Passionate Way to Creativity through the Power of Job Crafting and Sense of Calling

ASEP GUNAWAN
Department of Management, Universitas Muhammadiyah Cirebon
Department of Management, Universitas Jenderal Soedirman, Purwokerto (doctor candidate).
Profesor DR. HR Boenyamin Street, Purwokerto, INDONESIA

WIWIEK RABIATUL ADAWIYAH
Department of Management, Universitas Jenderal Soedirman Purwokerto,
Profesor DR. HR Boenyamin Street, Purwokerto, INDONESIA

RATNO PURNOMO
Department of Management, Universitas Jenderal Soedirman, Purwokerto,
Profesor DR. HR Boenyamin Street, Purwokerto, INDONESIA

Abstract. Creative employees are treasured assets for organizations to remain competitive in the market. However, we still know little about how to encourage employee creativity in an organization. Taking a motivational perspective, this study aims to examine the direct relationship between job crafting and creativity and the indirect relationship through sense of calling. We collected information from 359 Indonesian tour guides, then we analyzed it using WarpPLS 4. The results of the study revealed that job crafting was positively related to employee creativity. In addition, it shows that the sense of calling sense of calling is able to become a connecting bridge in efforts to increase employee creativity.

1 Introduction

Due to the increasing complexity and flexibility of today's jobs, workers must be creative in order to cope adequately with the tension. Organizations currently use creativity as a primary criterion to assess employees' work performance [1] since creative employees are treasured assets for organizations to remain competitive in the market [2]. Every organization in the tourism industry faces turbulent changes in its environment because of globalization. The sector experiences rapid consumer preferences changes followed by shorter service and product life cycles [3]. These changes highlight new, increasingly complex competition requirements [4], forcing every business sector to compete in the market. The current rapidly changing situation faced by society occurred due to the COVID-19 outbreak, which resulted in the government travel restrictions policy, lockdowns, social distancing, school closings, and the prohibition of public events.

These regulations are in place to keep the COVID-19 virus from spreading. However, it instills worry and apprehension in the population about a possible epidemic [5]. The prevailing environment has a terrible impact on the tourism industry [6]. In addition to delivering a pleasant and unforgettable experience for every tourist, tourism practitioners must also provide trustworthy health facilities for tourists by following the government's health regulations in order to reduce tourists' anxiety [7].

Tour guides are responsible for delivering tremendous service to customers. Hence their creativity is essential to come up with appropriate solutions when a problem occurs. *Creativity* is generally defined as producing all kinds of new things helpful in solving a problem [8]. A creative tour leader can create a pleasant atmosphere for all group members during the journey to provide a memorable experience. Moreover, tour guides are compelled to act within the available resources

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while serving the customers. They must correspond to the guest's needs and the organization's policies and regulations. Tour guides are obliged to find the solution to various problems encountered in the field, adapt to changing conditions, and anticipate new challenges proactively. This behavior is an indicator of creative capacities, and for this reason, the creativity of the tour guides is the prerequisite of success in the traveling business [9].

Recently, there has been a proliferation of interest in creativity in the tourism industry. For example, a well established strand of research on creativity have examined the link between creativity and shared leadership [10], proactive personality and employee creativity [11], social capital and creativity in Taiwan and China [12], and organizational support to creativity [13]. Despite the substantial attempts, no research has examined the relationship between job crafting and creativity in the tourism industry, especially among tour guides. Therefore, this study enhances theory in the field by examining the relationship between job crafting and tour guide creativity in Indonesia.

Job crafting is a proactive action of an employee to change, shape and redefine his job [14]. Job crafting has great substance in the fulfillment of self-interest to create a comfortable working environment. A sense of comfort at work does promptly occur but must be endeavored. For example, when an employee first enters a job, new employees are generally presented with a job description that details the duties and responsibilities that need to be done. The job description becomes a guideline for employees at work. However, as time goes by, the workers might develop an inner contradiction between personal and organizational goals, which leads to a distressing situation.

Therefore, to obtain comfort at work, some employees customize their job. Some researchers found a positive and significant relationship between task crafting and creativity, increased challenges with creativity [15], [16]. Other results indicate a positive relationship between increased resources and creative performance [17]. Subsequently, research at the team level found a positive relationship between team job crafting and team creativity [18]. The last researchers found an indirect impact between proactive personality and creative performance through job crafting [19]. Furthermore, different results are shown by research conducted [17], which found a negative and insignificant indirect relationship between job crafting and creativity. Therefore, we propose a sense of calling to bridge the gap for inconsistent

findings on the relationship between job crafting and creativity.

In the context of work, calling is understood as a meaningful and continuous experience that drives individuals to passionately perform their jobs without expecting a material reward in exchange [20]. For example, their willingness to make a sacrifice for the sake of that work. Past research created a construct calling as a mediator [21], which examines the relationship between perceived organizational support and creativity. Both studies show that calling is capable of being a mediator.

The previous theories and studies suggest the relationship between job crating, sense of calling, and creativity. First, there are still limited works of literature exploring the relationship between these three constructs. Second, limited research in the tourism industry. Third, Indonesia has great tourism potential, especially tour guides; however, related research is still relatively rare.

2 Literature review and Hypothesis Development

2.1 Job Crafting & Creativity

The concept of job crafting is defined as a form of employee behavior that proactively makes minor modifications in their work scope and boundaries [14]. Task crafting occurs when employees change the form, size, and tasks that they are carrying. Meanwhile, changes in the context with whom and how often he interacts with other people can be categorized into relational crafting [22]. Employees' ability to change their view of their work is known as cognitive crafting [14]. They can reframe the goals of certain aspects of the job concerning the work as a whole [22].

Previous researchers embed job crafting from Job Demand Resource, which consists of seeking demands/challenges, decreasing demands, or seeking resources [23]. This proactive behavior is used by employees when they feel that a change is needed [24]. Job crafting ideas can increase person-job fit by adjusting job demands with personal needs and abilities [23]. Employees involved in job crafting tend to feel aligned with their work, are satisfied, highly committed to their organization, and show better performance [25] [26].

Past researchers found a positive and significant relationship between task crafting, creativity, and increased challenges with creativity [27], seeking resources, and creative performance [17], and also between job crafting and employee creative

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performance [28]. A positive relationship between team job crafting and team creativity is also proven [29].

2.2 Job Crafting and Sense of Calling

Employees who feel that work is a calling have a high ability to adapt to their environment, a form of response when facing obstacles in doing job modifications [30]. The feature is proactive behavior by aligning tasks, cognitive, and relations with his needs and interests as a means of getting meaning in the workplace [14]. Previous research has found job crating contribution to the process of understanding calling [31].

2.3 Sense of Calling and Creativity

The dimensions of presence-purposeful work & search-purposeful work are two dimensions that are relatively important in the construct of calling [32]. This dimension describes the job as part of their life goals [33]. Therefore, employees who have a goal orientation can engage in certain behaviors to cope with specific situations. It is believed to have a positive relationship with employee creativity.

2.4 Sense of Calling as a Mediator

The concept of the sense of calling is interpreted as a feeling of happiness when employees see that other people are satisfied with their help and the feeling of earning the meaning of life when they can contribute to society. Thus, the sense of calling can be a source of motivation for someone to work [32], encouraging high morale without expecting material rewards [20].

Although the calling construct and its potential have considerable benefits for individuals [34], this research is still relatively new [20]. It is argued that employees who have a high sense of calling towards their work show lower levels of absenteeism, higher job satisfaction and organizational commitment [33], and have a higher level of life satisfaction [35].

Although a sense of calling is a construct that is well known to employees, not everyone considers their job as calling. Some research results show that only 30% to 50% of participants in a study feel that they have a calling [36], and other research shows that calling can mediate between POS and creativity [21].

Based on the above argument, this study proposed the following hypothesis:

Hypothesis 1: Job crafting positively relates to the employee's creativity.

Hypothesis 2: Job crafting has a positive relation to the sense of calling.

Hypothesis 3: A sense of a calling has a positive relation to an employee's creativity

Hypothesis 4: The sense of calling can mediate the relationship between job crafting and employee creativity.
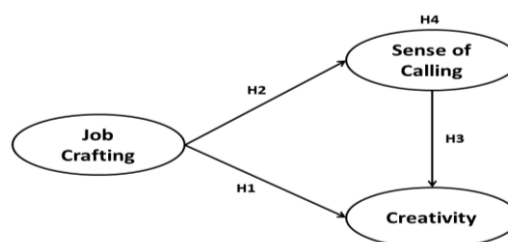

Fig. 1: Research model

3 Methodology

3.1 Participants and Procedures

Participants were recruited through the Indonesian Tour Guide Association. They encouraged their colleagues to participate in this survey activity. The participants were asked to fill out an online questionnaire using a google form sent through the WhatsApp chat of tour guide communities in West Java. Respondents who participated in this study came from 22 cities and districts in West Java province. We obtained 359 correctly filled questionnaires, yielding an overall response rate of approximately 95.48%.

Based on the job position, the respondents' composition is tourist guide (271) or 75.49% and tour leader (88) or 24.51%. Some of them work as freelancers, but some are tour & travel companies.

Respondents are dominated by male, with a total number of 293 or 81.62%, the rest are female, totaling 66 people or 18.38%. Most tour guides aged between 21-30 years for a total of 230 people or 64.07%. The working periods vary, with a range of less than one year to over 20 years, and the most significant component is in the working group with a working period between 1-5 years totaling 239 people or 66.57%. The education levels are dominated by high school and undergraduate, with the proportion as 123 and 121 people, 34.26% and 33.70%.

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Table 1. Demographic profile

	Frequency	Percentage (%)
Gender		
Male	293	81.6
Female	66	18.38
Education level		
High school or equivalent	123	34.26
Diploma	107	29.81
Undergraduate	121	33.70
Postgraduate	8	2.23
Tenure		
< 1 year	48	13.37
1 - 5 year	239	66.57
6 - 10 year	50	13.93
11 - 15 year	11	3.06
16 - 20 year	10	2.79
> 20 year	1	0.28
Age		
< 20 year	23	6.40
20 - 30 year	230	64.07
31 - 40 year	69	19.22
41 - 50 year	35	9.75
> 50 year	2	0.56

Source: own processing

3.2 Measurement

As respondents' native language was Indonesian, each measuring scale was translated by a professional translator. To validate the translation, we utilized the back translation method [37] with five-point Likert-type scale of measurement ranging from one (strongly disagree) to five (strongly agree).

Job crafting is measured using 30 items [38]. A sample item is "I try to enhance my tour-leading skill." Cronbach's alpha for this scale was 0.908;

Sense of calling, used an eight-item from the two subscales (i.e., presence-purposeful work & search-purposeful work) of the sense of calling scale developed by [39] and rating by the employee. A sample item is "My work helps me live out my life's purpose." Cronbach's alpha for this scale was 0.878;

Creativity, used a thirteen-item scale adapted from [40]. Example item "Suggests new ways to achieve goals or objectives." Cronbach's alpha for this scale was 0.850 (see: Table 2)

4 Result

4.1 Reliability Measurement

The data collection instrument used in this study was a questionnaire. Therefore, in order to get good results, an accurate questionnaire is needed. Reliability and validity are two ways commonly used by researchers to measure the accuracy of the questionnaire.

The first step, measuring reliability using the WarpPLS4 application. The results are described in table 2.

Table 2. Reliability Test

Composite reliability coefficients		Cronbach's alpha coefficients	
Job Crafting	0,956	Job Crafting	0.908
Sense of Calling	0.906	Sense of Calling	0.878
Employee Creativity	0.889	Employee Creativity	0.850

Source: own processing

Reliability test results show that all constructs have high reliability. It is indicated by the Composite Reliability value of all constructs with a value greater than 0.70 and Cronbach's alpha coefficient greater than 0.6 [41]. Thus all the data collected by the construct are reliable.

4.2 Validity Measurement

The second step, measuring validity using the WarpPLS4 application. The results are described in table 3.

Table 3. Convergent Validity

	Job Crafting	Sense of Calling	Creativity
R-squared		0.150	0.106
Adj.R-squared		0.147	0.101
Composite reliab.	0.956	0.906	0.889
Cronbach's alpha	0.908	0.878	0.850
Avg.var.extrac.	0.916	0.579	0.573
Full Collin. VIF	1.146	1.161	1.062
Q-squared		0.149	0.104

Source: own processing

Convergent validity is tested by using Average Variance Extracted (AVE). The assessment criterion is that the value of AVE should be higher than 0.5. The results show that all constructs (job crafting, 0,916; sense of calling, 0.579; creativity, 0.573) have AVE values greater than 0.5. These results have shown that the Convergent Validity construct is good [42], [43].

Table 4. Comparison of the roots of the AVE with the correlation between variables

	Job Crafting	Sense of Calling	Creativity
Job Crafting	(0.957)	0.339	0.180
Sense of Calling	0.339	(0.761)	0.212

Creativity	0.180	0.212	(0.757)

Note: square roots of average variances extracted (AVEs) shown on diagonal
Source: own processing

The next validity test is to measure the discriminant validity. The test is done by comparing the root of the AVE with the correlation between variables. A good AVE value occurs when the constructed value is higher than the correlation between latent variables [42]. The results show that the AVE root value in the same variable is higher than the AVE's root value for different variables. Therefore criteria for the discriminant validity test have been fulfilled.

After the reliability and validity test, the next step is to test the model structure. This test is to determine whether a model matches the data.

4.3 Measurement Model

The evaluation process of the research model is a confirmatory factor analysis of the endogenous constructs in the model, the results of the full model analysis can be explained in the table 5.

Table 5. Model fit and Quality Indices

Quality Indices	Value	Acceptable Criteria	Supported
Average path coefficient (APC)	0.255	P<0.001	Not
Average block VIF (AVIF)	1.308	Ideally ≤ 3.3	Yes
Average full collinearity VIF (AFVIF)	1.123	Ideally ≤ 3.3	Yes
Average R-squared (ARS)	0.128	P<0.001	Not
Average adjusted R-squared (AARS)	0.124	P=0.002	Not
Tennenhaus GoF (GoF)	0.297	Medium ≥ 0.25	Yes
Sympson's paradox ratio (SPR)	1.000	Ideally = 1	Yes
R-squared contribution ratio (RSCR)	1.000	Ideally = 1	Yes
Statistical suppression ratio (SSR)	1.000	Acceptable ≥ 0.7	Yes
Nonlinear bivariate causality direction ratio (NLBCDR)	1.000	Acceptable ≥ 0.7	Yes

Source: own processing

The results of the model structure test show that the seven quality indices meet the required criteria — the AVIF (1.308) and AFVIF (1.123) had a value (ideally ≤ 3.3). There is no problem in multicollinearity between indicators and between exogenous variables. Furthermore, the resulting GoF value is $0.297 \geq 0.25$, which means that the fit

model is in a suitable category. Also, the index value of SPR (1.000), ideally = 1, RSCR (1.000) ideally = 1, SSR (1.000) acceptable ≥ 0.7, and NLBCDR (1.000) acceptable ≥ 0.7, which means that the model does not have a problem of causality.

The structural testing model shows that seven index measures have been fulfilled. Therefore the model fits the data to move on to the next testing stage.

4.4 Hypotheses Measurement

Table 6 & Figure 2 shows the results of hypothesis testing. Results the structural equation model describes the relationship between each variable that influences each other.

Table 6. Summary

Hypotheses	Coefficient	P-value	Supported
H1: Job crafting → creativity	0.174	P < 0.001	Yes
H2: Job crafting → Sense of calling	0.387	P < 0.001	Yes
H3: Sense of calling → creativity	0.203	P < 0.001	Yes
H4:Job_Crafting→ Sense of Calling→ creativity	0.252	P < 0.001	Yes

Hypothesis testing and result interpretation
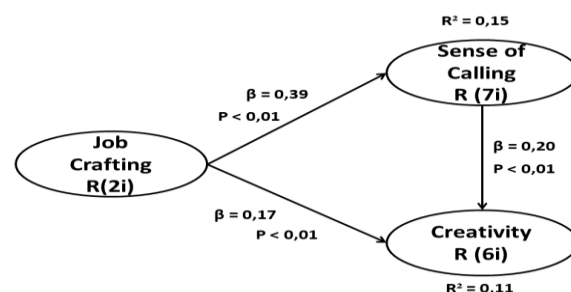Note: N of participants = 359, p < 0.001
Source: own processing

Fig. 2: Relationship between job crafting and creativity: The sense of calling as mediation

The job crafting variable has a significant effect on the creativity variable with a path coefficient of $\beta = 0.174$ and $p < 0.001$. Next, the job crafting variable has a significant effect on the sense of calling variable with a value of $\beta = 0.387$ and $p < 0.001$. Meanwhile, the sense of calling variable has a significant effect on the creativity variable with $\beta = 0.203$ and $p < 0.001$. Finally, Sense of calling is able to mediate the relationship between job crafting and employee creativity with a value of $\beta = 0.253$ and $p = 0.001$

5 Discussion

In this study, we take a motivational perspective to understand how job crafting relates to employee creativity.

Our first finding shows that the job crafting variable has a positive and significant impact on employee creativity. These results strengthen the findings of research conducted by Tian et.al. (44) shows that employees who engage in job crafting behavior have more creative performance, as well as the research findings obtained by Sun et.al (45) which states that increasing challenges is positively related to employee creativity.

The second finding shows a positive and significant relationship between job crafting and sense of calling. These result supports the research findings of Riasnugrahani et al (46) which showed a positive and significant relationship between cognitive crafting and relational crafting on the sense of calling.

The results of the third hypothesis test show that there is a positive and significant relationship between sense of calling and employee creativity. From a personal point of view strong support to encourage you to be positive work self-efficacy (47). Organizational perspective that must recognize professional autonomy. This will be an advantage for the successful implementation of the job craft strategy (48), especially those involved in workplace redesign. A greater sense of self-efficacy and professional autonomy can be seen as additional resources to help employees truly carry out their calling. And if they can enjoy more autonomy at work his commitment to his career is strengthened and he is also strengthened make their work more proactive

The last hypothesis states that sense of calling can mediate the relationship between job crafting and employee creativity. The results of this study found that a sense of calling could mediate the relationship between job crafting and employee creativity.

6 Conclusion

This study aims to explore information about the direct relationship between job crafting and employee creativity and indirectly through sense of calling. Employee creativity is known to be one of the most powerful weapons to maintain the sustainability of the organization in the long term. It is therefore important to understand how to increase employee creativity in an organization.

The results indicated an important role of job crafting to encourage increased creativity of employees in the organization. On the other hand, the results of the study show that a sense of calling can be a bridge in an effort to increase employee creativity.

The contribution of this paper is to provide a useful conception of the role of job crafting in enhancing employee creativity through a sense of calling. This study is especially important for SMEs in developing countries like Indonesia, which face some difficulties in encouraging employee creativity. Therefore, this study provides guidelines for organizations to provide space for employees to modify their work so that they can motivate themselves to be creative at work.

7 Limitations and Future Research Directions

Like other research in this area, our study has some limitations. First, we measure creativity based on respondents' self-reports. Self-report has been accepted and used in many previous studies and is a valid measure of one's creative performance (49). Future research may wish to add supervisor and peer ratings of these variables to avoid dependence on single-source data.

Second, we use a homogeneous sample, because the respondents are tour guides in the tourism industry in Indonesia. Therefore, we cannot generalize our findings to other samples from other countries.

Third, similar to many other studies on creativity, we used cross-sectional data. The data do not support drawing conclusions about causality. Therefore, a longitudinal study is needed to reveal the effect of the relevant variables on the creative process.

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