Sense of Calling and Job Crafting: A Test of Mediating and Moderating Effects

Shafira Ramadhanti[1]*, Dian Ekowati[2]

[12]Airlangga University, Surabaya, Indonesia, 60286

A B S T R A C T

This study aimed to investigate how a sense of calling influences job crafting by examining the mediating variables of occupational self-efficacy and career commitment, as well as the moderating effect of job autonomy. The research involved 264 employees in Indonesia and used a quantitative approach with PLS-SEM analysis techniques to test the formulated hypotheses. The study supported seven out of the nine hypotheses, confirming all the direct effect relationships. It found partial mediation in the relationship between sense of calling and job crafting with occupational self-efficacy and career commitment. However, it did not find evidence to support the mediating relationship between occupational self-efficacy and career commitment as one mediation relationship chain. The research also did not support the moderating relationship, suggesting that job autonomy weakens the relationship between career commitment and job crafting. Additionally, this study contributes to the existing literature on job crafting and examines how a sense of calling impacts employees' ability to craft their jobs. Future research hopefully will be able to provide a better explanation regarding the phenomena of job autonomy and job crafting, which, until now, various studies have still focused on the positive effects of both.

A R T I C L E   I N F O

INTRODUCTION

Many researchers have conducted research intending to understand the main characteristics and qualities of a calling, such as the circumstances in which a person can find a calling, experiencing a calling, the notion of career orientation, the importance of having a calling relative to careers, and the relationship between

calling and career development (Elangovan et al., 2010). When someone has a sense of calling in their work and are able to obtain a position within their scope of work, they can utilize their potential and make their work more meaningful (Afsar et al., 2019). Calling can also help individuals be more critical in assessing their work and careers and direct them to better and more satisfying career choices (Elangovan et al., 2010). Duffy et al. (2018) stated that individuals who feel a calling in their work generally tend to (a) approach their work by tying it with meaning and purpose, (b) focus on the prosocial contributions they can make through their work, and (c) identify the external and internal drives that drive them to a particular career.

Thompson and Bunderson (2019) explained a shift in the meaning of "calling" from previous research. In earlier eras, the calling an individual felt toward a particular career choice was believed to originate from forces outside the person (e.g., God, social needs, family inheritance) and applied to areas of paid and unpaid work that helped others in some way and that also helped provide, or be consistent with, broader meaning and purpose in life (Duffy et al., 2012). Meanwhile, in today's more modern era, calling is more associated as a form of self-expression and self-fulfillment for individuals, which is not carried out as something that is destined, but instead they will seek and pursue their work as a form of self-fulfillment (Thompson & Bunderson, 2019).

Calling is also a very personal thing for individuals because a job that is perceived as a calling will have a different meaning to other individuals even though the job provides benefits for society (Thompson & Bunderson, 2019). When individuals attribute more meaning to their careers and have a sense of calling, this can enhance their career satisfaction and commitment (Hall & Chandler, 2005; Ha & Lee, 2022). The sense of calling that individuals feel can influence higher commitment to their work because they will focus on the work they choose (Chang et al., 2020). Career commitment also encourages individuals to be willing to dedicate more time

and strive to develop their potential and achieve their career goals (Chang et al., 2021).

Self-determination theory (SDT) (Deci & Ryan, 1980) is often used to understand the concept of a career calling (Chang et al., 2020). Deci and Ryan (1980) explained that, according to SDT, intrinsic motivation can lead to increased autonomous behavior. When a career is seen as a calling, it can enhance intrinsic motivation, leading individuals to enhance their independence and competence at work through their dedication to their career choice (Chang et al., 2020). According to this theory, people who see their work as a calling may be internally motivated to tailor their work in their own way (job crafting) in order to achieve greater goals and shared interests (Chang et al., 2021).

Employees who have a strong sense of calling are more committed to their careers and have a better understanding of their work and goals, which increases their self-efficacy when completing tasks (Shang et al., 2022). According to Bandura (1994) in Wang et al. (2020), self-efficacy refers to an individual's belief in their ability to succeed in a particular situation or complete a task. Individuals also often associate a calling with career commitment to proactive behavior, which ultimately increases their strategy in the form of job crafting to make changes in work based on their initiative (Chang et al., 2020). Due to the challenges that organizations face in today's fast-paced and constantly evolving environment, they need to be flexible and prepared to tackle new obstacles (Gori et al., 2021). Furthermore, as organizations strive to cope with change, they also raise their expectations of their employees (Chang et al., 2020). Job crafting, as a means of adaptation, is a promising approach to address these challenges and is an appealing avenue for promoting organizational success in the current era (Gori et al., 2021). Individuals who view their work as a calling are better equipped to adapt to their job responsibilities and demonstrate resilience when encountering challenges in the workplace (Riasnugrahani et al., 2019).

By engaging in job crafting, employees can reshape their jobs in such a way that they become more aligned with their motivation to work, as well as their skills and preferences (Slemp et al., 2015). This process influences the nature of the work, including the demands experienced on the job and the personal sense of efficacy to meet these demands (Slemp et al., 2015). Berg et al. (2008) stated that even the most rigid or limited job designs allow for some crafting in the work. Job crafting is often associated with job autonomy, described as the employee's level of freedom and discretion in work situations, which can be related to decisions made regarding tasks or work procedures (Clausen et al., 2022). Job autonomy provides employees freedom, flexibility and independence by proactively structuring their work based on their preferences, needs and abilities (Chang et al., 2021). Chang et al. (2020) stated that employees with a higher level of career commitment will have a more significant active role when they have greater job autonomy.

Cai et al. (2022) suggested that job crafting, like other proactive behavior constructs, is considered risky as it involves challenging the status quo and may create uncertainty within the team, leading to social costs for team members. Job crafting is influenced by factors such as proactive personality, general self-efficacy, job involvement, job performance, and job satisfaction (Lazazzara et al., 2020). This research aims to investigate the role of a sense of calling in influencing employee job crafting through the mediating factors of occupational self-efficacy and career commitment, as well as the moderating influence of job autonomy. The study seeks to develop a better understanding of the antecedents of job crafting and how they manifest in the workplace.

This research has implications for expanding prior research to examine how the sense of calling affects workers in different fields. It also offers limitations and suggestions for further research and for practitioners in developing policies for their personnel. Unlike a study by Chang et al. (2020) that considered occupational

self-efficacy as a moderator variable, this research will explore its role as a mediator. The results will highlight how occupational self-efficacy mediates the influence of a sense of calling on career commitment. Occupational self-efficacy in several other studies has been proven to be able to mediate various variables on various outcomes, such as job satisfaction (Shang et al., 2022), job performance and organizational citizenship behavior (Park et al., 2016). Due to the emphasis on the distinction between mediation and moderation, scholars often do not realize that the concepts of mediation and moderation can be integrated and that this integration can advance theory development, theory testing, and ultimately offer a more comprehensive understanding about complex phenomena (Karazsia & Berlin, 2018).

Park et al. (2020) stated that from a practical point of view, many believe that improving employees' adaptive performance and job crafting will be a core task of human resources and organizational development. Therefore, it is crucial to investigate how job crafting is connected to other important organizational factors, a need recognized by many human resources and organizational development professionals and researchers. The researcher hopes that this study will contribute to expanding research in Indonesia, providing a better understanding of how the sense of calling and job crafting affects other job-related factors.

LITERATURE REVIEW
Hall and Chandler (2005) define career calling as work that individuals feel is meaningful, where this feeling can help them to achieve individual goals in their lives. Dalla Rosa et al. (2019) also define calling as a type of meaning attached to work, a career-related purpose that can persist across job transitions, and that can help individuals to define who they are, providing a sense of continuity, meaning, and direction. If individuals see their work as a calling work, they consider it as part of their life and encourage them to perform tasks or work to achieve inner fulfillment (Chang et al., 2021).

Specifically, employees with a strong sense of calling are fully aware of themselves and their career choices (Hall & Chandler, 2005). Calling is a strong motivation for an employee to engage in activities that match their needs and goals with the opportunities and demands of the work environment (Tims et al., 2016). As a result, employees proactively seize opportunities and resources to structure their work and fulfill all the responsibilities and expectations of their jobs (Tims et al., 2016).

Job crafting is a behavioral change in that employees intend to align their work with their preferences, motives, and desires (Tims et al., 2012). Demerouti et al. (2015) explains that job crafting is a specific form of proactive behavior in which individuals change the level of job demands and job resources to make their work more meaningful, interesting, and satisfying. Calling-oriented individuals may find it easier to structure their work in a way that results in job crafting (Chang et al., 2020).

H1: Sense of calling has a significant positive effect on job crafting.

Duffy et al. (2011) state that when individuals experience a calling for a particular career, it is likely that this will make them committed to a field of work, so they will try to find a particular job that allows them to fulfill that commitment. In turn, individuals will be happier with and committed to the job (Duffy et al., 2011). Jung and Sohn (2022) define career commitment as employee behavior to accept work responsibilities, seek new experiences, and work arrangements to achieve career goals. Goulet and Singh (2002) in their research on career commitment, stated that an individual can specifically enter into a particular job at the expense of or without caring about his career and vice versa. Jia et al. (2020) show that calling is significantly positively related to career commitment. Individuals who feel a sense of calling can increase their commitment to a job or organization despite setbacks and a low probability of success (Elangovan et al., 2010).

H2: Sense of calling has a significant positive

effect on career commitment.

Chang et al. (2020) explained that career commitment can encourage proactive behavior because it encourages individuals to achieve the goals they want to achieve through their careers, including job crafting. By committing to their career, this indicates that there is encouragement or confidence within the individual to pursue success in that career (Demerouti et al., 2021). The long-term commitment that a person needs in building a career will encourage individuals to go beyond job responsibilities and take the initiative in reshaping their work through job crafting (Grant & Ashford, 2008).

H3: Career commitment has a significant positive effect on job crafting.

Hall and Chandler (2005) also explains that calling will increase self-efficacy. Bandura (1994) defines self-efficacy as an individual's beliefs about their ability to produce a level of performance. Specifically, occupational self-efficacy can be described as a person's belief in their ability to face work challenges and act successfully in various work-related situations and tasks regardless of their current work environment (Klaeijsen et al., 2018).

Individuals who have a calling are more likely to be able to overcome unexpected obstacles because of their explicit goals and focused task efforts (Hall & Chandler, 2005). (Hirschi, 2012)Hirschi (2012) uses this statement as a basis to explain that with a sense of calling, individuals will be encouraged to pursue goals that are in line with the calling they feel, thereby increasing the individual's sense of satisfaction when goals and tasks can be completed, where this perceived success will increase beliefs in higher self-efficacy (Hall & Chandler, 2005).

H4: Sense of calling has a significant positive effect on occupational self-efficacy.

Park and Jung (2015) stated that occupational self-efficacy is positively related to an individual's commitment to his career. When an individual views himself as competent, the individual will

become more committed to his career and try to develop skills in the chosen career field, which in the end will increase self-efficacy and further increase the individual's career commitment (Park & Jung, 2015; Ahmed, 2017). As employees become more committed to their career goals, they are more likely to develop plans for achieving performance or success in their career endeavors and strengthen trust and confidence in their ability to acquire personal qualities such as skills and competencies (Ballout, 2009).

H5: Occupational self-efficacy has a significant positive effect on career commitment.

Hirschi (2012) argues that individuals who have a sense of calling will have confidence and satisfaction when the goals and tasks in their work can be completed and also have confidence in their abilities can control emotional, physical, and intellectual resources and will successfully develop in their work (Ahmed, 2017). Ahmed (2017) refers to several previous studies supporting that self-efficacy significantly influences career commitment in various industries and country backgrounds. The confidence they have in their abilities can encourage individuals to pursue their career goals so that it can influence career commitment in their work for career advancement (Ballout, 2009).

H6: Occupational self-efficacy significantly mediates the influence of sense of calling on career commitment.

Several studies have shown that in various work areas, the sense of calling has a significant and positive relationship with positive work experiences such as job engagement and pleasure, well-being, and career commitment (Chen & Zhang, 2023). Individuals with a sense of calling will be encouraged to work to achieve their goals so they will be more committed to their careers (Chang et al., 2020). This career commitment can be a motivator and driver of proactive career behavior such as job crafting, thus encouraging individuals to dedicate themselves to their work in order to increase their career progress because individuals with a calling orientation are generally more focused on their mission and goals (Chang et al., 2020). The role of career commitment is more than just motivation to advance one's career; apart from that, career commitment also contributes to proactive behavior, such as job crafting with the individual's desired long-term goals (Chang et al., 2020).

H7: Career commitment significantly mediates the influence of sense of calling on job crafting.

As stated by (Hall & Chandler, 2005)Hall and Chandler (2005), having a sense of calling increases self-efficacy by increasing their ability to overcome obstacles because they have clear drive and goals in their work. Employees with occupational self-efficacy will then have a feeling of responsibility to learn and develop their careers, thereby encouraging commitment to their career choices (Ahmed, 2017). Career commitment can encourage proactive behavior because it will encourage individuals to achieve the goals they want to achieve through their careers, one of which is through job crafting (Chang et al., 2020).

H8: Occupational self-efficacy and career commitment significantly mediate the influence of sense of calling on job crafting.

In research conducted by Chang et al. (2020), they found that employees with a higher level of career commitment will have a more significant active role when they have greater job autonomy. In this research, job autonomy can strengthen individuals' commitment to their careers so that they will put more significant effort into their work through proactive behavior, such as job crafting (Chang et al., 2020). Once individuals feel that their jobs allow them to freely schedule and manage their tasks based on personal preferences, needs, and abilities, they will be motivated to further dedicate their careers by gaining knowledge and increasing their ability to proactively build higher levels of commitment (Aryee & Tan, 1992; Goulet & Singh, 2002; Berg et al., 2010; Chang et al., 2021).

H9: Job autonomy strengthens the influence of career commitment on job crafting.
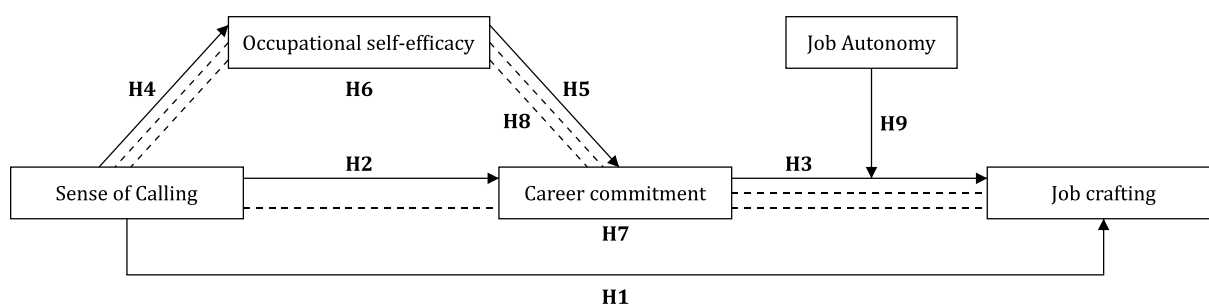
Figure 1. Research Framework

RESEARCH METHOD

Sample and Data Collection

This research will use a quantitative method to see the cause-and-effect relationships produced by the relationships between variables based on existing phenomena (Cooper & Schindler, 2014). Data was collected from employees working in Indonesia in various industrial sectors in both government and private companies. The sampling technique used in this research is non-probability sampling with a convenience sampling method, which refers to selecting samples based on ease of availability, where this can also be applied through internet surveys (Zikmund et al., 2009) as was done in this research by distributing questionnaires via the GoogleForm platform. This research gathered 264 respondents, 63.26% of whom were women, 58.71% of whom were aged between 21-25 years, with the majority being undergraduate graduates. Of the 30 types of industry collected, 15.9% worked in the food and beverage industry, 11.74% in financial services, and the rest were spread across various other types of industry.

Measurement

All variable measures in this study were measured using a 5-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree). Each variable then adapts a list of measurements developed in previous research.

Sense of Calling was measured using the Calling Vocational Questions (CVQ) developed by Dik et al. (2012) by adapting the use of the CVQ-Presence with 12 measurement items such as, "I believe that I have been called to my current job."

Career Commitment in this study was measured using a measurement developed by Carson (1994) with 12 measurement items, with samples such as "This field of work/career is an important part of me."

Occupational Self-Efficacy was measured using Rigotti et al. (2008) with six measurement items, including "I can remain calm when facing difficulties at work because I can rely on the abilities I have."

Job Autonomy was measured using Breaugh (1985) with a 9-item measure consisting of three multi-item subscales that focus on (a) work method autonomy, (b) work scheduling autonomy , and (c) work criteria autonomy. Sample research items include, "I am allowed to decide how to complete work, " " I have control over the scheduling of my work, " and "I can modify the goals of my work. "

Job Crafting was measured using a 9-item measure developed by Niessen et al. (2016) to assess employee initiative, including "I undertake or seek additional tasks" and "I seek opportunities to collaborate with familiar people at work."

RESULT

PLS-SEM is used to test the relationship between variables from the hypothesis that has been formulated. PLS-SEM is a prediction-oriented approach widely used for exploratory research but is also suitable for confirmatory research (Hair et al., 2017). The research results were produced through a bootstrapping process to see the path coefficient and specific indirect effects produced.
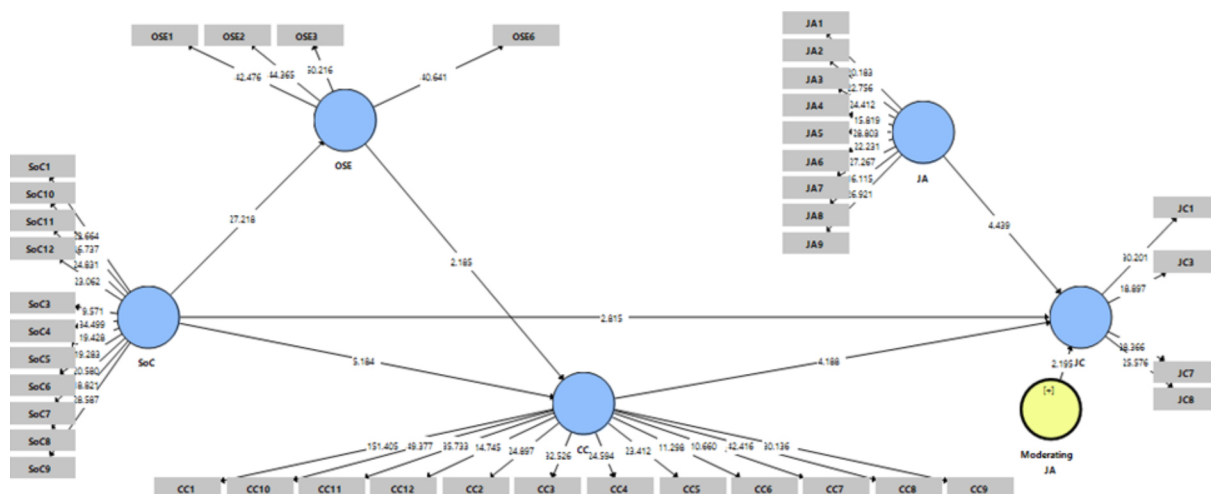
Figure 2. Smart PLS-3 Output Results

Table 1. Hypothesis Testing Results

	Original Sample (O)	p-value
H1: Sense of Calling → Job Crafting	0.306	0.004
H2: Sense of Calling → Career Commitment	0.570	0.000
H3: Career Commitment → Job Crafting	0.319	0.000
H4: Sense of Calling → Occupational Self-Efficacy	0.821	0.000
H5: Occupational Self-Efficacy → Career Commitment	0.259	0.023
H6: Sense of Calling → Occupational Self-Efficacy → Career Commitment	0.212	0.020
H7: Sense of Calling → Career Commitment → Job Crafting	0.182	0.000
H8: Sense of Calling → Occupational Self-Efficacy → Career Commitment → Job Crafting	0.068	0.092
H9: Job Autonomy x Career Commitment → Job Crafting	-0.052	0.022

Source: Ramadhanti & Ekowati (2024)

From Table 1 above, it can be seen that Hypotheses 1, 2, 3, 4, and 5 are supported. This hypothesis is supported because the five hypotheses have a positive original sample value and a p-value that is below 0.05, so the relationship is considered significant, where H1 has an original sample of 0.306 and a p-value of 0.004, H2 with an original sample of 0.570 and p-value is 0.000, H3 has an original sample of 0.319 and a p-value of 0.000, H4 has an original sample of 0.3821 and a p-value of 0.000, and H5 has an original sample of 0.259 and a p-value of 0.023.

The relationship between the mediation of occupational self-efficacy on the sense of calling on career commitment and the mediation of career commitment on the sense of calling on job crafting has a positive original value with a p-value below 0.05, so the relationship is considered significant and supports Hypotheses 6 and 7. The relationship between these two mediations is assessed as partial mediation because both direct and indirect effects show significant results (Zhao et al., 2010; Carrión et al., 2017). However, the mediating relationship between occupational self-efficacy and career commitment on the relationship between sense of calling and job crafting has an original sample value of 0.068 with a p-value of 0.092, so this relationship is considered insignificant because the p-value is above 0.05, so Hypothesis 8 is rejected.

Meanwhile, the moderating role of job autonomy in the relationship between career commitment and job crafting has a significant negative relationship. This can be seen from the original sample (O) value, which is -0.052, which shows a coefficient number close to –1, so there is a strong negative relationship (Hair et al., 2014). However, the p-value of 0.022 shows that the relationship is significant because it is below 0.05. Therefore, through this interpretation, it can be concluded that Hypothesis 9 is rejected.

DISCUSSION

The results of testing the influence of the sense of calling on job crafting are in line with self-determination theory (SDT), where in SDT it is explained that human motivation to complete a goal reaches its peak point when the individual has competency (i.e., self-efficacy towards the activity), autonomy (i.e., personal control over the activity), and relatedness (i.e., the experience of ownership and human relationships) around that specific goal (Deci & Ryan, 1980; Duffy et al., 2017). These results also support previous research conducted by Chang et al. (2020) that having calling in the work context will encourage employees to do their jobs better and pursue their goals through their careers and shows that calling is significantly related to employee job crafting behavior.

This research shows that a sense of calling is essential as an individual's encouragement to work because it has a positive influence on career commitment, job crafting, and occupational self-efficacy. Many previous studies have suggested that employees' beliefs that they can improve and develop skills relevant to their career (occupational self-efficacy) are related to not only the development activities they have carried out but also their intention to participate in development activities at the workplace-future, and attitudes towards employee development programs (Maurer, 2001).

The results of testing the mediating influence of occupational self-efficacy on sense of calling and career commitment show that the motivation shown by individuals in working to achieve their goals, and this shows the extent to which an individual identifies with their work by taking responsibility and fulfilling their professional obligations which then leads to increased career commitment (Chen & Zhang, 2023). Therefore, employees must be given training and development to increase their self-efficacy, skills, and knowledge to maintain productivity and performance in the organization (Ahmed, 2017).

The positive and significant relationship from the mediation test shows that career commitment can bridge the influence of sense of calling to job crafting, so when sense of calling increases, it will increase career commitment, which also increases employee job crafting. Individuals with a higher sense of calling perceive their careers as meaningful and demonstrate passion and attachment to their careers, thereby motivating them to proactively adapt work activities, such as adding new tasks and building relationships between coworkers to suit their preferences and needs to retain their work as their long-term career path as a form of their commitment to that career (Chang et al., 2021).

The unsupported mediating role of occupational self-efficacy and career commitment simultaneously in mediating sense of calling towards job crafting can be explained through the understanding that when employees' self-efficacy increases, their beliefs about what can be done at work may make them change their job characteristics (Tims et al., 2014). Additionally, employees with higher levels of self-efficacy are more likely to make proactive changes in their jobs in order to perform well, such as through job crafting (Ingusci et al., 2019). From these two studies, it is known that self-efficacy can have a direct influence on job crafting without any mediation from career commitment.

In addition, different from many studies that have been conducted, the moderating effect of job autonomy in this study (H9) is also not supported. The results of this study are not in line with the results stated by Chang et al. (2020)

on 338 employees in Guangdong, China, where it was said that when employees can enjoy greater autonomy at work, their commitment to their careers is strengthened. Thus, they perform their duties in a way who are much more proactive through job crafting. This findings can be explained by the fact that if the level of job crafting reaches an excessive level, it can encourage counterproductive behavior (Zhou, 2020) which weakens employee job crafting behavior (Tsai, 2021) and also leads to chronic exhaustion which ultimately leads to a decrease in employee performance (Demerouti et al., 2015). Excessive job autonomy provides space for improving individual behavioural performance and creates opportunities for employee behavioural deviations, and the possibility of counterproductive behaviour will increase in a more autonomous environment because the excessive increases in job autonomy can also reduce external supervision and other controls, which are used to reduce counterproductive behaviour. However, the level of autonomy employees possess needs to be further ascertained and studied to understand the positive or negative impacts it may have. Therefore, further research can be conducted on specific industries or companies to assess the level of autonomy given to employees.

CONCLUSION
The results show that of the 9 hypotheses formulated, 7 hypotheses were supported and 2 hypotheses were rejected. The study contributes to the field of Human Resource Management by enriching readers' understanding and insight into the relationship between a sense of calling and job crafting. It also explores the serial mediation of occupational self-efficacy and career commitment on sense of calling and job crafting, offering a fresh perspective from previous research and paving the way for further research. Additionally, the study delves into how job autonomy influences job crafting, providing valuable insights. From this implication, this study is expected to inspire future research and provide a strong foundation for scholars to build and develop their research around sense of

calling, career commitment, occupational self-efficacy, job autonomy, and job crafting.

The discovery that increasing occupational self-efficacy also increases career commitment can be lever-aged by organizations through the development of new skills or the improvement of existing ones. Engaging in these development activities can boost employees' confidence in their competence, leading to increased commitment to their careers. The findings indicate that there is a mediating influence on occupational self-efficacy. Therefore, organizations are advised to offer training and development opportunities to enhance employees' self-efficacy, skills, and knowledge. This will help maintain productivity and performance within the organization. Employers should consider providing promotions to senior employees as a way to motivate them to excel and to foster their commitment to their careers. This approach can help employees find satisfaction in their careers and within the organization. Research findings indicate that job autonomy does not moderate the influence of career commitment on job crafting. Thus, organizations and supervisors should provide employees with appropriate job autonomy based on job characteristics and specific circumstances. Managers and change agents can promote job crafting by enhancing employees' ability to effectively interact with others and by increasing job autonomy accordingly. Empowering individuals to tailor their work to their needs and preferences can enhance effective behavior, ultimately leading to positive outcomes. Training employees in job crafting behavior has positive consequences and is an effective way to cultivate a productive workforce.

The findings of this research have the potential to contribute to the existing body of knowledge on the sense of calling and job crafting. The inclusion of various job industries in this research could be a limitation, as each industry has different characteristics that affect job autonomy and job crafting levels. Therefore, further research could focus on a specific industry

or company to assess job autonomy and job crafting levels within that particular context. A larger sample size might yield different results, and including control variables in future research could help to determine how these variables influence the existing relationships and expand upon the results of this study. In future research, it is important to delve deeper into the connection between job autonomy and job crafting to gain a more comprehensive understanding of job crafting and its relationship with job autonomy. While existing studies have mainly focused on the positive effects of these aspects, further exploration of additional variables or factors influencing an individual's career commitment, including both individual and organizational factors, is warranted. This will help shed more light on their influence on the relationship with other variables. It is hoped that this research will serve as a catalyst for future studies exploring the sense of calling in conjunction with proactive job crafting behavior or other proactive variables through a more diverse range of research. Additionally, future research could involve diverse participant backgrounds to gain insights into how the research findings may vary among different respondent groups.

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