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THE RELATIONSHIP BETWEEN CAREER CALLING AND JOB CRAFTING AMONG THE FULL-TIME EMPLOYEES IN ESTONIA: A STRUCTURAL EQUATION MODEL

Master Thesis

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I hereby declare, that this thesis is entirely the result of my own work and submitted for the Degree of Master of Science in Tallinn University of Technology. For the present thesis no degree has been conferred on me before either in this or in any other university.

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ABSTRACT

The relationship between career calling and job crafting among the full-time employees in Estonia: A structural equation model

Olga Svetlicinaia

Nowadays employees have greater expectations of their work, some external material incentives are simply not enough. They search for a job which is socially meaningful and psychologically enjoyable – the one that fulfils one's career calling. Individual and organizational importance of being able to live one's calling remains, however, neglected by the management and hence the greater number of employees are confronted with certain obstacles which do not allow them experience their calling at work causing additional stress, frustration, dissatisfaction and burnout. In the current paper, the quantitative study of 121employees in Estonian was conducted in order to demonstrate the difference in outcomes when one's calling is being either answered or unanswered, as well as to test the developed structural equation models. The results demonstrate that the relationship between answered and unanswered callings with job crafting is fully mediated by work engagement, in the situation of unanswered calling the correlation path is negative, which indicates that unanswered calling leads to greater disengagement and even burnout, and job crafting becomes a productive coping strategy triggered by the need to find meaning of work and live one's calling. On the other hand, employees with answered calling due to their experience of high engagement exert some creative approach to their work when even extensive job demands lose their destructive power and are considered as challenges rather as stressful demands. These results can therefore find their application in counselling and organizational psychology, as well as they should influence the managerial perception of organizational practices and culture, and thus alter their direction as to support the employees' pursuits of their callings in the framework of the given roles, as well as to create corresponding favourable work environment in which these pursuits can be possible and desirable.

Keywords: calling, work meaning, work engagement, job crafting, burnout, structural equation model

KOKKUVÕTE

Seos karjääri kutsumuse ja töökoha kujundamise vahel täiskohaga töötavate töötajate seas Eestis: struktuurivõrrandi mudel

Olga Svetlicinaia

Tänapäeval on töötajatel oma tööle suuremad nõudmised, mõnest välisest materiaalsest lisastiimulist enam ei piisa. Nad otsivad tööd, mis oleks sotsiaalselt tähendusrikas ja psühholoogiliselt nauditav – see, mis vastaks inimese kutsumusele. Kuigi individuaalselt ja organisatsiooniliselt on endiselt oluline oma kutsumuse järgi elada, siis juhatuse poolselt on see eesmärk kõrvale jäetud. Seetõttu aina suurem hulk töötajaid on silmitsi teatavate takistustega, mis ei lase neil teha tööd vastavalt kutsumusele, põhjustades lisastressi, frustratsiooni, rahulolematust ja läbi põlemist. Käesolevas töös viidi läbi kvantitatiivne uuring 121 Eesti töötaja seas, et näidata tulemuste erinevust kui inimene sai töötada ametikohal, mis vastas tema kutsumusele või kui tal ei olnud seda võimalust ning ka kontrollida välja arendatud struktuurivõrrandi mudelit. Tulemused näitasid, et suhe kutsumusele vastava ja mitte vastava töö vahel koos töökoha kujundamise võimalusega on täielikult vahendatud tööga seotuse poolt. Olukorras, kus inimene ei tööta kutsumusele vastaval tööl on korrelatsioon negatiivne, mis näitab, et täitmata kutsumus viib suurema tööst eemaldumiseni ja isegi läbipõlemiseni ning töö kujundamine muutub produktiivseks toimetuleku strateegiaks, mille käivitab vajadus leida tööle tähendus ning töötada vastavalt kutsumusele. Teisest küljest, töötajad, kes töötavad kutsumusele vastaval ametikohal tänu oma kogemusele kõrge seotusega rakendavad loomingulist lähenemist oma tööle isegi siis kui suured nõuded töös kaotavad nende hävitava jõu ja neid peetakse pigem väljakutseteks kui stressi tekitavateks nõueteks. Neid tulemusi saab seega rakendada nõustamis- ja organisatsioonipsühholoogias ning nad võivad mõjutada ka juhtide vaatenurka organisatsiooni praktikatele ja kultuurile ja seega mõjutada neid suunas, et toetataks rohkem töötajate vajadust täita oma kutsumust antud rollide raames, samuti luua vastav soodne töökeskkond, kus kutsumuse leidmine on võimalik ja soovitatav.

Märksõnad: kutsumus, töö tähendus, tööga seotus, töö kujundamine, läbipõlemine, struktuurivõrrandite mudel

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Introduction

The problem of work motivation, which can be retained without external incentives, has always occupied scientific minds. In the recent couple of decades the notion of career calling has gained its recognition and overall close attention due to its undoubtedly positive effect on such essential factors as motivation, performance outcomes, job crafting, engagement and organizational commitment, job and life satisfaction, and consequently employees overall well-being. However, the importance of one's calling being fulfilled remains unnoticed by the organizational management and thus the work environment, culture and organizational policies are not supportive and open to the corresponding alterations. The countless number of employees keep working in such unfavourable work conditions experiencing steadily growing feeling of disappointment, dissatisfaction and disengagement. But the work itself nowadays becomes more and more challenging and demanding. In order to cope with constantly rising job requirements employees have a strong need for some inner psychological drives and sense of meaning of their work. At the same time these demanding work conditions and search for the possibilities to pursue one's calling in the framework of the current job force employees to get engaged in various job crafting activities. These alterations can be considered as both- coping mechanisms and the proactive approach to one's job. However, the mechanisms which lie behind this individual work changes are completely different.

Previous research on the topic of calling (Bellah, Madsen, Sullivan, Swidler & Tipton, 1985, Wrzesniewski, McCauley, Rozin &Schwartz, 1997, Bunderson & Thompson, 2009, Berg, Grant & Johnson, 2010, Duffy, Dik, & Steger, 2011) has shown that individuals tend to assign a subjective meaning and purposefulness to their job and when they succeed to do so, they gain greater work and life satisfaction - that what we call "calling". Calling orientation toward the work engages employees in various alterations of their job (job crafting) involving changes in tasks, roles and relationships (Wrzesniewski & Dutton, 2001, Berg, Dutton & Wrzesniewski, 2008, Berg, Grant & Johnson, 2010). It was also observed that failure to pursue one's calling at work leads to the greater dissatisfaction and burnout (Malach-Pines & Yafe-Yanai, 2001).

In order to bring together some of the previous findings, to gain some deeper understanding of the relationship among the antecedents and outcomes of having a calling,

the current study was undertaken. The aim of the research is to investigate more thoroughly the difference in outcomes of having a calling which is answered, and the one which cannot be fulfilled (unanswered) due to some limitations of the current work role and unfavourable work environment. The findings of the previous research clearly indicate that answered calling causes greater feeling of engagement, and thus it is assumed that employees are highly motivated to get involved in various job crafting activities in order to contribute to their organization through higher job performance, work motivation and organizational commitment. On the other hand, those employees with unanswered calling are expected to be less engaged and more burnt out, and thus they are forced to job craft in order to cope with the stress caused by the work dissatisfaction and to re-establish the balance between the perception of the current job and the one they feel drawn to.

Thus several hypotheses have been elaborated with the intention to provide answers to the following questions: whether both types of calling lead to job crafting; whether answered calling is correlated with higher work engagement, and unanswered calling, on the other hand, is associated with burnout. In order to verify these assumptions two structural equation models are proposed. First model predicts the mediating role of work engagement in the relationship between job crafting and two types of calling (answered and unanswered). Second model is aimed to control this mediation for the moderation effect of job demands and resources, assuming that depending on the type of calling experience (answered or unanswered) employees will differently perceive and react to the presence of job demands and resources in the work environment.

The investigation of these assumptions and the support of the elaborated hypotheses will contribute significantly to the deeper understanding of the undoubtedly positive effect which the presence of employees calling can have. This triggers corresponding alterations in the perception of meaning and purpose of work, performance contribution and long-lasting work engagement. The contemporary working environment throws extensive requirement, which can only be dealt creatively through particular job crafting actions that carry certain meaning for individual, organization and consequently the whole society.

Current paper consists of two main parts: theoretical and methodological. The theoretical part starts with the first chapter, which sheds some light on the essence of the main variables under study: calling, engagement and burnout, job crating and its relation to job demands- resources model. The second chapter highlights the existing in the literature

interconnections among the mentioned variables and elaborates first hypotheses concerning the possible correlations between the factors involved. The methodological part begins with the proposition of the structural models and corresponding hypotheses related to the causal effect and interconnections among two types of calling, engagement and job crafting, which are expected to be influenced by job demands and resources. The following chapter deals with the short description of the sample and sampling procedure followed by the presentation of the measurement tools used. This part end with the analysis of the results obtained throughout the research. The paper is concluded with the discussion of the research outcomes, its limitations and future prospective.

1. Construct variables and performance outcomes

The research on antecedents of work meaning and work motivation has become increasingly important in recent years. We all struggle to understand what drives individual work perceptions and activities, what the consequences of such activities are for employees and how to make the existing work environment not only productive and profitable for both individual and organization, but also socially meaningful and psychologically enjoyable. Material gain cannot be seen as one of the main psychological drives for work. Most of us seek something deeper and more profound which would define the meaning of our whole life - calling. This sense of calling both defines and represents our needs, values and interests. It influences the way we cope with work strain and our attitudes to existing job demands, turning our skills, knowledge, abilities and the characteristics of work environment into desirable and applicable job resources. As a result, those of us who can experience their career calling as answered turn their work to the gratifying and meaningful experience, being engaged and satisfied employees. On the other hand, those with unanswered calling, struggling to find it inside their work tasks and activities through the engagement in various job crafting activities aiming to alter some job tasks or work relationships, may also experience additional strain and consequently certain degree of burnout, when being unsuccessful. That is why all the plexus of interconnections and interrelatedness is aimed to be unveiled in the present chapter.

1.1. Calling- development of the concept

In the recent years the concept of calling has gained its worldwide popularity and recognition as one of the influential motivating sources which has significant effect on various organizational outcomes such as performance outcomes, organizational behaviour and citizenship, as well as employee's well-being and even life satisfaction.

Historically the concept development goes back to the notion of the job meaning, which has gradually evolved into the idea of personal calling in the later works (Berg, Grant & Johnson, 2010, Bunderson & Thompson, 2009, Wrzesniewski, McCauley, Rozin &Schwartz, 1997, Duffy & Dick, 2013). It was observed that individuals seek professions that allow the fulfilment of their individual values, meaning and work significance, the possibility to help others (Bunderson & Thompson, 2009), as well as opportunities for self-development. Hence we can assume that people constantly seek the fulfilment of their callings either at their work place or during their leisure time – the fact that carries a significant importance for the study of individual and group performances due to its direct impact on employees' performance, as it will be shown further on. Moreover, calling has established its construct frame within the positive psychology, vocational psychology, organizational psychology and sociology as an antecedent and moderator of various fruitful organizational outcomes such as organizational and career commitment, job satisfaction and partially with the withdrawal intentions organization (Duffy, Dik & Steger, 2011). It order to fully grasp the notion of calling and its individual implication some review of the concept evolution is required.

The understanding of calling leads us all the way back to the perception which has been developed in the frame of Christian religion and the proclamations of Martin Luther stating that calling can be seen as a religious pursuit of the one's duty fulfilment, which would satisfy God and the needs of the mankind. Thus any work could be seen as a calling and represents the God's providence for individuals, which consequently leads us to understanding of one's duty as to find his/her individual calling in order to proclaim the work of divine in each person (Bunderson & Thompson, 2009). Gradually the notion of calling has transformed into a more secularized idea of calling being valuable, meaningful and significant not only for a particular individual, but for a society as a whole: it is **"**associated with the belief that the work contributes to the greater good and makes the world a better place" (Wrzesniewski, 2003, p. 301). Further research on the conceptualization of calling

conducted by Burdenson & Thompson (2009) among the zoo keepers in US and Canada shows that the perception of calling in the contemporary society has shifted from being a duty to society to something more self-centred which reflects the feeling of self-understanding and identity. However it does not neglect the belief that it can benefit the whole society.

The concept of calling is still evolving and dynamic in nature, its meaning varies among the scholars, which results into the existence of broad range of definitions and debates over it. For instance, Dik and Duffy (2009) have combined the main ideas from the history of the term going back to theological perception of calling as being a spiritual duty, which reflects something that stands "beyond self", contributes to the whole society, defines the purpose of life and is a great motivation source: Calling is "a transcendent summons, experienced as originating beyond self, to approach a particular life role (in this case work) in a manner oriented towards demonstrating or deriving a sense of purpose or meaningfulness and that holds other-oriented values and goals as primarily sources of motivation" *(p. 427)* Moreover construct of calling is differently understood by scholars either as an orientation towards work, work domain or career path, indicating the dynamic nature of calling. Historically alongside with Wrzesniewski et al. (1997), Bellah, Madsen, Sullivan, Swidler & Tipton (1985) scientists use term of 'calling', 'job' and 'career' to describe different orientations towards work:

a. People with job orientation tend to seek their job as a mean to satisfy primarily material needs and necessities. This focus of material benefits generally excludes other types of fulfilment and meaning. However these financial benefits help people to enjoy their hobbies and passions outside the work domain.

b. Those with career orientation perceive their work as means to enhance their status through promotion and career advancement in the organizational hierarchy. Career entrancement results in higher self-esteem and social standing (Wrzesniewski, 2003). Individuals with these two orientations do not tend to identify themselves with their works and perceive it "as a separate entity from the rest of life" (Berg et al; 2010: 974).

c. Furthermore, individuals with calling orientation clearly incline to view their jobs as part of their identities that become inseparable from their life, their work is therefore filled in with meaning and personal value. It is mainly perceived as enjoyable,

satisfying and benefiting the whole society.

However these views become inconsistent in the framework of the later studies, which indicate that the nature of calling can be seen as a continuum, which evolves throughout the individual's life and it highly depends on the environment which either allows it to be discovered and fully experienced, or leaves it unfulfilled causing various negative outcomes. The working definition of calling combines the notions proposed by contemporary scholars, who define it "as a consuming, meaningful passion people experience towards a work domain" (Dobrow & Tonti-Kharas, 2011, p. 1003), adding that this work orientation is personally meaningful in the sense that it includes other essential goals and values that act as primarily source of motivation (Dick & Duffy, 2009).

This conceptualization indicated three meanings inclined into the notion of calling: 1) being rooted in something beyond one's self, 2) it is expressed in a sense of purpose of life, 3) it covers needs and benefits others which consequently becomes a strong motivational force for the individual. Based on these assumptions the concept of calling can be similarly related to three areas of research, namely:

(a) first deals with the work-related tasks and activities, that provide some sense of purpose and thus were found to be closely correlated with sense of fulfilment and satisfaction, enjoyment, well-being, and physical health;

(b) second represents the job characteristics that are meaningful and thus have noticeable impacts on increase of intrinsic motivation, and consequently;

(c) pro-social work motivation which results into higher levels of satisfaction, performance and task productivity (Dick & Duffy, 2009).

As it has already been mentioned, the modern understanding of calling as an ongoing process rather than a stable construct, makes us consider it as the life-time continuum that individuals may either currently experience (answered calling) or that they may pursue to fulfil (unanswered search for calling) (Dobrow, S.,2013). Previously, it was believed that people experience a linear process of first searching for calling and then finding it with the consequent positive career and life outcomes. Through the longitudinal study of musicians the author has stated that the nature of the constructs is changeable over time, although some external factors, such as behavioural involvement and experience of social comfort in pursuing the calling, are initially linked to strong feelings of calling, which however subsequently decreases over time. The research conducted among the university student by

Duffy and Sedlacek (2007) to explore the patterns of career choice making has shown the consistency of the construct gradually developing as a continuum which antecedents the employment stage.

That is why, in the current paper we would further develop the idea of calling adding to the definition above, which consequently allows us to assume that each and every individual has a certain degree or strength in the experience of calling whose overall power and representation in one's life can be differently weighed. That is why it seems logical to assume that, since each individual has an inner experience of some sort of calling, which can be either experienced as positive feeling when being answered, and rather negative when being unanswered. That is why, in the sample to be studied, I expect the presence of individuals who will report their calling as being answered and those whose calling was unanswered. Those individuals with answered calling appear to have an opportunity to pursue their passion and orientation towards a particular work domain within the frame of their current job. Those with unanswered calling perceive no opportunities to realize their passion within their current job.

Hence the definition of unanswered calling given by Berg et al. (2010) is accepted. According to the authors unanswered calling can be defined as an occupation that people are drawn to pursue, because it is perceived as an essential part of one's identity, which is experienced as intrinsically enjoyable and meaningful, and not as formal part of one's work role. In a broad sense, it can be viewed as an attitude towards a particular occupation which is not a part of the occupational role. On the other hand, an answered calling can be defined as an individual perception of one's current occupation as a calling.

Hence the purpose of the current paper is to investigate the outcome of experiencing a calling among the two groups of individuals those with 1) answered callings, who view their current work as a calling, and 3) unanswered calling, who have certain obstacles in pursuing their calling at the current work place, which leads to the experience of certain discomfort, regret and stress. That is why some individuals tend to pursue their unanswered callings outside workplace during their leisure time.

1.1.1. Calling and work outcomes

Calling has always been interconnected with other constructs having strong and significant effect on work attitudes, performance and overall well-being of employees.

Previous research suggests that calling is often associated with greater job and life satisfaction, psychological well-being (Wrzesniewski et al., 1997). Other recent studies indicate the relatedness of calling to favourable work outcomes including, for instance, job satisfaction, career and organizational commitment, higher work meaning and lower withdrawal intentions. Further on it was found that the relationship between calling and job satisfaction is mediated by the career commitment suggesting that individuals with calling may experience higher job satisfaction because of having greater career commitment which consequently suppresses the intentions to leave the organization. The analysis of the data obtained by Duffy & Sedlacek (2007) among the university students revealed that calling is positively related to comfort, self-clarity, decidedness and work choice, and negatively related to indecisiveness as well as to the lack of educational information. At the same time, on the group level, individuals with calling contribute to the stronger group identification, resulting in less conflict, more trust in management, more commitment to the team, more work satisfaction with co-workers and hence higher group performance (Wrzesniewski, 2003).

Contrary, the searching on calling and being unable to fulfil it at workplace can harm individual's well-being by producing high rates of frustration, disappointment and regret, which will consequently have a negative impact on performance (Duffy & Sedlacek 2007), the fact that proves our logic of distinguishing between answered and unanswered callings. Hence the positive outcomes of having a calling highly depend on the ability of individuals to live it out. One study has shown that individuals, who were unable to fulfil their callings, experience extensive psychological strain which diminishes their motivation to pursue this missed calling and increases feelings of regret and correspondingly decreases the overall life satisfaction and well-being (Berg et al., 2010).

On the other hand, the research indicates some drawbacks of pursuing one's calling, such as people with calling tend to exert greater effort and even sacrifice their time, physical comfort and well-being, making them being more vulnerable for the exploitation from the part of the managers due to their high commitment to the profession. Some respondents reveal when living their calling and being intrinsically motivated by it and hence performing well, they tend to experience negative feeling when noticing that employers fail to provide them with external incentives and reward, as well as such employees are assigned additional unpleasant work tasks due to their readiness to take over some tasks (Bunderson &

Thompson, 2009). On the other hand the relationship between calling and performance outcomes is strongly mediated by the career commitment, which allows us to conclude that individuals with calling and low career commitment are likely to leave the organization to live out their calling. Individuals with calling become more vulnerable to workaholism feeling difficult to maintain their work-life balance due to their string attachment to their job (Dik & Duffy, 2013). Some of the authors incline that calling orientation in the situation of unanswered calling can be associated with rising states of workaholism, which can gradually result into burnout. On the other hand, some research shows that people with calling, which has been answered, tend to engage in additional work activities spending considerably more time at work, finding different sources of meaning and satisfaction in it Wrzesniewski (2003).

1.1.2. Measurement of Calling

The majority of research has been based on the conceptualization of calling offered by Dik & Duffy (2009) using BCS (Brief Calling Scales). These scales are unidimensional and assess simply the presence of calling. Otherauthors preferred Calling and Vocational Questionnaire, which consists of three subscales of prosocial motivation, external summons and meaning/purpose of work. Further validation of BCS has indicated that 30 % of respondents reported that the calling statement depicted their concept and perception of calling to some extent, and 14 % agreed it to be totally true, indicating that the construct of calling is a significant construct for the majority of the tested population. As a result of several studies among the college students using BCS it was indicated that individuals who perceive a calling to a certain career are inclined to be more decided concerning their the choice of the future career path and express more positive expectations about the consequences of following it. The respondents of BCS reported greater organizational and job commitment, lower intentions to leave confirming therefore the notion of the correlation between presence of calling and occupational self-efficacy and identity, job and life satisfaction, meaning of work and greater meaning in life, as well as work engagement.

According to Dick & Duffy 2009 the literature on calling has supported the idea of existence of various calling groups, such as: having and currently living a calling, searching for calling, perceiving a calling but not being able to pursue it, irrelevancy of calling, and perceiving another calling in addition to living a calling. Taking into consideration the

existence of these types of calling, for the purpose of the current research, it was decided to measure the following constructs:

1. Presence of answered calling: as a measurement tool was chosen Answered Occupational Calling questionnaire developed by Dobrow & Tosti-Kharas (2011). The conducted longitudinal study has proven that answered occupational calling is strongly and significantly related to other essential work outcomes such as work domain satisfaction, clarity of professional identity, and career insight, as well as greater perceived career-related self-efficacy. According to the authors, answered calling should be considered as an independent construct and not as opposed to unanswered calling. In other words, week identification of one's current occupation as a calling is not synonymous to the failure to pursue one's calling. This instrument tends to measure to what extent individuals view their current occupation as a calling. It differs from the measurement of simple presence of calling, because the respondent can indicating having of a certain calling, but it does not mean that the person is experiencing it in his/her current work role, thus the construct of answered calling has to be measured separately.

2. The experience of unanswered calling that will measure the extent to which people perceive a calling but either do not pursue it or are unable to pursue it. The research on unanswered calling stems from the observation that Duffy at al.(2011) has made when analysing the reasons of why individuals with strong calling perceptions still have significant withdrawal intentions. This correlation was controlled for career commitment. It turned out that people have greater withdrawal intentions when perceiving strong occupational calling and little commitment to their current organization due to inability to pursue their calling inside their current work roles. As a measurement tool was chosen Unanswered Occupational Calling Scale developed by Gazica (2014). The meaning of the questionnaire items is to compare one's current occupation to another, making an assumption that other occupation might represent stronger participants' perceived calling.

The measurement of unanswered calling will also allow us to conclude, that individuals experience the presence of calling. However they are unable to pursue it within the frame of their current job. The outcomes of it could be of two sides: they will either try to craft their job as to fulfil the need for work being meaningful and significant, or they will try to pursue their calling during the leisure time getting involved into some other activities

and thus show no work engagement and take no additional effort to get involved into any job crafting activities.

Summing up, we have identified two types of calling that are of main interest for the purpose of current research: answered and unanswered calling. It was found out that calling has significant influence of various work related outcomes for both individual and organization, such as work commitment, withdrawal intentions, work meaning and motivation, job satisfaction and well-being. Hence, we should uncover the notion of job crafting and its possible relation to calling. The corresponding measurement tools have been selected to measure both answered and unanswered callings separately. The further outcomes of experiencing either answered or unanswered calling will be investigated in the latter chapters.

1.2. Job Crafting and Job Demands- Resources Model

The existence of two chosen groups of individuals with either answered or unanswered callings leads us to the speculation over the possible outcomes of having a calling. The existence of calling implies the need to experience some meaningfulness of one's job, which can result in alteration that people make in order to adjust their work environment and work tasks to their inner understanding of the work reality and its purpose. The literature on the topic suggests that nowadays employees are inclined to be engaged in various minor changes of their work roles and other aspects of work routine due to the constantly changing work requirement and environment which becomes more and more demanding and the success of employees' performance is highly dependent on the availability of the corresponding resources. The following chapters sheds some light of the essence of job crafting in its interdependence with the existing job demands-resources model.

1.2.1. The essence of Job Crafting

The issue of work motivation remains one of the cornerstones of the contemporary management. Alongside with calling, the concept of job crating (JC) is being considered as one of the most efficient and motivational proactive behaviours which serves both individuals and organization's needs on one hand, and overall organizational goals on the

other. The research on JC stems from the notion of job design and brings a new view on the changes in work activities. The supporters of the job design perceive it as "attitudinal and motivational responses as reactions to a job" (Wrzesniewski & Dutton, 2001, p.182).Whereas the latest supporters of job crating perspective claim that employee's responses to job trigger the process of job alteration which consequently changes work meaning and job identity. The idea has been developed further and the scientists started focusing on the individual level of this process. When getting employed individuals tend to change and customize their job as to fit their needs, abilities and preferences. This proactive behaviour has indicated a turn from job redesign theory to the essence of JC. The early approaches to individual changes at work begin with the concept of job innovation, when employees redefine the entire work role in the situation when they are not able to address the current problems. Role innovation was followed by the task revision as a form of a counter-role behaviour caused by the erroneous work procedures, job descriptions, or inaccurate role expectations. Further implication of the notion have brought up the ideas of idiosyncratic deals (i-deals) and personal initiative, that are presented as self-initiating behaviours and are intended to benefit both the organization and the individual on one hand through individual work arrangements, on the other- through long-term, goal-oriented actions addressing the entire mission of the organization (Tim & Bakker, 2010).

As a results, JC refers to the proactive changes in the job design that do not undergo any specific negotiations with the organization, which suggests the assumption that they are hardly noticed by the management. These proactive changes do not include any specific negotiations with the organization or a direct supervisor. JC can be characterized by solution of a short duration which is found in the situation of demanding work environment. This process signifies an individual need for a copying mechanism rather than consideration of explicit organizational goal. Developing further this notion, for the purpose of the current research, it is assumed that job crafting is followed by the alteration of the meaning of work should be however reconsidered in the light of career calling. The presence of calling itself assigns certain meaning to the work employees desire to be doing and thus, having this ideal vision, they get engaged in various job crafting activities. In other words, calling triggers job crafting.

The authors suggest that employees are likely to engage in JC activities even when job is low in autonomy, authority and complexity. In support of this later idea, the research

conducted by Chitulescu (2007) has shown that individuals' skills significantly influence and predict task crafting, whereas complex work environment triggers cognitive JC, at the same time task complexity and high work responsibility leads to the relational JC. The main theoretical framework of job crating which has been offered by Chitulescu (2007) includes and summarizes the scientific findings of previous research offered by Wrzesniewski & Dutton (2001).

These various aspects of JC suggest its high complexity and thus, the existence of several definitions concerning the construct of job crafting. For instance, the definition given by Wrzesniewski & Dutton (2001) defines JC as type of changes both physical and cognitive that people make in their work tasks or work relationship boundaries; as a creative process which is focused on enacting one's job to fit individual's motivation, skills and interests. By changing work boundaries the authors usually understand some modification and alteration of form and amount of activities when one is performing his/her job, whereas the cognitive changes refer to alterations in perceptions of one's job. Changes in relational boundaries involve consideration and discretion of work interactions with co-workers and supervisors. These types of alterations change both job design and social work environment. Tims, Bakker &Derks (2011) summarized this previous definition and suggested some broader perspective in order to include some other forms of JC that were not included in the previously suggested definition, thus they are defining JC as "self-initiated changes that employees make in their own job demands and job resources to attain and/or optimize their personal (work) goals" (p. 173). This latter definition fits better our model of calling being the trigger of corresponding JC behaviours, thus it is accepted as our work definitions of job crafting.

The antecedents of JC are rooted in the nature of organizational policies and monitoring systems. The standardized work procedures and practices often impose considerable constrains to the freedom of employees to decide how to perform particular tasks and how to organize their work time and schedule. The extensive research on JC and its antecedents has indicated the following predictors: job control, tasks interdependency, job demands, tasks complexity, and job challenges (Petrou, Demerouti, Peeters, Schaufeli, & Hetland, 2012). At the same time, JC has been proven to result in favourable work outcomes such as job satisfaction, organizational commitment, increased job effectiveness etc.

The previous literature of the topic suggest existence of the following forms of JC:

(1) alteration of task boundaries either taking more or fewer tasks, expanding or lessening the scope of tasks, changing the way the tasks are performed;

(2) changes in work relationships altering their nature and scope of interactions;

(3) cognitive alterations in perception of tasks (Berg, Dutton & Wrzesniewski, 2008).

JC results into the reconstruction of the existing structure which provides employees with personal on one hand, and social meaning and purpose on the other. It helps them to shape their own work identities enabling to fulfil their positive self-image.

Summing up, JC is a type of proactive behaviour which is reflected in various changes in one's work boundaries considering mostly individual needs and interests rather than of others' or those of the organization. JC includes changes in both behaviours and cognitions/ beliefs of employees, consequently resulting in corresponding changes in one's work identity. When compared to organizational citizenship behaviour, JC is not directed to doing some additional tasks in order to assist others or contribute to the fulfilment of organizational goals, rather it represents individual initiative in doing things differently at work. The latter notion provides the possibility to link job crafting to the individual perception of work meaning which is the essence of calling and thus, it is possible to assume the correlation of these two factors in the present study.

1.2.2. The relationship between Job Crafting and Job Demands-Resources

Taking into consideration our working definition of job crafting it becomes obvious that JC activities are related to the existing model of Job Demands – Resources. Historically by main job characteristics are meant job demands and resources. JD-R model represents further development of the Karasek's Job Demands-Control model where JD are broader and mainly qualitative in nature compared to the previously elaborated model. In Karasek's model job strain is mainly caused by the lack of balance between high JD and perceived low control over one's work. Further validation of the model has proven inconsistency of the assumption that job control can moderate the negative effect of JD on employee's well-being. The new model of JD-R is more relevant to the work reality, as it allows the consequent inclusion of various job resources and demands that can fit any given work domain.

According to Demerouti & Bakker (2007) by job demands (JD) we understand "physical, psychosocial, social and organizational aspects of the job that require sustained

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physical and/or psychological (cognitive and emotional) effort or skills and are therefore associated with certain physiological and/or psychological costs," whereas job resources (JR) refer to "physical, psychological, social or organizational aspects of the job that are either/or: (a) functional in achieving work goals; (b) reduce job demands and the associated physiological and psychological costs; (c)stimulate personal growth, learning and development"(Bakker & Demerouti, 2007, p. 312).

Job resources can be represented by a variety of sources at several levels:

– at the organizational level through career opportunities, salary etc;
– at the interpersonal level including social support, team climate etc.,
– at the level of work organization through role clarity, autonomy and decision-making;
– at the level of task referring to task significance and skill variety applicable at particular job (Tim & Bakker, 2010).

As a results, JR are functional elements of the intrinsic motivation such as feelings of greater responsibility, achievement and competence; but they can also play some extrinsic motivating role when they are used as tools for goals achievement. Previous research indicated that JR act as buffers and correspondingly decrease negative influence of JD, on the other hand they are positively correlated with work engagement in the situations when individuals are confronted with high JD and therefore gaining their even higher motivational potential. At the same time the presence or accessibility of various JR in working context results in higher professional efficacy of employees, making them resilient to JD and in better performance through the increased well-being and life-/ job-satisfaction. Previous research has indicated the high job demands can result in chronic exhaustion and consequently in the health impairment which is mediated by the process of burnout. At the same time, the presence of job resources leads to employees' engagement and higher motivation.

Further consideration and development of the model allows us to see some connection between the job characteristics such as demands and resources with the notion of job crafting. Any job crafting activities reflects the manipulation with resources in order to diminish or lessen the harmful influence of job demands. Thus we can distinguish among three core JC strategies that represent employees' proactive behaviours: seeking resources, seeking challenges and reducing job demands.

1) Seeking resources aims to gain certain resources such as information-, help- and

feedback-seeking, which consequently results into greater work motivation and act as a copying strategy in the situation of extensive job demands. The importance of the resources vary from person to person and, to some extent depend, of the work context. It embraces various types of behaviour such as asking for advice, feedback, or looking for training and learning opportunities.

2) Seeking challenges also refers to the employees' proactive behaviours that lead to the increase in one's proficiency and mastery and hence being highly motivating. They can include seeking additional tasks and responsibilities, volunteering for new projects or taking over additional tasks from co-workers and supervisors. However the literature states that this type of behaviour is only applicable in the favourable working environment, because the presence of the considerable JD does not allow to consider the option of seeking challenges anymore. The solution would be to opt for the reduction of the JD as the only possible health-protecting mechanism.

3) Reducing demands is considered to be a strategy opposite to seeking challenges. Considering seeking challenges being motivating in its nature, reducing job demands can be an indication of a copying strategy or of a state of low motivation. Hence employees will engage in seeking resources or challenges more often than in JC techniques to avoid the strain caused by extensive JD. For instance, employees are likely to ask for more responsibilities rather than changing the nature of one's work tasks (Petrou, Demerouti, Peeters, Schaufeli, & Hetland, 2012).

Most of the literature available on the topic does not indicate any certain time frame for JC assuming that it appears in certain environment contexts. Petrou et al. (2012) on the other hand suggest the investigation of JC activities on the daily basis, stating that on days with high work pressure and job autonomy employees tend to engage in resource seeking and demands reducing activities proving Karasek's assumption that active job environments facilitate professional development and on the job learning, hence predicting employees' motivation.

The present research however is mainly focused on the existence of job crating activity as a whole (unidimensional) in the situation of answered or unanswered calling. The measurement tool chosen for the purpose of current research concerning job crafting however incorporates all the above mentioned types. That is why, we have explored further the existence in the literature of various triggers that motivate employees to adapt some of

the JC techniques, such as needs for control over one's work and positive self-image, need for meaningful interactions and ability to cope with the job demands, and finally the need for fulfilment of passion for an occupation other than one's own (Berg et al., 2008). The latter is mostly relevant for the topic of our research and it lets us assume that the presence of calling, either answered or unanswered, may become a triggering force for JC representing one's need for meaning and new work identity which can be achieved through certain alterations. At the same time when crafting one's relationships with colleagues and clients individuals get the feeling of greater socially meaningful impact of their jobs. They can also dedicate more time and energy to the tasks that are related to employees' passion.

According to some other research, based on the regulatory focus theory proposed by Brocker & Higgins (2001) we distinguish between two predominant strain copying strategies of employees: (a) individuals who are prevention-focused tend to avoid risks and negative outcomes, which makes their experience highly negative emotions when they fail to do so and at the same time quite low intensity of positive emotions when they succeed to avoid any negative outcome; (b) individuals who are promotion-focused seek the attainment of positive outcomes which results in an experience of low in their intensity negative emotions when they fail, and intensively high positive emotions when they succeed to do so. Developing further this notion, the research conducted by Brocker & Higgins (2001) has indicated that the participants, when reporting about the callings they did not fulfil, indicated the struggles to pursue their unanswered callings at their current workplace were connected with dissatisfaction and negative experience towards their present job, and thus it was possible to state that they were driven by the prevention-focused copying strategy, which reflects the intention to avoid any further dissatisfaction and the desire to compensate it by the fulfilment of the need for calling in their work experience. Our research is also trying to unveil the influence of calling on job crafting intension and the possible outcomes of it, which will either lead to greater engagement or further burnout.

The recent study of Berg et al. (2010) have summarized previous literature finding concerning the JC techniques based on the existing JC theory of Wrzesniewski & Dutton (2001) as well as the common notion of person-environment fit and various copying strategies and the following JC techniques have been identified:

1. JC through task emphasizing, which highlights the assigned tasks to pursue the unanswered calling mainly by changing the nature of one's tasks in order to integrate

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some aspects of the unanswered calling. Thus individuals dedicate considerable amount of additional time and effort to the tasks that have been assigned and that now through the JC technique are retaed to the unanswered calling;

2. Job expansion by adding tasks to pursue unanswered callings. As a results individuals tend to take on temporary tasks or increase the number of tasks to integrate some aspects of one's unanswered calling;

3. Role re-framing relates to the alteration of individual perception of one's role in order to pursue an unanswered calling. The role re-framing includes the establishing of certain cognitive connections between the social purpose of one's job with the unanswered calling;

4. Leisure crafting and hobby participation by finding the fulfilment of unanswered callings in various leisure and volunteering activities outside one's work.

The above mentioned techniques are based on the assumption that unanswered calling forces individuals to understand the misalignment of the current job situation with the ideal one, that would reflect personal values, needs and interests, and hence this psychological strain will motivate them to seek out this desired alignment through task emphasizing, job expansion, role re-framing and leisure crafting- active job crafting. Summing up these previous findings Berg et al. (2010) proved that people who experience unanswered callings are more motivated to pursue them when having negative experience at work caused by prevention-focused orientation. On the other hand individuals who are living their callings or having additional callings will be more motivated to pursue those when the positive experiences outside work cause promotion-focused perceptions.

Taking into consideration another side of the current research, burnout and engagement, previous literature suggests strong interrelations among the variables under study. However the picture would not be complete without any consideration of two essential factors: job demands and job resources. Thus, JD-R model in its relationship to burnout and engagement assumes the existence of two following processes: (a) one of which is an energetic process which results in the state of exhausting and worn out due to the presence of high levels of job demand; (b) another is a motivational process which states that in the absence of required job resources to deal with high job demands employees tend to adapt certain types of withdrawal behaviour marked by the noticeable disengagement (Schaufeli & Bakker, 2004).

JC has been proven to have strong positive connection with the construct of work engagement. The research indicated that engaged employees:

(1) are more often exposed to positive feelings and experience of work;

(2) show better psychological and physical health;

(3) are more active job crafters;

(4) can positively influence others by transferring their engagement (Bakker et al.,2008).

Concluding the discussion concerning JC we have established clear relationship between it and the types of calling under study. Taking into consideration the fact, that job crafting becomes more and more common experience at work place, which can take form of different job crafting activities, such as crafting tasks, relationships, roles etc. Thus, it is possible to conclude that JC is an essential part of any work reality, which allows employees to adjust the unfavourable work conditions to their needs, values and desires. These alterations are short in duration and usually remain unnoticed by the management and supervisors. However, JC activities can turn out to be both productive and supportive, or harmful and unhelpful for all the stakeholders. At some point JC is consistent with the reflective role behaviours in the situations when one's roles and tasks are poorly specified and through JC activities individuals can alter their job making it more meaningful and as a result initiate some innovative, profitable and valuable work practices. In such a context answered and unanswered callings can be one of the main triggers of JC activities. At the same time, the role of resources and demands in the model of job crafting has already been established and thus should be taken into consideration. Current research, on the other hand, will try to bring some more light into their role in our model considering the presence of answered and unanswered callings, their influence on job crafting when controlled for the presence of both job demands and resources.

1.3.   Work engagement and burnout: overview

Another aspect that has attracted attention is the possible or negative outcome of having answered and unanswered callings. The recent decade has given the rise to the peculiar interest of scientific research to the aspects of positive psychology focusing mainly on the essence of work engagement and calling, which influence employee's well-being and job performance. As Bakker, Schaufeli, Leiter & Taris (2008) have proven that engaged

employees are more enthusiastic, committed to their organization and they are absorbed by work tasks. As a result, such kind of employees provide a competitive advantage to their organizations.

Work engagement is defined as a work-related positive feeling characterized by vigour, absorption and dedication, and is often associated with proactive work behaviours (Hakanen, Schaufeli & Ahola, 2008). It is preceived as a certain cognitive state marked by the "constant effectiveness" which is not necessarily directed to a particular object or person. Vigor is usually described in terms of high levels of energy and mental resilience, which results in individual's willingness to exert extensive effort in order to overcome the existing difficulties. Whereas dedication is described by presence of pride, significance, challenge and enthusiasm in fulfilment of one's work tasks. Finally absorption is defined in terms of being fully engaged and concentrated in work, when one feels difficult to get detached from work as the time passes by unnoticed. The term of absorption is sometimes used interchangeably with the word 'flow' as a state of mind marked by intensive attention and concentration without exerting much effort and which is felt as full control filled with enjoyment and self-consciousness about the work task (Schaufeli & Bakker, 2004). This definition and understanding of work engagement fits the research aims of this paper and thus is accepted as a working definition further on.

As it was found out in the research conducted by Schaufeli & Bakker (2004), that engagement is negatively related to withdrawal intentions and positively with career and organizational commitment, at the same time engaged employees are more satisfied and experience considerably less health problems. However, there are two main points to consider in our understanding of work engagement. The first notion was developed by Maslach and it emphasizes that work engagement, which combines energy, involvement and efficacy, can be seen as an opposite pole of work-related burnout viewed from the standpoint of energy involvement. Thus the engagement was measured by the opposite patterns in the score of the three burnout dimensions- cynicism, exhaustion, and high scores on professional self-efficacy. On the other side stand those scientists who consider work engagement as an independent concept, which is negatively related to burnout, and includes three work-specific states of vigour, dedication and absorption. For the purpose of the current research the latter notion is supported. Thus, work engagement, alongside with Bakker at al. (2008), can be viewed as a continuum which stretches from exhaustion to vigour including all the

other dimensions previously mentioned and indicating two opposite states of low and high levels of energy.

That is why, burnout should be considered as a separate construct, which is traditionally defined as "a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with people" (Maslach & Jackson, 1986 cited in Hakanen, Schaufeli, & Ahola, 2008, p.225) Emotional exhaustion was characterized by considerable detachment from and cynicism towards another individual. Reduced personal accomplishment refers to the perception of one's low self-efficacy in working with clients, for instance the perceived inability to fulfil one's work duties and tasks. Depersonalization is perceived as a stress reaction which results in withdrawal from interaction filled with disengagement and distancing from work responsibilities. In Maslach's definition of burnout, it was usually a recipient of services or a client, which narrow the field of study to the one of provision of certain services. A more recent definition, which is accepted as working one for the current study belongs to Schaufeli & Greenglass (2001), who defined burnout as "a state of physical, emotional and mental exhaustion that results from long-term involvement in work situations that are emotionally demanding"(p.501). The latter definition coincides with our JD-R model and calling, that mainly refers to the high emotional strain in the situation of unanswered calling, which becomes a source of significant job demand employees struggle to overcome through the voluntarily involvement into various job crafting activities.

Further research on the topic has identified the following two core components of burnout: exhaustion and fatigue. Moreover the Maslach's meaning behind the burnout was developed and divided by the contemporary scientists into three following dimensions:

1. personal burnout, which enables the measurement of general burnout on its negative end. It is defined as "the degree of physical and psychological fatigue and exhaustion experiences by a person";

2. work-related burnout, which is understood as "the degree of physical and psychological fatigue and exhaustion that is perceived by the person as related to his/her work". It makes possible the measurement of individual attributes of the burnout symptoms to the work-related issues, thus allowing us to identify the sources of burnout by comparing this dimension to the personal burnout;

3. client- related burnout is defined as "he degree of physical and psychological fatigue

and exhaustion that is perceived by the person as related to his/her work with clients", allowing us to track the connection of one's tiredness to work with clients, which covers broad range of interpersonal interactions with patients, students etc. depending on the specific occupation (Kristensen, Borritz, Villadsen & Christensen, 2005, p. 197).

Hence, in the development of the model we will be considering both, burnout and engagement, which are seen as separate constructs negatively correlated to each other, and thus can be simultaneously experienced by the participants. The chosen definitions coincide with the previously discussed JD-R model and the notion of calling. The research findings concerning the relationship among these constructs are discussed in the following chapter.

1.3.1. Measurement of work engagement and burnout

Traditionally, the supporters of Maslach's approach have used MBI to assess the levels of energy, so that individuals who score low in exhaustion and cynicism, and high in efficacy are automatically assigned high levels of engagement which is considered as opposite to burnout. An alternative measurement of work engagement is Oldenburg Burnout Inventory (OLBI) developed by Demerouti & Bakker (2008) which includes both positively and negatively defined statements and thus can be applied to the assessment of work engagement. For the purpose of the current research however the widely used Utrecht Work Engagement Scale (UWES) was applied. It includes three subscales of vigour, absorption and dedication, and it has proved its validity and strong relatedness of dimensions in a cross-sectional study conducted by Schaufeli, Bakker & Salanova (2006). For the purpose of the current research, however, we will be viewing engagement as a unidimensional construct which combines three characteristic states of vigour, dedication and absorption.

Historically, burnout is measured by Maslach's Burnout Inventory (MBI) - the concept which is nowadays well established and which initiates a large amount of various studies around the globe with the intension to decrease the number of work-related sicknesses and negative work outcomes that are usually associated with the burnout syndrome. MBI has won its monopoly by being used in almost 90 % of empirical studies conducted for the last 3 decades. However, the criticism of the measurement of burnout developed by Maslach arises from the notion that the three dimensions proposed do not directly refer to people one is currently working with. For instance, the first dimension of

exhaustion measures fatigue without its connection to other co-workers or clients as the sources of weariness. At the same time the second dimensions of cynicism seems to be somewhat detached from the working reality in its interconnection with the co-workers and other people involved. Schaufeli and Bakker (2004) emphasize that self-efficacy in the case of MBI refers to both social and non-social aspects of one's job performance and achievements. On the other side of the continuum Maslach has placed work engagement as a radical antipode to burnout stating energy, efficacy and involvement to be direct indicators of work engagement and opposites to three dimension of burnout previously mentioned. Hence energy is seen as opposite to exhaustion, involvement to cynicism and efficacy to being ineffective at work. That is why when respondents obtain low scores on cynicism and exhaustion, at the same time showing high score on efficacy, it seemed plausible to conclude of one's job engagement. At the same time, according the some authors, respondent of MBI have experienced certain difficulties in answering to some question, others reported certain feelings of anger while answering to some questions that have considered inappropriate (Kristensen, Borritz, Villadsen & Christensen, 2005).

Further consideration of these drawbacks has led to the development of new measurement tool called Copenhagen Burnout Inventory (CBI) introduced by Kristensen, Borritz, Villadsen & Christensen (2005). The core two components of burnout indicated by the authors are exhaustion and fatigue, and three subsequent dimension of personal, work-related and client-related types of burnout comply with our working definition and the line of the research. The main idea underneath the development of the self-reported questionnaire CBI is the essence of causal attribution, which supports the notion of burnout being highly subjective and individual in nature. The logic of current research suggests the perception of burnout as a unidimensional construct, which incorporates three subsequent feelings of personal-, work- and client-related burnout.

Summing up, it is possible to assume that the extensive job demands may lead to the energy exhaustion and demotivating states, whereas the presence of job resources will contribute to the retention of employee's engagement and hence the targeted levels of performance. Developing further this notion we can assume, that impossibility to fulfil one's calling which is considered as an essential needs for self-efficacy and competence, may be very demotivating and influence the relationship between JD-R and crafting intension, which can consequently lead to either burnout or engagement. Similarly work engagement and

presence of job resources can influence and stimulate each other.

The latter model of burnout complies with our notion that career calling influences individuals' perception of various existing job demands and resources as either being enjoyable challenging and supporting further professional development in the frame of answered calling, or as being causes of stress and additional strain, in the situation of unanswered calling, thus causing extensive job crafting. As a result these job crafting activities can affect diverse aspects of work: cognitions and work meaning (personal burnout), work relationships and work tasks (work-related and client-related burnout), and hence to the experience of overall burnout.

2. Interrelatedness of the variables

As it has already been mentioned, the development of the model is based on the previous findings reported in the scientific literature concerning the existing interrelatedness of the factors described, which might lead to some interesting outcomes that have remained previously unobserved. The following chapter provides short literature review of these concepts and findings involving the factors under study and some hypothesises are developed including new possible relationships among them.

2.1. Job crafting, work engagement and burnout

The literature review indicates the existence of an extensive research in the domain of job crating, often associating it with some positive outcomes, such as engagement, commitment etc. The study conducted by Petrou et al. (2012) has revealed the positive correlation between seeking resources and challenges to engagement mediated by the accumulation of extra resources and challenges. On the other hand reduction of JD plays a different role and thus it is proven to be negatively associated with work engagement. Despite the fact that the reduction of extensive workload is an effective health-protecting strategy, which helps to avoid stressful situations and sustain one's well-being, this JC technique also reduces the predictors and necessity optimal level of challenges in the daily activities. Thus employees who are engaged in challenges seeking activities , which results in accumulation of further challenges, are more motivated and engaged, whereas those who JD reducing strategies foster a less motivating work environment. These results demonstrate

that JC can result in positive as well as negative or dysfunctional outcomes to employees' level of work engagement. Thus, we may assume, that the job crafting activities of employees will lead to two different outcomes: burnout or engagement.

The study conducted by Schaufeli & Bakker (2004) has shown that burnout and engagement act as full mediators in the relationships between job demands- health impairment, and job resources- turnover intension. Taking into consideration previously elaborated JD-R model, the authors proposed the two-side model of the burnout: as an energy process and as a motivational process:

(1) Energy process is reflected in the increased effort exerted by an individual to maintain the target performance in the situation of high job demands. This coping mechanism can only be maintained at the expense of physiological and psychological resources, which results in fatigue, exhaustion, irritability etc. There is however another complementary mechanism of passive coping by adjustment of targeted performance though the reduction of effort, speed, or accuracy of actions, which sometimes leads to the withdrawal from work activities marked by complete disengagement. It looks like after exerting too much energy to keep the target level of performance, employees tend to switch to the passive coping mode, which subsequently leads to the adoption of cynical attitude towards one's work.

Thus we may conclude, that burnout employees will job craft less due to the exhausted energy resources. As a result these type of employees will try to reduce the effort exerted for completion of job tasks.

(2) Motivational process, on the other hand, unfolds in its connection to job resources that play both intrinsic and extrinsic motivational role, because they contribute to employee's professional growth and learning, at the same time they can be seen as tools to reaching work goals. Job resources may lead directly or indirectly to work engagement through the accomplishment of goals, enhancing of individual's self-efficacy contributing therefore to the fulfilment of basic psychological needs, which helps to explain the relationship between job resources and engagement (Van den Broeck, Vansteenkisteb, Witte & Lens, 2008).

According to self-determination theory which has been developed on the basis of Voom's expectancy-valence theory of motivation, Deci & Ryan (2000) have stated that job environment that supports individual needs for autonomy, competence and relatedness, not

only contributes to the increased well-being, but also enhance one's intrinsic work motivation. At the same time satisfaction of one need triggers sense of satisfaction of other two needs due to their positive relatedness. Such characteristics of work environment as skill variety, task identity and significance, autonomy and regular feedback, can be considered as powerful job resources that have both intrinsic and extrinsic motivational potential. It means, that employees working in the resourceful work environment have a tendency to feel less exhausted and more vigorous due to the satisfaction of needs for connectedness, autonomy and competence. In the situation of scarcity of job resources and presence of considerable job demands the impossibility to satisfy one's basic needs will lead to higher exhaustion and consequently to disengagement (Schaufeli & Bakker, 2004).

Thus burnout based on energetic process seems to be driven by extensive job demands sometimes leading to the health problems. On the other hand, job engagement is involved into the motivational process caused by availability of job resources and results in organizational commitment and lower turnover intentions.

Summing up the argument above, it is assumed that both work engagement and burnout can lead to job crafting activities taking into consideration, that job crafting is a common experience for the majority of employees. At the same time, considering the above mentioned motivational and energy theory, the relatedness between these factors is of different nature. Engaged employees will be crafting due to the experience of vigour, dedication and absorption- positive motivational feelings. Burnout employees will craft because they want to reduce the psychological train caused by existing demands and unpleasant feeling of unanswered calling. Therefore the more engaged employees are, the more they job craft driven by the strong inner motivation, and the higher is one's burnout the less he/she will be engaged in any job crating activities which according to the energy theory is due to the limited amount of energy and corresponding copying mechanism.

Hypothesis 1: Work engagement is positively related to job crating.

Hypothesis 2: Burnout is negatively related to job crafting.

2.2. Job Crafting and Calling

The recent findings support the notion that people tend to exert certain proactive behaviour shaping their work differently in order to find meaning and significance in their lives. Others consider JC as a proactive adaptive behaviour towards the existing work

challenges and work-related constrains. The dynamic world of work people live in forces employees alter the way they work on the daily basis due to the increased uncertainty and changes. As a result, the three work orientations towards work proposed by Wrzesniewski (2003) can explain the way people understand and perceive their work, as well as it illustrates why and how people decide to craft their jobs in order to fulfil their calling orientations.

Three work orientations of job, career and calling, proposed by Wrzesniewski et al. (1997) encourage different JC techniques or the avoidance of those. Through JC employees are trying to fit their perception of job to their work orientations exposing themselves to the variety of possibilities for certain alterations of tasks, cognitions and relationships with co-workers, clients and supervisors. Wrzesniewski & Dutton (2001) assume that people with job orientation will tend to focus on tasks that would result into higher pay rather than helping other. In a similar manner, employees with career orientation will be seeking alterations in their interactions with those who can support their promotion or share in power. Finally those with calling orientation might become highly engaged with their work and invest considerably more time and effort in JC of task and relationship boundaries at work viewing it at the central to their life.

Developing further this line of thought, current research tries to estimate the extent to which the experience of calling influences people's work attitudes and behaviours, and hence differs from person to person. Thus it is assumed that the type of behaviours, that have been described by Wrzesniewski & Dutton (2001) and assigned to and could be related to answered calling. At the same time Berg, Dutton & Wrzesniewski (2008) claim that individuals in pursuits of their unanswered callings adapt the following job crafting strategies: task emphasizing, job expanding, and role re-framing, as well as they spend considerably more of their leisure time pursuing vicarious experiences and hobbies to compensate for the lack of job crafting opportunities at work place. These techniques facilitate positive psychological state of pleasure and meaning in the situation of psychological strain connected with the regret which is associated with the unfulfilled calling and stress that can appear when trying to pursue an unanswered calling. This notion leads to the formulation of the following assumption:

Hypothesis 3: Answered is positively related to job crating.

The relationship however is different for employees with unanswered calling due to the nature of their calling experience and all the associated negative outcomes. We expect

that people with answered calling experience greater pleasure of their current work and are more motivated to expert additional effort to craft their jobs in order to perform better than those who's calling cannot be fulfilled. Thus the greater is the experience of calling, the more people will be engaged in job crafting.

On the other hand, the restrictions to time and performance of work tasks placed by the organizational policies and job descriptions leave considerably little time and freedom for employees to experience the characteristics of various occupations they feel drawn to, the fact which may consequently cause the appearance of multiple unanswered callings. The latter causes noticeable psychological strain and motivate individuals to take particular steps to change and craft their work activities which could include the above characteristics of JC. Thus, according to the model proposed by Wrzesniewski and Dutton (2001) the intentions to craft one's job are moderated by the perceived opportunities to do so and the motivation orientation towards JC. In other words individuals have to be predisposed to start crafting their job in the situation of favourable work environment. The motivation to JC reflects the perception of one's control over work, tendency to create positive self-image and needs for affiliation indicated in the self-determination theory. The perception of favourable opportunities for JC stimulates job crafting activities due to the sense of freedom and vigilance concerning what they take and how they perform. As a results individuals align their previous work experience to pursue the unanswered calling by altering not only their jobs, but also some of their leisure activities. The motivational aspect of this process is based on the two main psychological states that arise from the essence of JC: meaning and enjoyment of work (Berg et al., 2010). The difficulties to pursue the unanswered callings by means of JC have been illustrated in the previous literature. It has been pointed out that some JC techniques can become challenging due to:

a. lack of time and energy that individuals can dedicate to JC;

b. individuals are highly dependent on other in the successful implementation of the JC techniques;

c. some JC techniques allow certain limited and short-time access to the experience of unanswered callings

d. the essence of some unanswered callings makes in difficult to incorporate them into the work tasks and leisure activities.

All these findings provide the evidence to assume that the greater is the feeling of

unanswered calling the less individuals will engage in any job crafting activities due to the unfavourable work environment, limited emotional resources caused by the stress and regret of the unfulfilled calling.

Hypothesis 4: Unanswered calling is negatively related to job crafting**.**

Altogether, the antecedents of JC were found to be the following: job context including individual control, task complexity, task interdependence; relational factors including group psychological safety, communal practices. It has been observed that work discretion and task complexity positively affect JC. The perceived opportunity to JC is connected to the interdependence of work tasks and freedom to alter some aspects of job. Previous research indicated the individuals with high inter-dependence of work tasks are restricted in their opportunities for task alterations, ways of performing them and interaction channels. On the jobs with high management control any JC intension and actions are restrained by time and performance standards as well as they are considered less customary and acknowledged (Ghitulescu, 2007).

Taking into consideration the whole spectrum of the revealed antecedents of JC, it is assumed that presence of calling, either being answered or even unanswered, would trigger certain JC behaviours. This notion is supported by the previous research findings that suggest that JC is usually associated with positive emotional outcomes in one's work experience, such as meaning and enjoyment; however alongside with these pleasant states some JC techniques can trigger negative states of stress and emotional strain. The research of Berg et al. (2010) provides us with the view of some side effects in pursuing one's unanswered calling. The authors argue that individuals may experience ambivalent emotions, for instance enjoyment and meaning can be mixed with regret triggered by lost opportunities to fulfil one's unanswered calling and certain levels of stress by reason of obstacles in the implementation and use certain JC techniques. In support of the latter hypothesis, we may assume, that people will be willing to overcome this unpleasant feeling and strain caused by the presence of some unanswered calling, thus they might engage in some job crafting activities in order to find some emotional balance and sense of meaning at work.

2.3. Calling, work engagement and burnout

According to the existential theory, the main reason of one's career burnout lies in the inability to find significance and sense of life that one's work cannot provide. Another point of view, which is rooted in the psychoanalytic approach, states that people have certain need to believe, that what they do is meaningful and thus they can see themselves as substantial and significant individuals. That is why, some studies have shown that people tend to burn out, when they fail to find any significance in their current work (Malach, Pines& Yafe Yanai, 2001). Applying this principles to the model under study, it is estimated that the feeling of one's unanswered or answered calling will influence significantly the experience of burnout or engagement, because in this model burnout will reflect the failure to find one's calling and meaning of work associated with the perceived insignificance of work in general.

Hypothesis 5: Unanswered calling is related to burnout, whereas answered calling is related to work engagement.

The above mentioned challenges of JC in order to pursue one's unanswered calling cause frustrations and feelings of being blocked and unable to achieve the desired goals. That is why people start experience disappointment and dissatisfaction with their current work, which limits the amount of time and energy people could dedicate to the JC in order to experience the desired enjoyment and meaning at work. Hence employees with unanswered calling are likely to experience stress caused by the frustration, overload feelings, and high levels of strain due to the demands of unrealized expectations.

Summing up the discussion about the correlations among the variables, based on the previous findings in the literature concerning the factors described the relationships between types of calling, engagement, burnout and job crafting can be established. It is assumed that answered and unanswered callings will act at antecedents of corresponding feelings of burnout and engagement according to the motivational theory, as well as they can be connected either positively or negatively to various job crafting activities taking into consideration the energy side of the model. Four corresponding hypothesises were proposed based on the assumption of significance of these relationships.

3. Methodology and Research

The assumptions formulated in the previous chapter gives the possibility to continue the development of more precise model of calling and its relationship to other variables in the work context. The chapter starts with the thorough description of the hypotheses model, followed by the description of the sample and sampling strategy. Based on the identified working variables the measurement tools have been identified. It is followed by the analysis of the results and their interpretation.

3.1. Model and Hypothesis

According to the proposed understanding of calling as a continuum which is presented in each person's life, it is distinguished between unanswered and answered callings as to poles of the factor. In the framework of the discussed Job Demand- Resource Model these two types of calling can be associated with both demands and resources, assuming that they can have either positive or negative influence on work engagement and correspondingly job crating intension of employees. As it has been shown in the theoretical part of the paper, job crafting despite being widely considered being associated with definitely positive work and individual outcomes, can sometimes lead to certain negative effects on performance and employee's well-being. The triggers of job crafting thus can be different in nature too. The relatedness of job crafting to either job engagement or burnout highly depends on the perception of amount of existing job demands and available job resources. According to the working definition adapted from Demerouti & Bakker (2007) job demands represent certain aspects of work that cause sustained psychological strain, which results into certain psychological costs for the individual. Job resources, on the other hand, become functional aspects of job that help individuals reduce job demands, achieve work goals, and support personal and professional development. These two definitions can be equally applicable to the proposed model and also they can be connected to presence of calling. As it has been indicated by the previous research in this domain, calling can be either a pleasurable and motivating experience of work associated with high work engagement and well-being, when being answered. On the contrary, when calling is present in one's life, but the individual perceives no possibilities to pursue it in the frame of his/her work role (unanswered calling), it can become a sources of continuous train and stress, which will drain one's energy,

motivation and well-being. Thus, calling can be considered as one of the essential triggers of job crafting and also can cause the feeling of either burnout or work engagement. Bringing together these factors, it becomes possible to assume, that people with answered calling feeling its resourcefulness will be motivated to get engaged in various job crafting activities in order to increase their performance. On the contrary employees with unanswered calling, due to the experiences strain caused by the inability to fulfil one's calling and rising dissatisfaction, disengagement and further burnout, will try to alter their jobs in order to minimize the strain and fit the desired fit between the calling and their current job reality.

Developing further this notion, we can expect the existence of some mediators of the relationship between answered or unanswered calling and job crafting, in this case: work engagement. Some previous studies have shown the consistency of the interdependence between answered calling and work engagement on one hand. Hence it can be assumed the existence of the relationship between unanswered calling and disengagement (burnout).
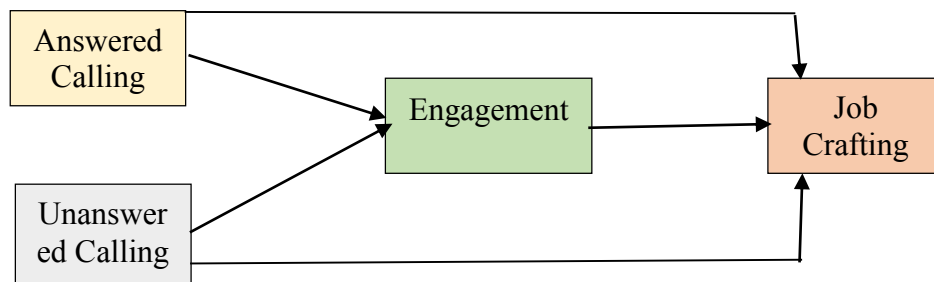

Figure 1: Hypothesised model. Direct and indirect effects between the variables.

The logic behind the proposed model is as following. The greater is the feeling of answered calling the more engaged employees will be due to the increased motivation, perceived pleasure of fulfilling job tasks and meaning of the job which fits their sense of calling. Hence these type of employees will be more motivated to get engaged into various job crafting activities in order to exert better performance due to the overall positive attitude toward their job. On the other hand, those employees who cannot pursue their calling in the framework of the current job, are likely to experience additional strain caused by demotivation, disengagement and dissatisfaction. They will be struggling to make their work more meaningful through the alteration of tasks and relationships at work. It can be also perceived as one of the copying strategies to reduce perceived job demands and lessen stress caused by the misfit between their calling and meaning of their current job. Thus the greater

is the feeling of unanswered calling, the greater is employees' burnout (disengagement), the more they tend to engage into various job crafting activities in order to alter and overcome this unfortunate and stressful experience.

Hypothesis 6: Engagement mediates the relationship between both types of calling and job crafting.

At the same time, taking into consideration previously mention influence of job demands and resources on both the experience of engagement and job crating activities, it seems logical that they will play a moderating role in the relationship between unanswered and answered calling. As it has already been found by the previous research that favourable work environment, which can be characterized by a variety of job resources, such as skill variety, feedback from colleagues and supervisors, job autonomy, learning opportunities, professional growth etc., can leader to productive job crafting activities. On the contrary, job demands are highly related to exhaustion. Taking into consideration that fact that unanswered calling appears due to the unfavourable work environment where employees do not find possibilities to actively fulfil their calling and hence experience greater disengagement, can also be a source of additional psychological and emotional demands. However Demerouti, Bakker, Nachreiner & Schaufeli (2001) have stated that the presence of high JD will lead to employees' exhaustion, but not disengagement. This means, that the essence of how job demands and resources can moderate the relationship between types of calling and job crafting is important for deeper understanding of the model. At the same time, demands and resources have to be considered as independent to answered or unanswered callings due to their nature. According to their definitions, the essence of demands and resources lies in the nature of job tasks. It is assumed that job resources are related to presence of answered calling since they have similar motivational nature. Answered calling represents deep feeling of fulfilment and meaningfulness of work which can be also resourceful. Individuals with answered calling are more engaged and motivated by nature. That is why, when the work environment offers that additional resources it is expected that they will be even more vigorous to job craft. At the same time, when confronted by the extensive job demands, such kind of employees may consider them as motivating challenges rather than demands/ strain, and so they may be more motivated to get engaged in various job crafting activities. On the other hand, individuals with unanswered calling are exposed to additional stress due to the dissatisfaction caused by the unfulfilled calling when

confronted by further demands can experience greater burnout and thus craft less. However in the situation of favourable work environment, which offers enough resources so that the experience of disengagement can be lessened and consequently lead to increased motivation for some job crafting activities in order to find some meaning of work and fulfil the desired need for calling. Fig. 2 illustrates these assumptions. Thus the proposed model should be controlled for the presence of demands and resources as moderators.

Hypothesis 7: Job demands and resources will predict the relationship between unanswered calling and work engagement.

Hypothesis 8: Job demands and resources will predict the relationship between answered calling and work engagement.
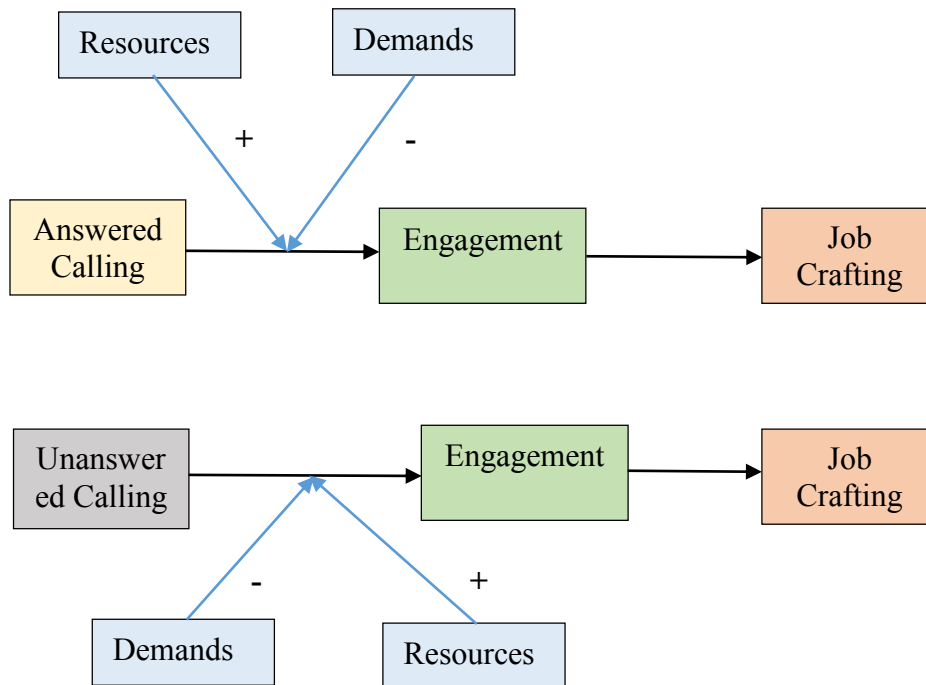
Figure 2: Hypothesised model. Moderation effects of job demands and resources.

Summing up all the inclinations proposed concerning the role of calling in these models and the its relationship to engagement and job crafting, present research indents to test the following assumptions: (1) whether the nature of calling influences the seasons that stand behind the job crafting intension through either engagement or disengagement; (2) whether job demands and resources can act as moderators in the proposed model and change the strength of the relationship between callings and work engagement, thus altering the nature of antecedents of job crafting.

3.2. Participants and Procedure

The sample includes 121 employed participants from Estonia working in various domains both from the private and public sectors. The data was collected February through March 2015. In order to reach greater sample size the following strategy was adapted. The set of the preselected questionnaires was included into a bigger battery of questionnaires aimed to investigate the nature of new employment relationships in Estonia conducted by Prof. Liina Randmann and Prof. Tiiu Kamdron. It was decided to deliver the questionnaires in two forms: paper-based and online, which took about 20 minutes to fill out. The paper-based questionnaires were distributed among 17 students at Tallinn University of Technology, who offered their assistance in gathering the results and finding the participants. They were given corresponding instructions concerning the procedures and targeted groups of potential respondents. These questionnaires were administered in Estonian. Another part of the respondents was asked to fill out the online designed battery of questionnaires in English, which was identical to the paper-based ones. The stratified random sampling method was used in order to fit the requirements of the current research. The qualities for strata were as following: a) both genders – male and female, b) belonging to either of three age groups: 20 to 30, 31 to 45, 46 to 65; c) having various educational backgrounds, d) working in various work domains both in private and public sectors.

As a result, 82 % of the responses were obtained through the paper-based questionnaires, and 18 % - over the Internet through the identical electronic version of the questionnaires.

Concerning the demographic parameters of the sample the following results have been obtained:

1) Age distribution: 46 % of the respondents are younger than 30, 33 % are between 30 and 45, and 20% are older than 45.
2) Gender: 37 % men and 63% women
3) The level of studies ranges. 33 % of the respondents reported having basic or secondary education, 26 % have some vocational education, and 39 % claimed to have higher education or a science degree.
4) Around 34% of the respondent work in the public sector, 61 % - in the private sector, and 2.5 % are self-employed.

5) Years of tenure ranges from 1 year to 25 years: 64 % have less than 5 years of tenure, 13 % have been working from 6 to 10 years on their current job, and thus around 23 % of respondents have been working more than 11 years for their current organization.

Drawing the conclusions from the results obtained, the demographic characteristics are quite evenly spread throughout the identified criteria, which allows us to conclude about the average degree of the sample representativeness. In order to improve the response rate, participants were offered the possibility to personally contact the researchers and thus obtain some individual results.

3.3. Measurement

The questionnaires were administered in two languages: English and Estonian. The English versions of questionnaires were taken from the original sources. The Estonian version however was adapted from English into Estonian. Two people were engaged into the translation process separately and the results were compared. After the initial screening and comparison, the translated versions of questionnaires were assessed by Prof. Liina Randmann and Prof. Tiiu Kamdron for appropriateness of use of terms and targeted expressions in order to keep the initial meaning of the statements. Further on in the chapter each questionnaire is described.

3.3.1. Measurement of Answered calling

The presence of answered calling was measured by Answered Occupational Calling questionnaire developed by Dobrow & Tosti-Kharas (2011). The proposed 12-item scale can be applicable to any work domain. The authors define calling as "s a consuming, meaningful passion people experience toward a domain"(p.1005), claiming that calling can also be to a particular work domain, but at the same time it expands beyond one's current work which can also include various occupations, volunteering activities, family, or even any given social values, hence leaving the possibility of experiencing one's answered calling. On the other hand, the authors support our previously proposed definition of calling being a continuum which stretches from having weaker to stronger feelings of calling rather than a stable construct. The authors incline the sensitiveness of the questionnaire to this feature. At the

same time, the dynamic nature of calling has proven to be changeable over time, which has been indicated in the Dobrow & Tosti-Kharas (2011) longitudinal study of 7 years, showing lower correlations and suggesting that change in calling occurs over time. 12 items initially proposed by the authors can be applied to the variety of occupation fields, which were more thoroughly adapted and more broadly reformulated to be widely applicable and understandable by Gazica, M. (2014) indicating α=.92. In the sample under study the questionnaire has shown the internal consistency of α=.90 The example of statements: "The first thing I often think about when I describe myself to others is what I currently do for work" and "What I currently do for work is a deeply moving and gratifying experience for me". Participants were asked to indicate to what extent they agree with each of the statements using 6-point scale (*1- strongly disagree, 6-strongly agree*) giving greater possibility to vary the answers and being more sensitive to the responses.

3.3.2. Measurement of Unanswered calling

The presence of unanswered calling was measured by Gazica, M. (2014) Unanswered Occupational Calling. The unanswered calling was defined as a notion that an individual has an occupational calling, which he/she is not able to experience within his/her current work roles. According to the researcher having an unanswered calling is not synonymous to failing to pursue one's calling. That is why, having answered calling and having an unanswered calling are not binary, they can be present at the same time, but according to Dobrow&Tosti-Kharas (2011) they will exist as a continuum which stretches from stronger to weaker indicators. Participants were asked to indicate to what extent they agree with each of the statements using 6-point Likert-scale (*1- strongly disagree, 6-strongly agree*). The proposed 5-item scales have indicated the internal consistency of α=.97. Moreover UOC is negatively related to the previously mentioned Answered Occupational Calling (*r* = -.33, p<.01) proposed by Dobrow & Tosti-Kharas (2011). The example of statements: "I am passionate about work done in another occupation." and "I feel pulled towards another occupation that reflects the goals I want to achieve", with 4 reversed items such as "I can't imagine another occupation that would be more meaningful to me than the one I currently have" (reversed items: 4,5,6,7).

3.3.3. Measurement of Job Crafting

For the measurement of job crafting were used Job Crafting Scales developed by Tims, Bakker & Derks (2012). The authors define job crafting as "the self-initiated changes that employees make in their own job demands and job resources to attain and/or optimize their personal (work) goals," which is consistent with our working definition previously mentioned. The scales have shown their reliability and convergent validity throughout the studies, in our sample the internal consistency is $\alpha=80$. According to the previously developed structure, JC includes the following four dimensions: increasing social job resources, increasing structural job resources, increasing challenging job demands, decreasing hindering job demands. For the purpose of the current research however, job crafting was perceived as unidimensional factor, which incorporates the above mentioned 4 types of crafting. In order to represent all the variety of the possible types of the behaviours under study, the questionnaire consists of 21 items. Participants were asked to indicate to what extent they agree with each of the statements using 6-point Likert-scale (*1- strongly disagree, 6-strongly agree*). The two factors concerning job demands correspond the existing JD-R model. The example of statements: "I try to develop myself professionally", "I make sure my work in mentally less intense", "I ask my supervisor to coach me".

3.3.4. Measurement of Work Engagement

Work Engagement was measurement by the Utrecht Work Engagement Scale (UWES) proposed by Schaufeli & Bakker (2003). The 17 items questionnaire represents a short version of initially developed full UWES questionnaire, which includes three dimension of vigour, dedication and absorption, showing good internal consistency and test-retest reliability (Schaufeli et al., 2006). The authors define work engagement as "a positive, fulfilling work-related state of mind that is characterized by vigour, dedication, and absorption" (p.702). Participants were asked to indicate to how often they feel in a certain way or how often they engage themselves in corresponding activities using 5-point Likert-scale (*1- never, 5-always*). Vigour relates to high levels of energy, mental resilience, and willingness to show certain persistence and exert additional effort when facing work demands and challenges. Dedication represents deep sense of involvement in one's work

being associated with feelings of significance, inspiration, enthusiasm etc. Absorption is a sense of being fully captivated by one's work, so that time flies by and individual may experience some difficulty in being disengaged from the work. However, for the purpose of the present research the factor of engagement was considered as unidimensional. It was decided to leave the original composition of the questionnaire in order not to break its inner structure and logics, as well as to gather the results which can combine a variety of experience related to engagement as a whole. When being checked for internal consistency and reliability, the measurement tool has shown the alpha of .92. The example of statements: "I am enthusiastic about my job", "I feel happy when I am working intensely".

3.3.5. Measurement of Burnout

The burnout scale was chosen as a control variable for engagement. If the model proves to be significant, we expect that unanswered calling is negatively related to engagement. Which means that the state of disengagement is similar however not equivalent to burnout. That is why is any relation should be found out, the chosen path has to be controlled for burnout separately in order to verify the essence of the relationship. Thus, burnout was measured using Copenhagen Burnout Inventory (CBI) developed by Kristensen, Borritz, Villadsen & Christensen (2005). According to the study conducted by the authors to validate the construct, CBI was found to be a reliable predictor of absenteeism due to the work-related sicknesses, withdrawal intension, and sleep deprivations caused by the burnout symptoms. It consists of three dimension: personal burnout, work-related burnout, and client-related burnout. 4 items related to the dimensions of work-related burnout were excluded in order to form the equal number of items for each of the above mentioned dimensions. For the purpose of the research, however, the factor is considered as unidimensional, though to achieve greater reliability it incorporated all the three above mentioned forms of burnout that related to different aspects of life. The reliability analysis has shown the Cronbach's alpha of .87. The participants were asked to indicate to how often they feel in about something in a certain way using 5-point Likert-scale (*1- never, 5-always*). The example of questions: "How often do you feel tired?", "Is your work emotionally exhausting?", "Do you find it hard to work with clients?"

3.3.6. Measurement of Job Demands and Resources

The Job Demand_ Resources questionnaire is a self – assembled questionnaire which is based on the proposed JD-R model. It consists of three dimension related to JD summing up 15 items, such as: psychological job demands, emotional job demands and physical job demands. Taking into consideration the model proposed in the previous chapter, job demands will be considered as one factor which incorporates the three above mentioned types in order to fit our initial definition of demands proposed by Bakker & Demerouti (2007). Psychological work demands cover certain job and work task characteristics which can be applied to any occupation, and include speed and intensity of work, time and amount of work to be done etc. The statements were taken and adapted from Karasek's Job Content Questionnaire (Karasek, Brisson, Kawakami, Houtman, Bongers & Amick, 1998). The example of statements: "My job requires working very fast" and "I have enough time to get the job done" (reversed score). The items measuring physical job demands were taken and adapted from Morgenson & Humphrey (2006) Work Design Questionnaire (WDQ). The example of statements: "The job requires a great deal of lifting heavy loads" and "My job requires a great deal of muscular endurance". Emotional demands were taken from The Copenhagen Psychosocial Questionnaire developed by Kristensen, Hannerz, Hogh & Borg (2005). The example of statements: "I get emotionally involved in my work" and "My work requires that I hide my feelings". The reliability analysis of the scale indicated α=87

Taking into consideration the types of the resources suggested by Tim & Bakker (2010) we have decided upon four of them to be included into resource scale, measured by 16 items: performance feedback, social support, skills variety and decision latitude. The items belonging to decision latitude and skill variety were adapted from Karasek's JCQ (Karasek et al., 1998). The example of statements: "My job requires that I learn new things" and "On my job, I have very little freedom to decide how I do my work"(reversed score). Social support was measured by 6 items taken and adapted from The Work Design Questionnaire (WDQ) and from Kasek's JCQ. The example of statements: "People I work with take a personal interest in me", "I am exposed to hostility or conflict from my supervisor (reversed score)". And finally performance feedback was measured by items adapted from The Work Design Questionnaire (WDQ) including feedback from job itself and from others. The example of statements: "The job itself provides me with information about my

performance" and "I receive a great deal of information from my manager and co-workers about my job performance". The test for reliability and internal consistency indicated alpha of .89 For the JD-R questionnaire the participants were asked to indicate to how often they feel in about the work in a certain way or how often they experience certain states at work using 6-point Likert-scale (*1- never, 6-always*).

3.4. Analysis

The first step in the analysis of the data obtained was to test the internal consistency and validity of each measurement tool using SPSS 21. The scales have shown good internal consistency from .80 to .97 as it was mentioned in the previous chapter. Taking into consideration the decision upon the unidimensionality of the factors proposed, the factor analysis was not performed. Instead, the scales for each factor were created and the initial correlation analysis was performed in order to observe the pattern relationship of dependence among the factors. The Pearson r correlation with two-tailed test of significance was used assuming that the data is parametric and thus it has a normal distribution.

The second step was, taking into consideration the results obtained from the correlation analysis, to run structural equation model (SEM) with the observed variables using LISREL 8.80 in order to confirm the hypotheses formulated in the previous chapter. The variables for each factor were continuous; that is why, maximum likelihood (ML) method of estimation was used to measure the parameters. To analyse the fit of the proposed model, the following parameters were examined: RMSEA (root mean square error of approximation), CFI (comparative fit index) and NNFI (non-normed fit index), as well as GFI (good of fit index). Using the scores recommended by Tinsley & Brown (2000) for the interpretation of indexes, the following standards were accepted for the model fit analysis: RMSEA < 0.08, which is considered as acceptable model, CFI >0.90 – acceptable model, and CFI > 0.95 = excellent model, GFI > 0.90 – acceptable model, and GFI >0.95 = excellent model, NNFI >0.90 - acceptable model, and NNFI >0.95 -excellent model. Some authors suggest however, that if RMSEA increases up to 0.15 it can still be fit and supported, but with the consideration of its constrained nature (Chen, 2007). The mediation effect will be estimated, when the direct relationship between independent and dependent variables is significantly reduced (partial mediation) or even eliminated (full mediation) when controlled for an indirect effect (mediator). In our model we have controlled for both direct and indirect

effect to prove the existence of a mediation proposed. In order to measure the moderation effect of demands and resources we follow the requirements proposed in the previous literature stating that the moderation effect takes place when the moderator variable functions as independent variable and is preferably uncorrelated with both predictor and dependent variable (Baron & Kenny, 1986). Thus we will first test the variables for possible correlations and then introduce the moderators in our first mediation model in order to check whether the casual relationship between the variables will change when controlled for demands and resources.

3.4.1. Results

Table 1 presents Pearson correlations for all factors indicated and descriptive statistics. The Pearson's correlations show both positive and negative relations between the factors. The participants have obtained high scored for Job Crafting (M = 4.21, SD = 0.61) and Engagement (M = 4.23, SD = 0.75) and a bit less so for Unanswered Calling (M = 3.25, SD = 1.32), Answered Calling (M = 3.31, SD = 0.91), Resources (M = 3.76, SD = 0.88). The lower scores were obtained for Burnout (M = 2.52, SD = 0.51) and Demands (M = 2.89, SD = 0.86). The strong and significant positive correlations were observed between: Engagement and Answered Calling (r = 0.62, n = 121, p < 0.01), Engagement and Job Crafting (r = 0.26, n = 121, p = 0.005), Demands and Burnout (r = 0.39, n = 121, p < 0.01), Unanswered Calling and Burnout (r = 0.26, n = 121, p = 0.004) Resources and Demands (r = 0.64, n = 121, p < 0.01), Unanswered Calling and Demands (r = 0.27, n = 121, p = 0.002), Resources and Job Crafting (r = 0.18, n = 121, p = 0.047). The negative and statistically significant were the correlations between Unanswered Calling and Answered Calling (r = - 0.33, n = 121, p < 0.01), Engagement and Unanswered Calling (r = - 0.26, n = 121, p = 0.004), Burnout and Engagement (r = - 0.28, n = 121, p = 0.002). Interestingly there was no significant correlation observed between Job Crafting and both types of Calling, Burnout and Answered Calling, Burnout and Job Crafting, Demands and Answered Calling, Demands and Job Crafting, Demands and Engagement. Resources did not show any significant correlation with any of two types of calling, as well as with Engagement and Burnout.

Table 1. Descriptive statistics, Chronbach's alpha and Inter-correlations among the factors

Factor	M	SD	Alpha	1	2	3	4	5	6	7
1.UnansweredCalling	3.25	1.32	0.97	-						
2. Answered Calling	3.31	0.91	0.90	-0.33**	-					
3. Job Crafting	4.21	0.61	0.80	0.05	0.16	-				
4. Engagement	4.23	0.75	0.92	- 0.26**	0.62**	0.26**	-			
5. Burnout	2.52	0.51	0.87	0.26**	0.04	-0.09	-0.28**	-		
6. Demands	2.89	0.86	0.87	0.27**	0.13	0.09	-0.08	0.39**	-	
7. Resources	3.76	0.88	0.89	0.09	0.12	0.18*	0.13	-0.02	0.64**	-

** $p < 0.01$ (2-tailed), *. $p < 0.05$ (2-tailed)   N = 121

Looking at the established coefficients we can state that in the framework of our sample work engagement is positively related to job crafting (r= 0.26, p < 0.01), the fact that allows us to support our assumption about the existence of this relationship (Hypothesis 1). However the assumption concerning the negative relationship between burnout and job crafting (Hypothesis 2); between answered calling and job crafting (Hypothesis 3); unanswered calling and job crafting (Hypothesis 4) were not supported. At the same time, the expectations of the negative correlation between unanswered calling and burnout (r = 0.26, n = 121, p = 0.004), and answered calling and engagement (r = 0.62, n = 121, p < 0.01) were met, which support our Hypothesis 5.

Following the estimated second step, the SEM analysis was performed. The assumption concerning the direct effect of both types of calling on job crafting was not met judging by the results obtained from the correlation matrix. Thus we have checked for a full mediation and the proposed model (Fig.3) has shown its fit ($x^2 = 2.09$, df = 2, p < 0.05; RMSEA = 0.02, CFI =.998 GFI = .991, NNFI = .995, AGFI = .957).
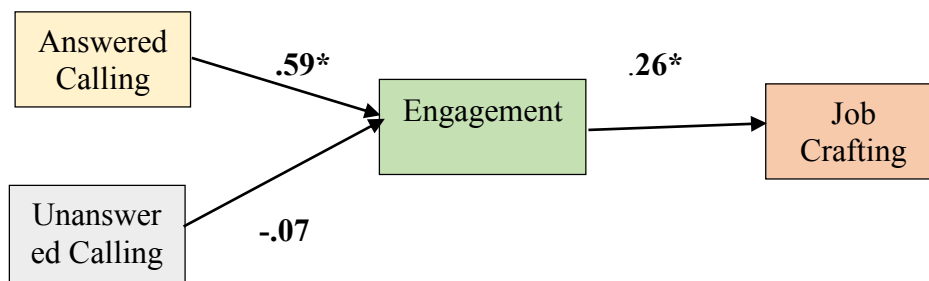

Figure 3: Hypothesised model. Direct effects between the variables * p < 0.05

However the path between unanswered calling and work engagement becomes insignificant due to the negative correlation between the two independent variables. In order to investigate this problematic relationship, the model for unanswered calling was tested separately. The relationship between unanswered calling and job crafting was controlled for full mediation through work engagement. The model has can be supported according to Chen (2007), however it is quite constrained due to the high score in RMSEA which exceeded the perfect fit limit of 0.08 ($x^2 = 2.00$, df = 1, $p < 0.05$; RMSEA = 0.09, CFI =.924 GFI = .989, NNFI = .873, AGFI = .934). That is why, it is possible to conclude that however being weak, the model still fits and has to be considered further on, and thus Hypothesis 6 has been supported.
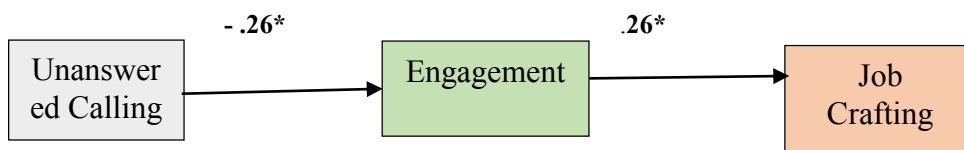
Figure 4: New model. Direct effects between the variables * $p < 0.05$

Taking into account the tendency of the two types of calling to be considered independently, we split the initial model into two separate sub-models to test the effect of demands and resources separately.

Figure 5: Moderated mediation of unanswered calling and job crafting. Job demands as moderator * $p < 0.05$

Fig. 5 shows the moderation effect of demands on the previously established full mediation. The results support the assumption of the moderation effect, since the negative relationship between unanswered calling and engagement has changes to positive and the estimation value is slightly reduced. The model indicated better goodness-of-fit compared to the established mediation   ($x^2 = 2.25$, df = 2, $p < 0.05$; RMSEA = 0.03, CFI =.997 GFI = .991,

NNFI = .991, AGFI = .954). It shows, however, that the path between unanswered calling and engagement when controlled for the moderation effect of demands becomes insignificant, though the overall model can be considered as valid because the mediation path between unanswered calling and engagement changes its direction into positive due to the presence of demands. However due to the insignificance of the path the model has been rejected.

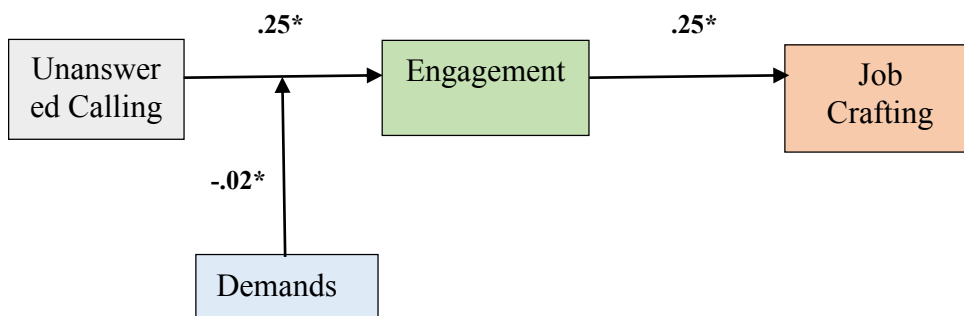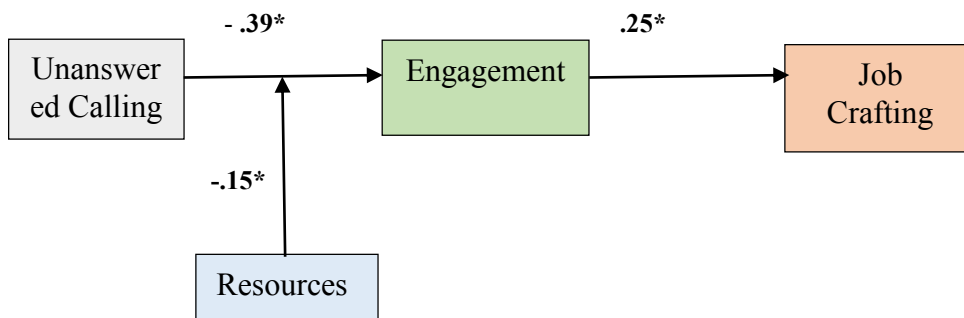**Figure 6**: Moderated mediation of unanswered calling and job crafting. Job demands as moderator * p < 0.05

When the mediation was controlled for the moderation effect of job resources, the model has indicated the following goodness-of-fit (x^2 = 3.64, df = 2, p < 0.05; RMSEA = 0.08, CFI =.983, GFI = .985, NNFI = .948, AGFI = .925). The moderation path of resources become insignificant, although the model can be considered valid due to the increased negative estimation score of the relationship between unanswered calling and engagement. Taking into consideration both measurement outcomes we can state that Hypothesis 7 was not supported in respect to the moderation effect of job demands and resources. Thus we can conclude that job demands and resource though having some side effect on the experience of work engagement, do not influence the relationship between unanswered calling and disengagement. In other words, the level of disengagement is only dependent on the experience of unanswered calling which consequently triggers job crafting independently to the presence of demands or resource at work.

Then the model was tested for the moderation effect of resources in the situation of answered calling. Fig. 7 shows the effect on resources on the mediation path between answered calling and engagement. The model demonstrates its goodness-of-fit (x^2 = 2.18, df = 2, p < 0.05; RMSEA = 0.03, CFI =.999 GFI = .991, NNFI = .996, AGFI = .955). The moderation path becomes insignificant despite the overall acceptance of the model. As well as the model does not indicate any changes in the path direction or any increase in the previous estimation score. Thus this model has been rejected.

Figure 6: New model. Moderation effect of resources on the full mediation of the relationship between answered calling and job craftung by engagement * p < 0.05

In order to verify the last assumption, the mediation model with answered calling was controlled for moderation influence of demands. The latter model illustrates greater goodness-of-fit when checked for estimation scores, as well as, in this case all the paths remain significant (x^2 = 2.52, df = 2, p < 0.05; RMSEA = .047, CFI =.996 GFI = .990, NNFI = .998, AGFI = .948). Fig. 7 illustrates the moderated mediation which significantly increases the estimation score of the mediation path between answered calling and engagement and does not turn it to the negative scores, but on the contrary only increases the strength of the path and engagement. Thus we can state that Hypothesis 8 was partly supported as concerns the effect of demands on the relationship between answered calling and engagement. In other words, in the presence of job demands individuals with answered calling do not burnout, but on the contrary feel more engaged. Interestingly however, that the path between engagement and the level of job crafting was not influenced by the presence of demands or resources. This allows us to conclude that job demands and resources play insignificant role in the relationship between answered calling and job crafting through work engagement.
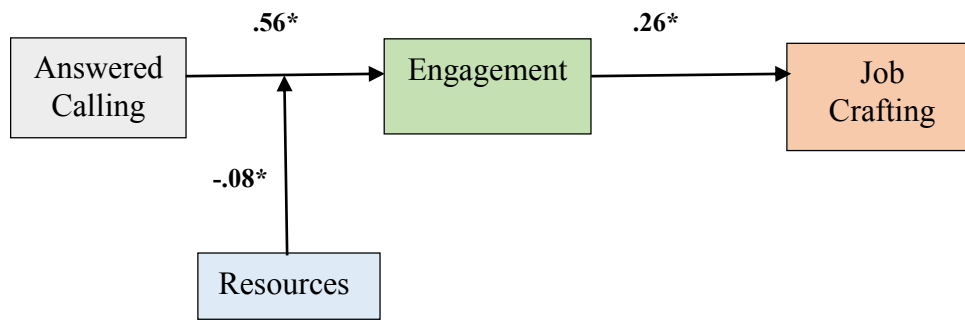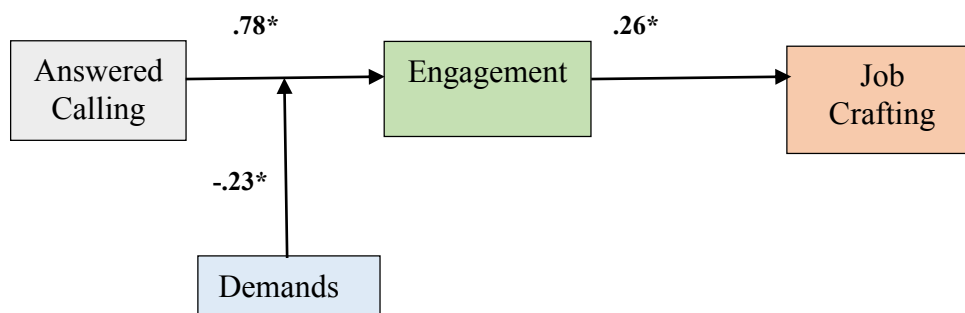

Figure 7: New model. Moderation effect of demands on the full mediation of the relationship between answered calling and job crafting by engagement * p < 0.05

Summing up the outcomes of the research we can conclude that some of the Hypotheses were supported, such as the fact that work engagement is positively related to job crafting and that it plays a mediating role in the relationship between both types of calling and job crafting. The assumption that job demands and resources can influence this relationship was not met. The relationship remains independent to the influence of the job demands or resources in the work environment.

Discussion and conclusions

The research was conducted in order to establish the effect of types of calling – answered and unanswered- on the job crafting intension at work place. The review of the previous literature of the topic indicated to direct relationship between the variables. However some later studies demonstrate the direct relationship between the answered calling and work engagement, as well as between the engagement and job crafting intension, supporting the notion of their strong positive correlation. The interconnection of the three had not been studied yet. That is why, present research was aimed to investigate the outcome of having unanswered calling on the experience of work engagement and job crafting activities at work place, as compared to answered calling. Unanswered calling was intentionally considered as an independent factor following the assumption of some authors about the existence of several callings (additional) that can coexist with the feeling of one being answered. Therefore, there is a strong need for deeper understanding of the possible relatedness of the factors in order to demonstrate the importance to consider the influence of a type of calling on such a work related proactive behaviour as job crafting, which can be at an advantage for both employee and organization. The impact of having either answered or unanswered calling can be of great importance when being proved to act as an antecedent of such essential work-related factors as job crafting and engagement, taking into consideration their unquestionable and significant influence on employees well-being, withdrawal intension, performance outcomes, motivation, work and life satisfaction.

Present research has supported the previous finding proving that work engagement is positively related to job crafting, meaning that more engaged a person is the more he/she is inclined to craft the work tasks, work roles or relationships (Hypothesis 1). Interestingly however, burnout does not help to predict the job crafting intension, assuming that there

must be something else that triggers job crafting at work (Hypothesis 2). One of the possible explanations can be the essence of energy process suggesting that burned out employees do not possess enough energy resources and motivation to get involved into an active job crafting. The avoidance of any additional strain and waste of energy which can be caused by job crafting helps individuals to maintain their acceptable performance level, and thus adapting passive copying strategies. Whether this mechanism is more productive in a long run should be investigated further in a longitudinal study.

At the same time, the sample has indicated the presence of both: answered and unanswered calling which turn out to be negatively correlated. Meaning that there are two types of employees: those who have the possibility of fulfil their calling at the current work place (answered), and those whose work place does not allow them to fulfil their calling (unanswered). As a result, answered calling was positively related to engagement (Hypothesis 5), which means that the greater is one's experience of a fulfilled calling the more engaged he/she is. On the contrary, individuals with unanswered calling feeling less engaged and more burned out when perceiving no possibilities for pursue their calling at work (Hypothesis 5). These findings support the idea that the type of calling, either being answered or remains unanswered due to the unfavourable framework of the current job, become one of the most influential factors in employees level of motivation and engagement. However the assumption concerning answered calling being directly related to job crafting has not been met (Hypothesis 3). It means that having a feeling of a fulfilled calling does not trigger the process of active alterations of one's job tasks or relationships at workplace. These kind of employees may perceive their work conditions and requirements comfortable and satisfactory enough, so that no additional changes are considered necessary.

On the other hand, individuals with unanswered calling also do not tend to get engaged into any job crafting activities directly (Hypothesis 4). This fact can be probably explained by the direct relationship of unanswered calling to the feeling of burnout which has been supported by the results of the correlation matrix. When one does not perceive his/her current job as a calling which results into the feeling of strong dissatisfaction, disengagement and consequently burnout, there is no motivation to put any additional effort in crafting the job, hence we can interpret it as a passive coping strategy as a reaction to stress caused by the inability to pursue one's calling.

When testing the first model, it was found out that engagement acts as a full mediator

of the relationship between two types of calling and job crafting, but with the different directions of the paths (Hypothesis 6). The model proves that the experience of answered calling leads to grater feeling of engagement, which results into more active job crafting. This means that employees with answered calling are highly motivated and so engaged as to get involved into more often productive and creative alteration of their job, work relationships and work roles. At the same time, the experience of unanswered calling leads to greater disengagement. This result however does not rise any contradiction to the previously discussed finding about the lack of relationship between burnout and job crafting. As previous literature related the topic suggests, engagement and burnout are not opposed to each other, but rather coexist together as independent states, as two poles of a continuum. Thus people with unanswered calling are rather disengaged that completely burnt out. These two feelings are not synonymous and therefore they should be considered separately to each other. Further research, however, should shed some more light on the types of engagement and burnout involved into the experience of unanswered calling. The tested model also provides some explanation to the fact that neither of the callings is directly related to job crafting, meaning that the experience of calling triggers job crafting indirectly through the involvement of engagement. The experience of answered calling and consequently the sense of work meaningfulness, life-satisfaction and motivation naturally result into higher work engagement. As it has been mentioned, being burnt out is associated with the feeling of exhaustion, cynicism and lower self-efficacy, which leaves no energy, motivation or resources to proceed with job crating. The feeling of disengagement is less destructive by nature and it can be seen as a lower sense of vigour, dedication or absorption. Lack of work meaning or its social purposefulness caused by the inability to pursue one's calling in the framework of the current job leads to greater disappointment. The presence of calling though being unanswered forces people to seek some alteration of their work in order to regain the balance between the perceived and the desired work reality.

The proposed model was also tested for influence of job demands and resources as moderators of the relationship between answered and unanswered callings. Despite the evidence found in the previous literature, job demands and resources do not predict the suggested relationship between unanswered calling and work engagement, and thus have little or insignificant effect on it (Hypotheses 7 and 8), as well as job resources play insignificant role in predicting the level of correlation between answered calling and

engagement. The reasons behind this outcomes can lie in the nature of calling. It could be assumed that answered calling can be considered as a resource in itself whereas the experience of unanswered calling can be quite demanding by its nature which can consequently cause some additional stress at work and lead to the greater feeling of burnout. This notion partially explains the established correlations between answered calling and job resources, and between unanswered calling and job demands. The previously stated evidence of direct relationship between demands and burnout, resources and experience of work engagement was also support in the current research. The latter notion however requires further investigation and the root-cause assumed should be scientifically tested on a bigger and more representative sample. The need for further research lies also in the finding that job demands play a significant moderating role of the relationship between answered calling and work engagement strengthening it (Hypothesis 8). This means that the presence of job demands in the situation of answered calling does not lead to the disengagement, but rather to the greater engagement. Therefore they can be considered not as stressful demands but rather as a challenge to overcome, and thus they lose their destructive effect when employees are able to pursue their calling at the current work place.

The influence of job demands and resources in out model remain however questionable. Despite the insignificance of the proposed moderation paths, the overall model remains valid and significant, which can imply the existence of some effect from the part of JD and JR. The lack of strong correlation can be caused by the insufficient sample size for the chosen way of estimation which is not sensitive to the low estimation scores. Thus the proposed model can show its significance when tested on a bigger sample which would allow the use of other estimation types more appropriate for the purpose of the research.

It is believed that the results and findings of the current research can find their implication in organizational management with the intention to improve employee's well-being, work and life satisfaction and motivation to be creative and active crafters of their job in order to exert higher work performance. The results obtained throughout the research suggest that the management should offer greater attention to the development of employee's perceptions of calling and the techniques proposed could vary, including assignment of tasks that help individuals to experience personal meaning and fulfilment and those connected with the prospective career options. It seems reasonable to implement some intervention activities that would increase employees' job satisfaction through the maximization of

commitment and work meaning. Supporting the pursuing of employees' callings at work place through various job crafting activities will also contribute to the retention and motivation of valuable assets. This has some broader implication as job crafting increases organizational mobility, bringing corresponding innovation and bottom-up change. Moreover it tends to boost performance rates and favourable organizational behaviour through the reciprocal collaborative job arrangements.

On the other hand, the destructive effect of having an unanswered calling has been proved to take place, which means it should be taken into consideration and dealt with on the organizational level due to its direct effect on employees' feeling of burnout. Thus it is believed that the approach to those who feel unable to live their calling incorporates the intentions to provide employees with understanding of the existing barriers caused by the job role and organizational policies, and possibilities to overcome them, trying to encompass various aspects of calling into the work practices and responsibilities, filling one's current position with meaning and experience of living his/her calling. Thus HR managers or WO psychologist should adapt some counselling functions in order to advice the employees in regard to calling, focusing on their identity construction and developing of meaning of work and life (Savickas et al., 2009). It becomes obvious that living one's calling is very resourceful and motivating experience which can be considered as an organizational asset. Therefore, it should not be forgotten that calling itself does not lead to any long-standing productive work outcomes that can be beneficial for both individual and organization, without corresponding changes alteration in organizational culture which would support the fulfilment of individual needs, values and interests incorporated into the term of calling.

Future research, however, should shed some light on the essence of job crating activities involved into the model, and whether they are difference for each type of calling. In would be essential to determine the types of engagement and burnout in their correlation to answered or unanswered calling in order to obtain some clearer picture of their essence. Further on, a longitudinal research should bring a new perspective on the complexity of the model outcomes and effect of calling on employees work and life satisfaction, as well as their withdrawal intentions and long-term pay-offs to the organizations.

There are certain limitations of the current study that should be considered when interpreting the results. First is the cross-sectional nature of the study, which make it difficult to obtain causal inference of the results obtained. Thus a longitudinal study should be

conducted in order to determine the causal effect of job crafting in the situation of answered or unanswered callings on the work- and health-related outcomes for employees. At the same time, the results obtained can vary in another time-frame, which makes the generalization of the results somewhat problematic. Second is the sample size. Although it was planned to include various categories of employees, data were somewhat restricted to young employees. Thus, another study on the topic should include more representative population, with different types of employees. Third, however being significant, some of the accepted models indicate insignificance of certain paths, which can be explained by the low incremental validity of the measurement tools when being translated into Estonian or by the small sample size, which does not provide strong correlations among the variables, and thus the estimation method could influence the error. Therefore some future analysis should improve the proposed model by increased sample size and a confirmatory factor analysis (CFA) to test the reliability and incremental validity of the questionnaires used. Fourth, though the questionnaires measuring calling have been tested and supported for the construct validity, we should considered that there is no clear definition of calling in the literature, which means that it remains unclear what the participants have understood by calling and how does this understanding has influenced their responses to other variables involved. The data was gathered through a self-reported questionnaires which also places considerable limitations to the reliability of the results. Although having studied a heterogeneous sample of employees, the present results cannot be fully generalized. The sample size which could influence the strength of the correlations and the significance of some paths proposed in the SEM model and rejected due to the low estimate scores. Fifth, the amount of questionnaires offered to the respondent was relatively big, which could be somewhat tiresome and thus cause some negligence which may results in the certain answering patterns. This stereotyped answers could influence the overall reliability of the responses and the strength of correlation among the variables. Further research should take into consideration these limitations and reconsider the size of the measurement tools.

Summary

The purpose of the current paper was to develop further the notion and understanding of career calling as well as to demonstrate the outcomes of having either answered or unanswered calling on two corresponding levels: individual and organizational. The search for inner motivational drives without external incentives, struggle for better performance in the dynamic work environment, creative approach to one's job tasks and work role through certain job crafting activities, as well as greater organization and career commitment which would results into the lower withdrawal intentions leads us to more attentive consideration of the essence of calling which the previous scientific literature on the topic has found to be directly and positively connected to the above listed work outcomes.

The results of the current research and the tested structural equation models suggest that calling when being answered is correlated with greater work engagement, whereas the unanswered calling leads to disengagement and even greater feeling of burnout. As a results employees with unanswered calling are forced to alter the present framework of the job tasks and relations in order to cope with the rising stress, which is to some extent caused by the inability to find the meaning of their work, dissatisfaction and disengagement struggling to adjust to the desired sense of calling. On the other hand, employees with answered calling due to their experience of high engagement exert some creative approach to their work when even extensive job demands lose their destructive power and are considered as challenges rather as stressful demands.

These findings gain their overall importance and practical application in any organization altering the existing neglect of calling as something having some sort of religious or sacral meaning. Being able to live one's calling is a resourceful state which will not only lead to the employees' well-being, greater work- and life-satisfaction, but it is proved to contribute to aimed organizational and individual work outcomes. Thus the further development of the model and the notion of calling is required in order to attract organizational and managerial attention to the problem of unanswered calling of their employees. The organizational practices and culture should therefore alter their direction as to support the employees' pursuits of their callings in the framework of the given roles, as well as to create corresponding favourable work environment in which these pursuits can be possible and desirable.

Future research should unravel more precise the types of job crating activities involved in the situation of answered and unanswered callings, as well as the types of engagement and burnout which can be associated with them. Concluding the discussion, we have to realize that having and being able to live one's calling radically changes the existing approach to work and performance, as calling can be seen as an asset and a resource in itself. This should bring out the discussion concerning the development of certain organizational change and training programs in support of the notion that would help employees to recognize and find the ways to fulfil their calling on their current jobs.

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Appendix A: Measurements

Unanswered Occupational Calling (Gazica, M., 2014)

Think about your CURRENT Job and then indicate how much you agree or disagree with each of the following statements:

	Strongly disagree	Moderately disagree	Slightly disagree	Slightly agree	Moderately agree	Strongly agree
1. I feel drawn to an occupation other than my own.						
2. I often think about an occupation other than my own.						
3. If I could do it all over again, there is another occupation that I would pursue.						
4. I can't imagine another occupation that would be more meaningful to me than the one I currently have. (R)						
5. I can't imagine another occupation that would be more enjoyable to me than the one I currently have.(R)						
6. I was meant for my current occupation.(R)						
7. if I could do it all over again, I would pursue the same occupation.(R)						
8. I would enjoy work more if I had a different occupation.						
9. There is another occupation that I would enjoy more than my own.						
10. I am passionate about work done in another occupation.						
11. There is another occupation that would be more meaningful to me than my own.						
12. I feel drawn to another occupation that reflects my work values.						
13. I feel drawn to another occupation that reflects my personal values.						
14. There is another occupation that inspires me more than my own.						
15. I feel a sense of destiny towards another occupation.						

	Strongly disagree	Moderately disagree	Slightly disagree	Slightly agree	Moderately agree	Strongly agree
16. I feel pulled towards occupation that reflects the values that I hold.						
17. I feel pulled towards another occupation that hold meaning for me.						
18. I fantasize about another occupation that holds meaning for me.						
19. I personally identify with an occupation that I don't currently have.						
20. I am drawn to another occupation because I expect the work to be personally fulfilling.						
21. I feel called to an occupation that I don't currently have.						
22. I am drawn to another occupation because I expect the work to be personally satisfying.						
23. I am drawn to another occupation because I expect the work to be pleasurable.						
24. I am drawn to another occupation because I expect the work to be meaningful.						
25. I am drawn to another occupation because I expect the work to be enjoyable.						

Answered Occupational Calling (Dobrow & Tosti-Kharas , 2011)

Think about your CURRENT Job and then indicate how much you agree or disagree with each of the following statements:

	Strongly disagree	Moderately disagree	Slightly disagree	Slightly agree	Moderately agree	Strongly agree
1. I am passionate about what I currently do for work.						
2. I enjoy what I currently do for work.						
3. What I currently do for work gives me immense personal satisfaction.						
4. I would sacrifice everything to do what I currently do for work.						

5. The first thing I often think about when I describe myself to others is what I currently do for work.						
6. I would continue what I do for work even in the face of severe obstacles.						
7. I know that what I currently do for work will always be part of my life.						
8. I feel a sense of destiny about what I currently do for work.						
9. What I currently do for work is always in my mind in some way.						
10. Even when not at work, I often think about it.						
11. My existence would be much less meaningful without what I currently do for work.						
12. What I currently do for work is a deeply moving and gratifying experience for me.						

Job Crafting Scale (Tims, Bakker & Derks, 2012)

Think about your CURRENT Job and then indicate how much you agree or disagree with each of the following statements:

	Strongly disagree	Moderately disagree	Slightly disagree	Slightly agree	Moderately agree	Strongly agree
5. I try to develop my capabilities.						
6. I try to develop myself professionally.						
7. I try to learn new things at work.						
8. I make sure that I use my capacities to the fullest.						
9. I decide on my own how I do things.						
10. I make sure that my work is mentally less intense.						
11. I try to ensure that my work is emotionally less intense.						
12. I manage my work so that I try to minimize contact with people whose problems affect me						

emotionally.						
13. I organize my work so as to minimize contact with people whose expectations are unrealistic						
14. I try to ensure that I do not have to make many difficult decisions at work						
15. I organize my work in such a way to make sure that I do not have to concentrate for too long a period at once						
12. I ask my supervisor to coach me						
13 I ask whether my supervisor is satisfied with my work						
14. I look to my supervisor for inspiration						
15. I ask others for feedback on my job performance						
16. I ask colleagues for advice						
17. When an interesting project comes along, I offer myself proactively as project co-worker						
18. If there are new developments, I am one of the first to learn about them and try them out						
19. When there is not much to do at work, I see it as a chance to start new projects						
20. I regularly take on extra tasks even though I do not receive extra salary for them						
21. I try to make my work more challenging by examining the underlying relationships between aspects of my job						

Work & Well-being Survey (UWES) (Schaufeli & Bakker, 2003**)**

The following 17 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job.

	Never	Very rarely	Rarely	Occasionally	Very frequently	Always
1. At my work, I feel bursting with energy *(VI1)*						
2. I find the work that I do full of meaning and purpose *(DE1)*						
3. Time flies when I'm working *(AB1)*						
4. At my job, I feel strong and vigorous *(VI2)*						
5. I am enthusiastic about my job *(DE2)*						
6. When I am working, I forget everything else around me *(AB2)*						
7. My job inspires me *(DE3)*						
8. When I get up in the morning, I feel like going to work *(VI3)*						
9. I feel happy when I am working intensely *(AB3)*						
10. I am proud on the work that I do *(DE4)*						
11. I am immersed in my work *(AB4)*						
12. I can continue working for very long periods at a time *(VI4)*						
13. To me, my job is challenging *(DE5)*						
14. I get carried away when I'm working *(AB5)*						
15. At my job, I am very resilient, mentally *(VI5)*						
16. It is difficult to detach myself from my job *(AB6*						

	Never	Very rarely	Rarely	Occasionally	Very frequently	Always
17. At my work I always persevere, even when things do not go well *(VI6)*						

VI= vigour; DE = dedication; AB = absorption

Copenhagen Burnout Inventory (CBI) (Kristensen, Borritz, Villadsen & Christensen, 2005)

The following 23 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job.

	Never	Very rarely	Rarely	Occasionally	Very frequently	Always
1. How often do you feel tired?						
2. How often are you physically exhausted?						
3. How often are you emotionally exhausted?						
4. How often do you think: ''I can't take it anymore''?						
5. How often do you feel worn out?						
6. How often do you feel weak and susceptible to illness?						
7. Do you feel worn out at the end of the working day?						
8. Are you exhausted in the morning at the thought of another day at work?						
9. Do you feel that every working hour is tiring for you?						
10. Do you have enough energy for family and friends during leisure time? (R)						
11. Do you feel worn out at the end of the working day?						
12. Are you exhausted in the morning at the thought of another day at work?						

13. Do you feel that every working hour is tiring for you?						
14. Do you have enough energy for family and friends during leisure time? (R)						
15. Is your work emotionally exhausting?						
16. Does your work frustrate you?						
17. Do you feel burnt out because of your work?						
18. Do you find it hard to work with clients?						
19. Does it drain your energy to work with clients?						
20. Do you find it frustrating to work with clients?						
21. Do you feel that you give more than you get back when you work with clients?						
22. Are you tired of working with clients?						
23. Do you sometimes wonder how long you will be able to continue working with clients?						

Job Demands-Resources Questionnaire (Karasek et al., 1998, Kristensen, Hannerz, Hogh & Borg, 2005, Morgenson & Humphrey, 2006)

The following 33 statements are about your work. Please read each statement carefully and decide if you ever feel this way about your job.

	Never	Very rarely	Rarely	Occasionally	Very frequently	Always
1. My work puts me in emotionally disturbing situations. **						
2. The job itself provides feedback on my performance. *						
3. The job requires a great deal of muscular strength.						

**					
4. I am not asked to do an excessive amount of work. *					
5. I get to do a variety of different things on my job. *					
6. The job requires me often being in an awkward body position. **					
7. I am exposed to hostility or conflict from my supervisor. **					
8. My job requires working very hard. **					
9. The work activities themselves provide direct and clear information about the effectiveness of my job performance. *					
10. The job requires a lot of physical effort. **					
11. My job allows me to make a lot of decisions on my own. *					
12. The job itself provides me with information about my performance. *					
13. I get emotionally involved in my work.					
14. On my job, I have very little freedom to decide how I do my work. **					
15. My job requires a lot of physical effort. **					
16. Other people in the organization, such as managers and co-workers, provide information about the effectiveness of my job performance. *					
17. My work requires that I hide my feelings. **					
18. My supervisor pays attention to what I am saying. *					
19. My job requires me to be creative. *					
20. My work requires that I do not state my opinion. **					
21. I receive a great deal of information from my manager and co-workers about my job performance. *					
22. The job requires a great deal of rapid physical activity. **					

23. The job requires a great deal of muscular endurance. **						
24. People I work with are helpful in getting the job done. *						
25. I receive feedback on my performance from other people in my organization (such as managers or co-workers) *						
26. I have enough time to get the job done. *						
27. People I work with are friendly. *						
28. My job requires that I learn new things. *						
29. I have a lot to say about what happens on my job. **						
30. I am free from conflicting demands others make. *						
31. People I work with take a personal interest in me. *						
32. My work requires that I get personally involved. **						
33. The job requires a great deal of lifting heavy loads**.						

** Demands, * Resources