THE EFFECT OF CALLING ON JOB AUTONOMY:
THE MODERATING ROLE OF OBSESSIVE PASSION

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Abstract

Even though research on calling in the organizational environment is the most experienced and recently remarkable issue, our information about its results is still limited due to its intense emotional nature. In particular, there is a need for studies in the context of the relationship between job autonomy in the organizational environment. To analyze the relationships and organizational consequences of the two concepts, we established a structural model which studies the effects of calling on job autonomy through obsessive passion. In order to measure the effects of concepts in different cultures, the sample of the research was selected from hotel managers in the tourism sector in Nevşehir, Turkiye. According to the data obtained from the analyzes based on 314 participants (senior managers) from the sample group consisting of 35 hotels and apart hotels, the effect of living a calling on job autonomy was significant and obsessive passion had a moderating role in the relationship between living a calling and job autonomy. Important data on the results of calling have been reached. The results support the literature. As it has been shown in previous studies, the calling is closely related to a perception of competence and when the perception of job autonomy is strong, the feeling of calling increases, which is also supported by this study. And it has been shown that the strength of this relationship is increased by obsessive passion.

Keywords: Calling, Living a Calling (LA), Obsessive Passion (OP), Job Autonomy (JA)

1. INTRODUCTION

Career is the focal point of most human life active in work life and has direct effects on the lifestyle and personality of many people. Although there are various reasons for choosing a career, most people state that their career is a calling and they choose a

career with this impulse (Duffy & Sedlacek, 2007). In the organizational environment, calling appears to be a new issue in the literature. Studies on calling speak of the positive nature of this concept and reveal its positive consequences in organizational settings. For instance, it has a positive effect on job and career satisfaction (Duffy et al., 2012a), life satisfaction, life meaning, work hope and prosocial work motivation (Dik et al., 2012). However, there are also studies presenting some negative results associated with organizational attachment (Cardador et al., 2011).

According to Deci and Ryan (2000), the need for autonomy is the situation in which the individual coordinates and regulates his own behaviour to meet his internal needs without external coercion. While working in the organization, individuals want to develop their organizational goals and fulfill their individual needs for the job. According to Ryan and Deci (2004), at the forefront of these needs is the need for autonomy. While exhibiting individual behaviours, they create behaviours according to their own motives and values. As the individual's control over his/her behaviour increases, so does his/her motivation and satisfaction (Teixeira et al., 2012). This is why the need for behavioural control and autonomy becomes important for individuals who are committed to the task.

Although previous studies have revealed some relationships between variables related to job and calling (Duffy & Sedlacek, 2007; Li et al., 2021; Chang et al., 2021), no study has been found that directly demonstrates the effects of job autonomy on living a calling. Hall and Chandler (2005) suggested that calling is closely related to a sense of competence. Therefore, conditions that will strengthen the individual's sense of competence regarding work will provide a

sufficient environment for living a calling. However, passion is a strong positive inclination that strengthens feelings towards work and causes the individual to feel the success of the task as indispensable (Vallerand et al., 2003; Vallerand, 2008; Vallerand & Paquette, 2024). It is inevitable for an individual who experiences obsessive passion to maximize his/her energy towards the task by abandoning or limiting all vital activities (Vallerand et al., 2003). So, the main purpose of this study is to measure the effect of this type of passion by revealing the relationship between job autonomy and living a calling.

On the other hand, individuals can sometimes attribute meaning beyond commitment to their tasks. The individual attaches more importance to the task by keeping it separate from the rest of his life. The individual directs all his attention and time only to the task, reducing the time and attention he should spend on other areas of his life, and this area can become an obsession in his life. Vallerand et al. (2003, 2010) identifies two different types of emotion: harmonious passion (HP) and obsessive passion (OP). He argues that OP occurs when pressure to participate in the activity cannot be prevented. Activity participation in OP goes beyond the person's control and eventually occupies a disproportionate place in the person's identity (Vallerand et al., 2003). For this reason, it will be inevitable for individuals with an OP to have a high degree of control over the task while putting all their effort into the task. The individual will seek satisfaction to perform the activity he is obsessed with, and this feeling will necessitate the need for autonomy over the task. Studies in recent years confirm the needs in this direction. On the basis of both calling and passion models,

the need for individual autonomy is put forward among the basic needs (Vallerand, 2010; Su et al., 2014).

At this point, the direction of the relationship between obsessive passionate behaviours involving very high control behaviours towards the task and calling behaviour based on relations with the task is of interest. Researchers have encouraged studies that reveal the nature of calling and, in particular, how it affects cases outside the United States (Dik & Duffy, 2009; Duffy & Dik, 2013; Hirschi et al., 2018). The literature on this concept is still limited and there is a need to reveal the relationship between calling and other outcomes in the organizational setting. Especially when it is examined in terms of the career development of the individual, it provides a lot of information for the individual and for the managers who make career planning.

OP has attracted attention in the literature with both positive and negative results (Gülbahar & Özkan, 2023; Tu et al., 2023; Vallerand et al., 2003), and it has not been determined exactly to what extent or under what conditions it will lead to negative results. The organizational results of an individual who has a sense of calling come to a very high level of commitment to the task and experience it in an OP dimension are remarkable in this respect. Accordingly, this study aimed to reveal these relationships based on the research model in the Turkish. No studies have been found in the literature that directly demonstrate this relationship. There are only a few studies presenting the relationship between the concepts (Fernet et al., 2014; Jung & Sohn, 2022). Therefore, it is anticipated that this study will fill an important gap in the literature. Based on this, a hypothesis that will be created to measure these relationships will be tested with data obtained from a sample selected from Turkiye.

2. CONCEPTUAL FRAMEWORK

2.1. Job Calling

Job calling emerged as a concept related to subjective career success, workplace well-being and general well-being (Hirschi, 2018) within the positive psychology. It has been revealed that individuals who experience job calling have positive work and life outcomes and experience high job meaningfulness, job engagement and life satisfaction (Duffy & Dik, 2013). Dik and Duffy (2009) defines calling as "a transcendent summons, experienced as originating beyond the self, to approach a particular life role (work) in a manner oriented toward demonstrating or deriving a sense of purpose or meaningfulness and that holds other-oriented values and goals as primary sources of motivation" (p. 427). This definition by Dik and Duffy (2009) puts calling at the point of a work purpose inspired by the individual from outside. This is related to the point of view of the first emergence of the concept of calling. Work was seen here as developing divine purposes, or as work ethics related to religion, and later on, religious and attribute work to a higher power perspective changed by gaining a more social and personal meaning (Frigerio, 2016).

Thence, other perspectives differed from this definition and offered an individual-centered approach. Hall and Chandler (2005: 160) for instance, define calling as "giving a sense of purpose to the individual's work, which plays a central role in his presence". Dobrow and Tosti- Kharas (2011) describe calling as a sense of passion about one's

career that gives meaning to one's existence.

Ultimately, calling means that the individual does not see work only as a job or career, provides a meaningful integrity with his/her work, directs his/her work with a professional approach, enjoys the work and is happy as a result. Calling represents both emotional and mental commitment and is the result of a purposeful integration. Calling is divided into two according to the way it is experienced: having a calling (HC) and living a calling (LC).

2.2. Having a Calling and Living a Calling Difference

There is a difference between HC and LC (Duffy et al., 2012a,b). This means, some individuals have experienced the calling (present, living), while others have yet to experience this feeling and may be seeking it at the moment (search). HC creates positive results for health only when LC is experienced. When these two are not experienced at the same time, negative consequences can occur (Gazica & Spector, 2015; Duffy et al., 2016). Correlation with life satisfaction, career commitment, work meaning, and job satisfaction (Duffy et al., 2012a,b), career decision, adaptability in career, low level of stress (Duffy & Blustein, 2005) have been found. In addition, Duffy and colleagues state that individuals with higher education and income levels are happier and experience higher levels of LC (Duffy et al., 2013; Duffy & Autin, 2013).

2.3. Living a Calling

It is the continuation of a job as a result of the external requirements that an individual feels in line with his/her life goals (Dik & Duffy, 2009). Demographic groups where it is most common are college students and working adults in different professions (Duffy & Dik, 2013). On the other hand, having (presence) of calling alone does not produce positive results (Duffy et al., 2012b, 2016; Gazica & Spector, 2015). For this reason, it is considered necessary to experience the sense of calling. That is LC.

Therefore, LC must be experienced in order to reveal the positive effects of the presence of a calling. A study revealing this situation stated that LC should be experienced in explaining the relationship between presence of calling and career commitment and work meaning (Duffy et al., 2012a) and others with life satisfaction (Duffy et al., 2013, 2017).

Studies have revealed the relationship between LC and many individual and organizational positive outcomes in the organizational setting. Duffy et al. (2012b) found positive correlations between LC and life meaning and academic satisfaction. Studies have found positive correlations between perceiving a calling (which means how individuals sense their LC situation or a situation that individuals not yet work in an called occupation (Duffy et al., 2012a) and LC, career commitment, work meaning, and job satisfaction (Duffy et al., 2012a) also with self-identity and positive affectivity (Wrzesniewski et al., 1997; Steger et al., 2010;).

In addition, LC has moderating effect between perceiving a calling and career commitment and also between work meaning. This means increasing employees' perceptions and experiences of LC in the work environment can increase individuals' career commitment and subsequently the meaning of work. This result gives meaningful results only for those who have a high level of professional experience. These

results also show that the power of the mediator between the perception of a job and job commitment depends on the extent to which the individual live his profession. That is, it only applies to people who have a strong perception that they are doing their job (Duffy et al., 2011). In addition, in a study examining the relationship between calling and life satisfaction and meaning in life, presence of a calling has a weak correlation with life satisfaction and moderate correlation with meaning in life. In the moderation of religiousness, living one's calling, and core self-evaluations, a high correlation was obtained only in low core self-evaluations in the relationship between calling and life satisfaction. No change was found in the relationship mediated by other moderators. Besides this relationship, academic satisfaction and life meanings were also found to mediate the calling-life satisfaction relation (Duffy et al., 2012a).

2.4. A Dualistic Model of Passion

Passion is defined as "a strong inclination toward an activity that people like, find it important, and invest time and energy" (Vallerand et al., 2003: 757). The individual's passionate commitment to an activity is determined by the importance in individual's life, love and time spent regularly. The source of passion can be not only an activity but also an object or person (Vallerand et al., 2003).

Vallerand et al. (2003) presented passion in a dualistic structure: OP and HP. These structures take shape according to the way passionate activity is internalized in one's self or identity. Identity is a structure formed by the interaction of the individual's features, characteristics, and experiences (Schlenker, 1985). Vallerand et al. (2003) state that some

activities are more decisive in reflecting the identity of the individual than others. These activities represent central features of one's identity.

The internalization process refers to the individual's transforming some values and behaviours into values that he personally adopts and approves (Deci & Ryan, 2000). Since this process is an autonomous process, the participation of individuals is voluntary and assimilates the object of passion more quickly. However, when an external intervention takes place, the voluntary basis disappears and the internalization process becomes painful. The result is not internalized or partially internalized. This process applies to both types of passion.

Harmonious Passion: In the process of HP, the internalization process towards the object of the activity or passion takes place with the individual's free will based on his/her own voluntariness. In addition, sometimes it occurs when the individual accepts the commitment to the passion object without internal pressure. This process is a healthy one. Voluntary participation in passionate activity does not prevent the individual from participating in other activities and does not put pressure on the individual. So that the individual can give due attention to both the passionate activity and the rest of his life.

Obsessive Passion: OP occurs after a controlled internalization process in which the individual's participation in the activity he/she is passionate about is uncontrollable. The individual feels an external pressure to participate in the activity. The reason could be feelings such as social acceptance or self-esteem, or not being able to take oneself away from the activity.

2.5. Job Autonomy

There is a strong relationship between needs and human behaviour (Latham & Pinder, 2005). According to the Self-Determination Theory (SDT) one of the needs of the individual to be satisfied is the need for autonomy. It represents "individuals' inherent desire to feel volitional and to experience a sense of choice and psychological freedom when carrying out an activity" (Deci & Ryan, 2000). In organizational psychology, this concept is slightly different (Morgeson & Humphrey, 2006). According to Hackman and Oldham (1976) autonomy is "the substantial freedom, independence and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out" (p. 258). The psychological satisfaction experienced here is related to the individual's autonomy over the task. The freedom mentioned is the ability to act freely within an area defined by the administration and within the limits of task (Soenens et al., 2007).

Autonomy, in general, refers to the degree of control of the employee over the process of performing and managing the job task (Hackman & Oldham, 1980). Positive correlation between JA and job satisfaction (DeCarlo & Agarwal, 1999), worker's competency and creativity (Kauffeld, 2006), job satisfaction and performance (Saragih, 2011), involvement (Aubé et al., 2007) and negative correlation between job stress, turnover intention, work and family conflict (Thompson & Prottas, 2006) have been found.

Autonomy is a personal trait or disposition and the way it is experienced is subjective. Besides this, autonomy is motivational in nature and specific to a domain or task. Autonomy is "the basic need to be self-directed and to feel self-determined" (Legault, 2016: 2). Motivation here refers to the will, choice and personal causality perception and participation in an activity without being under a negative influence such as pressure, restriction and coercion. JA also allows employees to exercise their decision-making skills, affect their psychological states and commitment (Lin & Ping, 2016). Moreover, it is an antecedent of employee innovative behaviour (Hammond et al., 2011). "People feel autonomous when they do things they enjoy or find important and valuable" (Legault, 2016: 3). From this point, the positive feelings of an individual who feels LC towards his job will contribute to his feeling autonomous.

3. HYPOTHESES DEVELOPMENT

Calling is related to the nature of the individual and is aimed at a particular occupation. It is not possible to talk about the organizational commitment of the individual who has an emotional relationship with his occupation. Thus, it is reported that the tendency to change organisations for individuals with a calling is high (Hall & Chandler, 2005). This means that the individual does not experience organizational commitment and only has the feeling or experience of calling for the job. Individuals who seek this feeling choose organizations where they can experience strong feelings about the job, rather than having feelings such as commitment to the organization.

It is stated that calling is an ongoing process not just for a one-time process, and individuals make a continuous assessment of

their careers (Dik et al., 2012). Two dimensions of calling have different results in individual and organizational outcomes (Duffy & Sedlacek, 2007). For example, LC is positively related to decidedness, self-clarity, comfort, and choice–work salience, on the other hand the search for calling provides negative results in this regard (Duffy & Sedlacek, 2007). Considering this distinction, LC is discussed in the research.

There is evidence in the literature that there may be a positive relationship between calling and JA. For example, a positive relationship was found between calling and psychological well-being (O'Neal, 2017). Psychological well-being consists of 7 dimensions, including autonomy (Su et al., 2014). With JA, individuals who live calling create sufficient internal resources to consider a job as a long-term career choice for them (Chang et al., 2021).

Similarly, Farr-Wharton et al. (2011) state that people search for autonomy and control for work when they are committed to their careers and have a personal goal or mission, established with a strong belief system and values. In addition, when individuals with a strong commitment to their careers are given JA, there is a strong expectation of proactive attitude and behaviour from them towards their work. (Rawat & Nadavulakere, 2015). The situation is similar in the individual living calling.

SDT (Deci & Ryan, 2000) is based on the idea that three innate psychological needs (autonomy, competence, and relatedness) must be met for optimal human functioning. When the needs in this direction are satisfied, the individual will enjoy the work, he will take the task with pleasure and is autonomously motivated otherwise, he will be blocked and his health will be adversely affected. Assuming that the individual LC

also needs autonomy at work, we postulate the following hypothesis:

Hypothesis 1: LC has a positive effect on JA.

On the other hand, OP (Vallerand et al., 2003; Vallerand, 2010) is based on a controlled internalization of an activity within the identity, and over time, the individual becomes unable to withdraw from this activity. The situation here is that even if the activity/work harms the individual, he cannot take himself from the work he does. However, the point here is that the individual has control over the job. What is mentioned as uncontrolled is that the individual cannot take himself from the pleasure of the job or the social status or prestige he has gained by being involved in the job. Because of this, the work he does may turn into an obsession in the life of the individual, but the individual still enjoys the work he does. We propose that the effect of job calling on JA is strengthened when the employee has a high OP level. JA shows the extent to which employees make their decisions about work of their own free will (Fernet et al., 2014).

Employees in a work environment that encourages autonomy are willing to spend time and effort on the task due to their dominance over decisions and their sense of self (Fernet et al., 2014). Some evidence suggests direct effects of autonomy on passion for work (Zigarmi et al., 2011). The Dualistic Model of Passion introduced by Vallerand (2015) is based on SDT. Both passion models are based on some basic psychological needs (autonomy, competence and relatedness). According to Vallerand (2010), individuals have complete control over the activities they do (that is important to them and that they have fun). Therefore, it

is expected that the individual will need autonomy for his work, which he loves and is obsessively passionate about. Assuming that OP would require a firm sense of autonomy and control over work, we propose the following:

Hypothesis 2: OP will moderate the relationship between LC and JA, such that the relationship is stronger when OP is high (vs. low).

4. RESEARCH MODEL

Calling has been seen as a requirement for important career-oriented competencies such as identity and adaptability (Hall & Chandler, 2005). In general, studies emphasize that every individual can have calling (Wrzesniewski et al., 1997) which has a career-enhancing effect (Dumulescu et al., 2015). Dik & Duffy (2009) have also suggested that this construct has significant transcultural variation. For this purpose, it will be of great importance to investigate this structure in Turkish culture.

In this article, we present new data by continuing on existing theoretical and empirical research on calling. In particular, the main objectives of this research are to theoretically introduce the importance of JA

for our understanding of calling, examine the extent to which LC is linked to JA, and evaluate a theoretical model that states that OP represent a moderating link between calling and JA. In sum, we will contribute to a better understanding of a still understudied concepts (i.e. JA and OP) in the calling literature. The model is presented in Figure 1.

5. RESEARCH METHOD

This study investigated the relationship between LC, OP and JA in the Turkish sample. The universe of the research consists of Nevşehir province, which stands out with its tourism activities in the region we are in. Ürgüp district, where there are many accommodation facilities and especially facilities affiliated with the Ministry of Culture and Tourism of the Republic of Turkiye are intensively operating, was included in the sample. In order to increase both the response rate and to ensure a clearer understanding of the questions, the sample was selected from more institutional businesses. There were 35 hotels actively operating during the research process (https://nevsehir.ktb.gov.tr/TR-291449/konaklama-tesisleri.html) and 3 of them were apart-hotels. Only senior
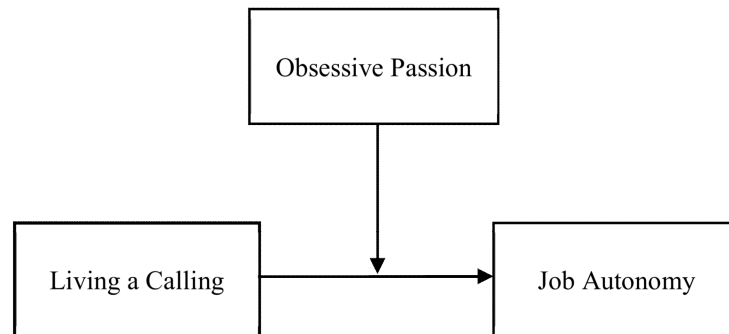

Figure 1. Research Model

managers and department managers were included in the sample, and the entire universe was reached through an online survey. The data were collected during the crowded season, when the effects of the COVID-19 pandemic were relatively reduced and the tourism sector gained momentum. 341 responses received and in total, 314 valid data were obtained.

The research was carried out with the decision of the ethics committee. The questionnaire form consists of three parts. In addition, there were six questions regarding the descriptive information of the participants (gender, marital status, age, education level, status in the hotel and tenure). Two control questions were added to the questionnaire to understand that the participants answered by reading sincerely and to strengthen the reliability of the scale.

Descriptive statistics (Table 1) show that: 28% of the participants are senior managers, 53% are department managers and 19% are technical managers. In terms of gender, 53% are male, 47% are female; by marital status, 48% are married, 52% are single; in terms of educational status, 12% have primary education, 35% high school, 19% associate degree, 32% undergraduate and 2% graduate degree. In terms of tenure, 12% have 0-5 years, 22% 6-10 years, 30% 11-15 years, 12% 16-20 years, 24% have tenure of 21 years or more. Those aged between 18-25 are 17%, those between 26-35% are 12%, those between 36-45 are 25%, and those who are 46 and over are 46%.

5.1. Measurement Tools

OP Scale: The Passion Scale based on the Dualistic Passion Model was used to measure OP in the organizational settings (Vallerand et al., 2003). The Passion Scale is a 14-item scale consisting of two sub-dimensions. HP (7 items) and OP (7 items). Only OP items are used on this scale.

Table 1. Demographic characteristics

Characteristic	Category	Percentage	Frequency (n)
Age	18-25	17%	53
	26-35	12%	38
	36-45	25%	79
	46 ≥	46%	144
Gender	Male	53%	166
	Female	47%	148
Marital Status	Married	48%	151
	Single	52%	163
Education	Primary Education	12%	38
	High School	35%	110
	Associate Degree	19%	60
	Undergraduate	32%	100
	Graduate	2%	6
Tenure	0-5 Years	12%	37
	6-10 Years	22%	69
	11-15 Years	30%	93
	16-20 Years	12%	38
	21 ≥	24%	77
Manager	Senior	28%	88
	Department	53%	166
	Technical	19%	60

LC Scale: A six-item scale developed by (Duffy et al., 2012b) was applied to measure LC.

JA Scale: The measure of autonomy includes seven items ('I can arrange my own work pace' and 'I can decide for myself how I perform my work') (Schouteten & Benders, 2004).

A 5-point Likert type scale was used for the answers. 1 means "strongly disagree" and 5 means "strongly agree". Items 3, 4, and 7 on the JA scale are reverse coded and there are no other reverse coded items in other scales.

Control Variables: Since age, gender, marital status, education level, position and tenure may be related to the attitudes of employees about JA, the effects of these variables were controlled.

6. FINDINGS

Analysis of the research was carried out using AMOS and SPSS programs. In this section, measurement model, descriptive statistics, common method bias and hypothesis test results are included.

6.1. Measurement Model

The reliability and validity analyses of the scales used in the research were made using the AMOS program and the findings are presented in Table 2.

According to the results, it is observed that the fit index values ($\chi^2/df=2.57$; RMSEA=0.07; SRMR=0.09; GFI=0.91; CFI=0.93) are at an acceptable level and the model is compatible with the data (Jöreskog & Sörbom, 1993; Schermelleh-Engel et al., 2003). The fact that α and CR values are >0.70 reveals that internal consistency reliability is provided (Hair et al., 2018).

For convergent validity, CR>AVE; AVE>0.50 is recommended (Hair et al., 2014). However, Fornell and Larcker (1981) state that CR greater than 0.60 and AVE less than 0.50 are sufficient for convergent validity. In the research, CR values are between 0.73 and 0.92, and AVE values are between 0.42 and 0.68. The fact that the CR values for the scales in the model are higher than the AVE and the AVE values are greater than 0.40 indicate that the model has convergent validity.

In order to ensure discriminant validity, AVE should be greater than MSV and ASV, and $\sqrt{AVE}$ should be higher than the correlation between factors (Hair et al., 2014). Values in Table 2 show that the AVE values are higher than MSV and ASV. In addition, the condition that the square root of the AVE values is greater than the correlation values between the factors (Table 3) has also been met (Bagozzi & Yi, 1988). The findings reveal that the model has sufficient convergent and discriminant validity.

Table 2. Measurement model

Variables	Factor Loadings	α	CR	AVE	MSV	ASV
1. LC	0.80 - 0.84[***]	0.92	0.92	0.68	0.06	0.05
2. JA [a]	0.45 - 0.83[***]	0.76	0.73	0.42	0.13	0.09
3. OP	0.31 - 0.81[***]	0.83	0.82	0.42	0.12	0.09

Note(s).[***]p<0.001; α=Cronbach's alpha; CR=Composite reliability; AVE=Average variance extracted; MSV=Maximum squared variance; ASV=Average shared square variance.
a=JA3, JA4, JA7 items were excluded from the JA scale because their factor loads were below 0.30.

6.2. Descriptive Statistics and Correlations

Table 3 shows the descriptive statistics and correlations among the variables measured in the sample. According to the results, there are positive and significant relationships between the variables. As expected, job calling is positively and significantly related to JA and OP (r =0.25, p<0.01; r =0.20, p<0.05, respectively). On the other hand, there is a positive relation between OP and JA (r =0.30; p<0.01) when the correlation values are examined.

6.3. Common Method Variance

In order to eliminate the effect of common method variance in the research, a data collection tool was prepared in line with the explanations of Spector and Brannick (1995). However, Harman's single factor method is used to control common method variance. In the next process, factor analysis was applied for the variables of job love, JA and OP. When the data as a result of the factor analysis are examined, it can be said that the common method variance problem is at the minimum level in the study, since the amount of variance explained in only one factor is 27.8% (< 50%) (Podsakoff et al., 2003).

6.4. Hypotheses Testing

SPSS Process Macro program was used to test hypotheses in the research model. For this purpose, the effect of job calling on JA was determined and the moderating role of OP in this relationship was examined. Analysis results are given in Table 4. When the data is examined, it is seen that job calling and OP explain about 20% (R^2) of the change on JA. The f^2 value suggests that job calling has a low impact (0.09) on JA (Cohen, 1988). According to the findings, the effect of job calling on JA was positive and significant (b=0.15; p<0.001). This result supports the H1 hypothesis of the study.

When the results of the moderating role were examined, it was determined that the effect of the interactional term (X*W) on JA was significant and positive (b=0.24; p<0.001). As a result of the slope analysis, the effect of the moderating variable is shown graphically in Figure 2. When the details of the moderating effect are examined (Table 4), the relationship between job calling and JA is insignificant when OP is

Table 3. Means, standard deviations, correlations and AVE square root values

Variables	M	SD	1	2	3	4	5	6	7	8	9
1. Position [a]	3.26	1.23	1								
2. Gender [b]	1.70	0.84	0.16**	1							
3. Education [c]	2.80	1.10	-0.02	0.32**	1						
4. Tenure [d]	3.15	1.33	0.06	0.12*	0.06	1					
5. Age [e]	3.13	1.12	0.03	0.25**	0.20**	0.12*	1				
6. Marital status [f]	1.66	0.84	0.18**	0.64**	0.30**	0.21**	0.23**	1			
7. LC	3.58	1.11	-0.08	-0.10	0.15**	0.19**	0.02	-0.01	**(0.83)**		
8. OP	3.01	0.99	-0.32**	0.18**	0.34**	-0.01	0.08	0.11*	0.20**	**(0.65)**	
9. JA	3.69	0.89	0.008	0.14**	0.25**	0.11*	0.07	0.15**	0.25**	0.30**	**(0.65)**

Note. n=314; *p<0.05; **p<0.01; M=Mean; SD=Standard deviation; a , b, c, d, e, f=Dummy variable; Diagonals show the square root of AVEs.

low (b=-0.08; p>0.26), and significant and stronger when it is high (b=0.39; p<0.001). According to this finding, H2 is accepted.

7. CONCLUSION

There is increasing theoretical and practical interest in the role that calling plays in the quality of work life. Studies on the positive and negative results of this new subject in organisational life provide information about the nature of the concept. However, there are still unknown aspects of calling. Calling is a multidimensional structure that reveals the emotional, motivational, spiritual and identity-related aspects of the relationship between an individual's life and work (Dalla Rosa et al., 2019). According to Hall and Chandler (2005), perceiving one's career as calling is a condition for satisfaction or psychological

Table 4. Hypothesis test results

Variables	JA					
Controls	b	SE	t-value	p-value	LLCI	ULCI
Gender	0.04	0.07	0.59	0.55	-0.100	0.187
Education	0.07	0.04	1.60	0.10	-0.017	0.168
Tenure	0.02	0.03	0.79	0.42	-0.042	0.098
Marital status	0.008	0.07	0.11	0.90	-0.135	0.153
Predictor	b	SE	t-value	p-value	LLCI	ULCI
LC (X)	0.15	0.04	3.50	0.000	0.067	0.240
OP (W)	0.09	0.05	1.63	0.10	-0.018	0.203
Moderator	b	SE	t-value	p-value	LLCI	ULCI
X^*W (Interaction)	0.24	0.06	3.75	0.000	0.115	0.368
- 1 SD (-.99)	-0.08	0.07	1.12	0.26	-0.240	0.065
M (.00)	0.15	0.04	3.50	0.000	0.067	0.240
+ 1 SD (.99)	0.39	0.07	5.06	0.000	0.241	0.548

Note. [***]p<0.001; Coefficients are unstandardized (b); SE=Standard error; LLCI=Lower limit confidence interval; ULCI=Upper limit confidence interval; R^2=0.20; R^2-chng (X^*W)=0.04[***]
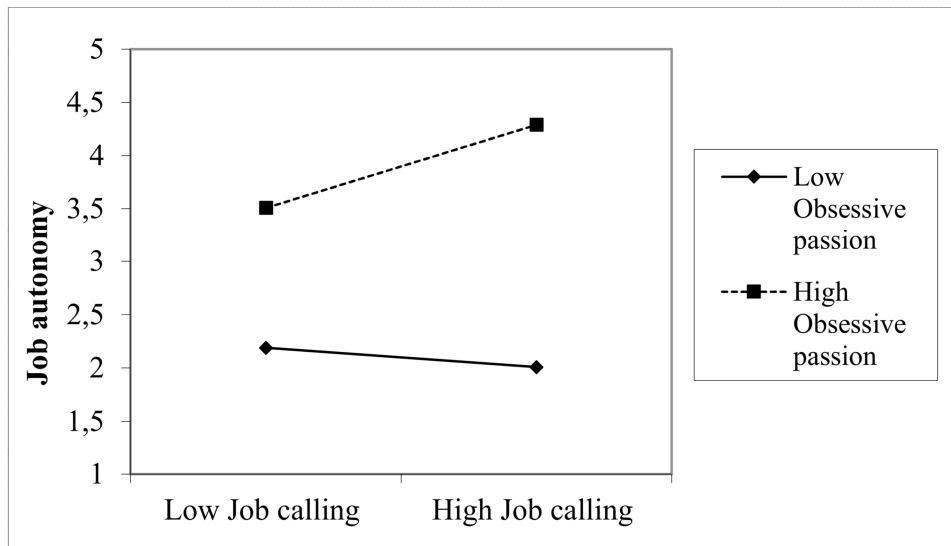

Figure 2. The Moderating Effect of OP on the Relationship between LC and JA

success.

In SDT, meeting basic needs such as autonomy, competence, and relatedness is considered a crucial condition for individuals' motivation to work (Deci & Ryan, 2000). It is necessary to provide the individual with the autonomy he needs for the job in order to enable the individual LC to experience his passionate devotion towards his profession and to benefit from the positive behaviours of him. In particular, it is necessary to enable individuals who have become obsessed with passionate commitment to reach their work-related needs without hindering them. In this way, leaving the organization of individuals who are LC will no longer be an option, and positive outcomes for their careers and organizational outcomes will be obtained from these individuals.

The model of the research was applied to hotel managers in the Cappadocia region, where the tourism sector is highly developed in Turkiye. During the research period 35 hotels were operating in total and 314 valid data were obtained from the entire sample and the research model was measured.

The results were consistent with the literature (Wrzesniewski et al., 1997; Steger et al., 2010; Duffy et al., 2012a). SDT deals with the motivation behind people's choices and proposes that they are self-determined when the needs it asserts are met. The theory reveals the need for autonomy of employees. Based on SDT, if employees are provided with JA that allows them to organize their work schedules and adjust their working methods to achieve their career goals, they are likely to show commitment to their careers (Demerouti, 2014; Hirschi et al., 2018).

JA is related to individuals' control over workplace conditions and work-related needs, and positive experience here has a great impact on organizational commitment (Dubbelt et al., 2019). This is the primary need of individuals LC. The research results are in line with the framework presented by the theory.

A positive effect between calling and JA has been found. Thus, the individual has a sense of complete dominance required by the sense of calling on his duty, and this is related to well-being and positive feelings and outcomes for the task (Legault, 2016). The results showed that LC resulted in JA. Thus, increasing calling is expected to increase the rate of JA. Individuals who live a calling see their work as meaningful to them and experience an inner commitment. They attribute a purpose to their work and experience happiness if they achieve it. Thus, they strive to achieve success in their careers and improve themselves, and they are positively motivated. Otherwise, they change their organization or exhibit negative behaviours when prevented because their commitment is only towards their career (Gazica & Spector, 2015; Duffy et al., 2016). The result of the study also confirms this result.

Individuals LC are more focused and motivated in the work environment. Task achievements make them feel more motivated and happy. In this respect, hindering and keeping these individuals under control during the task achievement process will be perceived as an obstacle to their task performance and will cause negative affect. Individuals who experience this feeling will generally consider changing their workplaces in order to demonstrate their commitment to their career not to the organization. In this regard, managers have a very important task.

Managers and leaders need to support the

employees they work with to develop this sense of self-determination by allowing them to take an active role in the task. Support should be provided by the management in assigning responsibilities, delegating authority and empowering personnel. Extrinsic support and extrinsic motivation tools should be kept at a certain level and employees should be allowed to achieve intrinsic motivation performance and satisfaction.

The results also confirmed the hypothetical positive relationships between calling, JA and OP, and revealed the OP's trait of full commitment and dominance over the task. OP has positive effects on individual success, but it can have devastating consequences for the individual as passion takes precedence over other aspects of the individual's life and takes the first place in importance. Since the task has become too much of an obsession, preventing the fulfillment of the task or not providing the necessary conditions to perform it will have negative personal and organizational consequences (Vallerand et al., 2003; Schellenberg et al., 2013).

The results of the research confirmed the second hypothesis and revealed that OP has a moderating effect on the relationship between calling and JA. Task-specific autonomy should be provided to individuals with OP in order to achieve task performance and enable them to experience self-esteem, satisfaction and well-being, to provide organizational benefit. This result gives information and insight to the human resources department and senior managers in order to turn the negative nature of OP, which is one of the passion types, into positive and to benefit from obsessive passionate employees.

Achieving the transformation of the effects of OP into a more positive one can be achieved by directing the individual to other areas other than the task and enabling the individual to give energy to these areas by being supported. On the other hand, staff empowerment for the areas where he/she wants to be successful and passionately attached to will cause the individual to relax and gain self-confidence by reducing the effort and time spent by the individual in this field. Personnel empowerment programs will provide the individual with the opportunity to show himself in different areas by eliminating the necessity of "defining himself with a single criterion" which enables individuals to become stronger in different areas, not in one area, and thus prevents the formation of OP. On the other hand, it can be taught that it is a necessity for the individual to replace the tasks that he still "has to do" with "I want to do" tasks with psychological development programs that will allow him to get to know himself. Finally, with support programs aimed at perceiving the importance of non-work time, the individual can be supported not to take work home, to spend time with family and others, and to focus on other areas such as religion, hobbies and sports where he can improve himself. Thus, the individual experiences the activity he is passionate about with more positive emotions and gets rid of its negative consequences. All of this can only be achieved with organizational support and incorporating this issue into the organizational culture.

The existence of passion is important in terms of not experiencing negative consequences (workaholism, burnout and organizational exploitation) in organizational and personal contexts. For example, perceiving a calling and HP is related to psychological well-being, vitality, pleasure

and satisfaction in life and at work. On the other hand, in the case of OP, higher levels of calling is important and this situation prevents the negative results of calling (workaholism) (Dalla Rosa & Vianello, 2020). Similar results were also found in our study. A high level of LC causes a high need for JA, and this relationship is strengthened by an increase in the OP level.

As a result, this study offers useful suggestions that will guide future studies on calling. The results provide a framework for the positive nature of calling, apart from its negative aspects. The study reveals the feelings and attitudes of individuals towards their work and the importance they attach to it. When this meaning turns into an obsession in the individual's personality, the autonomy to be provided to the individual for the task can lead to positive results in line with organizational goals rather than the negative nature. Task participation, which becomes an obsession while the individual realizes himself and experiences the feeling of calling, turns into a reaction that the individual will serve the goals of the organization instead of negative emotionality when the autonomy he needs is provided. We think that this finding of the study is important and will contribute to the literature.

8. LIMITATIONS AND SUGGESTIONS FOR FURTHER RESEARCH

There are some limitations to the scope of the research. First, the current measurement method prepared to measure the research model, based on the respondents' own reports. For this reason, different interview and data collection methods can be included in the research in future studies to further increase the reliability. On the other hand, although the current findings confirm the model, re-measurement of the model in different cultures and sample groups, as well as in different time periods, can be recommended (Podsakoff et al., 2003).

Third, the current study increased data reliability including a heterogeneous available sample as well as samples specific to different organizations. Future studies can be tested on different sample groups in different sectors and countries, further increasing the generalizability of the findings. Due to the limited number of studies on calling, revealing its cultural reflections in different countries will provide a lot of evidence for the explanation and nature of the concept. This research was conducted in Turkiye.

Finally, future studies can reveal new relationships by studying with other concepts related to the individual and organizational environment (i.e. organisation's culture, systems and processes). It is necessary to discuss new dimensions and effects that can help especially those who live a calling or obsessively passionate individuals in the organization, provide benefits and eliminate the possible negative effects of these concepts.

In sum, the present results support the findings in the literature regarding the concepts. We hope that these results can help researchers who want to investigate employee satisfaction in the organizational settings.

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УТИЦАЈ ПОЗИВАЊА НА АУТОНОМИЈУ ПОСЛА: МОДЕРИРАЈУЋА УЛОГА ОПСЕСИВНЕ СТРАСТИ

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Извод

Иако је истраживање позивања у организационом окружењу једна од најистакнутијих и најновијих тема, наше информације о његовим резултатима је и даље ограничено због његове интензивне емотивне природе. Посебно је потребно спровести истраживања у контексту односа између аутономије посла и организационог окружења. Како бисмо анализирали односе и организацијске последице ова два концепта, успоставили смо структурни модел који истражује утицај позивања на аутономију посла кроз опсесивну страст. Како бисмо измерили ефекте ових концепата у различитим културама, узорак истраживања је изабран између менаџера хотела у туристичком сектору у Невшехиру, Турска. Према подацима добијеним из анализа које се заснивају на 314 учесника (виших менаџера) из узорка који се састоји од 35 хотела и апарт хотела, ефекат живота са позивом на аутономију посла био је значајан, а опсесивна страст је имала модерирајућу улогу у односу између живота са позивом и аутономије посла. Достигнути су важни подаци о резултатима позивања. Резултати подржавају литературу. Као што су показале претходне студије, позивање је тесно повезано са перцепцијом компетентности и када је перцепција аутономије посла јака, осећај позивања се повећава, што је такође потврђено овим истраживањем. Такође је показано да снага овог односа расте кроз опсесивну страст.

Кључне речи: позивање, живети позив, опсесивна страст, аутономија посла

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