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The Antecedents of Calling: A Career Construction Perspective

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Abstract

Research Aims: This study aims to examine the moderating role of leader autonomy support (LAS) in the indirect relationship between cognitive flexibility and calling through job crafting.

Design/methodology/approach: Data were collected through an online survey from employees who have been working at a private company for a minimum of one year. Using a convenience sampling method, data were collected from a total of 140 respondents. Data were analysed in SPSS using a moderated mediation model.

Research Findings: The results showed that LAS moderated the indirect effect of cognitive flexibility on calling through job crafting.

Theoretical Contribution/Originality: This study illustrates the complex relationship between cognitive flexibility, job crafting, and LAS as the antecedents of calling by drawing on career construction theory (CCT), while simultaneously emphasising the importance of situational factors (i.e., LAS) in finding a calling, especially for employees.

Managerial Implication in the South East Asian context: Companies are expected to put more effort into understanding the role of individual and situational factors in their employees' journey toward finding a calling. Specifically, leaders' support for employees' job crafting should be strengthened to facilitate employees in discerning their work as a calling.

Research limitations & implications: This study has limitations regarding the data collection, as it only uses a cross-sectional design. Additionally, this study only examines the antecedents of calling through employees' perception.

Keywords: calling, cognitive flexibility, job crafting, leader autonomy support (LAS), career construction theory (CCT)

INTRODUCTION

Employees often acquire jobs that do not align with their work preferences (Dik & Duffy, 2009). In 2014, a survey conducted by Jobstreet with 17,623 employees in Indonesia showed that 73% felt unsatisfied with their current jobs. More than half of the employees (54%) identified the misalignment between their jobs and work preference as the source of their unsatisfaction. In line with these findings, a Universum (2016) survey on the Global Workforce Happiness Index revealed that Indonesia was ranked 45 out of 57 countries. Furthermore, according to the same survey (Universum, 2016), most employees in Indonesia are categorised as *Seekers*, meaning that they are dissatisfied at work and actively seeking a change. From these surveys, one can see that employees in Indonesia face feelings of unsatisfac-

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tion with their jobs, misalignment between their jobs and work preference, and the desire to change jobs.

Job satisfaction is often dependent on how employees perceive their work. According to Wrzeniewski *et al.* (1997), there are three distinct ways in which employees may perceive their work: as a job, as a career, or as a calling. Employees who perceive their work as a job will primarily focus on financial gains rather than the satisfaction and positivity gained from their work. Meanwhile, those who perceive their work as a career will focus on growth and advancement. Finally, those who perceive their work as a calling will focus on the enjoyment, fulfillment, and usefulness which their work brings for themselves and others. When employees view their jobs as a calling, they will (a) discover a sense of meaning from their work (Elangovan *et al.*, 2011), (b) feel more committed towards their jobs, (c) encounter less burnout, and (d) experience a high level of job satisfaction (Duffy *et al.*, 2012; Harzer & Ruch, 2012).

In Southeast Asia, most employees do not have much choice in selecting their jobs due to the high level of unemployment (International Labour Office, 2015). The Universum survey (2016) confirmed this, showing that a substantial percentage of employees were working their current jobs out of necessity due to their social status and economic needs, rather than because they considered their jobs desirable. The difficulty of getting a job makes employees feel that they need to hold on to the jobs they currently have (Dik & Duffy, 2015). Consequently, to survive in these jobs, employees try to find a sense of calling at their current jobs. According to Dik and Duffy (2019), those who have not found a calling will try to discern a calling for their current jobs so that they will not find it necessary to change jobs. Employees who have found a calling tend to feel more secure, confident, positive, and fulfilled in their career (Dik *et al.*, 2012). Furthermore, they will be more willing to pursue their career even in the face of challenges (Dobrow & Heller, 2015).

Dobrow (2013) suggested that calling could be influenced by several individual and situational antecedent factors. Previous studies on the antecedents of calling have identified future work self, career decision self-efficacy, career confidence, and job satisfaction as individual factors that have a positive relationship with calling (Bott & Duffy, 2014; Harzer & Ruch, 2012; Xie *et al.*, 2016; Zhang *et al.*, 2017). Situational factors, such as social comfort and perceived organisational support, have also been showed to affect calling (Dobrow, 2013; Presbitero & Teng-Calleja, 2019).

According to career construction theory (CCT), the notion of a calling can be represented as result of adaptation (Riasnugrahani *et al.*, 2019). Currently, only a few studies have drawn on the CCT perspective to describe how employees perceived their work as a calling (Riasnugrahani *et al.*, 2019; Xie *et al.*, 2016). In the CCT perspective, adaptation results are dependent on the integration of both individual and situational factors (Rudolph *et al.*, 2017; Sverko & Babarovic, 2018); therefore, these factors are important in describing the mechanism of finding a calling. However, both factors have not been studied together within an integrated research

model (Debus *et al*., 2019; Dedahanov *et al*., 2019; Riasnugrahani *et al*., 2019; Slemp *et al*., 2015; Sverko & Babarovic, 2018). Thus, the aim of this research is to explain the underlying mechanism of individual and situational factors as antecedents of calling based on a CCT perspective.

LITERATURE REVIEW

The Manufacturing Industry and Calling

This study was conducted at a manufacturing company that runs a sugarcane plantation and sugar factory. Employees of manufacturing companies often face harsh working conditions and a heavy focus on production. These conditions often pose challenges and are likely to increase work dissatisfaction and stress level, reduce motivation, and increase turnover (Singh & Bamel, 2020). Furthermore, the manufacturing industry has a more monotonous workflow compared to other industries. As a result, employees in manufacturing industry are more likely to feel bored and to lack a sense of meaning at work (Singh *et al*., 2020). This is significant because employees' contributions are contingent on their perception of their work (Wrzesniewski *et al*., 1997). Therefore, when employees perceive their work as calling, their concentration, productivity, and motivation to do more for the company will be increased (Harzer & Ruch, 2012; Singh & Rangnekar, 2018). In conclusion, a calling is one of the most important things for every employee to have in order to able to continue their work despite the challenges and difficulties at work (Harzer & Ruch, 2012; Singh & Bamel, 2020).

Career Construction Theory and Calling

Most people rarely get a job that they perceive as a calling. Thus, to work in accordance with their preferences, employees can make the effort to find a calling within their current job (Berg *et al*., 2010; Riasnugrahani *et al*., 2019). Therefore, it is important to understand how people shape or find their calling in their current jobs. The mechanism by which employees discern their calling can be explained by drawing from career construction theory (CCT; Riasnugrahani *et al*., 2019). CCT explains that one's career is personally constructed through adapting processes which are facilitated by the willingness and ability of employees to perform adaptive behaviours (Savickas, 2005). The processes of CCT include: *adaptive readiness*, which refers to psychological traits that underlie the willingness, readiness, and support for changes related to work; *adapting responses*, which refer to the behaviour performed by individuals to overcome problems in their work; and *adaptation results*, or the conditions which one achieves through adaptation (Savickas, 2005; Sverko & Babarovic, 2018). Building on the CCT framework, we assume that employees' cognitive flexibility represents adaptive readiness, their job crafting represents their adapting responses, and their calling represents the result of the adaptation process (Riasnugrahani *et al*., 2019).

A calling is a transcendent summons to approach a particular role and goal that is oriented towards a sense of purpose and holds other-oriented values and goals as primary sources of motivation (Dik & Duffy, 2009). Perceiving a calling has

significant implications for how employees consider their work to be desirable or meaningful. Dik and Duffy (2009) pointed out that employees who have not yet found their calling will actively search for it. However, employees do not necessarily need to change jobs to find their calling. In fact, those who are able to adapt and find a sense of purpose or meaningfulness from their current jobs can also find their calling (Dik *et al*., 2012; Riasnugrahani *et al*., 2019; Xie *et al*., 2016). Thus, employees who have not yet discerned their calling at work must adapt to their jobs in order to find their calling.

From Cognitive Flexibility to Calling

Based on CCT, employees can find their calling if they have adaptive readiness (Harzer & Ruch, 2012; Riasnugrahani *et al*., 2019; Xie *et al*., 2016). One form of such adaptive readiness that employees may possess is cognitive flexibility (Savickas & Porfeli, 2012; Sverko & Babarovic, 2018), which refers to the ability to change cognitive sets to adapt to changing environments (Dennis & Vander Wal, 2010). According to Martin and Rubin (1995), cognitive flexibility refers to an individual's (a) awareness of the availability of options and alternatives in every situation, (b) willingness to be flexible and adapt to situations, and (c) belief in his/her capability to be flexible (Chung *et al*., 2012). Cognitive flexibility allows employees to respond or adapt to changes, job transitions, and problems at work (Rudolph *et al*., 2017). When employees feel that their expectations or preferences are unmet by their current jobs, cognitive flexibility allows them to find alternatives which address those expectations (Dennis & Vander Wal, 2010). Based on this reasoning, it appears that employees who have cognitive flexibility are more likely to find a calling in their current jobs (Riasnugrahani *et al*., 2019), because they are more able to adapt and find solutions that are suitable for their work.

Job Crafting as a Mediator

Employees who have cognitive flexibility will not necessarily immediately discern their calling from their job (Xie *et al*., 2016). This can be inferred from previous research, which showed that the correlation between cognitive flexibility and calling is not very high (Riasnugrahani *et al*., 2019). Hence, there is a need for a mediating variable to explain the relationship between cognitive flexibility and calling. Based on CCT, individuals with cognitive flexibility will engage in adapting responses when they are faced with challenges at work (Riasnugrahani *et al*., 2019; Sverko & Babarovic, 2018) before finally finding their calling as a result of adaptation. In this study, we posit that employees engage in job crafting as an adapting response to address the difficulties in their work environment.

Previous studies have shown a positive relationship between employee cognitive flexibility and job crafting (Riasnugrahani *et al*., 2019). Job crafting refers to the physical, cognitive, and social adaptation that individuals engage in to shape their work to match their individual preferences, hence turning their work into a meaningful and positive experience (Wrzesniewski & Dutton, 2001). Job crafting is an informal process carried out by employees. Consequently, employees will only engage in job crafting if they are motivated to do it themselves. Companies and super-

visors can play a role to support employees' job crafting as long as it is still within the boundaries set by the company (Grant & Ashford, 2008).

Job crafting can lead employees with cognitive flexibility to find a calling in their work (Berg *et al*., 2010; Praskova *et al*., 2014; Riasnugrahani *et al*., 2019). Job crafting enables employees to (a) shape their job in a way that fits their preferences, (b) mobilize their energy resources, and (c) voluntarily do more than is necessary (Demerouti *et al*., 2015). Employees actively and continuously adapt and make changes to their jobs until they feel that their work corresponds with their preferences, which eventually will lead them to find new values and meanings from their work (Riasnugrahani *et al*., 2019). In this process, each employee as an individual has the decisive role in finding their calling in their job by continuously adapting throughout their career.

Hypothesis 1: Job crafting mediates the relationship between cognitive flexibility and calling.

Leader Autonomy Support as a Moderator

Situational factors can also strengthen or weaken the results of job crafting carried out by employees (Harzer & Ruch, 2012; Sverko & Babarovic, 2018). Riasnugrahani *et al*. (2019) used power distance orientation as a moderator and found that of job did not fully mediate the relationship between cognitive flexibility and calling. Thus, further research is needed to investigate other moderating factors that affect the significance of the indirect relationship between cognitive flexibility and calling through job crafting. Power distance orientation is related to employees' perceptions of their leaders (Kirkman *et al*., 2009; Liu & Liao, 2013). Therefore, leaders have an important influence on employees' ability to find meaning (or a calling) in their work (Sverko & Babarovic, 2018; Tummers *et al*., 2018; Wang *et al*., 2016). Previous research only examined individual factors as the antecedents of calling and did not incorporate situational factors such as the relationship between employees and leaders (Riasnugrahani *et al*., 2019; Xie *et al*., 2016; Zhang *et al*., 2017).

Leader autonomy support (LAS), a leadership style that supports employees' autonomy and initiative in their work, has an important role in building a social context that allows employees to feel that their initiative is welcomed (Slemp *et al*., 2018). LAS is characterized by leaders who are interested in and supportive of their employees' perspectives and initiatives, provide an evaluation of employees' performance, and proritize communicating with employees as part of their working process (Baard *et al*., 2004).

LAS can lead to the formation of situations that will increase employees' job satisfaction and positive outcomes (Deci *et al*., 2001; Moreau & Mageau, 2012), one of which is finding their calling more quickly than those without support do. Supervisors' support for employee job crafting is needed to assess whether employee actions result in positive or negative impacts on the company and coworkers (Fong *et al*., 2020). The presence of LAS ensures employees that their job crafting does not violate company regulations and is not detrimental (Grant & Ashford, 2008). When

employees can balance their preferences with company requirements, they will find new meanings in their work, increasing their likelihood of finding a calling in their jobs (Guntert, 2015; Reeve, 2015; Wrzesniewski & Dutton, 2001).

Being in a situation which supports initiatives and provides choice and flexibility allows employees to perceive job crafting as acceptable (Gagne, 2014). The higher the autonomy support that employees receive from supervisors, the greater the opportunity for employees to find a calling in their jobs (Esteves & Lopes, 2016; Reeve, 2015; Wrzesniewski & Dutton, 2001). The presence of LAS grants employees the freedom to determine their own work procedure. This freedom can stimulate and increase employee commitment, which eventually results in employees finding new meaning in their work.

Hypothesis 2: The indirect relationship between cognitive flexibility and calling through job crafting is moderated by LAS.

RESEARCH METHOD

Sample and Data Collection

The research population was employees in a private company that runs its business on a sugar cane plantation and sugar factory. Its headquarters has a total of 190 employees. The company's functional organisation structure is divided into four managerial functions: (a) plantations; (b) factory; (c) research and development; and (d) service, business, and finance.

The sample for this study consisted of 140 employees from a company headquarters who had worked in staff or managerial positions for at least one year and were willing to participate in the study. The sample was collected using convenience sampling through an online survey. This sample is equivalent to 73% of the total population of employees at the company headquarters. The total percentage of responses was considered adequate to fulfill the sample size of employees population at a company (Gill & Johnson, 2010).

Measures

In this research, we used a quantitative approach with a cross-sectional design to collect data at a single point in time (Johnson & Christensen, 2014; Rindfleisch *et al*., 2008). Variables were measured using four different scales which were adapted into Bahasa through a back-translation procedure. The adaptation procedure was implemented by first having two different individuals translate the scales. This step was followed by discussions and expert judgements to determine whether the translations and sentences were appropriate to measure the variables. Next, we conducted a pilot study to test the reliability of the scales (Beaton *et al*., 2000). All scales in this study incorporated a 6-point Likert scale.

Calling was measured using the Calling and Vocation Questionnaire-Presence scale developed by Dik *et al*. (2012). This questionnaire consists of 11 items. Cronbach's alpha for this scale was .82 in this study. A sample item of this scale is "I believe

that I have been called to my current line of work."

Cognitive flexibility was measured using the Cognitive Flexibility Inventory, which was developed by Dennis and Vander Wal (2010). This inventory consists of 17 items with a Cronbach's alpha of .86. An example item of this inventory is "It is important to look at difficult situations from many angles."

Job crafting was measured using the Job Crafting Questionnaire developed by Slemp and Vella-Brodrick (2013). The Job Crafting Questionnaire consists of 15 items, and the Cronbach's alpha of this questionnaire in this study was .81. An example item is "I introduce new approaches to improve my work."

LAS was measured with the 6-item Work Climate Questionnaire-short form (Baard *et al.*, 2004). The Cronbach's alpha for this questionnaire in this study was .89. An example item of this questionnaire is "I feel that my manager provides me choices and options."

Control Variable

In this study, demographic variables were controlled to account for their influence on the relationships between the variables being studied (Johnson & Christensen, 2014). We controlled demographic variables such as gender, marriage status, and number of subordinate levels under supervision. These variables have been employed as control variables in prior research on calling (Park *et al.*, 2018; Park *et al.*, 2019; Riasnugrahani *et al.*, 2019).

Analytic Procedure

Statistical analyses were employed using SPSS (version 23) PROCESS Macro version 3.5.3 developed by Hayes (2013). We performed two analyses: the mediation model (PROCESS model 4) and moderated mediation model (PROCESS model 14). First, using the mediation model (model 4), we examined the mediating role of job crafting in the relationship between cognitive flexibility and calling. Second, we used the moderated mediation model (model 14) to investigate whether LAS moderated the indirect effect of cognitive flexibility on calling through job crafting (Mueller *et al.*, 2005; Yoo & Lee, 2019).

RESULTS AND DISCUSSIONS

Descriptive Statistics

Participants were predominantly male (71,4%) and married (80%). Almost half of the participants were 30-39 years old (47.1%) and had a bachelor's degree (47.1%). Moreover, 46.4% of the participants have been working for the company for 8-14 years, and more than half of them (55.7%) have been working under their current supervisor for 1-5 years. Also, 23.6% of the participants had three levels of subordinates under their supervision. Additionally, in this study, almost all participants did not work from home (93.6%). See Table 1 for a detailed description of participants demographics.

Main Analysis

Before testing the hypotheses, we examined the multicollinearity between independent variables. We examined the multicollinearity between the independent variables by employing Tolerance and Variation Inflation factors (VIF) as criteria. The Tolerance and VIF showed no indication of multicollinearity between the independent variables in this study (see Table 2).

The correlation analysis showed that cognitive flexibility positively correlated with job crafting ($r = .39$; $p < .01$) and calling ($r = .44$; $p < .01$). Job crafting also positively correlated with calling ($r = .48$; $p < .01$). Among the demographic variables,
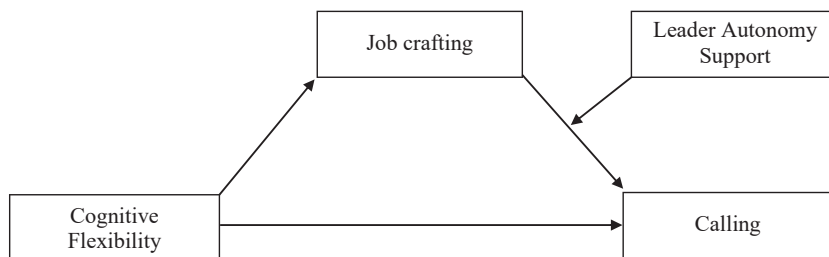

Figure 1
Model Research

Demographic Characteristics	Frequency	%
1. Gender		
Male	100	71.4
Female	40	28.6
2. Age		
20-29	36	25.7
30-39	66	47.1
40-49	27	19.3
≥ 50	11	7.9
3. Marriage Status		
Not Married	28	20.0
Married	112	80.0
4. Education Level		
Senior High School (SMA/SMK)	49	35.0
Diploma (D1/D2/D3)	25	17.9
Bachelor's Degree (S1)	66	47.1
5. Tenure (in years)		
1-7	50	35.7
8-14	65	46.4
5-21	12	8.6
> 21	13	9.3
6. Number of subordinate level unders supervision		
None	29	20.7
1 Level	22	15.7
2 Level	32	22.9
3 Level	33	23.6
4 Level	11	7.9
5 Level	13	9.2
7. Tenure under supervisor (in years)		
< 1	3	2.1
1-5	78	55.7
6-10	27	19.3
11-15	27	19.3
> 15	5	3.6
8. WFH Status		
Yes	9	6.4
No	131	93.6

Table 1
Demographic Data

marriage status was shown to correlate with calling (r = .19; p < .05). Also, the number of subordinate levels under supervision was correlated with job crafting (r = .23; p <.01). Thus, we controlled for both of these variables (i.e., marriage status and number of subordinate levels under supervision) in the subsequent analysis. Additionally, given the significant imbalance between the number of male and female participants, we also controlled for gender in the main analysis. Table 3 lists the means, standard deviations, and intercorrelations for all variables.

Next, we analysed the data using the mediation model (model 4) by Hayes (2013) to examine whether job crafting mediated the relationship between cognitive flexibility and calling. After controlling for gender, marriage status, and subordinate levels under supervision, the results indicated that job crafting partially mediated the relationship between cognitive flexibility and calling (b = .13, confidence interval [CI] [.05, .22]). The indirect effect value was lower than the direct effect value (b = .36, CI [.19, .53]. Therefore, H1 was supported.

In the following step, we utilize the moderated mediation model (model 14) by Hayes (2013) to further examine whether LAS moderated the indirect effect of cognitive flexibility on calling through one's job. After controlling for the same variables with the previous step, the index of moderated mediation indicated that LAS significantly moderated the indirect effect of cognitive flexibility on calling through job crafting (b = .06, CI [.00, .12]; thus, H2 was supported. Additionally, the final model (see Figure 2) explained 38% of the variance in calling, $F(7, 132)$ = 11,77, p < .001.

Table 4 lists the indirect effect value according to the levels of LAS. The results indicate that job crafting mediated the relationship between cognitive flexibility and calling on all three levels of LAS. Specifically, the indirect effect of job crafting was

Table 2
Tolerance and VIF of each Independent Variables

Independent Variables	Tolerance[a]	VIF[b]
Cognitive Flexibility	0.84	1.19
LAS	0.85	1.18
Job Crafting	0.74	1.34

Notes. [a] Tolerance > .10 is acceptable. [b] VIF < .10 is acceptable.

Table 3
Mean, Standard Deviation, and Intercorrelations for Study Variables

	M	SD	1	2	3	4	5	6	7	8	9	10	11
1. Gender	1.71	0.45	1										
2. Age	35.40	8.30	0.24**	1									
3. MS	1.80	0.40	0.20*	0.54**	1								
4. Educ	2.10	0.90	-0.36**	-0.34**	-0.33**	1							
5. Tenure	10.00	6.47	0.27**	0.74**	0.51**	-0.44**	1						
6. Level	3.10	1.54	0.20*	0.31**	0.13	0.33**	0.26**	1					
7. TU	6.60	5.58	0.15	0.50**	0.36**	-0.30**	0.67**	0.18*	1				
8. CF	4.69	0.54	-0.02	0.23**	0.13	0.11	0.16	0.31**	-0.03	1			
9. LAS	4.60	0.83	0.04	0.02	0.03	0.01	0.10	0.03	0.00	0.19*	1		
10. JC	4.54	0.64	0.03	0.07	0.12	0.10	0.09	0.23**	0.06	0.39**	0.39**	1	
11.Calling	4.72	0.59	-0.04	0.09	0.19*	-0.07	0.07	0.01	0.06	0.44**	0.24**	0.48**	1

Notes. N = 140. Tenure and Tenure under supervisor are given in years. MS = Marriage Status, Educ = Education Level, Level = subordinate levels under supervision, TU = Tenure under supervisor, CF = Cognitive flexibility, LAS = Leader Autonomy Support, JC = Job Crafting,.
*p < .05. **p < .01

found at the low LAS level (b = .10, CI [.01, .20]), medium LAS level (b = .15, CI [.04, .25]), and high LAS level (b = .19, CI [.07, .32]). Likewise, the slope analysis (see Figure 3) showed that the relationship between job crafting and calling became stronger and more positive as the LAS level increased. In other words, LAS has a moderating role in strengthening the positive relationship between job crafting and calling.

Discussions

This study aims to examine the individual and situational factors that can influence employees' discovery of their calling by drawing on the CCT perspective. Specifically, this study has described the relationship between cognitive flexibility, job crafting, LAS, and calling from a CCT perspective in the context of the manufacturing sector (specifically, a sugar cane plantation and sugar factory). The results suggest that calling is a result of adaptation, which is indirectly affected by cognitive flexibility (i.e., adaptive readiness), through job crafting (i.e., adapting responses) (Riasnugrahani *et al.*, 2019; Sverko & Babarovic, 2018). Depending on the level of LAS, this indirect relationship between cognitive flexibility and calling can be strengthened or weakened. A higher level of LAS strengthens the indirect effect of job crafting, and vice versa. These results are supported by Riasnugrahani *et al.*'s (2019) findings, which demonstrated that job crafting mediates the relation-
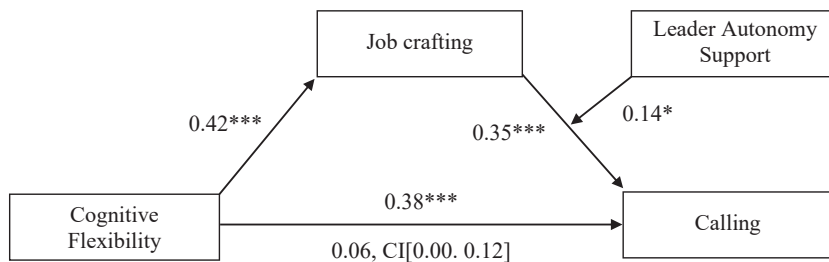
Notes: The value within the model (.06, CI[.00, .12]) is the index of moderated mediation of LAS on the relation of cognitive flexibility to calling via job crafting. CI = confidence interval. **p < .01. ***p < .001.
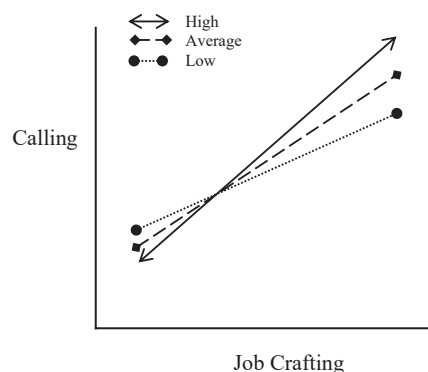
Figure 2
A Moderated Mediation Model on the Relation of Cognitive Flexibility to Calling

Figure 3
Slope Analysis

Variable	Moderator LAS	B	SE	95% CI
Job Crafting				
-1SD	-0.84	0.10	0.05	[0.01, 0.20]
M	0.00	0.15	0.05	[0.04, 0.25]
+1SD	0.84	0.19	0.06	[0.07, 0.32]
Index Moderated Mediation		0.06	0.03	[0.00, 0.12]

Table 4
Conditional Indirect Effect Analysis

ship between cognitive flexibility and calling. Nevertheless, previous studies have not discussed individual and situational factors as antecedents of calling simultaneously (e.g., Riasnugrahani *et al*., 2019). Consequently, in this study we combine and examine their influence concurrently as antecedents of calling.

From the analysis, we found that job crafting as a mediator adequately explains the relationship between cognitive flexibility and calling. This is in line with the CCT framework, which mentions that job crafting plays a role as an adapting response that bridges the indirect relationship between adaptive readiness and adaptation results. When employees are faced with difficult and unpleasant situations, those who have adaptive readiness (i.e., cognitive flexibility) will be more likely to carry out adapting responses (i.e., job crafting) to realize a planned solution when facing work-related challenges. Employees with high levels of cognitive flexibility will be more able to understand the situation, be flexible, and adapt to the existing situation. Cognitive flexibility underlies the willingness and readiness to make changes related to work, one of which involves switching the cognitive set or being flexible to adapt to environmental changes. Cognitive flexibility helps employees to adapt and identify the best solutions to problems through job crafting. When job crafting invokes a sense of accordance between employees' job and their work preferences, they will discover new values and develop a sense of meaning in their work (i.e., a calling). Consequently, they will be more likely to engage in job crafting and to ultimately find a calling (i.e., adaptation result) in their work.

Supervisors' responses can strongly affect the result of employees' job crafting, especially in the context of the challenging working conditions of the manufacturing industry (Alefari *et al*., 2020; Singh & Bamel, 2020). While employing job crafting, employees may receive from their supervisors either a positive response – wherein the supervisor accepts the employee's actions and considers them to be beneficial in improving the employee's performance – or a negative response – wherein the supervisor may perceive employees' job crafting as an inability to follow instructions or standard operating procedure within the company, thus resulting in a poor performance evaluation (Berdicchia & Masino, 2019). Supervisors who incorporate autonomy support as a part of their leadership style will try to recognize the employees' ability and seek to understand the employees' point of view. As a result, they will perceive employees' job crafting in a positive manner and support the employees' actions.

LAS is an important situational factor which enhances employees' inclination and positive outlook towards job crafting (Gagne, 2014; Slemp *et al*., 2015). Previous studies have demonstrated that autonomy and support from supervisors encourage employees to keep adjusting their jobs to match their work preferences and make their work more meaningful (Dedahanov *et al*., 2019; Hirschi *et al*., 2018). In addition, the results of this study are also reinforced by Slemp *et al*. (2015) and Dierdorff and Jensen (2018), who identified a synergistic relationship between job crafting and LAS.

This study contributes to the literature by showing that situational factors influence

the mechanism by which employee discern their calling. Our analyses show that LAS strengthens the relationship between job crafting and calling. Furthermore, the results reveal that LAS also moderates the indirect effect of cognitive flexibility on calling through job crafting. Employees who perceive high LAS see that their perspectives are being acknowledged by their supervisors which make them feel that their actions are supported and beneficial for the company and the people around them. This feeling of being supported helps employees to continue crafting their jobs (Slemp *et al.*, 2018), which ultimately helps them find new values and meanings in their work (Riasnugrahani *et al.*, 2019). Employees who receive adequate support have a better chance of finding their calling compared to those who do not receive any support (Lee *et al.*, 2018).

The significant moderating effect of LAS also implies that supervisors' leadership style has a positive influence in strengthening the relationship between job crafting and calling. Supervisors' leadership style may create an environment which either encourages or discourages employees' initiatives (e.g., job crafting) (Sverko & Babarovic, 2018; Wang *et al.*, 2016). Kuvaas (2009) found that leaders' support for employee proactivity positively predicts employee performance. In addition, leaders who understand and support employees' activities create an environment in which employees can grow and develop themselves (Andiyasari *et al.*, 2017; Slemp *et al.*, 2018). Furthermore, leader support may convince employees that they have taken the right course of action, such that employees maintain their actions and can find meaning in their work (Cardador & Caza, 2012). Consequently, leaders or supervisors must be informed that the way they react towards employees' initiatives affects the outcome (Van der Heijden *et al.*, 2010).

MANAGERIAL IMPLICATIONS IN THE SOUTH EAST ASIAN CONTEXT

The results of this study can be used to provide practical interventions for companies. In Southeast Asia, most employees do not have the luxury to choose their preferred jobs due to a high level of unemployment (International Labour Office, 2015); therefore, a large proportion of them are working in jobs that are not in line with their preferences. Furthermore, most employees in Indonesia are looking for new jobs due to misalignment between their jobs and preferences (Universum, 2016). This underscores the importance of an intervention within companies to prevent losses due to employee turnover. One possible alternative for companies to prevent these losses is to prioritize recruiting employees with high cognitive flexibility. Additionally, companies should also acknowledge the importance of helping employees to develop cognitive flexibility so that they can adapt to their work and find their calling. Companies can employ counselors which guide employees to think flexibly about their jobs and help them frame their jobs from a different perspective through job crafting (Duffy *et al.*, 2018; Riasnugrahani *et al.*, 2019). Furthermore, companies can encourage supervisors to create a dedicated time for having an open discussion with their employees. Such activity could develop employees' cognitive flexibility while allowing supervisors to evaluate employees' job crafting following the company's goals (Gagne & Deci, 2005; Reeve, 2015; Slemp *et al.*, 2015).

Additionally, practitioners in the company are expected to develop a better understand of individual and situational factors which affect employees' process in finding a calling. Specifically, in Indonesia, employees highly regard their interactions with their supervisor (Duarsa & Riantoputra, 2017); thus, LAS will greatly affect the actions and perceptions of employees in the workplace. Consequently, it is the case that not only do employees have to individually find their calling, but also supervisors or leaders play an important role in helping their employees to find their calling. One of the ways in which leaders can help is by supporting employees' job crafting. For instance, leaders can support their employees by listening to the different perspectives that they offer, understanding the underlying reasons for their job crafting, and providing a safe space for them to discuss and receive feedback about their job crafting. In addition, leaders should acknowledge that they have the power to provide rewards for employee performance in the form of incentives, support, and compliments. Such rewards will encourage employees to manage their work more productively (Slemp *et al.*, 2018; Wrzesniewski & Dutton, 2001).

THEORETICAL IMPLICATIONS

The current study further strengthens the understanding of the antecedents of calling. A calling is influenced not only by individual factors (e.g., cognitive flexibility) but also by situational factors (e.g., LAS). The findings in this study also complement research conducted by Riasnugrahani *et al.* (2019), Xie *et al.* (2016), and Zhang *et al.* (2017), which did not include situational factors as antecedents of calling.

This study also contributes to the current literature by combining individual and situational factors as antecedents of calling into a particular research model. The findings in this study demonstrate the complex relationships between cognitive flexibility, job crafting, and leader autonomy support as the antecedents of calling using the CCT framework. A calling is affected not only by individual factors but also by situational factors like LAS, which strengthens the relationship between job crafting and calling by making employees feel that their job crafting is accepted and appropriate. Thus, LAS improves employees' positive perceptions of job crafting and their willingness to engage in it.

Despite this study's contribution, several limitations must be acknowledged. First, we use a cross-sectional design for data collection, which poses a risk of common method bias (CMB). We initially checked for the potential risk of CMB using Harman's one-factor test and found no evidence of CMB, given that the first factor only accounted for 22.17% of the variance, which is below than the 50% threshold. Nonetheless, further research should consider using a time-lagged research design to anticipate CMB. Second, we only examined the antecedents of calling from one point of view – that is, from the perspective of the employees. Future studies should examine the antecedents of calling from more than one data source (e.g., perceptions of superiors and subordinates) (Podsakoff *et al.*, 2003). Lastly, since this study was conducted in only one industrial sector (i.e., the manufacturing sector), future studies should consider comparing different mechanisms of finding a calling in various industry sectors.

CONCLUSION

This study contributes to explain individual and situational factors that can influence employees likelihood of finding a calling in their work. The results of this study describe the relationship between cognitive flexibility, job crafting, LAS, and calling based on the CCT perspective. The results showed that the relationship between cognitive flexibility and calling is significantly mediated by job crafting and that this indirect effect is moderated by LAS. We expect this research to expand our knowledge in the field of organisational industrial psychology, especially in those areas related to cognitive flexibility, job crafting, and LAS, which are antecedents of calling.

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