

Calling as a Predictor of Life Satisfaction: The Roles of Psychological Capital, Work-Family
Enrichment, and Boundary Management Strategy

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Abstract

The current study examined the mediating role of psychological capital and work-family enrichment in the relation between calling and life satisfaction. Moreover, the moderating role of boundary management strategy, the tactics individuals utilize to manage role boundaries, in the relation between calling and work-family enrichment was investigated. Cross-sectional survey data was collected from members of the South Korean navy ($N = 195$). As hypothesized, people who have a calling obtained more psychological capital (hope, self-efficacy, resilience, and optimism) from their work experience, which in turn positively related to work-to-family enrichment and life satisfaction. Although a statistically significant moderating effect of boundary management strategy was found, the pattern of the interaction was different from our original prediction; the positive relation between calling and work-to-family enrichment was stronger among those who strive to separate the work and family domains (i.e., separators) than among those who aim to integrate the two domains (i.e., integrators). The theoretical as well as practical implications are discussed.

Keywords: *calling, psychological capital, work-family enrichment, boundary management strategy, life satisfaction.*

Calling as a Predictor of Life Satisfaction: The Roles of Psychological Capital, Work-Family Enrichment, and Boundary Management Strategy

Soldiers work not only for personal wealth and success, but also for their country and its security. While individuals are confronted with many challenges such as intensive training and severe discipline serving as a soldier, issues related to marriage and family members have been considered one of the most difficult challenges they face (Karney & Crown, 2007). For instance, soldiers have to tolerate frequent separations from their family members due to overseas deployments (Wang, Nyutu, Tran, & Spears, 2015). These precarious conditions might be unbearable for soldiers unless they find meaning in their noble duties. *Calling* is defined as a sense of meaning in the work and purpose of serving others by fulfilling one's potential with enthusiasm as one considers his or her work is destined (Hagmaier & Abele, 2012). In fulfilling their job to protect their country and enduring all the hard physical and mental work within the military, having a sense of calling is deemed important for soldiers. Moreover, given that the insufficient notification before going into battle or training might affect the dynamics of the soldiers' family (Lipman-Blumen, 1975), it is critical to understand factors that facilitate soldiers' relationship with their family and enhance their subjective well-being.

The present study investigated consequences of a sense of calling among South Korean navy soldiers. Since the 1950s, South Korean soldiers have constantly faced potential outbreak of war. This insecure condition that exposes the soldiers to additional challenges (e.g., continual fear) provided an ideal setting to examine the value of a sense of calling. Building on previous research that calling is positively related to one's life satisfaction (Peterson, Park, Hall, & Seligman, 2009), we questioned why people with a calling are more satisfied with their lives.

Studies have identified mediators in the calling—life satisfaction link (Duffy, Allan, &

Bott, 2012; Peterson et al., 2009). However, no study has empirically investigated the family factor which is one of the critical aspects of one's life in the relation between calling and life satisfaction. Although a qualitative study (Oates, Hall, & Anderson, 2005) inferred that working mothers who perceive their work as a calling often feel competent to adequately handle tension between the work and the mothering role, the study sample is confined to working women who have children, with family responsibilities limited to a mothering role.

Expanding this line of research, the present study empirically examines whether calling has an association with family domain, which in turn links to overall life satisfaction. Given that work and family roles are interdependent (Barnett, 1998), it seems plausible that calling links to higher life satisfaction by facilitating a positive work-family interface. Based on the theory of work-family enrichment (Greenhaus & Powell, 2006), we propose that positive experiences due to a calling orientation would generate various resources, one of which is psychological capital, and that the resources would spill over to family domain, thereby enriching the family domain. Work-to-family enrichment, in turn, is expected to enhance one's overall life satisfaction (McNall, Nicklin, & Masuda, 2010). That is, we test psychological capital and work-to-family enrichment as mediators of the relation between calling and life satisfaction. Furthermore, we examine the moderating role of boundary management strategy in the relation between calling and work-to-family enrichment given that the degree to which individuals allow resources from one domain to flow into another domain varies (Allen, Cho, & Meier, 2014).

Calling

Scholars have suggested three work-orientations (job, career, and calling), each of which represents individuals' views of their work (Wrzesniewski, McCauley, Rozin, & Schwartz, 1997). People who view their work as a job consider it simply as a means of earning money. People

who view their work as a career seek advancement of positions. For people who view their work as a calling, however, their work is not just a means of earning money or reputation, but it encompasses self-fulfillment, serving others, and pursuing their own life purpose.

Multiple conceptualizations of calling have been proposed in the literature. Dik and Duffy (2009) defined calling as meaningful and purpose-driven work with motivation to help others which is derived by transcendent summon. Also, Hunter, Dik, and Banning (2010) stated that calling is originating from guiding forces and occurs with sense of fit, well-being, and altruism which extends to multiple life roles. However, the other researchers have a different perspective on the external source when defining calling, because some people might feel strong internal passion rather than external forces. In regard to this view, calling refers to a meaningful, consuming passion for work domain (Dobrow & Tosti-Kharas, 2011), the deepest form of one's psychological success (Hall & Chandler, 2005), and a salient career goal with individual meaning and pro-social orientation (Praskova, Creed, & Hood, 2014). In this study, we use Hagmaier and Abele's (2012) conceptualization of multidimensional calling because it deals well with the multi-facets of calling including both external forces and the inner voice. The three dimensions of calling are sense and meaning and value-driven behavior, identification and person-environment-fit, and transcendent guiding force.

Calling and Life Satisfaction

Life satisfaction is a cognitive judgment of a person's quality of life in accordance with one's certain criteria (Diener, Emmons, Larson, & Griffin, 1985). Benefits of calling on life satisfaction are well documented. Those who have a higher calling orientation tend to feel more satisfied with their lives than those who have a job or a career orientation (Wrzesniewski et al., 1997). The positive relation between calling and life satisfaction has been observed among

diverse samples from college students (Steger, Pickering, Shin, & Dik, 2010) to working adults (Duffy, Allan, Autin, & Bott, 2013; Peterson et al., 2009) who held various occupations (e.g., professionals, salesmen, administrative assistants, teachers, managers, clerks, home-makers).

Scholars have investigated the mediators between calling and life satisfaction. Some researchers examined work-related variables as mediators (e.g., job satisfaction; Douglass, Duffy, & Autin, 2016). Others investigated non-work related variables as mediators such as core self-evaluation, engagement orientation, life meaning, religiousness, and self-congruence (Douglass et al., 2016; Hagmaier & Abele, 2015; Steger et al., 2010). To date, limited research has been conducted on the family factor in the relation between calling and life satisfaction.

Work-Family Enrichment

The theory of work-family enrichment might be one of the valid accounts for the role of calling on life satisfaction. *Work-family enrichment* refers to positive appraisals of the relationship between work and family, which are based on an individual's perception of resources and demands (Greenhaus & Powell, 2006). Work-family enrichment occurs when resources derived from one domain enhance one's ability to perform in another domain. Work-family enrichment occurs bi-directionally; resources derived from work can enhance family performance, and vice versa. In this study, we focus on the work-to-family direction as we intend to examine how calling is associated with benefits in the family role.

According to Greenhaus and Powell (2006), positive experiences from work can generate resources that help one perform well in the family role. Because individuals with a sense of calling tend to have positive work experiences such that they experience greater degrees of occupational self-efficacy and person-job fit (Hirschi, 2012), they are likely to undergo work-to-family enrichment. Moreover, having a calling is shown to enhance one's positive affect

(Steger et al., 2010), which may be transferred to and facilitate the family domain.

Psychological Capital

Psychological capital is state-like psychological attributes enhancing one's ability to cope with life stress, strain, or challenges that consists of four sub-factors including self-efficacy, hope, optimism, and resilience (Luthans, Avolio, Avey, & Norman, 2007). It has been demonstrated that calling generates psychological capital. Calling has a high correlation with self-efficacy (Park, Sohn, & Ha, 2015). Hirschi (2012) indicated that increased self-efficacy due to the sense of calling might explain the relation between calling and career related outcomes. Park and her colleagues (2015) found calling increased the level of occupational self-efficacy that mediates the relation between calling and job performance. In addition, Duffy and his colleagues (2011) found out that work hope, which refers to a positive motivational state toward work and its goals (Juntunen & Wettersten, 2006), mediates the link between calling and academic satisfaction. According to Hall and Chandler (2005), calling is strongly associated with hope because people with a calling pursue their career goal with more long-term perspectives. Furthermore, Wrzesniewski (2002) suggested that a sense of calling reflects desirable psychological health and that having a calling may be related with optimism. Lastly, people with a calling tend to persist in difficult situations and perceive less risk, which suggests that calling might be connected to resilience (Elangovan et al., 2010). Resilient individuals view present difficulties as stepping-stones for a better future. When people have a calling, they consciously remind themselves of transcendent guidance and meaning in any situation, so that they can overcome such difficulties and show a high level of resilience.

We expect psychological capital generated from calling positively relates to work-to-family enrichment. By definition, work-to-family enrichment reflects better performance in the

family role due to the resources gained from the work domain (Greenhaus & Powell, 2006).

Studies suggest that psychological capital is positively related to work-to-family enrichment such that the more resources individuals have, the better they can manage various family demands (e.g., Crawford, LePine, & Rich, 2010).

Taken together, we propose that psychological capital mediates the link between calling and work-to-family enrichment. Notably, psychological capital is but one resource derived from positive work experience (i.e., skills and perspectives, psychological capital and physical resources, social capital, flexibility, and material resources) that are thought to facilitate work-to-family enrichment (Greenhaus & Powell, 2006). As such, we hypothesize that psychological capital partially mediates the relation between calling and work-to-family enrichment.

Also, there are a number of studies indicating the benefits of psychological capital on one's well-being. For instance, Culbertson, Fullagar, and Mills (2010) reported that psychological capital is linked to eudemonic well-being (i.e., pursuing fulfillment of personal potentiality), which was associated with increased life satisfaction. Several studies have demonstrated a significant relation between the sub-factors of psychological capital and life satisfaction. For example, researchers found a link between psychological well-being with hope (Kato & Snyder, 2005) and resilience (Youssef & Luthans, 2007). Also, self-confident and optimistic individuals were more likely to be satisfied with their lives (Seligman, 2002). Therefore, we propose that psychological capital positively links to life satisfaction.

Hypothesis 1: Psychological capital partially mediates the relation between calling and work-to-family enrichment.

Hypothesis 2: Psychological capital positively relates to life satisfaction.

The Mediating Role of Psychological Capital and Work-to-Family Enrichment

When psychological capital results from calling orientation, individuals experience

enrichment of one's family role and this process can account for the positive role of calling on life satisfaction. Meta-analytic evidence showed that work-family enrichment relates to higher life satisfaction (McNall et al., 2010). According to Perry-Jenkins, Repetti, and Crouter (2000), satisfaction from work and family is positively associated with individuals' happiness and life satisfaction. In fact, Barnett and Hyde (2001) pointed out that the positive experiences from the work and family interface have additive effects to both psychological and physical well-being.

Theories and previous research discussed so far suggest the possibility of a multiple mediation effect of psychological capital and work-to-family enrichment in the relation between calling and life satisfaction. That is, we assume that a sense of calling generates psychological capital, which facilitates work-to-family enrichment; in turn, work-to-family enrichment relates to enhanced life satisfaction. Of importance, as discussed above, previous research has established the direct link between calling and life satisfaction (e.g., Duffy et al., 2012; Wrzesniewski et al., 1997). With this in mind, we hypothesize that psychological capital and work-to-family enrichment partially mediate the relation between calling and life satisfaction.

Hypothesis 3: Psychological capital and work-to-family enrichment partially mediate the relation between calling and life satisfaction.

The Moderating Role of Boundary Management Strategy

Various forms of resources (including psychological, social, and physical resources) gained from life domains (e.g., work and family) are managed at the role boundaries (Greenhaus & Powell, 2006; Knecht & Freund, 2016). Therefore, it is important to consider boundary management strategy in our investigation of how resources gained at work due to a calling orientation enriches the family domain. The degree that calling relates to work-to-family enrichment might differ for individuals using different strategies to manage the role boundaries.

Boundary management strategy refers to the tactics individuals utilize in attempts to

integrate or separate roles in the work and family domains (Kossek, Lautsch, & Eaton, 2006). People's preference for the role boundary is considered to occur on a continuum, ranging from high integration (i.e., more flexible and permeable role boundaries) to high segmentation (i.e., more rigid and impermeable role boundaries).. More recently, specific strategies people use in order to set the boundary that they desire have received much attention (for review, see Allen et al., 2014). For example, people who prefer integrating work and family (i.e., the integrators) might openly talk to co-workers about their family issues and seek useful information (e.g., good daycare center), which can create resources that contribute to a better performance at home. In contrast, people who prefer separating the work and family roles (i.e., the separators) are less likely to utilize the capital generated from work for their family. For example, they would not discuss work-related issues with their family members and keep their family matters at home.

In that these boundary management strategies determine the degree of resources transferred from work to family, we expect that the boundary management strategy to moderate the relation between calling and work-to-family enrichment. Specifically, the relation would be stronger for those who integrate work and family domains than for those who keep them separate, as integrators are more likely to deploy various resources from work to meet family role demands than the separators. Because this moderating effect should apply to the various resources that are transferred from work to family (e.g., social capital, skills and perspectives, material resources, and physical resources; Greenhaus & Powell, 2006), not just psychological capital, we propose the moderating role of boundary management strategy in the link between calling and work-to-family enrichment. The hypothesized model is presented in Figure 1.

Hypothesis 4: Boundary management strategy moderates the relation between calling and work-to-family enrichment such that the positive relation between calling and work-to-family enrichment is stronger among those who integrate work and family domains than those who separate the two domains.

Method

Participants and Procedure

Participants were 195 married soldiers who are on active duty in the South Korean navy. On average, participants were 34.77 years old ($SD = 8.53$) and had 14.17 years ($SD = 8.33$) of tenure. The majority of the participants were men (187 men, 6 women, 2 did not report). The participants were from various ranks, while most of them were the officers (Master/Senior petty officer: $n = 67$; Chief petty officers/Petty officers first class: $n = 47$; Chief warrant officer: $n = 43$; Commander/Captain: $n = 10$). The sample included soldiers from various military occupational specialties, including special force ($n = 27$), deck ($n = 21$), aircraft ($n = 11$), voyage ($n = 11$), and others (e.g., weaponry, electricity, supply, finance, military intelligence, etc.).

Prior to the data collection, we received an approval from the South Korean navy headquarters. Then, we visited several troops that were randomly selected by the headquarters and provided study information (e.g., research objectives and contents) to each commander. The commander announced information about the study and eligible officers who are interested in this study voluntarily participated. Before starting the survey, we fully explained the research objectives and contents and assured participants that they could stop responding at any time if they felt uncomfortable with the survey. After completing the consent form, participants took a paper-and-pencil survey. Participants did not receive any compensation.

Measures

All the variables were measured with previously validated scales. All measures used in this study were translated into Korean using back-translation procedures (Brislin, 1970) for consistency with the original versions of the surveys. Except for boundary management strategy, a higher score means a greater degree of the construct.

Calling. The 9-item measure of the Korean version of Multidimensional Calling Measure (MCM) which was developed by Hagmaier and Abele (2012) and validated in Korean by Ha, Choi, Eun, and Sohn (2013) was administered. This instrument consists of three subscales including ‘identification and person-environment-fit,’ ‘transcendent guiding force,’ and ‘sense and meaning and value-driven behavior.’ This measure asks the extent to which participants view their work as a calling using a 6-point Likert-type scale (1 = *not at all true of me* to 6 = *totally true of me*). Example items include “I identify with my work,” “I am destined to do exactly the job I do,” and “By doing my job I serve the common good.” Consistent with the previous research (Hagmaier & Abele, 2015), we computed a total score of the three dimensions for analysis. Previous studies showed that this measure is reliable ($\alpha = .77$; Hagmaier & Abele, 2015) and valid (Hagmaier & Abele, 2012, 2015). The Cronbach’s α was .91 in the present study.

Work-to-family enrichment. The 9-item work-to-family enrichment scale (Carlson, Kacmar, Wayne, & Grzywacz, 2006) was administered. This measure consists of three subscales (development, affect, and capital) and asks the extent to which participants perceive experience from work as a source of enrichment of family using a 5-point Likert-type scale (1 = *not at all true of me* to 5 = *totally true of me*). Example items include “My involvement in my work helps me to understand different viewpoints and this helps me be a better family member (development),” “My involvement in my work puts me in a good mood and this helps me be a better family member (affect),” “My involvement in my work helps me feel personally fulfilled and this helps me be a better family member (capital).” This measure is shown to be reliable and valid ($\alpha = .92$; Carlson et al., 2006). The Cronbach’s α was .95 in the present study.

Psychological capital. The 24-item psychological capital questionnaire ([PCQ]; Luthans et al., 2007) was administered. This instrument consists of four subscales including hope,

efficacy, resilience, and optimism. Several items were reverse coded to have higher scores to indicate greater degrees of psychological capital. This measure asks the extent to which participants have psychological resources experienced from the work domain using a 6-point Likert-type scale (1 = *not at all true of me* to 6 = *totally true of me*). Example items include “I feel confident helping to set targets/goals in my work area (efficacy),” “If I should find myself in a jam at work, I could think of many ways to get out of it (hope),” “I usually take stressful things at work in stride (resilience),” and “When things are uncertain for me at work, I usually expect the best (optimism).” For analysis, we used a composite variable of psychological capital, which is shown to be more predictive of outcomes than the four separate dimensions (Luthans et al., 2007). Luthans et al. (2007) reported the reliability ($\alpha = .89$) and validity information regarding this measure. The Cronbach’s α was .95 in the present study.

Boundary management strategy. The 9-item boundary management strategy scale (Kossek et al., 2006) was administered. This measure asks the extent to which participants employ various strategies to integrate or segregate their work and family role using a 5-point Likert-type scale (1 = *not at all true of me* to 5 = *totally true of me*). Example items include “I prefer not to talk about my family issues with most people I work with (separation)” and “I tend to integrate work and family role through the work day (integration).” In this study, some separation items were reverse coded so that higher scores indicate greater uses of the integration strategy. Previous studies showed that this measure is reliable ($\alpha = .70$; Kossek et al., 2006) and valid (Kossek, Ruderman, Braddy, & Hannum, 2012). The Cronbach’s α was .71 in this study.

Life satisfaction. The 5-item satisfaction with life scale (Diener et al., 1985) was administered. This measure asks the extent to which participants are satisfied with their life in general using a 7-point Likert-type scale (1 = *not at all true of me* to 7 = *totally true of me*).

Example items include “I am satisfied with life” and “The conditions of my life are excellent.” Evidence suggests that this measure is reliable ($\alpha = .87$; Diener et al., 1985) and valid (Douglass, Duffy, & Autin, 2016). The Cronbach’s α was .84 in the present study.

Analysis

To test the Hypotheses, AMOS 18.0 and SPSS 21.0 were used as statistical tools. In order to deflate measurement errors derived from multiple items for the latent variable, the method of parceling was used (Gao & Jin, 2015). For calling, psychological capital, and work-to-family enrichment, three, four, and three parcels were created respectively based on the number of sub-factors. For life satisfaction, two parcels were created. For the fit of the hypothesized model and the mediation effect test, we ran structural equation modeling (SEM) with 5000 bootstrapping samples as Preacher and Hayes (2008) suggested. Several measures of model fit (i.e., comparative fit index [CFI], root-mean-square error of approximation [RMSEA], standardized root-mean-square residual [SRMR]) were examined. A CFI value of .95 or higher, a RMSEA value of .06 or lower, and a SRMR value of .08 or lower are indicative of good model fit (Hu & Bentler, 1999). The maximum likelihood method was used to test the mediating effects. To test the moderation effect, we used an SPSS macro for Probing Interactions in OLS and Logistic Regression (Hayes & Matthes, 2009), which estimates standard errors and model coefficients and produces simple slopes.

Results

Table 1 displays means, standard deviations, reliability, and correlations for all study variables. Bivariate correlations indicated that calling is positively associated with psychological capital and work-to-family enrichment. Calling, psychological capital, and work-to-family enrichment were positively correlated with life satisfaction. Psychological capital and work-to-

family enrichment were positively associated as well. Finally, the relations of boundary management strategy with all other measures were not significant.

Hypotheses Testing

Prior to hypotheses testing, we conducted confirmatory factor analysis to ensure the distinctiveness of study variables: calling, psychological capital, work-to-family enrichment, and life satisfaction. The results showed that a four-factor model has an adequate fit ($\chi^2 = 96.41$, $df = 48$, $p < .001$; CFI = .97, RMSEA = .07, SRMR = .04). All items were loaded to the expected factor and had significant factor loadings ($p < .001$). Moreover, the a priori four-factor model had a significantly better fit than a single-factor model ($\Delta\chi^2 = 576.43$, $df = 54$, $p < .001$; CFI = .71, RMSEA = .22, SRMR = .12) based on the chi-square difference test; $\Delta\chi^2 (6) = 480.02$, $p < .01$.

The results from the SEM suggested that the hypothesized research model (M1) that describes the partial mediation effect of psychological capital and work-to-family enrichment in the relation between calling and life satisfaction has a good fit (see Table 2). Most path estimates were significant in the expected direction (see Figure 1). Calling positively related to psychological capital ($\beta = .75$, $p < .05$) and work-to-family enrichment ($\beta = .24$, $p < .05$). Psychological capital linked to greater work-to-family enrichment ($\beta = .31$, $p < .05$) and life satisfaction ($\beta = .57$, $p < .05$). We also found support for the positive relation between work-to-family enrichment and life satisfaction ($\beta = .45$, $p < .05$). However, the direct link between calling and life satisfaction was not significant ($\beta = -.11$, *n.s.*).

Considering that the direct path between calling and life satisfaction is not significant, we constructed an alternative model (M2) that excluded the direct link between calling and life satisfaction from the hypothesized model (M1). M2 had a good fit, and the chi-square difference test suggested that M2 fits the empirical data better than the hypothesized model (M1). We

further constructed two alternative models to ensure M2 is the best portrayal of the empirical data. M3 was created by excluding the direct link between psychological capital and life satisfaction from M2. Although M3 had a good fit, the chi-square difference test indicated that the difference between M2 and M3 is statistically significant. Finally, M4 that describes full mediation model with all study variables in sequence had a moderately good fit. However, the chi-square difference test showed that M2 fits the data better than does M4. Taken together, we concluded that M2 is the best portrayal of the empirical data. The fit indices and the result of the chi-square difference test are reported in Table 2.

We further probed the mediation hypotheses using bootstrapping samples of 5000. In line with Hypothesis 1, the positive relation between calling and work-to-family enrichment was partially mediated by psychological capital ($\beta = .23$, 95% CI = [.03, .47], $p < .05$). Moreover, In line with Hypothesis 2, psychological capital positively related to life satisfaction ($\beta = .48$, $p < .05$). In contrast to Hypothesis 3, but consistent with the SEM results, psychological capital and work-to-family enrichment fully mediated the effect of calling on life satisfaction ($\beta = .57$, 95% CI = [.39, .76], $p < .001$). That is, when we considered psychological capital and work-to-family enrichment as mediators, the direct link between calling and life satisfaction was no longer significant ($\beta = -.11$, *n.s.*).

Lastly, Hypothesis 4 proposed that boundary management strategy would moderate the relation between calling and work-to-family enrichment such that the positive link between calling and work-to-family enrichment is stronger among integrators than separators. Although a statistically significant interaction between calling and boundary management strategy was found (see Table 3; $t = -2.59$, $p < .05$, $\Delta R^2 = .02$), the pattern of the interaction was different from our prediction in that the positive relation between calling and work-to-family enrichment was

stronger among the separators than among the integrators (see Figure 2). The results from the simple slope analysis showed that the positive relation between calling and work-to-family enrichment was significant among the separators ($\beta = .67, p < .001$) as well as the integrators ($\beta = .37, p < .001$). In sum, Hypothesis 4 was not supported.

Discussion

This study contributes to the growing literature on the benefits of calling by examining how and why calling relates to overall life satisfaction. Bridging the work-family literature and calling literature, this study tested psychological capital and work-to-family enrichment as mediators through which calling relates to enhanced life satisfaction. Theory-driven hypotheses were tested with data collected from Navy soldiers in South Korea whose work situation is especially relevant to the study of calling.

Our key findings corroborate theories of work-family enrichment (Greenhaus & Powell, 2006) and findings from previous research suggesting that positive experience from work domain can spill over to family domain (Grzywacz & Marks, 2000). Calling related to increased psychological capital, which in turn positively related to work-to-family enrichment and life satisfaction. This study also expands the literature that has highlighted the importance of work-related factors, such as supervisor support (Bowen, 1998), in promoting adaptation among military families. That is, individual factors, such as a calling orientation, can help military personnel perform better in the family domain. Finally, this study provides preliminary evidence that work-family enrichment is a relevant psychological experience among military personnel, which complements previous work-family research with this population that has tended to focus on the negative work-family interface (e.g., Adams, Jex, & Cunningham, 2006).

It is important to note that although we hypothesized partial mediation, the results indicated full mediation such that the direct link between calling and life satisfaction was no longer significant when considering the indirect link via psychological capital and work-to-family enrichment. On the one hand, these findings reiterate that work and family roles are interdependent and that a positive work-family interface is a critical source for subjective well-being (Barnett, 1998; Greenhaus & Powell, 2006) because calling relates to life satisfaction only through work-to-family enrichment facilitated by psychological capital gained from work. On the other hand, this result could be in part driven by the unique cultural characteristics of the current study sample. The culture of South Korea is rooted in Confucianism (Neville, 2000), which views a family as the fundamental unit of society and work as a critical instrument for family welfare (Redding, 1990). That is, calling might be associated with higher life satisfaction only when it facilitates performance in the family domain among these individuals.

The boundary management strategy was found to moderate the relation between calling and work-to-family enrichment. Contrary to our expectation, however, the relation between calling and work-to-family enrichment was stronger among the separators. The pattern of the interaction suggests that those who have higher degree of calling experience greater work-to-family enrichment regardless of the boundary management strategies they adopt. In contrast, for those who have a lower degree of calling, strategies to integrate work and family domains is needed to increase work-to-family enrichment. This interesting result suggests that calling and boundary management strategy may have a complementary relation. That is, soldiers who view their work as a calling may enjoy work-to-family enrichment regardless of how they manage boundaries between work and family, whereas for those who have a lower level of calling have to actively integrate work and family in order to benefit from their work experiences.

Theoretical and Practical Implications

This study advances the growing literature on calling by investigating how it relates to higher life satisfaction. First, the results increase the breadth of our understanding of the positive implication of psychological capital associated with calling. Specifically, we found that psychological capital gained by calling could partially explain why calling relates to one's experience in the family domain. Furthermore, our study examining work-family enrichment complements previous research that has mainly examined the impact of calling on career outcomes (e.g., Duffy et al., 2011; Hirschi, 2012). We demonstrate that benefits of calling on life satisfaction are derived from work-to-family enrichment, which occur in part due to psychological capital generated from work experiences.

Next, our study also contributes to the work-family literature by identifying the sense of calling as an antecedent of work-to-family enrichment. Our research suggests that work-to-family enrichment can be facilitated by one's attitudes towards work (i.e., calling) because it generates resources from the work experience. Although research to date has emphasized the role of organizational supports in enhancing the quality of work-family interface (e.g., Dorio, Bryant, & Allen, 2008), an emerging stream of research recognizes a critical role that various individual factors play (e.g., personality; Allen et al., 2012). Our study adds to this line of research by demonstrating how calling can be related with work-to-family enrichment. This finding is particularly encouraging given that previous research implies that calling is an attitude towards work that can be trained and developed (Steger & Dik, 2009).

Our study extends the recently emerging literature on the boundary management strategy by investigating how it relates to work-family enrichment when considered with calling. While the degree of work-to-family enrichment did not vary as a function of the boundary management

strategy when calling is higher, utilizing integration as a boundary management strategy may facilitate work-to-family enrichment especially among those who have a lower calling. With this unexpected, but interesting finding, our study calls for more research that examines situational and individual factors that qualify the effectiveness of the boundary management strategy.

Finally, the present research adds to the growing body of work-family literature in Confucian Asia. The review of this literature suggests that theoretical frameworks developed with the Western sample are generally applicable in this region, while some differences derived from cultural characteristics were reported (Cho & Choi, in press). Findings from our study are in line with this observation. That is, the relationships among the study variables indicate the universal benefit of calling, psychological capital, and work-to-family enrichment for life satisfaction, whereas the unexpected finding of full mediation effect of psychological capital and work-to-family enrichment highlights the potential role that cultural differences may play.

The findings of the present study provide some practical guidance for employees and human resources managers in terms of employees' well-being. First, given the benefits of calling, employees might want to change their attitudes toward work, and managers may want to try to increase their employees' sense of calling. As previously mentioned, calling could be developed by fostering work meaning (Steger & Dik, 2009), which highlights that calling is trainable to engender in organizational settings. Second, because calling facilitates work-to-family enrichment in part via psychological capital, efforts to increase psychological capital at work are encouraged. Psychological capital has been shown to significantly increase in a relatively short period of time (1–3 hour) by participating in focused microinterventions (Luthans et al., 2006). Finally, our findings suggest that boundary management strategies to integrate the work and family domains could be particularly helpful for employees who have a lower degree of calling.

Limitations and Future Directions

The present study has several limitations. First, our data were collected by using cross-sectional and self-report survey, which may cause common method bias (Podsakoff, Mackenzie, & Podsakoff, 2012). Future research should consider incorporating other sources of data, such as reports by spouses and supervisors. Also, due to the cross-sectional nature of our study design, we cannot draw a causal conclusion although the relations among study variables were theory-driven. Because testing mediation effects with cross-sectional data tends to yield biased estimates (Maxwell & Cole, 2007; Maxwell, Cole, & Mitchell, 2011), future research should employ a longitudinal research design to answer the inquiry of causality. In addition, because participants in this study were soldiers in the South Korean navy, the findings from the current study might not be generalizable. Notably, the majority of participants were male. Previous research highlighted the greater potential for work-family conflict among women who serve in the armed forces (Vinokur, Pierce, & Buck, 1999), which suggests that gender plays a critical role in the work-family experiences among military personnel. Due to the small number of female participants, however, we were unable to explore the role of gender in the current study. We strongly recommend future researchers to investigate the relations among calling, work-family interface, and life satisfaction with data from a more gender-balanced sample.

Findings from the present study point to several promising areas for future research. First, although we only examined psychological capital, there are other potential mediators such as positive affect (Greenhaus & Powell, 2006; Steger et al, 2010) and core self-evaluation (Hirschi, 2012; Torrey & Duffy, 2012) that might explain why calling relates to work-to-family enrichment. Likewise, other potential moderators should be examined that might interact with calling such as perceived relevance of resource to family role and consistency of resource with

requirements and norms of family role as Greenhaus and Powell (2006) suggested.

Next, one question drawn from this study is whether the mechanism between calling and family factors would work as a virtuous circle. If calling can mitigate the tension of having high demands between work and family roles, it will consequently lead to higher psychological competence and job performance from the positive dynamic between work and family. As such, Dik and Duffy (2009) inferred that certain family factors would promote the development of calling, because family constructs (e.g., warmth, attachment) have influences on various career development variables (Whiston & Keller, 2004). However, the present study only investigated the work-to-family direction. Additionally, people who have a calling might be less vulnerable to negative family dynamics (e.g., interpersonal conflict) because of the psychological capital gained from work experiences (e.g., resilience). In sum, further research is warranted to investigate the potential reciprocal relation between calling and work-family interface.

Conclusion

The current research contributes to the calling and work-family literatures by investigating psychological capital and work-to-family enrichment as the underlying mechanism by which calling relates to enhanced life satisfaction. People with a calling gained psychological resources that were utilized in the family domain. Such positive work-family experience, in turn, linked to enhanced life satisfaction. The relation between calling and work-to-family enrichment was qualified by individuals' boundary management strategy: those who view their work as a calling reported work-to-family enrichment regardless of how they manage boundaries between work and family; among the lower calling group, those who integrate work and family experienced more work-to-family enrichment than those who separate the two domains.

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Table 1.*Means, Standard Deviations, Correlations, and Reliabilities of Study Variables*

	<i>M</i>	<i>SD</i>	(1)	(2)	(3)	(4)	(5)
(1) Calling	4.78	0.80	.91				
(2) Psychological capital	4.64	0.68	.67**	.95			
(3) Work-to-family enrichment	3.74	0.76	.54**	.55**	.95		
(4) Boundary management strategy	2.72	0.60	-.12	-.02	-.02	.71	
(5) Life satisfaction	4.62	1.05	.38**	.44**	.45**	-.12	.84

Note. ** $p < .01$. Reliabilities are reported on the diagonal in bold.

Table 2.*Comparisons of Alternative Models*

Model	χ^2	$\Delta\chi^2$	<i>df</i>	<i>p</i>	CFI	RMSEA	SRMR
M2 (Final Model)	87.83		48	.00	0.978	0.065	0.042
M1 (Hypothesized Model)	87.39	.44***	47	.00	0.977	0.067	0.042
M3	103.07	15.24***	49	.00	0.970	0.075	0.068
M4	108.69	20.86***	50	.00	0.967	0.078	0.077

Note. χ^2 = Chi Square. $\Delta\chi^2$ = Chi Square difference. *df* = Degree of Freedom. CFI = Comparative Fit Index. RMSEA = Root Mean Square Error of Approximation. SRMR = Standardized Root Mean Square Residual. *** $p < .001$.

Table 3.*Results of the Analysis of the Moderating Effect of Boundary Management Strategy*

		Work-to-family enrichment			
		β	<i>SE</i>	<i>t</i>	ΔR^2
Step 1	Calling	.524*	.057	9.162	
	Boundary management strategy	.128	.081	1.578	.320*
Step 2	Calling				
	× Boundary management strategy	-.250*	.097	-2.589	.024*

Note. * $p < .05$.

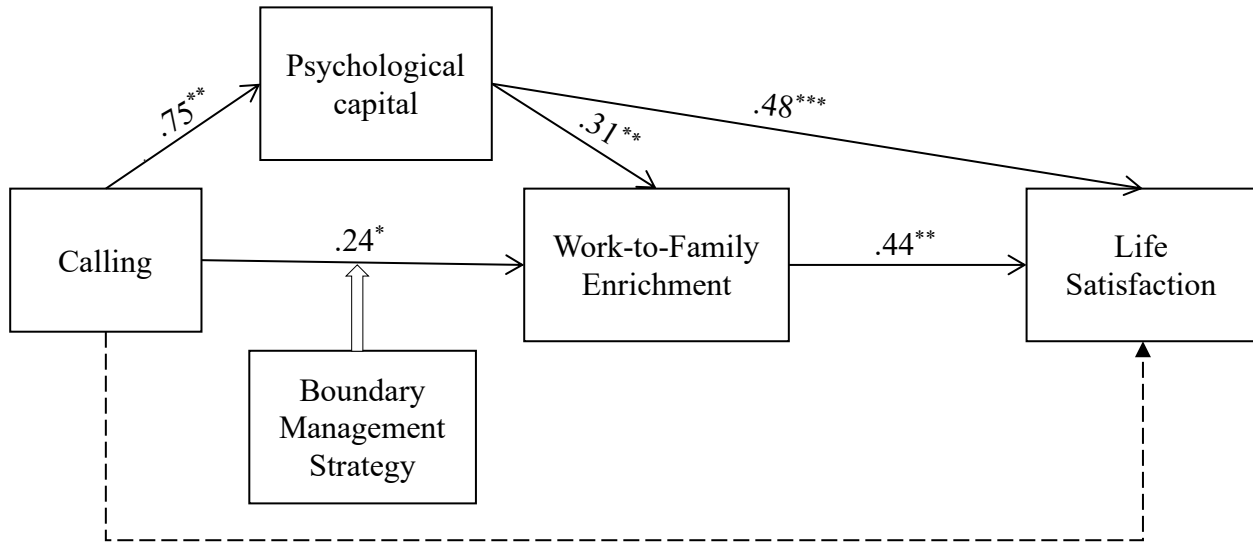


Figure 1. Research model and coefficients from path analysis. The solid lines denote mediation paths while the double line denotes moderation effect. The dotted line represents nonsignificant path. $^*p < .05$. $^{**}p < .01$. $^{***}p < .001$.

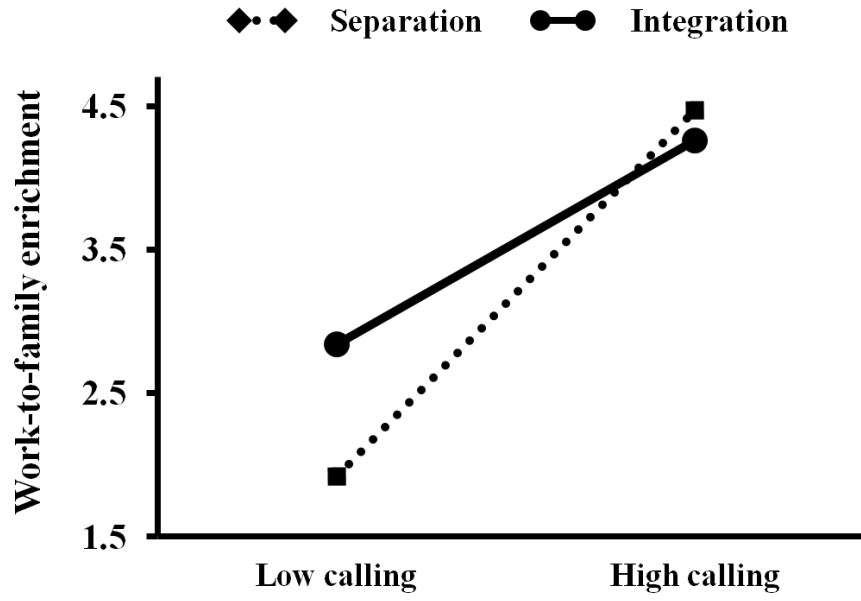


Figure 2. The moderating effect of boundary management strategy.