

Living a Calling and Career Success: A Moderated Mediation Model of Psychosocial Safety Climate and Leadership Humility through Job Crafting.

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ABSTRACT

Purpose - A successful career is the dream of any professional, and calling has emerged as a significant factor in career management, potentially boosting the individuals' inner and professional satisfaction. Based on self-determination theory, this study investigates the impact of living a calling on career success through job crafting. Further, this study hypothesized that career success can be boosted through the moderating roles of psychosocial safety climate and leadership humility.

Study Design/methodology/approach- Data was collected from 329 permanent manufacturing and service sector employees using a temporal separation method. Moreover, statistical techniques, i.e., confirmatory factor analysis, reliability, validity correlations, direct, mediation, and moderation, were employed using various statistical software, i.e., SPSS, AMOS, and Smart-PLS.

Findings- This study's results revealed a positive mediation of job crafting between living a calling and career success link. Further, findings support the moderation of psychosocial safety climate and leadership humility in the relationship between living a calling and career success through job crafting. The findings explain that the indirect association of perceiving a calling with career success via job crafting was strengthened when individuals' perceptions about psychosocial safety climate and leadership humility were higher.

Originality/value -The present study provides vigorous visions to career researchers, individuals, practitioners, and academicians. Further, this study advocates that organizations focus on calling and psychosocial safety climate in HR policies that help individuals with career development. Further, this study extends our knowledge by identifying how job crafting and leadership humility are important to boosting career success.

Keywords: Living a Calling (LC), Job Crating (JC), Career Success (CS), Psychosocial Safety Climate (PSC), Leadership Humility (LH), Self-Determination Theory (SDT)

JEL Classification Codes: M120, M100, M54, M50

1 | INTRODUCTION

Organizational psychology emphasizes the development and execution of approaches for the improvement of individuals' well-being, engagement, and commitment at the workplace ([Khan Rubel & Kee, 2024](#); [Okros & Virgă, 2025](#)). These approaches help individuals develop personal skills and abilities in their careers. On the other hand, the working environment of organizations is rapidly changing globally, which also becomes unpleasant for individuals and affects their career development, growth, and success ([Amoadu Ansah & Sarfo, 2024](#)). Parallel to this, in the current era, career perspectives have also changed due to technological developments, business modernization, economic integration, and greater workplace competitiveness ([Diaa Abidin & Roller, 2024](#)). These circumstances force the employees to stay up to date on new market trends and the need for professional-related abilities or risk losing their positions. Moreover, with rapid changes in organizational structures, working criteria, and environments, professions are now becoming more versatile, which influences the mindset of individuals regarding shifting their jobs from one organization to another ([Diaa Abidin & Roller, 2024](#)). Parallel to this, the job market is also becoming dynamic over time, and individuals are searching for a flexible career ([Yamada et al., 2024](#)). Career success is a concerning phenomenon for individuals and organizations ([Chen Jiang & Wu, 2022](#)), and an individual having a prosperous professional career represents the achievement of primary personal goals due to which they can devote utmost energy and time at the workplace ([Chen Jiang & Wu, 2022](#)) for the fulfillment of professional responsibilities. Moreover, in the present era, organizations are also paying more attention to the care of their workforce because businesses consider humans as valuable capital through which organizations succeed by providing high-quality goods and services ([Lintanga & Rathakrishnan, 2024](#)). It has been observed that some individuals appear to be more successful than others in their careers more swiftly by achieving by attaining their personal goals ([Heslin & Turban, 2016](#); [Kraimer et al., 2019](#)). How individuals can achieve career success is an important practical and theoretical issue for employees, organizations, and researchers because the personal success of individuals also leads to organizational success ([Spurk Hirschi & Dries, 2019](#)).

The role of calling is imperative in career management, as calling provides a higher level of relevance and devotion to individuals about their work ([Wu et al., 2024](#)), which facilitates their achievement of higher career success. The initial concept of calling was about the call of inner from a higher power (GOD) for the choice of work, but it was primarily about social work for needy people ([Maser, 2021](#)). The recent calling concept represents a sense of passion for a specific work accompanied by this conception that this work becomes purposeful and meaningful for someone ([Dobrow, 2013](#); [Dobrow & Tosti-Kharas, 2011](#); [Ehrhardt & Ensher, 2020](#); [Thompson & Bunderson, 2019](#)). It has been observed that 30% to 50% of adults view their work as a calling ([Duffy & Dik, 2013](#)), which may help them make meaningfulness from their careers. Career success is considered a set of targets and standards that individuals set during their professional life and evaluate during life with their achievements ([Arthur Khapova & Wilderom, 2005](#); [Heslin & Turban, 2016](#)). The individuals who live in their calling feel inner motivation at the workplace and work more proactively, boosting their chances of career achievement. Likewise, it has been found that persons who live in their calling feel much more satisfied with their work, and thus, their career become meaningful for them ([Duffy et al., 2014](#)), and through positive experiences they may achieved career success. Because living a calling of a person represents the engagement in working as directed by his/her calling ([Li & Yang, 2018](#)). Thus, we proposed

that living in a calling provides meaningfulness to individuals about their jobs thus they may feel satisfied from their careers.

However, to better understand how living a calling boosts the career success level of individuals, we use job crafting as an intervening mechanism between these relationships. Job crafting has been broadly used as a personal mechanism by individuals that helps them shape their workplace behaviors to control their assigned tasks ([Holman et al., 2024](#); [Wrzesniewski & Dutton, 2001](#)). Crafting jobs improves individuals' performance and well-being ([Bruning & Campion, 2018](#)). Different scholars asserted that through job crafting, employees may enhance their work motivation and improve their work efficiency, as it facilitates the individuals to make changes in their work according to their demands and preferences and to increase their skills and abilities ([Brenninkmeijer & Hekkert-Koning, 2015](#); [Tims & Bakker, 2010](#); [Tims Bakker & Derks, 2012, 2013](#)). It has also been observed that job crafting facilitates individuals for self-improvement and professional goal-setting, through which they can positively change the working environment and relationships ([Liu Wan & Fan, 2021](#)). Moreover, through job crafting, individuals change the work contents and redesign the working procedures and criteria according to their own needs, improving the quality of the assigned tasks and enhancing the working efficiency ([Chen et al., 2023](#)). Following this notion, we argue that when individuals live in their calling, they feel motivated intrinsically, through which they may become able to craft their jobs as per their professional requirements and preferences, which leads to the smooth achievement of their personal, professional, and organizational goals.

If individuals feel relaxed at their workplace, it leads to the better attainment of their personal and professional goals, and the role of organizational culture is crucial in this regard, especially in a psychosocial working environment. A psychosocial safety climate usually comprises organizational policies, practices, and procedures for the physical and psychological safety of the employees ([Dollard Dormann & Idris, 2019](#)), helping them enhance trust with management and the organization. A higher level of psychosocial safety climate boosts the level of trust and commitment by the management towards the equality, respect, and support through which individuals feel safe at the workplace ([Hall Dollard & Coward, 2010](#); [Yulita Idris & Dollard, 2022](#)). In line with this, we argue that these feelings of trust, support, and safety help individuals control the working environment in their favor by crafting their jobs. A psychosocial safety climate is generally shaped by the active participation of the management and employees during the process of job design, communication channels, and organizational policies ([Amoadu et al., 2025](#)). Thus, a higher psychosocial safety climate promotes the relatedness of individuals with the organizations. It also improves the working conditions ([Amoadu et al., 2025](#)), which may help them demonstrate proactive behaviors, i.e., job crafting. Also, a higher psychosocial safety climate mitigates the adverse effects of job responsibilities and enhances the psychological health, well-being, job satisfaction, and overall efficiency of individuals ([Amoadu et al., 2025](#); [Gan & Kee, 2024](#)) that may indirectly influence their career growth and development. Parallel to this, a poor psychosocial safety climate produces several adverse outcomes, i.e., health problems, lower job satisfaction and work engagement, and higher turnover ([Bailey Dollard & Richards, 2015](#)). Individuals who feel stressed about career development, growth, success and better organizational culture in the form of a psychosocial safety climate may support them to reduce career pressure by using organizational resources to fulfill their

professional responsibilities through learning. Therefore, we propose a moderating role of psychosocial safety climate in the relationship between job crafting and career success.

Leadership is the core organizational factor that influences and shapes the behaviors of individuals at the workplace; likewise, a good leader also helps their subordinates grow and develop their careers ([Chughtai et al., 2023](#)). Owens et al. (2013) present the concept of leadership humility, which represents the traits of leaders, i.e., being open to accepting new ideas and opinions, giving appreciation to their subordinates for their excellence, and having a tendency to think about themselves for the betterment of their own and their subordinates. Humble leaders motivate their subordinates by appreciating their strengths, which may help them develop and grow their careers ([Kelemen et al., 2023](#)). On the other hand, these leaders also boost the self-efficacy, job satisfaction, and trust of individuals in the workplace ([Liborius & Kiewitz, 2022](#); [Ma et al., 2019](#); [Zhong et al., 2020](#)). Likewise, leaders' humility plays a vital role in helping subordinates to craft their jobs and control the working environment positively by giving empowerment, motivation, and inspiration ([Son & Lee, 2023](#)). Leaders with attributes of humility celebrate the strengths and contributions of others, especially of their subordinates; this gives a feeling of respect to their subordinates/followers ([Rego et al., 2019](#); [Throop & Mayberry, 2017](#)) through which they get motivation for learning. Thus, we argue that leadership humility facilitates the individuals' enhancement of their skills and abilities through their encouraging traits, which helps them achieve higher career success.

Drawing from self-determination theory and to answer the call for future research, we argue that living a calling promotes job crafting because when individuals feel that they live in their calling, they feel motivated and encouraged, which may enhance their proactive abilities in the form of job crafting. Holman et al. (2024), in their recent meta-analysis, stress the importance of job crafting and suggest that there is a need for further research to understand what mechanisms and strategies need to be investigated for better outcomes for employees. Thus, by following this call for research, we use job crafting as a mediating mechanism between living a calling and career success. Holman et al. (2024) further suggested the role of moderators, i.e., personality, positive self-concepts, and interpersonal skills for higher career success. Therefore, by following the suggestions of Dera et al. (2025) and Inoue et al. (2025), we use psychosocial safety climate as a moderator (as an organizational source), a perception of employees about organizational policies, procedures, and practices for the physical and psychological care of the individuals, which may help the individual for the crafting of their jobs when they live in their calling. Whereas, following the suggestions of Huy (2024), leadership humility is used as a moderator, a personality trait of leaders that provides recognition, encouragement, and motivation to the subordinates about their strengths, which may facilitate higher career success.

2 | LITERATURE REVIEW

2.1 | Theoretical Underpinning and Hypotheses Development

The conceptual model of this study is based on the theoretical lens of self-determination theory ([Ryan & Deci, 2000](#)). Self-determination theory asserts that for people to continue growing, to be honest, and being healthy, they must have their core psychological needs; competence, autonomy, and relatedness—met. This theory provides a framework for comprehending the motivating underpinnings of social conduct and

personalities and the relationship between fundamental psychological necessities and cognitive thriving, well-being, and a good standard of living ([Ryan & Deci, 2024](#)). In contrast to social circumstances that hinder the fulfillment of these psychological requirements, which result in a wide range of more detrimental individual and interpersonal consequences, social contexts that facilitate fulfilling these needs foster capabilities for autonomy, social interactions, and wellness ([Ryan & Deci, 2024](#)). Moreover, Ryan and Deci ([2008](#); [2000](#)) explain an energetic and complex relation between motivation effects, human behaviors, and life consequences. Self-determination theory elaborates on how fulfilling the basic psychological needs of humans (i.e., competence, autonomy, and relatedness) leads to the healthy functioning of humans at the workplace, further shaping the numerous aspects of individuals' well-being ([Chen, 2017](#)). From these three mechanisms of self-determination theory, competence is related to the ability of one to master the work; autonomy refers to the control of someone over circumstances or a sense of independence; and relatedness represents the interpersonal relationship with others ([Deci & Ryan, 2008](#)). These three components, i.e., competence, autonomy, and relatedness, help individuals motivate themselves more intrinsically, supporting their better life consequences amid distinctive approaches and in different conditions ([Chen, 2017](#)). Further, Deci and Ryan ([2008](#)) asserted that when someone meets these three mechanisms, that person experiences a higher level of well-being, personal growth, and optimal functioning in the workplace.

It has been observed that when individuals feel that their workplace meets their physical and psychological needs, they demonstrate more positively towards their tasks ([Van den Broeck et al., 2016](#)). Based on this notion, we argue that when employees feel that they are living in their calling, which gives them intrinsic motivation, they feel delighted with their careers. On the other hand, job crafting presented the self-initiatives of the individuals they have done at the workplace to satisfy their psychological needs ([Wu et al., 2023](#)). According to the assumptions of self-determination theory, the psychological needs of individuals influence their work behaviors; when individuals feel a sense of independence or feel the ability to control the workplace circumstances in the form of autonomy, they perform better and feel satisfied with their work ([Deci & Ryan, 2008](#)). The term "job crafting" refers to the methods by which workers actively begin to alter their strategy for their job, either physically or mentally ([Slemp & Vella-Brodrick, 2014](#)). Job crafting gives a sense of autonomy to the individuals through which they make changes in the informal processes of their jobs to attain their professional goals and personal satisfaction ([Slemp & Vella-Brodrick, 2014](#)). Based on this notion, we argue that when individuals live in their calling, it may give them the sense of independence and self-motivation to control their workplace circumstances; they craft their professional tasks according to their abilities, enabling them to achieve personal goals and career development. Moreover, self-determination theory explains the intrinsic and extrinsic motivational factors which may influence the personal achievement and various workplace outcomes ([Deci & Ryan, 2008](#); [Ryan & Deci, 2017](#)). It has been observed that the organizational environment also influences the workplace behaviors of the individual by facilitating their basic psychological needs ([Huyghebaert et al., 2018](#)). A psychosocial safety climate represents the policies, procedures, and practices of organizations for the protection of the physical and psychological health of individuals ([Dollard, 2007](#); [Dollard & Bakker, 2010](#)). A healthy and supportive organizational environment may enhance the relatedness of individuals with the organizations that meet their psychological needs and provide them with resources for completing professional tasks with their own informal choice ([Biron et al.,](#)

2021; [Hu Dollard & Taris, 2022](#)). Based on this notion, we argue that a psychosocial safety climate may help the individual when they live in their calling for higher job crafting according to their professional needs. Moreover, the self-determination theory further explains that managerial styles motivate individuals to meet their psychological needs ([Deci Olafsen & Ryan, 2017](#)). People who are highly motivated at work ought to feel in control of their professions, decide to stay with their current career track, and believe that they are progressing in their careers ([Dahling & Lauricella, 2017](#)). Research indicates that leadership humility helps individuals with professional growth and development by providing opportunities for learning ([Owens Johnson & Mitchell, 2013](#)). Individuals who avail the opportunities of skills and capabilities enhancement achieve their career goals and satisfaction which boost their career success ([Feldman & Ng, 2007](#); [Ng et al., 2005](#)). Based on this notion, we proposed that leadership humility may boost their career success when individuals may be on the higher level of job crafting.

2.2 | Living Calling, Job Crafting, and Career Success

Career is related to the professional experience of the individuals who feel it through their lives, time, and space ([Arthur Khapova & Wilderom, 2005](#)). At the same time, career success presents the personal evaluation of a person about the career in quantifiable and internal manner, i.e., earning, promotion, prestige, learning, development, and meaningfulness ([Dries et al., 2009](#); [Shockley et al., 2016](#); [Wang Beigi & Baruch, 2024](#)) which they got throughout their professional life in the form of career achievement and satisfaction ([Ekmekcioglu Erdogan & Sokmen, 2020](#); [Seibert Kraimer & Crant, 2001](#)). Moreover, it also refers to the accomplishments of individuals regarding their work-related desires, which they got during their lives through experience ([Arthur Khapova & Wilderom, 2005](#)). Several indicators have been discussed in literature as criteria for career success, i.e., high-performance work system ([Huy, 2024](#)), career adaptability ([Haenggli & Hirschi, 2020](#)), proactive personality ([Yu et al., 2023](#)), career crafting ([Diaa Abidin & Roller, 2024](#)), workaholism ([Gomes et al., 2023](#)), protean career ([Lo Presti et al., 2023](#)), human and social capital ([Guo & Baruch, 2021](#)). Likewise, we argue that that inner motivational factor, i.e., living a calling, may also absolutely influence the career success of individuals.

If individuals are satisfied with their careers through career achievements, they feel that their career success is attained; for that purpose, living a calling is work as an essential intrinsic tool. Persons who live in their calling feel satisfied with their work ([Maser, 2021](#)) and think that their profession is meaningful ([Elangovan Pinder & McLean, 2010](#)). Individuals who live in their calling experience more work meaning, organizational identity, authentic self, and personal calling, influencing their personal and professional lives ([Duffy et al., 2014](#)). Moreover, living a calling also increases professional life passion and work meaning, which increases the satisfaction level of individuals in their jobs ([Duffy et al., 2012](#)). Numerous studies have evidenced that living a calling produces various positive outcomes, i.e., lower occupational burnout ([Khan et al., 2023](#)). Likewise, we argue that when people live in their callings, they perceive that their professional work, which they select through the directions of their inner call, is meaningful and purposeful, giving them a positive experience of professional life and achievement that may lead to higher career success.

Job crafting is demarcated as the proactive physical/cognitive variations stimulated by the individuals to redesign or restructure the numerous features of their professional tasks, which may modify the sense of the effort to appropriately affiliate with the persons' professional individuality and standards ([Mäkikangas &](#)

[Schaufeli, 2021](#)). Moreover, individuals craft their professional tasks by modifying the contents to align the outcomes of their professional responsibilities to meet their expectations ([Huy, 2024](#)). Whereas Wrzesniewski and Dutton ([2001](#)) stated that job crafting helps individuals fulfill some critical needs, i.e., the desire for meaning of work and control over professional tasks, affiliation with an organization, interconnection with colleagues, and a positive image in front of others. Job crafting is also found to be a proactive behavior ([Zhang & Parker, 2019](#)), which enables individuals to meet job challenges and avail themselves of opportunities. Numerous scholars stated that in modern times, careers are becoming boundaryless, dynamic, and flatter; in these circumstances, job crafting helps individuals achieve career success ([Akkermans & Tims, 2017](#)). Several studies use job crafting as a mediating factor and found that it leads to numerous positive outcomes, i.e., work engagement ([Li & Yang, 2018](#); [Shin Hur & Choi, 2020](#)), subjective career success ([Akkermans & Tims, 2017](#); [Cenciotti Alessandri & Borgogni, 2017](#)), career need satisfaction ([Huy, 2024](#)), career commitment ([Chang Rui & Wu, 2021](#)) and job performance ([Liu Wan & Fan, 2021](#)). Based on the above discussion, we argue that job crafting may boost the career success of the individuals who live in their calling. Following these notions, we hypothesize that:

Hypothesis 1: *Living a Calling has a direct impact on Career Success.*

Hypothesis 2: *Job Crafting mediates the relationship between Living a Calling and Career Success.*

2.3 | Psychosocial Safety Climate as Moderator

Psychosocial safety climate refers to the working environment of the organizations where employees perceive that the higher management's policies, practices, and procedures are for their physical and psychological health protection ([Dollard, 2007](#); [Hall Dollard & Coward, 2010](#)). A low level of psychosocial safety climate enhances the risk of role ambiguity, dysfunctional relationships, lack of support from management and colleagues, lack of control over working conditions, and poor organizational change management ([Boyd Kerr & Murray, 2016](#)). While a higher level of psychosocial safety climate leads to several positive outcomes, i.e., safety citizenship behaviors ([Dera Adedokun & Iyiola, 2025](#); [Khan et al., 2024](#)), organizational innovation, and affective commitment to change ([Chughtai Syed & Naseer, 2022](#)), motivational functioning and work engagement ([Hu Dollard & Taris, 2022](#); [Yuan et al., 2024](#); [Yulita Idris & Dollard, 2022](#)), organizational citizenship behavior and occupational health ([Loh Zadow & Dollard, 2020](#); [Tariq Bukhari & Adil, 2021](#)). Psychosocial safety climate works as an effective organizational tool for risk management at the workplace, which boosts the motivational level of the employees, especially in chaotic times ([Dollard & Bailey, 2021](#)). Parallel to this, when individuals live in their calling, they also feel motivated, which helps them work proactively by controlling their work meaningfully ([Chang Rui & Lee, 2020](#)). Likewise, through the psychosocial safety climate, senior management of the organization facilitates their workforce for development and well-being ([Khan Rubel & Kee, 2024](#)); this development may help individuals improve their careers and feel satisfied with the achievement of their professional lives. When employees perceive that the higher management cares about their physical and psychological health, they feel trusted and motivated, which provides them with psychological resources for the attainment of professional, personal, and organizational goals ([Inoue et al., 2025](#); [Khan Rubel & Kee, 2024](#)). As employees feel pressure in their professional life when

they feel that their career success is slower than the others, at that time a good psychosocial safety climate provides resources to the individuals to meet the work demands ([Teoh & Kee, 2022](#)); based on this, we argue that work environment in the form of psychosocial safety climate also facilitates the individuals when they live in their callings and they demonstrate proactively. Because a psychosocial safety climate provides resources to the individuals to control the workplace environment in their favor, we argue that they can achieve their target using the tool of job crafting. Job crafting helps individuals overcome career advancement pressure by facing challenges and utilizing opportunities ([Berg Wrzesniewski & Dutton, 2010](#)). Numerous studies used psychosocial safety climate as a moderator with different predictor and criterion factors, i.e., between learning organizations and organizational innovation and commitment ([Chughtai Syed & Naseer, 2022](#)), between psychological demands and psychological distress ([Inoue et al., 2025](#)), between psychological capital and thriving at work ([Okros & Virgă, 2025](#)), between adaptive leadership and safety citizenship behaviors ([Khan et al., 2024](#)), between Psychosocial hazards and work engagement ([Tagoe & Amponsah-Tawiah, 2020](#)), and between psychosocial hazards on nurse safety performance ([Manapragada et al., 2019](#)). Based on this discussion, we proposed the following hypotheses:

Hypothesis 3a: *Psychosocial Safety Climate moderates the relationship between Living a Calling and Job Crafting in such a sense that a higher/lower level of Psychosocial Safety Climate will strengthen/weaken this positive relationship.*

Hypothesis 3b: *Psychosocial Safety Climate moderates the indirect relationship between Living a Calling and Career Success via Job Crafting in such a sense that a higher/lower level of Psychosocial Safety Climate will strengthen/weaken this positive relationship.*

2.4 | Leadership Humility as Moderator

Leadership is considered a core element that affects employees' performance and helps individuals attain personal and professional goals ([Zhang & Liu, 2019](#)). Leadership humility refers to the three interpersonal qualities of the leaders, i.e., accepting new ideas and openness to learning, appreciation of the contribution of others and their strengths, and precise self-assessment ([Owens Johnson & Mitchell, 2013](#)). Earlier studies evidenced that leadership humility has been studied in different disciplines, i.e., human resource management, organizational behavior, entrepreneurship, and strategic management, at various levels, i.e., at individual, team, and organizational levels ([Chandler et al., 2023](#); [Kelemen et al., 2023](#)). Moreover, numerous studies indicated that behaviors of humble leaders in the workplace produce several positive outcomes, i.e., boost learning and development, job satisfaction, work engagement, retention and performance of their subordinates ([Ali et al., 2020](#); [Chiu Owens & Tesluk, 2016](#); [Owens & Hekman, 2012](#); [Owens Johnson & Mitchell, 2013](#)). These shreds of evidence help us argue that leaders who show humility in the workplace appreciate their subordinates acquiring new knowledge, skills, and abilities that boost career success. Likewise, when individuals using their cognitive skills craft their jobs on their own for their facilitation to complete their tasks successfully, the humility of leadership by cultivating the environment of trust, learning, and support with recognition and appreciation facilitates their subordinate leads to higher satisfaction about their careers ([Yao Liu & He, 2021](#)). The organizations at the workplace do not formally offer the use of job crafting tools, but it

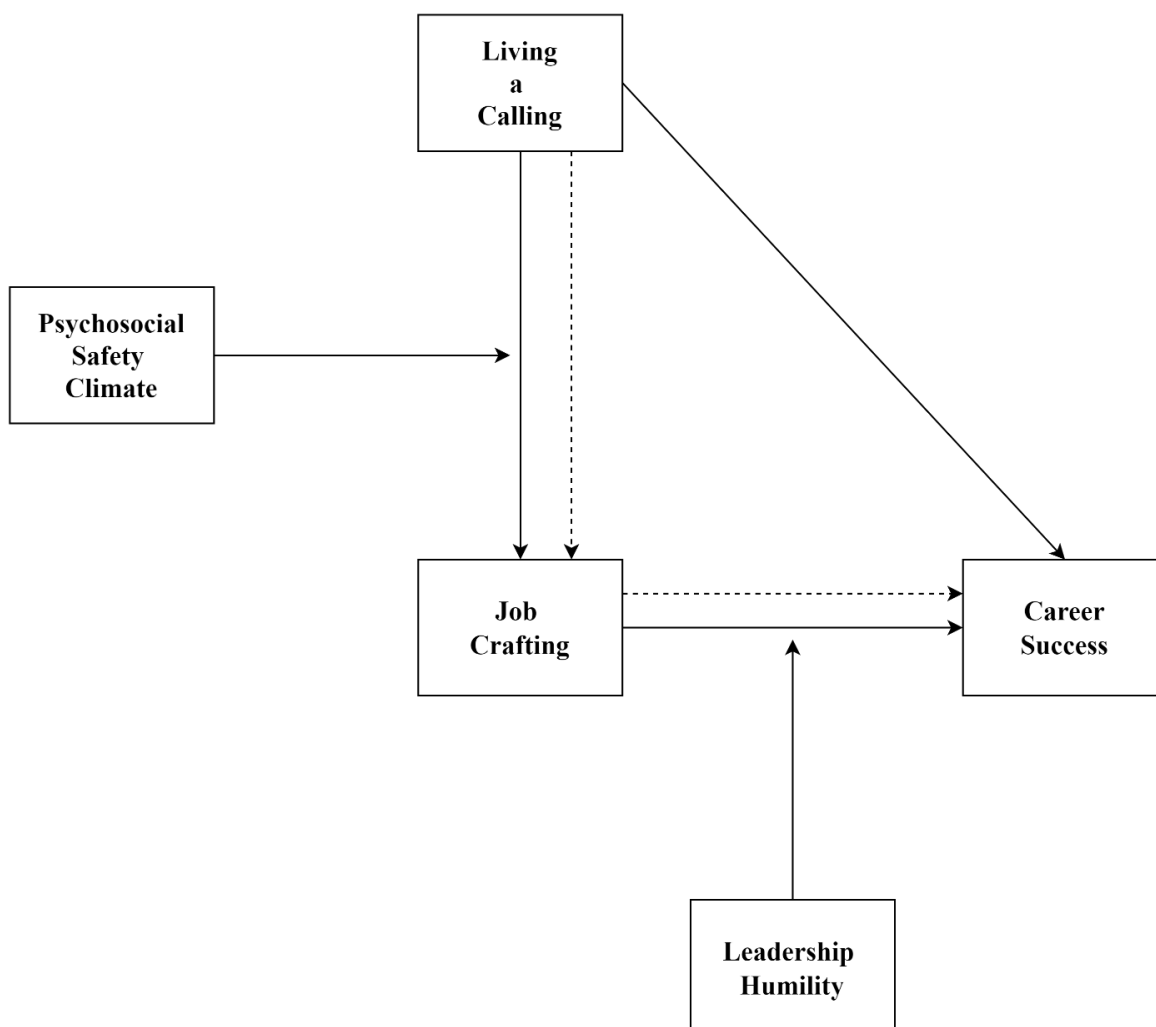
is the inner potential of the individuals that they use for the improvement of their person job fit, which also becomes helpful for the organizations for the attainment of competitive advantage ([Esteves & Lopes, 2017](#); [Wrzesniewski & Dutton, 2001](#)). Individuals can craft their jobs by changing the nature of their work routine or through alteration in contents of their professional task, this proactive cognitive ability facilitates them for career development and satisfaction. Likewise, when individuals find a humble leader which also enhances their relatedness with the organization by providing a caring, encouraging, and guiding environment, it may lead to a higher level of their career success. Based on the above discussion of literature, we hypothesize that:

Hypothesis 4a: *Leadership Humility moderates the relationship between Job Crafting and Career Success in such a sense that a higher/lower level of Leadership Humility will strengthen/weaken this positive relationship.*

Hypothesis 4b: *Leadership Humility moderates the indirect relationship between Living a Calling and Career Success via Job Crafting in such a sense that a higher/lower level of Leadership Humility will strengthen/weaken this positive relationship.*

Figure 1

Conceptual Model



3 | METHODOLOGY & DESIGN

The present study is quantitative and employs the deductive approach, through which hypotheses are formulated by following the theoretical lens of an overarching theory. The data was collected through a survey using close-ended questionnaires distributed to individuals at their workplaces. Moreover, data was analyzed using AMOS, SPSS, and Smart-PLS statistical software. Different statistical techniques, i.e., reliability, validity, correlations, mediation, and moderation, were used to evaluate the proposed hypotheses of this study.

3.1 | Sampling and Data Collection Procedure

The present study's data was collected from employees in different corporate sectors (i.e., manufacturing and service) in the major cities of Pakistan. The selection purpose of this sampling was to get the generalized outcomes of this study, as both sectors serve as major contributors to the growth and development of the economy, especially in emerging countries. Further, an individual who feels successful in their career is the backbone of every organization. Therefore, using a simple random sampling technique, the researcher of this study approaches the individuals through the administration/HR departments of different organizations for data collection purposes. To minimize the thread of common method bias and collect the respondents' true opinions, the data for this study was collected in three different phases, with one-month intervals between each phase, by following the suggestions of Podsakoff et al. (2003; 2012). In the first phase, we collect data for the predictor (living a calling) and first moderating variable (psychosocial safety climate); in the second phase, we collect the opinion of participants for mediating (job crafting) and second moderating variable (leadership humility) and in the final phase, we collect data for criterion variable (career success). For that purpose, in the first phase, we distributed 550 questionnaires to the employees of manufacturing and service sector organizations, at the end of this phase, 467 survey forms we received; in the second phase, we distributed the questionnaires to those individuals who participate in first phase and at the end of this phase we collect 388 filled questionnaires; in third and final phase we distribute survey forms to only those employees who participate in first and second phase of the survey and at the end of final phase we receive 329 questionnaires which were completed filled from all aspects and found fit for the further statistical analysis. So, the response rate was 59.82% at the end of the third phase.

3.2 | Measurement Tools

All measurement scales used in this study were adopted from reputed previously published studies. Moreover, all scales were distributed in English, as in Pakistan, English is used as a language for communication and correspondence in public and private organizations (Chughtai et al., 2023). Also, the curriculum taught in education institutions from undergraduate to post-graduate is English (Naseer et al., 2020). So, there was no issue with the participants' understanding of the questions.

3.2.1 Living a Calling

A six (06) items scale of Duffy, Allan, and Elizabeth (2012) was used to measure the perceptions of individuals about their living in calling. The sample items of the study were "I have regular opportunities to live out my calling" and "I am currently engaging in activities that align with my calling".

3.2.2 Job Crafting

A twelve (12) items short version scale of job crafting was used to measure the perceptions of individuals; the scale was initially developed by Tims, Bakker, and Derks ([2012](#)), but the short version that we used in this study was developed by Sora, Caballar, and García-Buades ([2018](#)). The sample items of the scale were, "I try to develop myself professionally," "I ask whether my supervisor is satisfied with my work," and "When an interesting project comes along, I offer myself proactively as a project co-worker."

3.2.3 Career Success

A five (05) items scale by Li, You, Lin, and Chan ([2014](#)) was used to measure the career success level of the individuals. The sample items of the scale were "I am satisfied with the success I have achieved in my career" and "I am satisfied with the progress I have made towards meeting my goals for income".

3.2.4 Psychosocial Safety Climate

A short version of the psychosocial safety climate scale containing four (04) items developed by Berthelsen, Muhonen, Bergström, Westerlund, and Dollard ([2020](#)) was used to measure individuals' perceptions about psychosocial safety climate. The sample items of the scale were "In my organization, senior management shows support for stress prevention through involvement and commitment" and "In my organization, the prevention of stress involves all levels of the organization."

3.2.5 Leadership Humility

A nine (09) items scale developed by Owens, Johnson, and Mitchell ([2013](#)) was used to measure the perceptions of individuals about the humility level of individuals about their leaders. The sample items of the scale were "My leader is open to the ideas of others" and "My leader admits it when they don't know how to do something."

3.2.6 Control Variables

By following the current and previous studies ([Ehrhardt & Ensher, 2020](#); [Guo & Baruch, 2021](#); [Karatepe et al., 2024](#); [Shin Hur & Choi, 2020](#); [Wu et al., 2024](#); [Yuan et al., 2024](#)), we have controlled the demographic variables of this study, i.e., gender, age, education, marital status, management level, organizational sector, and total working experience.

4 | RESULTS AND ANALYSIS

4.1 | Demographic Profiles

Table 1 below illustrates the details of respondents' category-wise, i.e., gender, age, education, marital status, management level, organizational sectors, and total working experience.

Table 1*Respondents' Details*

	Category	Frequency	Percent
Gender	Male	205	62.31%
	Female	124	37.69%
Age	21-30 Years	147	44.68%
	31-40 Years	133	40.43%
	41-50 Years	36	10.94%
	51-60 Years	13	3.95%
Education	Below than masters	116	35.26%
	Above than Masters	213	64.74%
Marital Status	Married	196	59.57%
	Unmarried	133	40.43%
Management Level	Top Management	54	16.41%
	Middle Management	80	24.32%
	Lower Management	109	33.13%
	Entry Level	86	26.14%
Organizational Sectors	Pharmaceuticals-Sector	114	34.65%
	Automobile-Sector	31	9.42%
	IT-Sector	74	22.49%
	Banking-Sector	52	15.81%
	Telecom-Sector	58	17.63%
Total Working Experience	1-10 Years	141	42.86%
	11-20 Years	112	34.04%
	More than 20 Years	76	23.10%

4.2 | Measurement Model and Validity

To evaluate the goodness fit of the model, we use AMOS, a statistical software, and perform confirmatory factor analysis (CFA). Table 2 represents the values of measurement of good fitness, where approximately all indicators meet the minimum threshold limits as suggested by Hu and Bentler (1999) and Hair et al. (2010).

Table 2*Measurement of Good Fitness*

Measurement Indicators	Acceptable Range	Full Model
CMIN/DF	1-3	2.57
GFI	>.90	.81
AGFI	>.80	.78
CFI	>.90	.92
TLI	>.90	.92
NFI	>.90	.88
RMR	<.09	.06
RMESA	<.08	.07

Note: GFI; Goodness of Fit Index, AGFI; Adjusted Goodness of Fit Index, CFI; Comparative Fit Index, TLI; Tucker-Lewis Index, NFI; Normative Fit Index, RMR; Root Mean Square Residual, RMESA; Root Mean Square Error of Approximation

We assess discriminant validity using the statistical tool of the heterotrait-monotrait ratio of correlations (HTMT) and Fornell and Larker criterion values using Smart-PLS version 4.0, a statistical software. The first portion of Table 3 illustrates HTMT values which all are less than .85, by meeting the recommended threshold

limit by Hair et al. (2019). The second portion of Table 3 illustrates the values of the Fornell and Larker criterion, where all diagonal values are higher than those shown in rows and columns, which follow the suggestions of Fornell and Larker (1981), so there is no issue of discriminant validity.

Table 3

Discriminant Validity

HTMT (heterotrait-monotrait ratio of correlations)					
Variables	LC	JC	PSC	LH	CS
1 LC					
2 JC	0.124				
3 PSC	0.292	0.324			
4 LH	0.210	0.097	0.110		
5 CS	0.253	0.238	0.674	0.250	
Fornell and Larker Criterion					
Variables	LC	JC	PSC	LH	CS
1 LC	0.804				
2 JC	0.117	0.916			
3 PSC	0.253	0.302	0.728		
4 LH	0.190	0.019	0.039	0.730	
5 CS	0.210	0.226	0.539	0.203	0.775

Note: LC; living a calling, JC; job crafting, PSC; psychosocial safety climate, LH; leadership humility, CS; career success

4.3 | Descriptive Statistics and Correlations

We calculate descriptive statistics and correlations using SPSS, a statistical software, and utilize Smart-PLS version 4.0 to perform convergent validity and reliability tests. Table 4 below illustrates the mean, standard deviation, convergent validity, reliability statistics, and correlations. Where values of composite reliability (CR) are above .700 and values of average variance extracted (AVE) are above .500, a threshold limit suggested by Hair et al. (2019). Moreover, the reliability (Cronbach alpha) values in parentheses are also above .700, which shows good reliability of all variables and also meets the minimum threshold limit, as suggested by Hair et al. (2019). Further, all study variables correlated at the significance level of .05 and .01, respectively.

Table 4

Descriptive Statistics, Convergent Validity, Reliability and Correlations

Variables	Mean	SD	CR	AVE	1	2	3	4	5
1 LC	3.66	.7896	.871	.531	(.83)	.292**	.543**	.132*	.247**
2 JC	3.70	.8646	.984	.839		(.88)	.209**	.104*	.114*
3 PSC	3.67	.8605	.857	.601			(.83)	.197**	.207**
4 LH	4.04	.6076	.848	.532				(.78)	.174**
5 CS	3.70	.7955	.901	.647					(.86)

Note: LC; living a calling, JC; job crafting, PSC; psychosocial safety climate, LH; leadership humility, CS; career success, SD; standard deviation, CR; composite reliability, AVE; average variance extracted, reliability values are in parenthesis

4.4 | Direct and Indirect Effects

To test the direct and indirect effects, we use the bootstrapping technique by employing a 5000 sample size through PROCESS-macro, as suggested by Hayes (2018). The first portion of Table 5 shows the direct effect results, where LC shows a positive and significant impact on CS [$b=.235^{***}$, $t\text{-value}=3.857$, $p<.001$, LL-UL/CIs=.115-.355], LC also shows a positive impact on JC [$b=.319^{***}$, $t\text{-value}=4.621$, $p<.001$, LL-UL/CIs=.183-.455], and JC also positively impact CS [$b=.142^{***}$, $t\text{-value}=3.798$, $p<.001$, LL-UL/CIs=.162-.346], these results show significant direct impacts and support the first hypothesis (H1) of this study. The second portion of Table 5 shows the mediation analysis results, where total effects are positive and significant [$b=.249^{***}$, $t\text{-value}=4.271$, $p<.001$, LL-UL/CIs=.134-.363) and indirect effects are also significant as there is no zero between the values of the lower and upper level of class intervals [$b=.113$, LL-UL/CIs=.117-.342], these findings show a partial mediation of JC between LC and CS and support this study's second hypothesis (H2).

Table 5

Direct and Indirect Effect Analysis

Relationships	Coeff	SE	t-value	p-value	LL/UL-CI
Direct Effects					
LC → CS	.235	.061	3.857	.000	.115/.355
LC → JC	.319	.069	4.621	.000	.183/.455
JC → CS	.142	.053	3.798	.000	.162/.346
Mediation Effects					
Total Effects	.249	.058	4.271	.000	.134/.363
Indirect Effects (LC → JC → CS)	.113	.047			.117/.352

Note: LC; living a calling, JC; job crafting, PSC; psychosocial safety climate, LH; leadership humility, CS; career success, UL/LL-CI; upper and lower-level class intervals

4.5 | Moderation Analysis

5000 sample size through PROCESS-macro, as suggested by Hayes (2018), was used to test the moderation effects of both moderators. The first portion of Table 6 shows the moderation result of the first moderator 'PSC', where LC positively and significantly influence the JC ($b=.277^{***}$, $t\text{-value}=3.550$, $p<.001$, LL-UL-CIs=.124/.431), and PSC significantly and positively affects the JC ($b=.186^{***}$, $t\text{-value}=3.299$, $p<.001$, LL-UL/CIs=.144/.316), whereas interaction term (LC x PSC) positively and significantly influence the JC ($b=.155^{***}$, $t\text{-value}=3.655$, $p<.001$, LL-UL/CIs=.109/.319) which shows the positive moderation of PSC between the relationship of LC and JC; thus, these results support the H3a of this study. The second portion of Table 6 illustrates the moderation result of the second moderator 'LH', where JC positively and significantly impact the CS ($b=.187^{***}$, $t\text{-value}=2.621$, $p<.01$, LL-UL/CIs=.119/.293), and PSC also positively and significantly influence the CS ($b=.237^{***}$, $t\text{-value}=3.390$, LL-UL/CIs=.099/.374) and the interaction term (JC x LH) significantly and positively impact the CS ($b=.115^*$, $t\text{-value}=2.552$, $p<.05$, LL-

UL/CIs=.031/.261), which shows a positive moderation of LH between the relationship of JC and LH; thus, these results support the H4a of this study.

Table 6

Interaction Effects Analysis

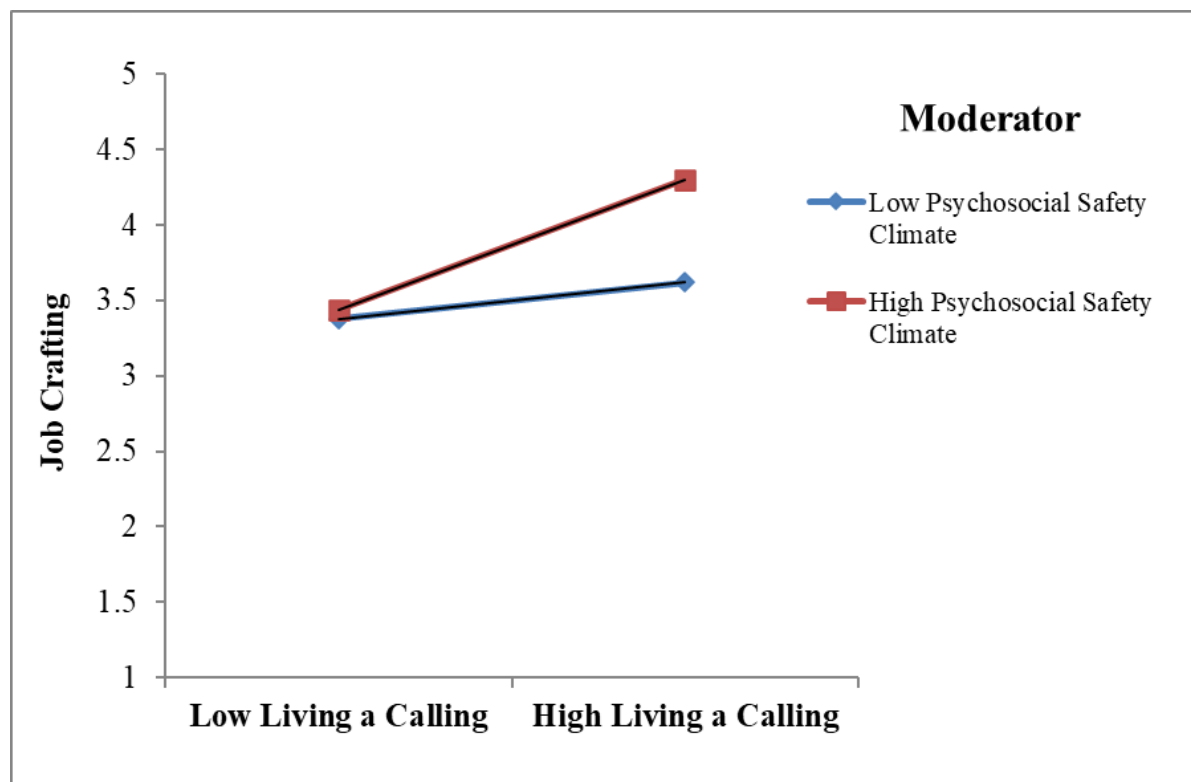
Moderation Effects					
Relationships	Coeff	SE	t-value	p-value	LL/UL-CI
LC	.277	.078	3.550	.000	.124/.431
PSC	.186	.066	3.299	.000	.144/.316
Interaction (LC x PSC) → JC	.155	.033	3.655	.000	.109/.319
Moderation Effects					
JC	.187	.054	2.621	.010	.119/.293
LH	.237	.070	3.390	.001	.099/.374
Interaction (JC x LH) → CS	.115	.074	2.552	.022	.031/.261

Note: LC; living a calling, JC; job crafting, PSC; psychosocial safety climate, LH; leadership humility, CS; career success, UL/LL-CI; upper and lower-level class intervals

Further, we draw moderation graphs at (one plus/minus SD); Figure 2 shows the moderation of PSC, where when individuals were at a higher level of living a calling with a higher level of PSC, it led to higher job crafting.

Figure 2

Moderation Graph (Psychosocial Safety Climate as Moderator)



Likewise, Figure 3 explains the moderation of LH, where when individuals had a higher perception of their leadership in the form of humility and were at a higher level of job crafting, it led to higher career success.

Figure 3

Moderation Graph (Leadership Humility as Moderator)

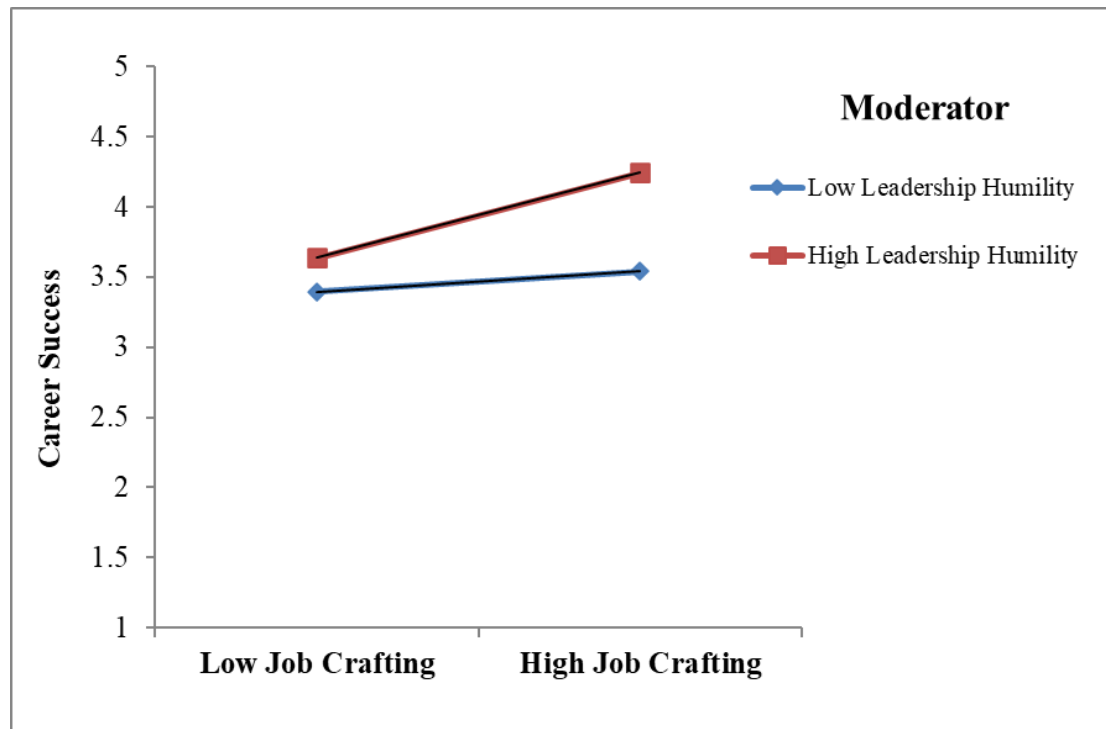


Table 7

Conditional Indirect Effects and Moderated Mediation Analysis

Conditional Indirect Effects (LC x PSC → JC → CS)				
Relationships	Coeff	SE	LL-CI	UL-CI
Below than mean (-.608)	.004	.018	.004	.058
At mean	.011	.020	-.023	.049
Above than mean (.608)	.026	.026	.010	.070
Conditional Indirect Effects (LC → JC x LH → CS)				
Below than mean (-.861)	.010	.014	.010	.047
At mean	.012	.015	.014	.047
Above than mean (.861)	.014	.018	.016	.057
LC x PSC → JC → CS				
Relationships	Index	SE	LL-CI	UL-CI
Moderated Mediation Index	.024	.024	.015	.078
LC → JC x LH → CS				
Moderated Mediation Index	.012	.006	.005	.024

Note: LC; living a calling, JC; job crafting, PSC; psychosocial safety climate, LH; leadership humility, CS; career success, UL/LL-CI; UL/LL-CI; upper and lower-level class intervals

Table 7 illustrates the values of moderated mediation of PSC, where the PSC moderates the indirect effect of LC on CS via JC above the mean, where ($b=.026$, LL-UL/CIs=.010/.070). Moreover, the values of moderated mediation index were also found positive and significant where, (index=.024, LL/UL-CIs=.015/.078), as no zero was found between the values of lower- and upper-class intervals; therefore, these findings also provide support to H3b of this study. Further, Table 7 demonstrates the values of moderated mediation of LH, where LH moderates the indirect effect of LC on CS via JC above the mean level, where ($b=.014$, LL-UL/CIs=.016/.057). Further, the values of the moderated mediation index are also found significant and positive, where ($b=.012$, LL-UL/CIs=.005/.024), as no zero was found between the values of lower- and upper-class intervals; therefore, these results support H4b of this study.

5 | DISCUSSION

Using the theoretical lens of self-determination theory, the present study's objective was to assess the impact of living a calling on career success via job crafting. Further, we evaluate the moderating effect of psychosocial safety climate between the relationship of living a calling and job crafting; we also test the moderating role of leadership humility between the relationship of job crafting and career success. The first hypothesis of this study predicted that living a calling positively influences the career success of individuals, either working in the manufacturing or service sector. The findings of this study provide support and explain that when individuals live in their calling, they feel more comfortable and satisfied with their careers ([Khan et al., 2023](#)). Earlier studies also provide support to the findings of this study, which further asserted that individuals who feel that their professions are meaningful and relevant feel more satisfied, passionate, and motivated, which shows their success in their career ([Douglass & Duffy, 2015](#); [Douglass Duffy & Autin, 2016](#); [Duffy et al., 2018](#)). The second hypothesis of this study proposed the mediating effect of job crafting on the relationship between living a calling and career success. The findings of this study provide support for this hypothesis, which further elaborates that when individuals live in their calling, they feel a meaningfulness in their work through which they work with in-depth interest at their workplace and they craft their responsibilities according to their inner and which leads to higher success of their career ([Chang Xiaoxiao & Wu, 2021](#); [Li & Yang, 2018](#)). Moreover, when employees feel that they live in their calling, it shows their fit with their work, which enables them to design their job tasks according to their preferences ([Chang Rui & Lee, 2020](#)) which leads to higher career success achievements. The third hypothesis of this study proposed the moderation of psychosocial safety climate between the relationship of living a calling and job crafting and between the indirect effect of living a calling and career success via job crafting. The findings of the present study provide support for the moderating role of psychosocial safety climate; the moderation findings explain that when perceptions of individuals about psychosocial safety climate are at a higher level, and they live in their calling, it leads to higher job crafting ([Khan et al., 2024](#); [Petrov Oprea & Opariuc-Dan, 2023](#); [Plomp et al., 2019](#)). In contrast, a higher perception of individuals about psychosocial safety climate leads to higher career success in presence of higher live in calling through job crafting ([Idris Dollard & Tuckey, 2015](#); [Loh et al., 2018](#); [Tagoe & Amponsah-Tawiah, 2020](#)). The fourth hypothesis of the present study predicted the moderating role of leadership humility between the relationship of job crafting and career success; and between the indirect effect of living a calling and career success through job crafting. The current study's

findings support the moderation hypothesis of leadership humility. The moderation results further explain that when individuals were at a higher level of their job crafting with higher perceptions of humility about their leaders, this leads to higher career success rates ([Chughtai et al., 2023](#); [Tariq Abrar & Ahmad, 2023](#)). On the other hand, higher perceptions of individuals about leadership humility also moderate the indirect effect relationship of living a calling on career success through job crafting ([Siachou et al., 2024](#); [Wang Ou & Song, 2022](#)). These findings explain that leaders' humble behaviors boost individuals' career success, especially when they live in their calling with job crafting ([Luo et al., 2022](#); [Ma et al., 2020](#)).

5.1 | Theoretical Implications

The present study's theoretical implications are displayed in three points of view. Moreover, this study adds knowledge to self-determination theory ([Deci & Ryan, 2015](#); [Ryan & Deci, 2000](#)) by explaining the results of this study that autonomy support of individuals in the form of living a calling enables the individuals to feel meaningfulness and choice of work over their routine tasks. Meanwhile, individuals' self-control about activities in the form of job crafting and individuals' experience about connection and relatedness in the form of leadership humility led to higher employee outcomes and the achievement of personal goals in the form of higher career success. Self-determination theory is a motivation theory that proposes that satisfying inner psychological needs leads to fulfilling several outcomes ([Ryan & Deci, 2017](#)). First, this study explains the mediation of job crafting between the association of living a calling and career success, which is related to the theoretical lens of self-determination theory that autonomy support leads to employee outcomes ([Ryan & Deci, 2017](#)); live in a calling of individuals help for job crafting which boost the career success of individuals. Secondly, this study explains the moderation of psychosocial safety climate, which is in line with the theoretical lens of self-determination theory, which elaborates that work environment factors influence the motivation level of individuals ([Deci & Ryan, 2008](#)). Psychosocial safety climate works as an environmental factor where organizational policies in the form of higher preference from the higher management to the physical and psychological health of employees motivate them for job crafting when they are at a higher level of living in their calling. Third, the present study uses leadership humility as a moderator, which explains that the capability of a leader to develop a constructive professional atmosphere channels care for individuals' emotions and requirements, which serves to resolve workplace challenges and promotes individuals' self-determination and curiosity in the job ([Deci Olafsen & Ryan, 2017](#)). When individuals are given flexibility and sovereignty, they are driven to attempt new things ([Liu et al., 2024](#)) in the form of job crafting, which enables them to advance their careers, especially if they live in their calling.

5.2 | Practical Implications

The suggestion of this study will be helpful for practitioners and policymakers. First, organizations for the utilization of maximum competencies of individuals use the services of counselors, which helps the management to identify the calling of employees so that they can live in them and produce positive outcomes ([Duffy et al., 2014](#); [Lee et al., 2018](#)). Second, organizations arrange training for the middle and higher managers through which they better understand how they better use the psychosocial safety climate strategies to boost the meaning and interest of employees at the workplace in the form of job crafting. Further, to increase the positive impact of living in a calling, the management of the organizations should acknowledge the importance of calling during the recruitment process and job rotation that helps the individual for the

achievement of career success. On the other hand, recognizing the importance of living a calling helps management form competency-based human capital. Job crafting is an important proactive behavior of employees; management must provide an organizational culture through a psychosocial safety climate, through which employees feel that management is caring for them, and they must perform proactive behaviors, i.e., job crafting, which helps the organization and individuals. Through job crafting and with the support of a psychosocial safety climate, individuals can influence their working circumstances by overcoming challenges and finding opportunities, which leads to career-related outcomes, i.e., career success. Leaders must attempt to model humble manners and urge staff to incorporate into the organization actively. Individuals have recently become increasingly concerned with their development and growth, and they require leaders who are adept at responding to their thoughts and concentrating on their personal goals. Humble leadership involves independently assessing one's deficiencies and errors of judgment, recognizing other people, and requesting guidance. This approach can increase individuals' enthusiasm and confidence in leaders, leading to more proactive socialization practices and career success. So, in organizational setup, humble leadership should be respected and fostered, and the organizations may additionally enable more humble leaders to advance to the management level during the phases of recognition, hiring, and promotion, which helps the organizations for the formation of a talented human capital, reduce turnover and boost career success of the individuals.

5.3 | Limitations and Future Research

The present study has some limitations; first, the data for the present study was collected from a single source, the employees, which may become the cause of common method bias. Although common method variance did not pose a severe issue in the present study, the data was collected in different phases at one-month intervals. So, it is suggested that future researchers may collect data from different sources, i.e., peer-rated or supervisor-rated, with a diary or longitudinal technique. Secondly, in the present study, living a calling was used as a predictor of career success; it would be interesting if future researchers could use other influencing factors, i.e., leadership style (adaptive leadership or strength-based leadership). Third, this study uses job crafting as a mediating variable; future researchers may use other intervening factors, i.e., workaholism, professional self-efficacy, and work involvement. Finally, this study uses psychosocial safety climate as an organizational source and leadership humility as a moderator; it would be interesting if authors use other moderators during the replication of this model, i.e., learning organizations, pleasure at work, and organizational cynicism.

6 | CONCLUSION

The existing study explains the importance of living a calling for career success. Findings show that living a calling enables individuals to work proactively, which helps them achieve their professional goals. Moreover, our findings also suggest that the role of psychosocial safety climate is to provide an environmental culture that offers physical and psychological resources to individuals to fulfill professional responsibilities. This environment also enhances the proactivity of individuals. Parallel to this, our findings also highlight the importance of leadership for career development and growth, especially of leadership humility, which encourages individuals to learn new skills and abilities. Overall, our study's findings enlighten the importance

of organizational culture (i.e., psychosocial safety climate), leadership (i.e., leadership humility), and proactive behavior (i.e., job crafting) to boost career success, especially when people live in their calling.

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