enthusiasm or initiative, your bosses will see. And they can't have anything positive to say about your attitude. In times of uncertainties, no job is 100 percent secure. If you do not enjoy what you do, it will haunt you again.

## **Theoretical Framework**

In this study, hypotheses were developed to identify the impact of work passion on career performance based on theoretical and empirical evidence given in literature review part, following hypotheses advanced in order to realize the research objectives and to draw conclusions of the study.

The job-related literature points out that job security is the construct with the largest and most significant effect on satisfaction (job and career) in the workplace (Nikolaou et al., as cited in Papadimitriou & Winand, 2017). Job security is defined as “one’s anticipation about endurance in a job situation” (Davy et al., as cited in Papadimitriou & Winand, 2017). Although the extant literature on the bivariate relationship between job security and its effect has uncovered significant correlations, it has not researched the construct’s mediating explanatory power for employees’ passion and their overall satisfaction. (Papadimitriou & Winand, 2017). Therefore, based on these assertions, it leads to the following hypothesis.

### **H1: There is significant relationship between work passion and job security of millennials in banking sector**

According to James (2012), Job security has a significant effect on the overall performance of the team as well as on the organization’s performance. He noted that organizational with workers with low job security causes people to lose faith in their future which accordingly affect performance. He affirmed that the further an employee enjoys a high job security cause people to lose faith in their future which accordingly affect performance. He affirmed that the further an employee enjoys a high job security the more he is likely to effectively perform his task which is reflected in the overall performance of the organization. In order to James (2012), we can identify there is positive relationship between job security and career performance. But in this

research, Researcher checked significant relationship between job security and career performance.

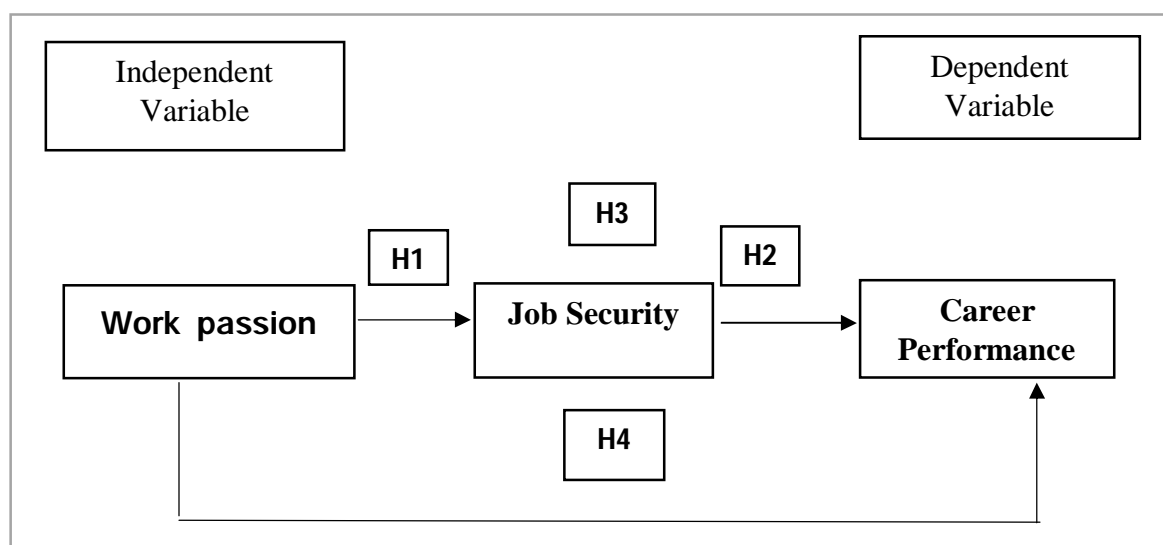
## **H2: There is significant relationship between job security and career performance of millennials in banking sector**

Vallerand et al. (2003) call for further exploration that would explore the inner processes, which, in turn, explain how passion contributes to work aftermaths, we introduce job security as a new applicant for mediation. Arguably, this exploration posits an effect between passion and job security. This path can be theoretically based in the positive organizational literature and the Broaden-and-Build Theory (Fredrickson, 2001) given that passion reflects the experience of positive (harmonious) or negative (obsessive) feelings during conditioning engagement (Vallerand et al., 2003). Therefore, based on these assertions, it leads to the following hypothesis.

## **H3: Job security significantly mediates the relationship between work passion and career performance of millennials in banking sector**

Conservation of Resources theory stated by Hobfoll (1989) provides a contextual explanation that the existent will strive to generate, cover, and maintain his/her resources. Resources has an important part to play in individual responses (Hobfoll, 2001). The resources applied to in the theory are goals, individual characteristics, or strengths retained or derived due to an achievement or protection of a source of value (Hobfoll, 2001). Based on the theory, a person with a high work passion status will love his work more which eases him to invest his time and energy (Vallerand, 2008). This will have an impact on the advancement of one's self esteem (Baumeister et al., 2003), which will create the individual to feel the need to amend his / her work performance. In order to Indriasari and setyorini (2018) work passion has a positive impact on work performance. Therefore, based on these assertions, it leads to the following hypothesis.

## **H4: There is significant relationship between work passion and career performance of millennials in banking sector**



Source: Authors (2021)

**Figure 1. Conceptual Framework**

## **Methodology**

### **Population and Sample**

To achieve that purpose of the current study, the research target population consists with all employees who are above the age of 26 years and below 43 years in banking sector in Sri Lanka. However, the current researcher will gain the access to survey and collect data from total 168 sample out of the total population. Furthermore, simple random sampling technique will be used to collect data from the sample using a self-administered structured questionnaire.

### **Measurement Scales**

#### ***Measurement Scale for Work Passion***

The passion towards work scale is the most relevant and widely used scale in literature. Which was developed by Vallerenad and Houlfort (2003). The scale that consists of 10 items and uses a five-point Likert scale that consist at 1- Never 2- rarely 3-sometimes 4- Often and 5- Always. Sample items for each variable are “How much would you say you love doing your work” “How motivate are you to do a good job at work” (Vallerenad & Houlfort, 2003).

#### ***Measurement Scale for Career Performance***

The career performance was assessed using the role-based performance scale developed by Welbourne et al. (1998). The researcher used 20 items in five-point Likert scale that consist at 1- Need much improvement 2- Need some improvement 3- satisfactory 4- Good and 5- Excellent developed by Welbourne et al. (1998) to assess the career performance. Sample items include in the scale” “Quantity of work output” and “Helping so that the company is a good place to be”.

#### ***Measurement Scale for Job Security***

Literature provides sample of instrument to measure the job security developed by Caplan et al. (1975) and Davy et al. (1997). The scale consists of 04 items and uses seven Point -Likert scale that consist of 1- extremely uncertain 2- somewhat uncertain 3-uncertain 4-Natural 5-Certain 6-somewhat certain and 7- Extremely certain.

#### ***Measurement Scales for Demographic factors.***

Demographic factors include in section 2 with seven demographic questions relating to Age, Gender, Educational level, Level of position, Average monthly income, type of organization (Private or Public) and level of experience.

## **Data Analysis and Results**

### **Sample Composition**

The following table 1 describes the profile of the sample used in the study under the categories on the demographic as age, gender, Educational Level, Level of Position, Average monthly income, organization type and Level of experience in the organization. Those variables will be



used only to describe the composition and characteristics of the sample used in the study and will not be used in hypotheses testing and further analysis.

**Table 1. Sample Composition [N=168]**

Demographic Factor	Option	No. Respondents	Percentage
Age	Years 26-34	122	73%
	Years 35-43	46	27%
Gender	Female	102	61%
	Male	66	39%
Educational Level	Advance Level	09	5%
	Diploma or Professional course	59	35%
	Graduate	82	49%
	Master	18	11%
Level of Position	Managerial Level	17	10%
	Executive Level	64	38%
	Junior Executive Level	53	32%
	Trainee	22	13%
	Other	12	7%
Average monthly income	Rs: 10, 001-50, 000	39	23%
	Rs 50, 001-100, 000	85	51%
	Rs100, 001-150, 000	37	22%
	Rs150, 001 or above	7	4%
Organization Type	Private	102	61%
	Public	66	39%
Level of experience	Below 1 year	35	21%
	1-5 years	102	61%
	6-10 Years	19	11%
	Above 10 Years	12	7%

Source: Analyzed Data, 2021

### Reliability Statistics

To ensure reliability of the measurement scale, internal consistency statistics were used. As recommended by Nunnally (1978) and Lu et al. (2007) construct reliability was assessed using the Cronbach's Alpha coefficient. As shown in table 2 Cronbach's Alpha value variable is greater than 0.7 indicating that multi-item scale is reliable, and all the items have played a significant role in conceptualizing the construct. Cronbach's Alpha values clearly indicating that there is greater internal consistency in the measurement scales.

**Table 2. Reliability statistics [N=168]**

Variable	Dimension	No of items	Cronbach's Alpha
Career Performance	Career Performance	20	0.962
Work Passion	Work Passion	10	0.948
Job security	Job security	04	0.851

Source: Analyzed data, 2021

## Validity Statistics

Sampling adequacy and the sphericity were ensured through the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's test respectively. As the KMO coefficient is greater than 0.7 for both variables and their dimension, and the Sig. value is less than 0.05, statistically, it is claimed that the study sample of 168 responses is adequate to proceed with Exploratory Factor Analysis (EFA). Also, the results indicate that sufficient correlations exist among the variables to proceed, and in the study, therefore, sampling adequacy is significant. Results of the KMO and Bartlett's test are given in table 3.

**Table 3. Results of KMO and Bartlett's Test [N=168]**

Variable	Dimension	KMO	Bartlett's Test of Sphericity		
			Approx. Chi-Square	Df	Sig.
Career Performance	Career Performance	0.946	2672.681	190	0.000
Work passion	Work passion	0.915	1399.811	45	0.000
Job Security	Job Security	0.719	309.670	6	0.000

Source: Analyzed data, 2021

According to the validity statistics given in table 4, the cumulative percentage of the Extraction Sums of Squared Loadings (ESSL %) of the two constructs and their dimensions are greater than 50% and the item Factor Loading (FL) values are above the threshold limit of 0.5 as recommended by Hair et al. (2010). So that, statistically, the construct validity is ensured.

**Table 0. Validity of Constructs (Exploratory Factor Analysis - EFA)**

Variable	Dimension	No of items	Lowest FL	Highest FL	ESLL Cum%
Career Performance	Career Performance	20	0.651	0.823	58.584%
Work Passion	Work Passion	10	0.806	0.848	68.255%
Job security	Job security	4	0.813	0.851	69.215%

Source: Analyzed data, 2021

## Descriptive Statistics

There are two basic measures of descriptive statistics widely used in social science research as mean and Standard Deviation (SD). If the value of standard deviation falls between -2 and +2, the variability of the construct is said to be accepted for further statistical analyses (Lu et al, 2007). Statistically, skewness measures the relative size of the two tails of the distribution, whereas kurtosis is a measure of the combined size of two tails: measuring the extent of probability in the tails. The value is often compared to the kurtosis of the normal distribution, which is 3. Mean, standard deviation, skewness, and kurtosis values of the constructs in the current research model are given in table 5.

**Table 4.Descriptive Statistics**

Construct	Measure	Statistic	Std. Error
Career Performance	Mean	3.5125	0.06422
	Std. Deviation	0.83239	
	Skewness	-.606	
	Kurtosis	1.019	
Work Passion	Mean	3.5315	0.06652
	Std. Deviation	0.86226	
	Skewness	-.668	
	Kurtosis	1.292	
Job security	Mean	3.5000	0.06914
	Std. Deviation	0.89618	
	Skewness	-.459	
	Kurtosis	.594	

Source: Analyzed data, 2021

### Correlation Analysis for Work Passion and Career Performance

Building on the linear relationship found among work passion and career performance, Pearson Correlation Coefficient was used to assess the strength of association among the said two constructs. Further, Sig. (2-tailed) test was applied to test the significance of the correlation coefficient as the advanced hypothesis was non-directional. Results of the correlation analysis are given in table 6.

**Table 5.Correlation Analysis for work passion and career performance**

Correlations			
		Work Passion	Career Performance
Work Passion	Pearson Correlation	1	.800
	Sig. (2-tailed)		.000
	N	168	168
Career Performance	Pearson Correlation	.800	1
	Sig. (2-tailed)	.000	
	N	168	168

\*\*Correlation is significant at the 0.01 level (2-tailed).

Source: Analyzed data, 2021

As shown in table 6, a strong positive correlation is found between the work passion and career performance ( $r=0.800$ ) which is statistically significant as Sig.2- tailed (0.000) is less than the level of significance (0.01). Hence, hypotheses are accepted testifying that there is a significant positive relationship between work passion and career performance.

### Regression Analysis

Linear regression analysis was done to test the hypothesis advanced for the effect of the composite independent variable (work Passion) on (Career Performance)

## Regression Analysis for Work passion and Job security

Linear regression analysis was done to test the hypothesis (H1) advanced for the impact of work passion on job security. Results of the test are given in table 7 and table 8.

**Table 6. Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797a	.635	.633	.54291

Source: Analyzed data, 2021

**Table 7. Coefficients Table**

Coefficients			
Model	Unstandardized Coefficients B	Standardized Coefficients Beta	Sig.
(Constant)	.575		.000
Work Passion	.828	.797	.000

Source: Analyzed data, 2021

According to the table 7 R value of 0.797 (79.7%) denotes a strong positive relationship between the work passion and Job security. In the present study the R square value is 0.635 so it can be concluded that the model has good fit 63.5% of dependent variable is depending on the independent variable. It means that 36.5 % of the variation job security can't be explained by this one variable alone. Therefore, there must be other variables influence on job security. The adjusted R value implies how much variance in dependent variable would be accounted for if the model had been derived from the population from which the sample was taken.

**Table 8. ANOVA Table**

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	85.196	1	85.196	289.038	.000b
Residual	48.929	166	.295		
Total	134.125	167			

Source: Analysed Data, 2021

According to ANOVA table 9 the significance level of the model is 0.000, which is less than the critical "P" value 0.05. Thus, entire model is significant. The result reveals that work passion has a significant impact on job security. **According to above factors hypothesis one is accepted. There is a positive significant impact of work passion on Job security.**

## Regression Analysis for Job security and Career Performance

Linear regression analysis was done to test the hypothesis (H2) advanced for the impact of job security on career performance. Results of the test are given in table 10 and table 11.

**Table 9. Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801a	.642	.640	.49969

Source: Analyzed data, 2021

**Table 11. Coefficients Table**

Model	Unstandardized Coefficients B	Standardized Coefficients Beta	Sig.
(Constant)	.980		.000
Work Passion	.744	.801	.000

Source: Analyzed data, 2021

According to that table 10, R value of 0.801 (80.1%) denotes a strong positive relationship between the Job security and career performance. In the present study the R square value is 0.642 so it can be concluded that the model has good fit 64.2% of dependent variable is depending on the independent variable. It means that 35.8 % of the variation career performance can't be explained by this one variable alone. Therefore, there must be other variables influence on career performance. The adjusted R value implies how much variance in dependent variable would be accounted for if the model had been derived from the population from which the sample was taken.

**Table 12. ANOVA Table**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	74.259	1	74.259	297.400	.000b
Residual	41.449	166	.250		
Total	115.709	167			

Source: Analyzed data, 2021

According to ANOVA table 12 the significance level of the model is 0.000, which is less than the critical "P" value 0.05. Thus, entire model is significant. The result reveals that Job security has a significant impact on career performance. **According to above factors hypothesis two is accepted. There is a significant positive impact of job security on career performance.**

### **Regression Analysis for Work passion and Career Performance**

Linear regression analysis was done to test the hypothesis (H4) advanced for the impact of work passion on career performance. Results of the test are given in table 13 and table 14.

**Table 13. Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.800a	.640	.638	.50112

Source: Analyzed data, 2021



**Table 14.Coefficients Table**

Model	Unstandardized Coefficients B	Standardized Coefficients Beta	Sig.
(Constant)	.786		.000
Work Passion	.772	.800	.000

Source: Analyzed data, 2021

According to that table 13 R value of 0.800 (80%) denotes a strong relationship between the work passion and career performance. In the present study the R square value is 0.640 so it can be concluded that the model has good fit 64% of dependent variable is depending on the independent variable. It means that 36% of the variation in career performance can't be explained by this one variable alone. Therefore, there must be other variables influence on career performance. The adjusted R value implies how much variance in dependent variable would be accounted for if the model had been derived from the population from which the sample was taken.

**Table 15.ANOVA Table**

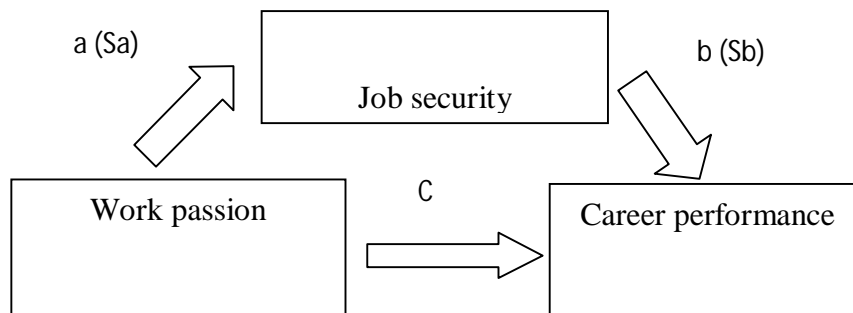
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	74.022	1	74.022	294.765	.000b
Residual	41.686	166	.251		
Total	115.709	167			

Source: Analyzed data, 2021

According to ANOVA table 15 the significance level of the model is 0.000, which is less than the critical "P" value 0.05. Thus, entire model is significant. The result reveals that work passion has a significant impact on career performance. **According to above factors hypothesis four is accepted. There is a positive significant impact on work passion on career performance.**

### Mediation Effect of Job Security on Work Passion and Career Performance

The purpose of the mediation analysis is to investigate the relationship between an independent and dependent variable. Analysis searches to go beyond the question of whether an independent variable causes a change in a dependent variable and the question of whether mediator is present. Hence, in this study researcher used job security as mediator to investigate the relationship between work passion and career performance. Based on the independent, mediate, and dependent variable researcher develop simple mediation model as follows.



Source: Authors (2021)

**Figure 2.Mediation Model**

According to the above figure,

a = raw (unstandardized) regression coefficient for the association between independent variable (work passion) and mediator (job security).

Sa = standard error of a.

b = raw coefficient for the association between the mediator and the dependent variable (career performance) (when the independent variable is also a predictor of the dependent variable).

Sb = standard error of b. To identify mediating effect of job security researcher used Sobel test equation.

**Table 16. Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.844a	.713	.710	.44851

Source: Analyzed data, 2021

**Table 17. Coefficients Table**

Model	Unstandardized Coefficients B	Standardized Coefficients Beta	Sig.
(Constant)	.786		.000
Work Passion	.772	.800	.000

Source: Analyzed data, 2021

According to the results depicted in table 16 R value of 0.844 (84.4%) of the variation of the career performance of millennials could be significantly (Sig = .000 which is less than 0.05) explained by the independent construct in the research model: work passion. Furthermore, as given in table 17 the marginal contribution of work passion (0.800) in determining the impact on the career performance is to be considered statistically significant (sig. = .000).

**Table 18. ANOVA Table**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	74.022	1	74.022	294.765	.000b
Residual	41.686	166	.251		
Total	115.709	167			

Source: Analyzed data, 2021

According to above ANOVA table the significance level of the model is 0.000, which is less than the critical "P" value 0.05. Thus, entire model is significant. The result reveals that there is a significant positive relationship between work passion and career performance with mediating impact of job security. **There is a significant positive mediating impact of job security between work passion and career performance.**

Researcher has been used online Sobel test calculator to identify the mediating effect of job security on work passion and career performance. Figure 3 visualized the result of conducted Sobel test.

Input:		Test statistic:	Std. Error:	p-value:
a	.772	Sobel test: 6.09111017	0.05285145	0
b	.417	Aroian test: 6.08208674	0.05292986	0
s <sub>a</sub>	.045	Goodman test: 6.10017388	0.05277292	0
s <sub>b</sub>	.064	Reset all	Calculate	

Source: Analysed data, 2021

**Figure 3. Online Sobel test calculation**

According to above figure 3, test statistic for the Sobel test is 6.10, with an associated p-value of 0. The fact that the observed p-value is below the established alpha level of 0.05. It indicates that the association between the work passion and the career performance is impacted significantly by the inclusion of the mediator (in this case, job security) in the model. Hence, hypotheses H3; **There is a significant positive mediating impact of job security between work passion and career performance was accepted.**

### Discussion of Findings

In the current study, a significant positive impact is found from the work passion on career performance with mediating impact of job security based on the coefficients. Irrespective of the contextual differences, this result is in line with and supported by many of the previous studies. The researcher assessed the combined impact and individual impact of work passion on career performance. Simple regression analysis was performed to examine the hypotheses and the relationship between work passion and career performance. The key findings indicated that work passion positively influences career performance. Therefore, key findings indicated that there is a significant positive relationship between work passion and career performance. There are several research in the history of literature which have indicated a similar relationship.

The reliability of the questions was assessed by examining the Cronbach's Alpha which was found to be well above the recommended 0.7 level. According to George and Mallery (2003), the Cronbach's alpha > 0.9=excellent, > 0.8=good, > 0.7=acceptable. In that regard, all the variables in the current study showed excellent internal consistency. Construct validity was ensured by the above 50% cumulative percentages of the Extraction Sums of Squared Loadings. To current research all variables showed above 50% of Extraction Sums of Squared Loadings. (Career performance-58.584%, Work passion-68.255% and job security-69.215%). while content validity was ensured by using a questionnaire already validated in the extant literature.

Four hypotheses were formulated based on the objectives of the study and they were verified based on the results of Pearson's Correlation analysis and Simple Regression analysis. Accordingly, it indicates the significant value of work passion is significant because the significant value of work passion is lower than the expected significant value of 0.05 which means the constant is also statistically significant. And also, unstandardized beta value is positive. So, there is a positive relationship between work passion and job security. As per the ANOVA table the Sig value is 0.000 (p < 0.05) which is less than 0.05. Hence, H1 is accepted, and it could be claimed that the fitted regression model is significant at the confidence interval of

95%. Based on above all the above statistical evidence it could be conclude as there is a significant positive impact of work passion on job security. To James, there is positive relationship between job security and career performance. Therefore, current researcher's findings are consistent with the previous research results.

When considering the data analysis, it indicates the significant value of job security. It is significant because the significant value of job security is lower than the expected significant value of 0.05 which means the constant is also statistically significant. And unstandardized Beta value is positive. So, there is a significant positive relationship between job security and career performance. As per the ANOVA Table sig value is 0.000 ( $p < 0.05$ ) which is less than 0.05. Hence, H2 is accepted, and it could be claimed that the fitted regression model is significant at the confidence interval of 95%. Based on above all the above statistical evidence it could be conclude as there is a significant positive impact of job security on career performance. This path can be theoretically based in the positive organizational literature and the Broaden-and-Build Theory (Fredrickson, 2001). Therefore, current researcher's findings are consistent with the previous research results.

As per the findings, it indicates the significant value of work passion and job security. It is significant because the significant value of work passion and job security is lower than the expected significant value of 0.05 which means the constant is also statistically significant. And unstandardized Beta value is positive. So, there is a positive significant relationship between work passion on career performance with mediating impact of job security. As per the ANOVA Table sig value is 0.000 ( $p < 0.05$ ) which is less than 0.05. Hence, H3 is accepted, and it could be claimed that the fitted regression model is significant at the confidence interval of 95%. Based on above all the above statistical evidence it could be conclude as there is a positive impact between work passion and career performance with mediating impact of job security. Vallerand's (2010), arguably explain how passion contributes to work outcomes, by introducing job security with positive organizational literature and the Broaden-and-Build Theory (Fredrickson, 2001). Therefore, current researcher's findings are consistent with the previous research results.

As per the data analysis, it indicates the significant value of work passion. It is significant because the significant value of work passion is lower than the expected significant value of 0.05 which means the constant is also statistically significant. And unstandardized Beta value is positive. So, there is a positive relationship between work passion and career performance. As per the ANOVA Table sig value is 0.000 ( $p < 0.05$ ) which is less than 0.05. Hence, H4 is accepted, and it could be claimed that the fitted regression model is significant at the confidence interval of 95%. Based on above all the above statistical evidence it could be conclude as there is a significant positive impact between work passion and career performance. Previous researchers also have identified work passion has a positive impact on career performance (Indriasari & setyorini, 2018) Therefore, current researcher's findings are consistent with the previous research results.

Finding the study revealed that all hypothesis of the study was accepted. Researcher was able to find that work passion has a significant positive impact on job security. Further, job security has a significant positive impact on career performance. Also, there is a significant positive

mediating impact of job security of work passion on career performance. **And work passion has a positive and significant impact on career performance.** According to the results there is a partial mediator impact of job security of work passion on career performance. Finally, it could be concluded that job security is a partial mediator.

The current study focuses on to examine the level of impact millennial's work passion on career performance with impact of job security as mediator to relationship between work passion and career performance. In order to that, the study follow to check extent to which millennials work passion influences to deviate career performance. The objectives of the study verified based on the results of Pearson's Correlation analysis and Simple Regression analysis. Having considered the findings reported in chapter five, the current study concludes declaring that millennials of banking sector obtain high performance because of work passion. Based on a result from Pearson Correlation Analysis, it showed that there was a strong positive correlation between work passion and job. According to the regression analysis, researcher found 79.7% impact between work passion and job security, 80.1% relationship between job security and career performance and 80% impact of work passion on career performance and 84.4% impact on work passion on career performance with mediating impact of job security. Therefore, these research findings verified work passion have an ability to take considerable impact on career performance of millennials in banking sector in Sri Lanka.

## **Conclusion**

The current study focuses on to examine the level of impact millennial's work passion on career performance with impact of job security as mediator to relationship between work passion and career performance. In order to that, the study follow to check extent to which millennials work passion influences to deviate career performance. The objectives of the study verified based on the results of Pearson's Correlation analysis and Simple Regression analysis. Having considered the findings reported in chapter five, the current study concludes declaring that millennials of banking sector obtain high performance because of work passion. Based on a result from Pearson Correlation Analysis, it showed that there was a strong positive correlation between work passion and job. According to the regression analysis, researcher found 79.7% impact between work passion and job security, 80.1% relationship between job security and career performance and 80% impact of work passion on career performance and 84.4% impact on work passion on career performance with mediating impact of job security. Therefore, these research findings verified work passion have an ability to take considerable impact on career performance of millennials in banking sector in Sri Lanka.

## **Implications and Recommendations**

This study is important to identify the impact of passion on career performance not only for millennials but also for employees of any age. And findings of the current research will be valuable to other companies in other industries, and at the same time, it will be valuable to companies in other industries that are interested in pursuing their own research findings. Further, the proposed study will fill the gap that has work passion and career performance. To identify the



impact of passion on career performance not only for millennials but also for employees of any age.

Furthermore, this study will help to assess the contribution of knowledge to evaluating occupational performance outside of knowledge development findings by providing knowledge on how job security interferes with development and updating the knowledge that influences career performance appraisal using employee job aspirations. Will help in policy development as follows, these findings can be applied in practice to evaluate career performance by updating the banking industry's performance appraisal criteria policy and making policy decisions on the career performance of passionate millennials in the banking industry, as well as the work ethic of each industry and age group.

## **Limitations and Future Directions**

Conducting this research, researcher identified some limitations. Mainly this research study was aimed to assess the impact of work passion on career performance. Obviously, there are many variables affecting for the career performance of employees in banking sector. The researcher's objective was to identify the mediation effect of job security on work passion and career performance of employees in banking sector. However, in this study, researcher consider about work passion only. Further limitation is that data were collected only through one method of a questionnaire, it did not allow the researcher to obtain some qualitative information. Hence further research can be conducted in the mix method to gather the actual behaviour of work passion more deeply. Then it may lead to gathering more validated information about the behaviour of employees.

In addition to that future researcher can focus on different age categories or employee category in the banks. Researcher suggested to future researchers to study this area by taking different type independent variables which affect to millennials career performance. Not only work passion but also, they can get job satisfaction, training, work attitude and work value and talent management as independent variables. And researcher used job security as mediator in this research. Hence, future researchers can use different kinds of mediators like job satisfaction, employee engagement. On the other hand, Future researchers can focus to check relationship between work passion and career performance using moderator instead of mediator on their research.

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