

Occupational Calling: Antecedents, Consequences and Mechanism

Hina Jaffery¹, Ghulam Abid^{2*}

1. Ph.D., School of Business Administration, National College of Business Administration & Economics, Lahore, Pakistan

1. Assistant Professor, School of Business Administration, National College of Business Administration & Economics, Lahore, Pakistan

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Abstract

Occupational calling is a transcendent summons that originates externally to carry out a particular life role (work) in a manner that demonstrates meaningfulness and holds other-oriented values and goals as the main sources of motivation. The aim of the current study is to advance the study of individual differences in achieving occupational calling at workplace. Every individual varies in the extent of his psychological capital, proactivity, and curiosity; hence we aim to investigate the role of these variables as the predictors of occupational calling. In addition to the antecedents and mechanisms, we also explore a possible behavioral manifestation of calling at workplace in terms of employees' flourishing. Results are obtained from a heterogeneous sample using a time-lagged study design comprising of two waves. Significant linear relationships between study variables are established. Moderated mediation takes place between psychological capital and occupational calling through proactive personality and curiosity.

Keywords

Calling, Proactivity, Curiosity, Personality, Flourishing, Well-being.

* Corresponding Author, Email: dr.ghulamabid@gmail.com

1. Introduction

“You can quit your job but you cannot quit your calling.”-Lissa Rankin

Employees in today’s world are in continuous pursuit of organizations that provide them with supportive climates in which they can answer their callings (Zhang, Wang, & Shi, 2012). Careers that are answered callings affect the work-life balance, which results in various individual, organizational, and social outcomes (Berkelaar & Buzzanell, 2015). From an individual and organizational perspective, calling literature plays a critical role in Positive Organizational Scholarship (POS) as it explains the positive relationship an employee has with his work (Wrzesniewski, 2003).

The characteristics of calling include uniqueness to individual, the continuum of strength rather than presence (Dobrow & Tosti-Kharas, 2011), the existence of multiple callings (Berg, Grant, & Johnson, 2010), the lack of ease in its discovery, the requirement of a predisposition (talent), the change over time (Hall & Chandler, 2004), and that any kind of work can be your calling (Duffy & Sedlacek, 2007). To date, it is largely agreed upon that there is no universal definition of calling (Thompson & Bunderson, 2019). It is viewed either from a religious perspective (Dik & Duffy, 2009), as a work orientation (Duffy & Sedlacek, 2007) or as a secular entity (Dobrow & Tosti-Kharas, 2011). It is historically defined as a meaningful beckoning towards moral, social and personally significant activities (Elangovan, Pinder, & McLean, 2010). Currently, one of the most widely used definitions of calling is that it is a transcendent summons that originates externally to carry out a particular life role (work) in a manner that demonstrates meaningfulness and holds other-oriented values and goals as the main sources of motivation (Dik & Duffy, 2009).

The empirical literature on Calling, includes its relationships with life meaning (Zhang, Hirschi, Herrmann, Wei, & Zhang, 2016), psychological health (Gazica & Spector, 2015), career adaptability (Praskova, Hood, & Creed, 2014), work engagement (Rothmann & Hamukang’andu, 2013), etc. Tian and Wu (2015) state that managerial experts believe that all employees should endorse a calling. Though the calling phenomenon has the potential to enrich the understanding of a range of organizational concepts (Elangovan et al., 2010), limited

studies have probed the relationship of calling with work related attitudes and behaviors (Rosa, Vianello, & Anselmi, 2019; Thompson & Bunderson, 2019). Hence, future scholars might explore the practical implications of calling for POS (Elangovan et al., 2010). The mainstream calling literature is based on inductive reasoning and completely ignores the overarching theoretical models. Therefore, a theoretical model is much needed on how calling predicts work-related outcomes (Duffy & Dik, 2013; Duffy et al., 2011).

An additional gap in the existing literature is that most of the scholarly work on calling is Western-centred (Berkelaar & Buzzanell, 2015; Hirschi & Herrmann, 2012; Xie et al., 2016), which cannot be generalized in the developing and under-developed countries as they have different social and organizational cultures (Dik, Canning, & Marsh, 2019). The lack of diversity in samples in terms of non-western inclusion makes it difficult to infer how calling functions in these regions. Dik, Canning, and Marsh (2019) also emphasize that a cultural lens approach should be applied on calling phenomena in order to comprehend its nature in diverse surroundings. Therefore, many researchers emphasize investigating how calling applies to individuals in non-Western culture (Duffy & Dik, 2013; Hirschi & Herrmann, 2012).

Hence, the current study aims to fill this research gap, which is largely unexplored, by providing empirical evidence of the antecedents, mechanisms, and consequences of occupational calling in the Eastern-centered organizations in a developing country. Therefore the purpose of this study is to contribute to the existing literature of occupational calling and provide empirical evidence by studying psychological capital, proactive personality, and curiosity as its antecedents, and flourishing as its possible outcome. It is important to note that the cultural gap in terms of findings is not the aim of the current paper and will remain a gap that future scholars will need to bridge.

2. Literature Review and Hypotheses Development

2.1. Overview of Occupational Calling

Calling literature originates in the work of sociologists Bellah, Madsen, Sullivan, Swidler, and Tipton, (1985) who explained it in terms of individualism and work commitment, and proclaimed that

work could be a calling. Subsequently, the religious perspective originated with the Christian theology explaining that people are 'called' by God. They believed that when God wants people to perform some work, He orchestrates a situation which makes them believe that they have to do it. However, medieval people did not put any value on their work/profession as they believed it is a hindrance in their relationship with God. They believed that to know your highest potential is the same as likening yourselves to God, as only He can know a man's true potential (Hugen, 1996).

This concept was challenged during the Protestant Reformation of Martin Luther King who explained that calling could only manifest through a vocation. He believed that an individual's innate skills and abilities decide which vocation he should choose to serve God's purpose (Cuilla, 2000). John Calvin further added that calling is rewarded, and if not acted upon, it is also divinely punishable. Alternately, Weber (1963) explains that calling should always be for the social good. Hence, according to the religious perspective, calling has three elements: it is action-oriented, it is meaningful work, and it is pro-social in nature.

Wrzesniewski et al. (1997) considered work as a job, career, or calling. If work orientation is calling, then it can be manifested as destiny, duty, fulfillment, etc., due to which calling is mostly confused with being passionate about work. Although the two concepts have the similarity in that they take work to be meaningful, they are different indeed. The two major differences are that calling may or may not be pleasurable, but passion always is, and that calling is directed towards social welfare while passion is not (Chen, Lee, & Lim, 2019). As an alternate to the religious perspective, the secular perspective says that calling should focus on self-fulfillment primarily and on social welfare subsequently.

The antecedents of calling face two major debates (1) Is it found or discovered? (2) Is it created or made? The religious view states that it is discovered while different theories support different views. Social learning theory (Bandura, 1977) explains that the parents' reaction towards work shapes the perception of children and hence influences their calling. Similarly, social reproduction theory (Bourdieu & Passeron, 1977) says that the occupation of the father determines the

occupation of the child. Alternately the identity theories (Turner, 1987) suggest that a person's calling is influenced by the social group he associates himself with. However, there is limited empirical evidence on the possible antecedents and the mechanism through which calling can be determined.

2.2. Psychological Capital and Occupational Calling

Psychological capital as a core construct can universally judge any kind of employee, and henceforth contributes to building efficient human capital in any organization (Luthans & Youssef, 2007). Historically, Martin Seligman's (1998) movement marked the birth of positive psychology. Following this movement, various summits were held in 1999 on positive constructs from individual and organizational perspectives. The second milestone of the movement was achieved in 2002 when Luthans introduced the concept of positive organizational behavior and researchers in Michigan gave in the concept of positive organizational scholarship. Some of the concepts that are introduced in the initial phase of this domain are self-efficacy, hope, optimism, resilience, subjective-wellbeing, and emotional intelligence. It was later in 2004 when Luthans and his colleagues amalgamated the concepts of self-efficacy, hope, optimism and resilience into one construct known as psychological capital (Luthans et al., 2005).

Psychological capital is also known to have strong relationships with employee attitudes such as job satisfaction, thriving at work, organizational commitment, employee turnover, and organizational citizenship (Ardichvili, 2011; Luthans et al., 2005; Nawaz, Abid, Arya, Bhatti, & Farooqi, 2018; Walumbwa et al., 2009). Self-efficacy of employees is strongly related to confidence, work attitudes, leadership, decision making, ethics, creativity, and entrepreneurship (Luthans & Youssef, 2007). Employees who have higher levels of self-efficacy are more committed to their work if it is their calling (Hirschi & Herrmann, 2013) and this results in them being more innovative and creative within their organizations (Tajeddini & Martin, 2020). Similarly, optimism is also known to have positive relations with performance and with work-related behavior of an employee like citizenship behavior (Shahnawaz & Jafri, 2009; Walumbwa et al., 2009). Optimism at workplace plays a vital role in

situations where there is a lot of industry pressure. It makes the managers capable of choosing a stable work orientation and applying procedural strategies without succumbing to the external pressures (Azadegan, Srinivasan, Blome, & Tajeddini, 2019). Since calling is also a form of work orientation, it is assumed that psychological capital will also have an effect on it.

The main career metacompetencies that affect calling are self-awareness and adaptability. Self-awareness is the ability to know and to form appropriate opinions about one's own self; in short, it is a person's self-efficacy. On the other hand, adaptability means the capacity to change according to the situation, which is more or less similar to resilience (Hall & Chandler, 2004). Since self-efficacy and resilience are part of psychological capital, it can be concluded that they are also predictors of calling of an individual. On the basis of the above literature, the following hypothesis is proposed:

Hypothesis 1: Psychological capital of employees will have a significant positive impact on their occupational calling, such that employees with higher psychological capital will answer their occupational calling.

2.3. Psychological Capital and Proactive Personality

Knowledge and relevant abilities are the key to proactive behaviors which amalgamate to form proactive personalities. Self-initiative, a core component of proactivity, has three qualities: self-starting (behaving due to intrinsic motivation), future-focused (anticipating future threats and opportunities) and persistent (trying to overcome the barriers to permanent change) (Fay & Frese, 2001). Proactive behavior is defined as self-initiated effort to be the change in the work environment in order to achieve a prosperous future (Parker, Bindl, & Strauss, 2010). It is different from the extra-role behavior in a way that it emphasizes changing the future rather than the present (Grant & Ashford, 2008). Proactive people mastered their own environment by selecting situations and then restructuring perceptions to alter them according to their comfort zone (Bateman & Crant, 1993). Proactivity is, therefore, a goal-directed process that requires goal-generation, in which one envisions' goals, while goal striving involves the implementation of that vision to create change.

According to Parker, Bindl, and Strauss (2010), there are three motivational pathways a proactive person follows; can-do pathway, reason-to pathway, and energized-to pathway. Can-do pathway revolves around the concept of self-efficacy. On the basis of the expectancy theory (Vroom, 1964) it is believed that people with high self-efficacy will always analyze the pros and cons of a decision before following it through. On the basis of self-determination theory (Ryan & Deci, 2000), the reason-to pathway explains that individuals will behave proactively if they perceive that it will fulfill their desires e.g. desire for autonomy in managers. Alternately energized-to pathway says that individuals will only behave proactively when they feel they are obligated to do something. Parker (2007) further adds that there is another pathway known as the ‘affective pathway’ which, according to the broad and build theory (Fredrickson, 1998), suggests that positive effect also promotes the selection of proactive goals. Therefore, the organizational environment may contribute to the proactivity of employees and henceforth to their eventual innovation and performance (Tajeddini, Altinay, & Ratten, 2017).

Proactivity is different from other related constructs like Big Five personality traits. Amongst these traits, it is positively related to extraversion, openness to experience and conscientiousness (Major et al., 2006) and negatively related to agreeableness and neuroticism (Griffin et al., 2007). Proactive individuals are vital and possess tendencies of growth through interaction with the environment (Mushtaq, Abid, Sarwar, & Ahmed, 2017). In the work context, the antecedents of proactivity include job autonomy (Ohly & Fritz, 2010), job stressors (Fay & Sonnentag, 2002), gender stereotypes, quality leader-member exchange, (Gupta & Bhawe, 2007), transformational leadership, and supportive work climate (Tidwell & Sias, 2005). On the basis of the foregoing points, the following hypothesis is proposed:

Hypothesis 2: Psychological capital has a significant positive relationship with proactive personality, such that employees with higher psychological capital will have a more proactive personality than those with lower psychological capital.

2.4. Proactive Personality and Occupational Calling

Secular scholars believe that calling is a work orientation that is directed by self-satisfying motives (Steger, Pickering, Shin, & Dik, 2010). Similarly, it is well-known that a person's job is most widely described by the job characteristic model (Hackman & Oldham, 1975) that divides job design into five basic elements: skill variety, task identity, autonomy, task significance, and feedback (O'Reilly, Parlette, & Bloom, 1980). From a secular point of view, calling is most closely related with task identity, feedback, and task significance, as they are dependent on a person's own perception of how important his work actually is. Therefore, individual differences will affect calling of an incumbent in such a way that if he feels that his job is important and is being fairly appraised, his calling will become stronger over time (Wrzesniewski, McCauley, Rozin, & Schwartz, 1997).

In a four-wave prospective longitudinal study on music students, it is predicted that ability, behavioral involvement, and social comfort are the antecedents of calling (Dobrow, 2013). Proactive employees are motivated and able to alter their behavior at work to bring about a positive change (Glaser, Stam, & Takeuchi, 2016). These people are characterized by initiative to change, trustworthiness, compliance, and sociability, due to which they are expected to give high-level performance especially in professions that deal with human relations and services (Wahiza & Wahat, 2009). Hence, it can be said the proactive personalities will have a positive association with calling. Therefore, we propose our next hypothesis as follows:

Hypothesis 3: Proactive personality has a significant positive relationship with occupational calling, such that proactive employees will answer their occupational calling.

2.5. Moderated Mediation Model of Occupational Calling

Hall (2002) gave a psychological success cycle according to which he predicts that a person sets goals and persists in his effort to achieve those goals and obtain objective success which, in turn leads to subjective success that alters a person's identity positively or negatively. This identity change further leads to goal setting and so the cycle continues (Hall & Chandler, 2004). Comparing this model to the

current study's conceptual model, it can be seen that goal setting consists of proactive personality and curiosity, as a person who is proactive will be curious about which goals will bring about positive change and will thus persist in achieving such goals. This will lead to psychological success which can be attributed to calling which is also psychological in nature, as a person believes that his work is either benefiting him or the society at large. This logic is also supported by Kashdan and Silvia (2009) who state that when a person is curious, he seeks to do things from self-initiated effort (proactivity) which is not controlled by external factors. Hence, it can be predicted that proactive personality and curiosity are predictors of calling.

Curious people continuously seek their calling in order to flourish in life especially in cultures where women and colored races are considered inferior (Dik & Duffy, 2009). Identity status model (Marcia, 1980) explains two phases of identity formation: identity crisis and identity exploration. The identity exploration phase is based on an individual's curiosity level (Hirschi & Herrmann, 2012). The more curious a person is, the more quickly he will achieve his identity as curiosity encourages proactive behavior (Kashdan, Rose, & Finsham, 2004). It is also part of a person's identity; therefore it can be said that curiosity might be one of the antecedents of calling.

According to Kashdan, Rose, & Finsham (2004), curious people continuously look for a variety of experiences. They strive to acquire new skills which give them pleasure and make them feel competent. These positive feelings in turn solidify their curious nature and move it towards the trait side on the trait-state continuum. These newly acquired skills could be related to the profession they wish to choose, which leads us to believe that curiosity can be a predictor of calling. In a study of 270 participants from the education industry in China, it is established that career concern and curiosity are antecedents of calling (Guo et al., 2014). This occurs as concerned and curious individuals strive more to create meaning in their work life and become a positive influence for social welfare. Mussel (2013) concludes that curiosity predicts variance in work-related outcomes in such a way that is not explained by the traditional variables like Big Five personality dimensions, social competence, mental abilities, emotional stability, etc.

Proactive people are usually imaginative, curious and highly intellectual (Wahiza & Wahat, 2009) because of which they are usually competent employees who work with loyalty and dedication. According to Zhang et al. (2012), proactivity is contagious as a leader's proactive personality also affects follower's proactivity. This means that the more quality communication there is between the leader-follower dyad, the more effective their performance would be (Zhang et al., 2012). Subsequently, the organizations that have proactive leaders are more likely to prosper as these leaders would also propel their teams to work more effectively. Moreover, if the respective leaders are curious about the progress of their followers, their work progress will be further enhanced, as the followers will be affected by the observer effect. Self-determination theory also suggests that it is the innate characteristics of the individual which propel him towards proactive actions. On the basis of the above literature, the following hypothesis is given:

Hypothesis 4: The relationship between psychological capital and occupational calling is mediated by proactive personality and moderated by curiosity simultaneously, such that the combined presence with enhance an employee's occupational calling.

2.6. Occupational Calling and Flourishing

Flourishing has three basic orientations; pleasure, engagement and meaningfulness (Rothmann & Hamukang'andu, 2013). Meaningfulness is one of the four ultimate reasons a human being craves for, the others being life, freedom and social connection (Conklin, 2012). According to Colbert, Bono, and Purvanova (2016), positive workplace relationships in terms of task assistance, career advancement, emotional support, friendship, personal growth, and giving to others affect flourishing at workplace in terms of job satisfaction, meaningful work, positive affect, and life satisfaction.

In recent times, there have been studies that have linked calling with well-being related outcomes (Duffy & Dik, 2013). Presence of calling is one of the predictors of life meaning (Dik, Eldridge, Steger, & Duffy, 2012), self-efficacy, and various positive work attitudes (Lee, Lee, & Shin, 2019). Self-determination theory (Ryan & Deci,

2000) states that people who have fulfilled their psychological needs will experience more well-being in life than those who have not. This theory supports the findings of Gazica and Spector (2015) who found out that people with answered calling had positive job outcomes and job related satisfaction. Likewise, Steger et al., (2010) conducted a survey to investigate the effect of calling on their psychological adjustment and their positive work attitudes. The results pointed out the fact that those who answer their calling are more psychologically adjusted as compared to those who do not. This psychological adjustment includes their life satisfaction, well-being, and positive affect, all of which are similar or central to the concept of flourishing. In another study, it is seen that employees always try to distinguish whether their work is a job, career, or calling. Moreover, those who view their work as calling have greater life, health and job satisfaction as compared to those who view their work as career or jobs (Wrzesniewski et al., 1997). Hence it can be concluded that calling can be one of the predictors of flourishing employees.

Meaningful work has a buffering effect on psychological disorders like anxiety. As seen in a study conducted by Duffy, Bott, Allan, Torrey, and Dik (2011), those people living a calling are more satisfied with their job provided they are committed with their career and hold meaning for their work. Similarly, Duffy, Allan, and Bott (2012) explained that it is also predicted that their search for calling is associated with high life satisfaction which means they are flourishing due to their connection with calling. In another two-wave cross lagged panel study, the relationship between calling and life meaning is found to be positive (Praskova et al., 2014). Based on this review of the literature, the following hypothesis is proposed:

Hypothesis 5: Occupational calling has a significant positive impact on the flourishing of employees, such that those employees who have answered their occupational calling will be more flourished at workplaces.

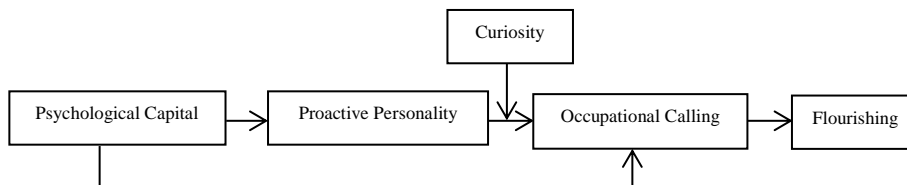


Fig. 1. Conceptual model of occupational calling

3. Method

3.1. Procedure and Sample

The current study employs a time-lagged cross sectional survey design. A heterogeneous sample is collected in two waves in order to remove the possible common method bias that could occur from gathering data of antecedent and outcome variables simultaneously (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). A time lag (Abid, Contreras, Ahmed, & Qazi, 2019; Jam, Donia, Raja & Ling, 2016) of three months is taken to ensure temporal separation of predictor and criterion variables, along with a methodological separation using different scale anchors for study variables at both times (Podsakoff et al., 2003). The temporal separation helps in reducing the biases caused by the retrieval of responses by the respondent's short-term memory while the methodological separation helps with eliminating the biases of central tendency. At both points of time, the respondents are briefed regarding their confidentiality by explaining to them that the survey is being carried out to investigate the general workplace attitudes and is in no way connected to their performance appraisal. This debriefing helps with the reduction of method biases due to item demand characteristics (Chang, Witteloostuijn, & Eden, 2010). To reinforce the impossibility of common method bias, statistical remedy using Harman's one-factor test (Harmon, 1976) is used. This test involves running exploratory factor analysis of all the variables which should not give a single factor in the explanation of percentage of variance and additionally should not exceed the value of 50. The analysis indicates that there are more than one factors emerging with the first factor accounting for 20.380 percent of variance (which is less than 50) and the aggregate variance of all the factors is 64.532 percent.

Hence, it can be said that there is no issue of common method bias in our study.

At time 1, data is collected for psychological capital, proactive personality, curiosity, occupational calling, and demographic variables. At time 2, data is collected for flourishing. To fortify heterogeneity in the sample, 300 questionnaires were distributed among respondents belonging to different industries like education, health, governance, telecommunication, etc. In the first phase, 200 people responded out of which only 178 responses were usable, giving us a response rate of 59.3%. All the respondents were asked to provide their e-mail addresses and contact numbers if they wished to receive the results of the questionnaire they had responded to. During the second phase, the 178 respondents of time 1 were contacted and were requested to fill in the survey for flourishing and occupational calling. However, they were not told that this was the continuation of the previous survey. From among these, 113 people responded to the second survey out of which the incomplete questionnaires were eliminated, giving a final sample of 104 respondents (response rate=58.4%). The sample included 71.3% males, 56.7% post graduates, 40.4% graduates and rest undergraduates, and a majority of 52.8% single respondents.

3.2. Measures

Proactive personality is measured by the 5-item scale of Janssen, Schultze, and Grötsch (2015). A sample item from this measure is 'I excel at identifying opportunities'. Psychological capital is measured by the 12-item scale of Luthans et al. (2007), a sample item of which is 'I feel confident in representing my work area in meetings with management'. Curiosity is measured by the 10-item scale of Litman and Speilberg (2003). A sample item of this measure is 'I enjoy learning about subjects which are unfamiliar'. Flourishing is measured by the 8-item scale of Dijkstra et al. (2016), which includes the item 'I lead a purposeful and meaningful life'. Occupational calling is measured by the 12-item scale of Dobrow and Tosti-Kharas (2011) which includes the item 'I focus a great deal of attention on my work'.

All study variables are measured on a 6-point likert scale. In order to remove the central tendency bias, the 'neutral' value is removed

from the scale (Zikmund, Babin, Carr, & Griffin, 2013). To remove common method bias, proactive personality, flourishing and occupational calling are measured on a scale where 1 is 'very strongly disagree' and 6 is 'very strongly agree', whereas curiosity and psychological capital are measured on scales that have 1 as 'never' and 6 as 'always' (Podsakoff et al., 2003). All the items of the variables are phrased positively such that the higher the score is, the more the presence of the variable in the respondent will be. The reliability coefficients were 0.700 for proactive personality, 0.719 for psychological capital, 0.839 for curiosity, 0.868 for occupational calling, and 0.785 for flourishing. Therefore, all Cronbach's alpha values are greater than the acceptable limit of 0.70. The reliability coefficients, means, and standard deviations are shown in Table 2.

3.3. Control Variables

The control variables in the current study are age, gender, education, and tenure in the current organization. These demographics affect the study variables in one way or another. For example, Lazar, Davidovitch, and Coren (2016) predict that men have lesser occupational calling than women. Afiouni and Karam (2019) also explain that contextual hardships foster career calling drive in women. Similarly, the effect of gender on proactive personalities is ambiguous within literature suggesting relationships in both directions (Kanfer, Wanberg, & Kantrowitz, 2001).

Litman and Speilberger (2003) conducted a study on 739 undergraduates, the results of which showed that males have more epistemic curiosity than females. Designation and tenure are also taken as control, since employees with high posts and more experience are more likely be proactive compared to others (Glaser et al., 2016).

4. Results

Confirmatory factor analysis was carried out, prior to hypotheses testing, to compare the full measurement model with other possible combinations of the models using AMOS software. As observed in Table 1, the best fit indices can be seen for the model that was used as compared to other models.

Table 1. Confirmatory factor analysis-measurement model comparisons

Models	χ^2	df	χ^2/df	TLI	IFI	CFI	RMSEA	AIC
Full Measurement Model	1248.895	847	1.474	.804	.821	.816	.054	1532.895
Model A ^a	1858.948	1031	1.803	.656	.678	.672	.070	2146.948
Model B ^b	1858.948	1031	1.803	.656	.678	.672	.070	2146.948
Model C ^c	2248.010	988	2.275	.457	.491	.482	.088	2526.010
Model D ^d	2691.701	989	2.722	.267	.313	.300	.103	2967.701

Notes: n = 266, *** p < 0.001. All models are compared with the full measurement model.

a Four-factor model; Proactive personality and psychological capital combined into one factor, curiosity, occupational calling, and flourishing

b Three-factor model; Proactive personality, psychological capital, and curiosity combined into one factor, occupational calling and flourishing

c Two-factor model; Proactive personality, psychological capital, curiosity, and occupational calling combined into one factor and flourishing

d Single factor model

χ^2 =chi-square; df = degrees of freedom; TLI =Tucker-Lewis Index; IFI = Incremental Fit Index; CFI = Comparative Fit Index,

RMSEA = Root Mean Square Error of Approximation

The correlation matrix provides initial support for the relationships between the study variables. Table 2 shows that age and tenure both have significant relationships with occupational calling. Therefore, in order to establish the credibility of our results, these are taken as control variables. Occupational calling is observed to have significant relationships with a proactive personality ($r=0.152$, $p\leq 0.05$), psychological capital ($r=0.384$, $p\leq 0.01$), and curiosity ($r=0.389$, $p\leq 0.01$). There is also a significant relationship between psychological capital and proactive personality ($r=0.316$, $p\leq 0.01$), which is a prerequisite of moderated mediation analysis hypothesized earlier. On the contrary, occupational calling has insignificant relationships with all the variables at time 1, and a significant relationship with flourishing ($r=0.390$, $p\leq 0.01$) only.

Table 2. Correlation matrix

#	Variables	Mean	SD	1	2	3	4	5	6	7
1	Age(years)	32.35	9.365	1						
2	Tenure(years)	6.46	7.564	.776**	1					
3	PP	4.273	.726	-.138	-.234**	(0.693)				
4	PC	4.537	.566	.076	.042	.316**	(0.719)			
5	CUR	4.579	.773	.009	.024	.287**	.460**	(0.839)		
6	OC	4.295	.684	.174*	.187*	.152*	.384**	.389**	(0.868)	
7	FL	4.578	.736	.046	.066	.050	.016	.007	.057	(0.785)

** Correlation is significant at the 0.01 level. * Correlation is significant at the 0.05 level. PP=Proactive personality, PC=Psychological Capital, CUR=Curiosity, OC= Occupational calling, FL=Flourishing, reliabilities (in parentheses) appears on the diagonal

As shown in Table 3, hypothesis 1 stated that there will be a significant relationship between psychological capital and occupational calling at time 1. The results of linear regression show that the predicted model is significant with psychological capital causing 14.7% change in occupational calling ($F=30.374$, $p<0.05$, $\beta=0.384$, $p<0.05$). Thus hypothesis 1 is accepted. Hypothesis 2 states that there is a positive significant relationship between psychological capital and proactive personality. Table 2 shows the model fitness for this relationship ($F=19.532$, $p<0.05$). Psychological capital brings a minimal change of 1% in proactive personality, whereas per unit change is 0.316 units ($\beta=0.316$, $p<0.05$). Hence, hypothesis 2 is also supported.

Hypothesis 3 predicted that there would be a significant positive relationship between proactive personality and occupational calling. The results show that 2.3% change in calling is due to an employee's proactive personality ($F=4.163$, $p<0.05$, $\beta=0.152$, $p<0.05$). Therefore hypothesis 3 is also supported. Table 2 shows that hypothesis 5, which predicted positive significant relationship between calling and flourishing, is also supported ($R^2=0.152$, $F=18.263$, $p<0.05$, $\beta=0.390$, $p<0.05$).

Table 3. Linear regressions

Independent Variables		Outcome Variables		
		Proactive Personality	Occupational Calling	Flourishing
Psychological Capital	R^2	0.1	0.147	
	β	0.316*	0.384*	
	F	19.532	30.374	
	sig	0.000	0.000	
Proactive Personality	R^2		0.023	
	β		0.152*	
	F		4.163	
	sig		0.043	
Occupational Calling	R^2			0.152
	β			0.390*
	F			18.263
	sig			0.000

** . Correlation is significant at the 0.01 level, * . Correlation is significant at the 0.05 level.

To test the hypothesis 4, which suggested the moderated mediation of proactive personality and curiosity respectively between

psychological capital and occupational calling, model 14 of Hayes' (2009) process is used, which is one of the most widely accepted methods for moderation and mediation analysis (Field, 2013). The moderated mediation analysis in Table 4 shows that when proactive personality is taken as mediator between psychological capital and occupational calling, and curiosity is taken as moderator between proactive personalities and occupational calling, there is 26.6% change in occupational calling due to their combined effect. Bias-corrected bootstrapped 95 % confidence intervals of the indirect effects were derived from 1000 resamples. The effect is significant if there is no zero in the interval. The bootstrap method is preferred as it does not impose the assumption of normality of the sampling distribution of indirect effects, has a lower type I error rate, and has greater power to detect mediation (MacKinnon et al. 2002, 2004). The index of moderated mediation (effect= -0.0913) has an upper and lower limit between which there is no zero-value showing the significance of the relationships predicted. Hence, our hypothesis 4 is accepted as well.

Table 4. Moderated mediation analysis

Variables	Outcome	
	Proactive Personality	Occupational Calling
Constant	2.433	-2.130
Independent		
Psychological Capital	0.406*	0.297*
Mediator		
Proactive Personality		0.974*
Moderator		
Curiosity		1.170*
Interaction		
Proactive Personality×Curiosity		-0.225*
R ²	0.099	0.267
F-sig	0.000	0.000
Index of Moderated Mediation		
Index	LLCI	ULCI
-0.0913	-0.1681	-0.0271

** . Correlation is significant at the 0.01 level, * . Correlation is significant at the 0.05 level.

5. Discussion

The current study explored the antecedents, mechanisms, and consequences of occupational calling. On the basis of different theories and prior empirical research, hypotheses were made suggesting positive relationships between psychological capital, proactive personality, occupational calling, and flourishing. The two-wave time lagged analysis enabled us to empirically imply that psychological capital has a positive significant relationship with occupational calling and proactive personality. These results are supported by Luthans and Youssef (2007) and Hirschi and Herrmann (2013) who explained that self-efficacy, which is part of psychological capital, have strong relationship with job-related outcomes. Also, optimism, which is another element of psychological capital, is known to have positive relations with performance and work-related behavior (Shahnawaz & Jafri, 2009; Walumbwa et al., 2009). Additionally, the components of psychological capital also act as predictor of proactive personality (Major et al., 2006), further supporting the third hypothesis of proactive personality being a predictor of occupational calling. Glaser, Stam, and Takeuchi (2016) add that proactive employees have the ability to find a profession that can bring positive change in themselves and the society. These people are have the will and motivation to change, due to which they give high-level performance (Wahiza & Wahat, 2009).

Figure 2 explains the interactive effect of curiosity and proactive personality on occupational calling. It predicts that proactive personality has a significant positive relationship with occupational calling when the curiosity is low, whereas, the relationship becomes inversed in instances where the curiosity level of the employee is higher. This means that although the variability of proactivity and curiosity might differ, it is established that the presence of both variables predicts answered occupational calling. Similar to our findings are those of Wahiza and Wahat (2009) who also believe that those proactive people who are curious are usually competent, loyal and dedicated employees.

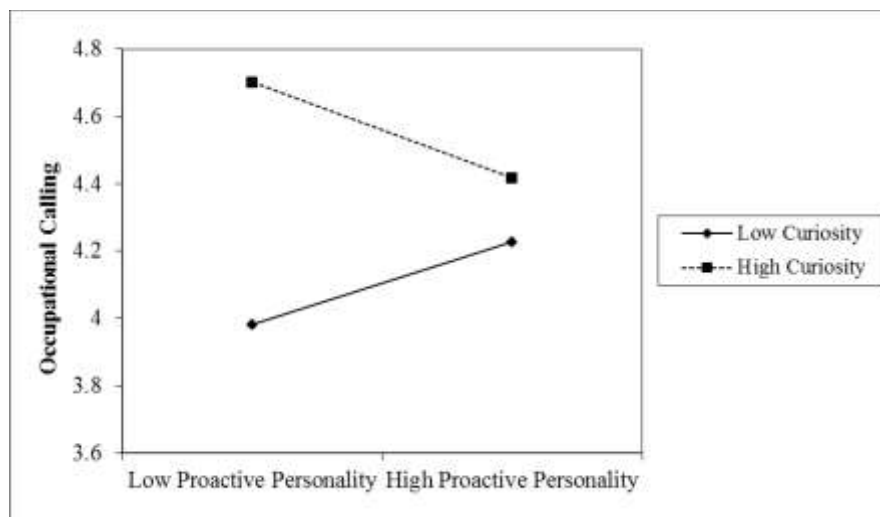


Fig. 2. Post hoc analysis of curiosity as moderator

The established relationship in this study between calling and flourishing empirically proves the self-determination theory (Ryan & Deci, 2000), which states that when individuals are psychologically satisfied, they flourish in their lives (Gazica & Spector 2015). Since achieving occupational calling is also a state of psychological satisfaction, we can say that this theory supports our hypothesis, too. Our results are also similar to those of Duffy and Dik (2013) and Dik, Eldridge, Steger, and Duffy (2012), which explained that calling is related to the flourishing of employees at workplace.

5.1. Practical Implications

Occupational calling as established is an important aspect that results in the flourishing of an employee at workplace. For this reason, it is important to understand how it can be achieved and sustained. The current paper theoretically and empirically contributes to the existing body of knowledge related to calling by further explaining that psychological capital, proactive personality, and curiosity are important predictors of this phenomenon. Hence, managers should consider these traits while hiring new employees. Moreover, training interventions should be introduced to enhance the psychological capital of employees. Efforts should also be made to give challenging

job-related tasks so that an employees' curiosity is aroused and he is forced to think of different alternatives to do a particular task that can help him determine whether his profession is his calling or not.

5.2. Limitations and Future Directions

To date, no research scholar has ever claimed his study to be free of limitations, neither do we. One of the main limitations of this study is the problem of generalizability due to small sample size. Although a heterogeneous sample is taken, still it cannot be assured whether each industry has got equal representation or not. Hence, future studies should have an even more diverse sample or they could target particular industries to compare where the callings are answered the most (Praskova et al., 2014). Secondly, our study only focuses on answered occupational calling; it does not shed light on why some callings remain unanswered or whether they diminish over time or not. So, studies should be carried out to investigate calling from multiple perspectives. In addition the differences in people with a single calling and those with multiple callings should also be explored. Thirdly, since the study was not longitudinal in nature, it does not help in establishing causal relationships between variables, which is a gap left unexplored. The time lags used in the study may also have an effect over the findings, so future studies should investigate these relationships with different time lags (Zhang et al., 2016). Lastly, our study focuses on positive aspects of calling. However, as Hirschi, Keller, and Spurk (2019) have predicted that calling is a double-edged sword, we also propose that studies be carried out to explore the dark side of the calling phenomenon. Lastly, the most fundamental question to be answered within calling literature is perhaps its conceptualization. Scholars have long been debating whether calling is secular or non-secular. This ongoing debate has yet to achieve a consensus and therefore should be a major concern for future scholars. Until and unless calling is conceptualized properly, it is very difficult to generalize its findings and explain its relevance in the organizations. This also gives rise to the fact that a new conceptualization or perhaps an integrated conceptualization will also require a new construct to be developed in order to capture the true dimensions of this phenomenon.

CONCLUSION

The most positive connection between an individual and his work manifests within the notion of occupational calling. Therefore, the past decade has seen a rise in the research work on this topic. As scholars emphasize its possible significance and relevance in organizations, it becomes imperative to find empirical evidence to shed light on its possible antecedents and consequences. The current paper has indicated that (a) the psychological capital of employees is an antecedent of the occupational calling, such that those with higher psychological capital are more likely to answer their calling, (b) the proactive personality plays the role of mediator within the relationship of psychological capital and occupational calling, (c) the curiosity of employees moderates the relationship of the study antecedents (psychological capital, proactive personality) and occupational calling, and (d) the flourishing of employees is an outcome of occupational calling such that those employees who feel their work is their calling will flourish more in organizations. A two-wave time-lagged survey was carried out on a heterogeneous sample so that we could obtain the data that is almost free from common method bias. In doing so, we provide useful conclusions, as explained above, which have significant implications for theory and practice. As our results indicate, the key to flourishing employees are those employees who have answered their occupational callings. Such employees can be chosen by the human resources of the organization by measuring their psychological capital, proactivity, and curiosity, as these three are the indicators of occupational calling. We hope that our findings will advance the knowledge on this subject and will motivate scholars to further investigate the future directions we have provided.

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