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employees must increase their job resources and reduce their job demands to reduce stress in the workplace. Job crafting has a significant impact on calling, and sharp meaning in the workplace (Riasnugrahani et al, 2019). Employees who see their work as meaningful will feel satisfied in their work. For further research, we suggest examining the calling components (transcendent summons, purposeful work, and prosocial orientation) in their effect on job satisfaction.

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Discussion

In this study, we want to see the relationship between calling and job satisfaction on forestry employees. The results of the study found that there was relationship between presence of calling and job satisfaction. This study are in line with the study of Fatharani and Riasnugrahani (2022), Jaramillo (2011), Lobene and Meade (2013) that employees with presence of calling will tend to experience higher job satisfaction and are willing to spend more time working. They will get satisfaction in every activity in their work. Employees will be willing to put forth greater effort and effort to be able to achieve their goals and will feel enthusiastic and enthusiastic about doing work. Employees who feel a match between talent and interest in their work will feel higher job satisfaction.

Employees with presence of calling will be more motivated by intrinsic purpose at work (Conway et al, 2015), and they are less attracted by extrinsic rewards such as salary and promotion and convenience (Freed, 2003). They will develop their potential and express it through work. Employees who see their work as meaningful have greater satisfaction in their job activities (Littman-Ovadia & Steger, 2010). They do not focus only on financial orientation or career promotion but more on their intrinsic value (Hirschi, 2012). According to Hagmaier and Abele (2015), calling is a core element of person-environment fit and remains significant even in various personality and situational factors. Those with calling are highly engaged in their work and tend to be satisfied with it. Individuals who have a calling will identify with their job, investing their time and energy in their current role (Park, Kim, Lim, & Sohn, 2019). Employees find work is meaningful and will show their commitment to their careers (Duffy, Bott, Allan, Torrey & Dik, 2012)

The study found that the search for calling has a negative effect on job satisfaction. Individuals who still search for calling seek meaning in their work actively. They searching meaning and purpose in their job, tend to be unsure, immature, and have less information about their work. In this search process, individuals will go through a process of doubt in fulfilling their potential, which can lead to frustration and decisions, so the process of searching for calling will drain energy and harm well-being in the workplace (F. Li et al., 2021). Those who seek calling tend to be immature in their career process. The high level of search is perhaps due to the inability to find what they are looking for related to future careers (Duffy & Sedlacek, 2007). This condition can lead to job dissatisfaction due to loss of intrinsic motivation at work.

The results show a negative relationship between position and job satisfaction. The higher the status of an employee, the higher the job satisfaction. Employees with higher positions tend to have a higher opportunity to have promotions given by the company, and larger salaries, allowances, and bonuses (Hasibuan, 2014). These work facilities become an extrinsic motivation for the employee. This study shows that intrinsic motivation is more important than extrinsic motivation. Employees will be more satisfied if their job has a purpose, positive meaning, and bring goodness to others. Calling as intrinsic motivation makes employees more feel enthusiastic and have clear goals in their work. Employees with the presence of calling also feel well-being at work. Employees who see their job as a calling are more fulfilled, feel autonomy, satisfaction, enjoy life, and will thrive in life (Firmansyah & Riasnugrahani, 2022). In short, the presence of calling is more important than a position in an organization.

CONCLUSION

Based on the results, we conclude that the presence of a calling has a significant role in increasing job satisfaction for forestry employees, more than positions in the organization. In addition, the search for calling process can lead to a negative outcome for employees. Based on these results, we recommend companies to provide opportunities for employees to feel and be conscious of their calling, to increase job satisfaction.

To increase calling, the company can allow employees to restructure their work by organizing their resources and demands in their work. Working conditions in forestry are risky, so

employees. We also found a negative relationship between position and job satisfaction ($r = -.19$, $p < .05$), meaning that the higher the status of the employee, the higher their job satisfaction.

Table 3.
 Determination Coefficient (R^2)

Model	R	R Square	Model Summary	
			Adjusted R Square	Std. Error of the Estimate
1	.193 ^a	.037	.030	.55458
2	.341 ^b	.117	.096	.53545

a. Predictors: (Constant), position
 b. Predictors: (Constant), position, search, presence

Table 2 shows that there is a relationship between position in organization and job satisfaction. Therefore, we include the position variable in the calculation to determine its effect on job satisfaction. In table 3, position explains job satisfaction only 3.7%, and when we include the presence of calling and search for calling in the calculation (model 2), they can explain job satisfaction about 11.7% ($R^2 = 0.117$). While table 4 shows that the position, the presence of calling, and search for calling have a significant effect simultaneously on job satisfaction ($F = 5.542$, $p = 0.001$).

Table 4.
 Anova Result

Model	Sum of Squares	df	Mean Square	Anova ^a	
				F	Sig.
1 Regression	1.525	1	1.525	4.958	.028 ^b
1 Residual	39.367	129	.308		
Total	40.892	128			
2 Regression	4.767	3	1.589	5.542	.001 ^c
2 Residual	36.125	126	.287		
Total	40.892	129			

a. Dependent Variable: job satisfaction
 b. Predictors: (Constant), position
 c. Predictors: (Constant), position, search, presence

In table 5, the results of multiple regression analysis show that position in organization does not affect job satisfaction (model 2). Meanwhile, the search dimension has a significant negative effect on job satisfaction, with a t-value of -2.455 ($p = .015$). Furthermore, the presence of calling has a positive influence on job satisfaction, with a t-value of 3.338 ($p = .001$). This result means the dimension of calling is more important than position in an organization.

Table 5.
 Regression coefficient

Model	Coefficients ^a			t	Sig
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	5.246	.555		9.457	.000
Position	-.161	.072	-.193	-2.227	.028
(Constant)	4.138	.710		5.826	.000
Position	-.133	.071	-.159	-1.886	.062
2 Search	-.281	.114	-.349	-2.455	.015
Presence	.466	.140	.477	3.338	.001

a. Dependent Variable: job satisfaction

Table 1.
 Demographic Data

	Demographic	Frequency (F)	Percentage
Age	24 – 39	28	21.5%
	40 – 55	102	78.5%
Gender	Male	125	96.2%
	Female	5	3.8%
Education	High school/equivalent	115	88.5%
	Diploma	7	5.4%
	Bachelor	8	6.1%
Position	Group I	0	0%
	Group II A	0	0%
	Group II B	1	0.8%
	Group III A	0	0%
	Group III B	0	0%
	Group IV	4	3.1%
	Group V	36	27.7%
	Group VI	89	68.5%
Tenure	1– 18	31	23.8%
	19 – 35	99	76.1%

Note. N= 130; age and tenure in years.

Table 2.
 Means, Standar Deviations and intercorrelation for the study variables

Variable	M	SD	1	2	3	4	5	6	7
1 Age	44.3	7.75							
2 Gender	---	---	.05						
3 Education	---	---	.06	.39**					
4 Position	---	---	-.34**	-.13	-.29**				
5 Tenure	20.78	9.23	.64**	.09	.09	-.33**			
6 SfC	4.98	.69	-.10	-.28**	-.04	-.06	-.04		
7 PoC	4.92	.57	-.10	-.14	.03	-.11	-.02	.81**	
8 JS	4.01	.56	.12	.06	.05	-.19*	.11	.04	.21*

Note. N= 130; age and tenure in years. SfC = *search for calling*; PoC = *presence of calling*; JS = *job satisfaction*. *p<.05; **p<.01.

Table 2 shows there is no relationship between the dimensions of the search for calling and job satisfaction ($r=.04$, $p>.05$) but has a significant positive relationship with the presence of calling ($r=.21$, $p<.05$). In addition, there is a negative relationship between gender and search for calling ($r=.28$, $p<.01$), meaning that male employees are more active in searching for calling than female

Calling has two dimensions, a search for calling and the presence of calling (Duffy & Sedlacek, 2007). The search for calling means that the employee is still looking for a calling in their job. Employees who have not found a calling in their work will feel dissatisfied with their work (Jaramillo, 2011). The presence of calling means that the employee already sees their job as a calling. Employees who have found their calling will feel enthusiastic and have clear goals in their work. Individuals will continue to evaluate their careers to maintain, enhance, and expand the calling they find (Dik & Duffy, 2009). Individuals with a presence of calling will also develop their potential and express it through work. Individuals who work with calling will be more motivated by intrinsic goals to achieve job satisfaction.

Based on the explanation above about the importance of the presence of calling, we are interested in examining the relationship between calling and job satisfaction for employees. We want to know whether employees who are still looking for a calling have low job satisfaction (H1), and employees who have discerned a calling have high satisfaction (H2).

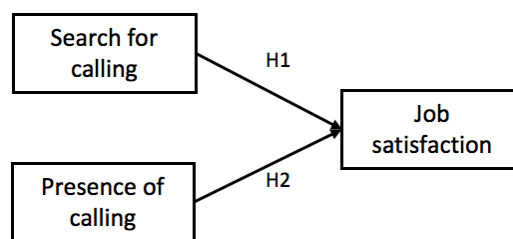


Figure 1. Research Model

METHOD

This study uses a quantitative method with a correlational research design. The data analysis technique used multiple linear regression to see the role of the search for calling and the presence of calling to employee's job satisfaction. The population of this study is permanent employees of state-owned forestry companies. Total participants are 130 employees consisting of 125 men and five women, and the age range was 24 to 55 years. Minimum education high school/equivalent, have worked at least one year. The measuring instrument used is the Calling and Vocation Questionnaire (CVQ, Dik et al, 2012) and the Job Satisfaction Survey (JSS, Spector, 1997). The reliability of CVQ and JSS are .91 and .87, which are considered high. All items on the measuring instrument were validated by performing factor analysis techniques. The analysis used Pearson Product Moment with the help of IBM SPSS 25 for the windows program.

RESULTS AND DISCUSSION

Result

Table 1 lists the intercorrelations, means, and standard deviations for variables for all participants. From table 1, we can see that there are more employees with high school education. Most employees are in group VI, namely field operators, forest police, and foreman. More participants had more than 19 years of service.

“I AM SATISFIED”: THE ROLE OF PRESENCE OF CALLING ON FORESTRY EMPLOYEES

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Abstract

The purpose of this study was to examine the relationship between calling and job satisfaction among forestry employees. Participants in this study were 130 permanent employees who had worked for at least one year. The age range of the participants is 24 to 55 years and have at least a high school education. The instruments used are the Calling and Vocation Questionnaire and the Job Satisfaction Survey and have high-reliability scores. Through the correlation analysis technique, we found that the presence of calling has a significant positive relationship with job satisfaction, and the search for calling has no relation with job satisfaction. Forestry employees who have found their calling will feel job satisfaction because they perceive their work as positive, purposeful, and beneficial for many people.

Keywords: calling; job satisfaction; presence of calling; search for calling

INTRODUCTION

Employees are human resources who are one of the valuable assets in the company. They are the backbone to carry out various activities that have a significant influence on the performance and progress of the company. They give energy physically and mentally to the company and receive remuneration following the agreed agreement (Hasibuan, 2007). Employees are a significant stakeholder group in a company and are responsible for actualizing the company's vision and development. All company requires employees to achieve goals and carry out various company activities. Seeing the duties and responsibilities carried out by an employee, the company must keep employees by fulfilling employee job satisfaction.

Job satisfaction is employees' overall evaluation of every aspect of their work, whether they like it or not (Spector, 2012). According to Spector (2008), measuring job satisfaction is through nine facets, namely salary, promotion, leadership, benefits, awards from the company, work procedures, nature of work, and communication. Dahlius and Ibrahim's research (2016) shows that the work facilities received by employees have a significant effect on employee job satisfaction. Dissatisfied employees will leave work, express aspirations, be disloyal, neglect work (Robbins & Judge, 2008). They also exhibit counterproductive behaviors such as boredom, laziness, physical disorders, anxiety, and depression (Ranz, Stueve, & McQuistion, 2001). Work facilities are extrinsic motivations that can increase job satisfaction.

Job satisfaction also can increase from intrinsic motivation such as calling. According to Duffy and Dik (2013), calling is an approach to work that reflects the belief that one's career is a central part of a broader sense of purpose and meaning in life and is used to help others or advance the greater good. The external sources of calling are from God or a higher power like community and social need. In addition, internal sources of calling are individual interests, skills, values, and desires. According to Indawati and Anis (2019), someone who has a calling has an altruistic tendency at work. They are more likely to have a responsibility to improve work welfare.