

Effect of Psychological Contract Fulfillment on Employee Creativity; Testing the Serial Mediation of Thriving at Work and Affective Organizational Commitment

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ABSTRACT

This study is aimed to explore the comprehensive model to address the indirect effect of psychological contract fulfillment (PCF) on employee creativity (EC). Study proposed two serial mediators: thriving at work (TW), Affective organizational commitment (AOC) as well as one moderator: autonomy orientation (AO). This study applied Affective Event Theory (AET). A self-administered questionnaire survey was conducted from employees of software houses and privately owned academic sector. Data gathering was done in three-time lags in which there is a pause between first and the next data survey that is 2 weeks in our case. It took 2 months to complete the survey, Smart PLS-SEM 3.2.9 was used to measure the direct and indirect analysis. Findings of this study reveals that there is a positive link between PCF and EC. Moreover, AOC and TW is found to mediate the direct relationship but AO do not have moderating effect between PCF and TW. As results show that EC is promoted through PCF, so findings are valuable for managers to invest in those things which enhance the employee's PCF and it leads towards increasing AOC and the employees will become more creative at their workplace.

Keywords: Psychological Contract Fulfillment, Thriving at Work, Affective Organizational Commitment, Autonomy Orientation, Employee Creativity.

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Introduction

In the dynamically evolving world, organizations are progressively depending on employee creativity. By elevating employees to produce creative ideas and products for the market, organizations can accomplish development to create creative ideas and keep up the competitive advantage (Kremer, Villamor, & Aguinis, 2019). Innovation implies modification which has impact on organization to gain competitive advantage. It is critical for the organization to gain creativity and innovation, the important thing is that two of them strengthen each other (Hong, Hou, Zhu, & Marinova, 2018). Thinking about the performance of creativity,

researchers are looking for approaches to encourage employee's creative performance. In any case, existing information on creativity indicators and drivers stays deficient. To help organizations successfully deals with employee's creativity, this research intends to clarify what indicators from organizations and employees themselves should be adopt to induce creative outcomes. Our study has been applied the Affective Events Theory (Cropanzano & Dasborough, 2015) which explain the behavioral motivators. The relationship between psychological contract fulfillment and employee creativity is explained through applying affective event theory. AET hypothesized that affective

responses to events and their related affect-driven behaviors are spurred by event qualities, the organizational, social or administration atmosphere in which these events and personal dispositions occurs. AET clarifies that organizations ought to make such events which lift up the emotions of the employees for this we take psychological contract fulfillment as an event and thriving at work as emotions. AET is rarely applied on the combination of these variables yet. Therefore, our research aims to contribute that how AET is applied to improve employee creativity.

When the employees are satisfied, they become more productive and actively seeking out opportunities to learn new things and continuously improve themselves. Employees become more committed when they experience thriving at work and they want to remain with the organization (J. Liu & Bern-Klug, 2013). Thriving at work is defined as “the psychological state in which individuals experience both a sense of vitality and learning” (Spreitzer et al., 2005; Porath et al., 2012). Employees who experience thriving at work are more energetic and exhibit better psychological functioning, then those non-thriving employees (Elahi, Abid, Arya, & Farooqi, 2019). We take affective organizational commitment as consequence of thriving at work. Affective organizational commitment is one of three facets of organizational commitment. Organizational commitment is made up of affective, continuance, and normative commitment (Meyer & Herscovitch, 2001). Organizational commitment is defined as “the desire and willingness to stay with the organization” (Kleine & Weißenberger, 2014). Very less or no study takes affective organizational commitment as a consequence of thriving at work. In response to this call, our research aims to examines thriving at work as an antecedent of affective organizational commitment comprehensively.

Psychological contract fulfillment can be viewed as one's impression of the association, since it alludes to the employee observation that the association has

evenhandedly satisfied its terms of the contract (Rousseau, 1990). Contingent upon how an organization supports employees through significant assets or reasonable treatment, they see either a break or fulfillment of their psychological contracts. The literature of psychological contract fulfillment to different positive authoritative results high organizational commitment (W. Choi, Kim, & Yun, 2019). Creativity is defined as “the creation of novel and valuable thoughts” (Hon, Bloom, & Crant, 2014) and “concerns how deftly and creatively people approach issues”. In the business setting, creativity has been seen as a significant point of reference of innovation and a vital aspect for increasing upper hands (Litchfield, Ford, & Gentry, 2015). Researchers can't unrestrainedly investigate the results of psychological contracts if the mechanism of development is not explained and understood properly. Even in mentioned studies, the consequences of psychological contracts are virtually neglected. Therefore, our research comprehensively examines the psychological contract fulfillment of employees towards affective organizational commitment and employee creativity.

Autonomy-oriented employees have a high level of willpower, consciousness, self-discipline and to achieve sovereignty through autonomy-seeking and initiating learning through hard work. Autonomy orientation is defined as “a stable personality trait of an individual which refers to one's tendency toward volitional involvement in action during a behavior process” (Olesen, Thomsen, Schnieber, & Tønnesvang, 2010). The moderating effect of autonomy orientation between the relationship of psychological contract fulfillment and thriving at work has not been explored yet. So, our research has explored the moderating effect of autonomy orientation. Moreover, the private sector have been high range of pressures over the last decade that creates the difficulties for the organizational survival and committed employees who helps the

organization to gain creativity. This study was conducted on the private sector of Pakistan to check the employees which factors affect the employees thriving at work and how employees work more creatively.

Literature Review

Psychological contract fulfillment and thriving at work

The psychological contract fulfillment can be defined as “an individual’s belief about mutual obligations, in the context of the relationship between employee and an employer” (Rousseau, 1990). By applying affective event theory, psychological contract fulfillment is treated as a work event in our study. When the psychological needs of the employees are fulfilled by their employer, it can prevent the breach of psychological contract (Spreitzer, Sutcliffe, Dutton, Sonenshein, & Grant, 2005). It is observed that the joint experience of cognitive (learning) and affective (vitality) components of thriving creates the sense in the employees that either there is a progress in fulfillment of their psychological needs or not. Thriving at work is defined as “the psychological state in which individuals experience both a sense of vitality and learning” (Spreitzer et al., 2005; Porath et al., 2012). Employees who experience thriving at work are more energetic and exhibit better psychological functioning than those non-thriving employees (Elahi, Abid, Arya, & Farooqi, 2019). When psychological needs of the employees meet then employees work more enthusiastically which leads towards thriving at work. Therefore, it is hypothesized that:

H1: Psychological contract fulfillment will be positively associated with thriving at work.

Moderating effect of autonomy orientation on the relation between psychological contract fulfillment and thriving at work

Drawing from affective event theory, we take autonomy orientation as an affective disposition between psychological contract fulfillment and thriving at work because previous studies has explained that employees with having autonomy orientation works more enthusiastically at their workplace. Autonomy orientation is treated as an individual’s stable personality trait which refers to the individual’s tendency towards involvement in a behavior process volitionally (Olesen et al., 2010). People with high autonomy orientation regularly shows the accompanying practices. To begin with, they effectively look for chances for self-assurance and decision. Second, they take interest to change the current circumstance so as to diminish outside requirements. Third, they compose their activities as per their objectives and interests as opposed to thinking about self-control and limitations. Fourth, they depict a tendency toward activity realizing, that encourages them to turn out to be increasingly productive in their learning. Fifth, they will in general look for assignments and exercises that are both intriguing and testing, while, sixth, assuming incredible liability for their activities and practices (D. Liu, Zhang, Wang, & Lee, 2011). Previous studies has shown that a person's autonomy orientation can assist with encouraging their constructive inspirational practices, for example, psychological inclusion, self-administration, and diligence in objectives (Gagne, 2003). All in all, autonomy-orientated people will in general have significant levels of poise, self-driving awareness, and resolve, and are bound to accomplish self-administration through difficult work, for example, activity learning and autonomy-chasing.

For representatives with an alternate autonomy orientation, fulfillment of psychological contract prompts various types of thriving at work. In particular, exceptionally autonomy-orientated representatives will in general have elite capacities. Since the point of enabling representatives is to

invigorate the workers' self-overseeing capacities, workers with high autonomy orientation moderates the relationship between psychological contract fulfillment and thriving at work. Hence, it is hypothesized that:

H2: Autonomy orientation will moderate the relationship between psychological contract fulfillment and thriving at work. Specifically, when an employee's autonomy orientation is high, the influence of psychological contract fulfillment on thriving at work will be high and when an employee's autonomy orientation is low, the influence of psychological contract fulfillment on thriving at work will be low.

Mediating effect of thriving at work in the relation between affective organizational commitment and psychological contract fulfillment

Drawing from affective event theory, we take affective organizational commitment as work attitude. In our study affective organizational commitment is taken as a consequence of thriving at work. Organizational commitment is made up of three facets: affective, continuance, and normative commitment (Meyer & Herscovitch, 2001). Affective organizational commitment is defined as "the desire and willingness to stay with the organization" (Kleine & Weißenberger, 2014). In the earlier theory building, we have found that when the psychological contract fulfillment occurs among the employees it leads towards thriving at work. So, thriving at work is beneficial for the fulfillment of psychological contract. Thriving at work is explained as a psychological state which yields positive behavioral outcomes of the employees. Therefore, the mediating role of thriving is significant for our research. Thriving at work promotes personal development and helps an individual to fit in their job's framework (Carmelli & Spreitzer, 2009; Wallace, Butts, Johnson, Stevens, & Smith, 2016).

The connotation between thriving at work and organizational commitment widen our views about the importance of employee's thriving at workplace. Employees commitment is very important to enhance the productivity and the efficiency of any organization. Since thriving at work may leads the employees towards affective organizational commitment. Therefore it is hypothesized as:

H3: Thriving at work will mediate the relationship between psychological contract fulfillment and affective organizational commitment.

Mediating effect of affective organizational commitment on the relation between thriving at work and employee creativity

Thriving at work reflects positive functioning which may leads towards employee creativity. When employees feel thriving at work they become more committed towards their organization. Employees experience learning and vitality in their workplace and become more creative and try to give novel ideas. According to affective event theory, affective organizational commitment is taken as a work attitude which fully mediates the relationship between thriving at work and employee creativity which is the affect driven behavior. Thus, affective organizational commitment have strong effect on employee creativity. Therefore, it is hypothesized as:

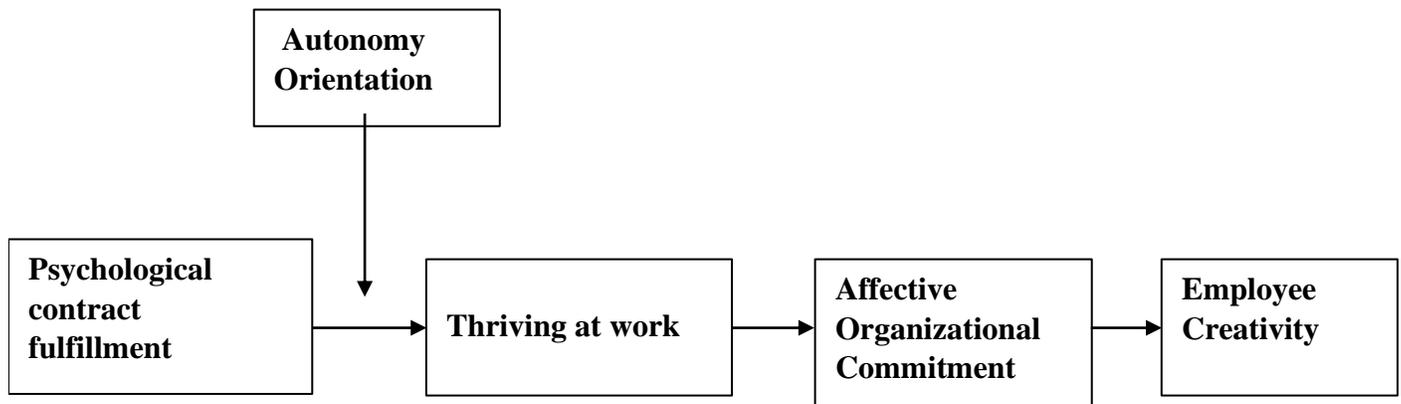
H4: Affective organizational commitment will mediate the relationship between thriving at work and employee creativity

Employee creativity and thriving at work

Creativity is defined as "the production of novel and useful ideas" (Rana & Bilal, 2016) and concerns how flexibly and creatively solve the problems. Creativity has been seen as important aspect of innovation and a key to gain complete advantage in any business

setting (Litchfield et al., 2015). Thriving at work have a positive effect on employee creativity, thus creative employees are more committed to their organization. Employees with high level of commitment exhibit creativity and more focused to their work. As the result, affect driven behavior is

Proposed Research Model



Research Methodology

Data was collected from software houses and privately owned academic sector of Pakistan. Respondents were middle and upper level managers and employees of software houses and privately owned academic sector. Nature of present study was cross sectional. The survey participants comprise of 200 employees. For ensuring the scales reliability and validity most suitable items were used. All the variables were measured on five-point Likert scale, ranging from 1= *strongly disagree* to 5= *strongly agree*. Questionnaire was in English language.

A twenty-nine item scale will be used to measure psychological contract fulfillment was developed by (Rousseau, 1990). A ten item scale will be used to measure thriving at work was developed by (Porath et al., 2012). An eight item scale will be used to measure autonomy orientation utilized by (Maki, Vitriol, Dwyer, Kim, & Snyder, 2017) and adopted from HOI items. A eight item scale of the affective organizational commitment developed and utilized by (Allen and Meyer’s, 1990). A four items scale of

also positive which makes them more enthusiastic and motivated to be creative in their workplace.

H5: Thriving at work will be positively associated with employee creativity

employee creativity developed and utilized by (Tierney, Farmer, and Graen, 1999).

Data Collection in Three-Time Lags

In our study, eight different software houses and four groups of the private schools in the Multan region were included as the population. The data were gathered in three-time lags. The data were collected three times from the same group of participants. There is a probability of diversion during cross sectional study, so time lag method is utilized to prevent this (Podsakoff, MacKenzie, Lee, & Podsakoff 2003). Past study indicates that time lag between measurements has to be specific and limited as increase in time lag, more the effect is removed (Dormann & Griffn, 2015). Fundamentally, Time lag is an approach in which there is pause between the first and the next data collection survey that is 2 weeks in our case. Thus, in two months, data gathering was done in three-time lags.

Time lag 1- T1:

Independent variable psychological contract fulfillment was measured in Time lag 1.

Questionnaires was filled by the employees of software houses and teachers of private schools.

Time lag 2- T2:

The mediators thriving at work and affective organizational commitment and a moderator autonomy orientation was measured at Time 2. Questionnaires was filled by the same employees of software houses and teachers of private schools.

Time lag 3-T3:

In Time 3, dependent variable employee creativity was measured. This time the questionnaire was filled by their immediate bosses, managers and their coordinators.

Results

In this study we used statistical tool named partial least square (PLS) modeling using the SmartPLS 3.2.9 version (Ringle, Wende, & Will, 2005) to assess our reflective measurement and structural models as there is no pre-requisite of assumption of normality and mostly survey based studies are not distributed normally (Chin & WW., 2003).

Descriptive Statistics

Questionnaires were distributed to the related population. Total 250 questionnaires were distributed from which 204 were received and only 200 were used for analysis. Questionnaires were sent personally to employees and their immediate bosses in software houses and the teachers and their coordinators in private schools.

The demographics of the respondents are shown in table 1. The ratio of male responses were 59.8% (125 responses) and females were 35.9% (75 responses). After that, the table displays the age of respondents. 65.1% respondents (136/200) were belong to the age range of 20-30, 34.4% respondents (51/200) were in age range of 30-40, 6.2% respondents (13/200) lies in above 40 age range, Next part of the table displays the experience of respondents in which 162 (77.5%) have experience of (1-5 years) and 38 (18.2%) have experience of (5-10 years). The last part displays that the sector in which respondents are working in which 100 (47.8 %) are taken from software houses and 100 (47.8%) were taken from private schools.

Table 1: Demographics of Employees

Description	Frequency	Percent	Cumulative Frequency
Gender			
Male	125	59.8	62.5
Female	75	35.9	100
Age			
20-30	136	65.1	68
30-40	51	24.4	93.5

Above 40	13	6.2	100
Experience			
1-5 years	162	77.5	81
5-10 years	38	18.2	100
10-20 years			
More than 20 years			
Sector			
Educational Institutes	100	47.8	50
Software Houses	100	47.8	100
Total	200	100	100

Assessment of Reflective Measurement Model

The reflective model developed is tested by using a two-step approach as suggested by Anderson and Gerbing (Anderson & Gerbing, 1988). The instrument's validity and reliability was tested firstly by testing measurement model following the guidelines of Hair et al. and Ramayah et al. followed by the testing of hypotheses by running structural model (Hair, Risher, Sarstedt, & Ringle, 2019; Ramayah, Cheah, Chuah, Ting, & Memon, 2018). We measured the loadings for the measurement model, CR (composite reliability) and AVE (average variance extracted). The loadings should be having values ≥ 0.5 , the values of AVE is acceptable when ≥ 0.5 and the CR should ≥ 0.7 . Table 1 shows all the values in good acceptable ranges. Moreover, except

few the strict criteria for reflective model measurement was met i.e. 0.708 (Hair, Risher, Sarstedt, & Ringle, 2019).

Later HTMT criterion as suggested by Henseler et al. is used to measure the the discriminant validity in step two which was updated by Franke and Sarstedt (Henseler, Ringle, & Sarstedt, 2015; Franke & Sarstedt, 2019). As per strict criterion mode The HTMT values should be ≤ 0.90 in comparison to the lenient criterion which is ≤ 0.85 . Our results exhibited in Table 3 met the strict criterion making us capable to conclude that our respondents understood that the 5 constructs are distinct. Summing up this study's items are both reliable and valid in order to proceed further.

Table 2: Measurement Model for the First Order Constructs

Construct	Items	Loadings	Rho_A	Composite Reliability (CR)	Average Variance Extract (AVE)	Cronbach's Alpha
Psychological Contract Fulfillment	PCF1	0.875	0.992	0.974	0.689	0.973
	PCF2	0.799				
	PCF3	0.854				
	PCF4	0.818				
	PCF5	0.716				
	PCF7	0.746				
	PCF9	0.787				
	PCF10	0.820				
	PCF11	0.855				
	PCF12	0.819				
	PCF13	0.721				
	PCF14	0.778				
	PCF15	0.797				
	PCF16	0.699				
	PCF17	0.765				
	PCF18	0.785				
	PCF20	0.739				
	PCF21	0.812				
	PCF22	0.870				
	PCF23	0.845				
PCF24	0.834					
PCF25	0.877					
PCF26	0.830					
PCF27	0.862					
PCF28	0.854					
PCF29	0.855					
Affective Organizational Commitment	AOC4	0.729	0.864	0.892	0.544	0.859
	AOC5	0.850				
	AOC6	0.842				
	AOC7	0.752				
Thriving at Work	TWL1	0.707	0.919	0.928	0.590	0.914
	TWL2	0.700				
	TWL3	0.716				
	TWL4	0.810				
	TWL5	0.768				
	TWV2	0.798				

	TWV3	0.799				
	TWV4	0.814				
	TWV5	0.790				
Autonomy Orientation	AO1	0.660	0.532	0.753	0.506	0.516
	AO6	0.680				
	AO7	0.788				
Employee Creativity	EC1	0.785	0.806	0.856	0.599	0.786
	EC2	0.819				
	EC3	0.777				
	EC4	0.716				

Table 3: Discriminant Validity (HTMT)

	AO	AOC	EC	PCF	TW	TWL	TWV
AO	0.712						
AOC	0.387	0.795					
EC	0.203	0.413	0.775				
PCF	0.244	0.088	0.032	0.814			
TW	0.420	0.607	0.241	0.185	0.769		
TWL	0.375	0.528	0.208	0.207	0.924	0.811	
TWV	0.393	0.587	0.235	0.129	0.912	0.686	0.870

Structural Model

Data was collected by using single source. At first we checked the data the Common Method Bias issue by following the suggestions i.e. full collinearity testing (Kock & Lynn, 2012; Kock, 2015). Against a

common variable all the variables are regressed and as $VIF \leq 3.3$ there no biasness from the single source of data. The table 4 analysis results showed that $VIF \leq 3.3$ therefore single source of data biasness is not a serious issue in this study.

Table 4: Full Collinearity Testing

PCF	TW	AOC	AO	EC
1.089	1.259	1.000	1.259	1.000

Note: PCF = psychological contract fulfillment, TW= thriving at work, AOC = affective organizational commitment AO= autonomy orientation, EC = Employee Creativity

Table 5: Blindfolding for PR

	SSO	SSE	Q² (=1-SSE/SSO)
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Moderating Effect 1	209.0000		
affective organizational commitment	1463.0000	899.1343	0.3854
autonomy orientation	627.0000	599.1410	0.0444
employee creativity	836.0000	566.2077	0.3227
psychological contract fulfillment	3553.0000	1270.7376	0.6423
thriving at work	1881.0000	978.2122	0.480

Q^2 calculation is another way to calculate the predictive accuracy of PLS path model (Geisser, 1974; Stone, 1974). The Q^2 value combines aspects of in-sample explanatory power and out-of-sample prediction resultant is not merely a measure of out-of-sample prediction (Shmueli, Ray, JM, & al., 2016;

Sarstedt & JF., 2017). In order to calculate Q square for checking predictive relevance, we used blindfolding showing all values are greater than zero (Fornell & Cha, 1994). As in Table 5, all Q^2 values are higher than 0.25 hence is in a medium predictive relevance of the PLS-path model.

Figure 1: PLS-SEM PATH MODELLING ALGORITHM

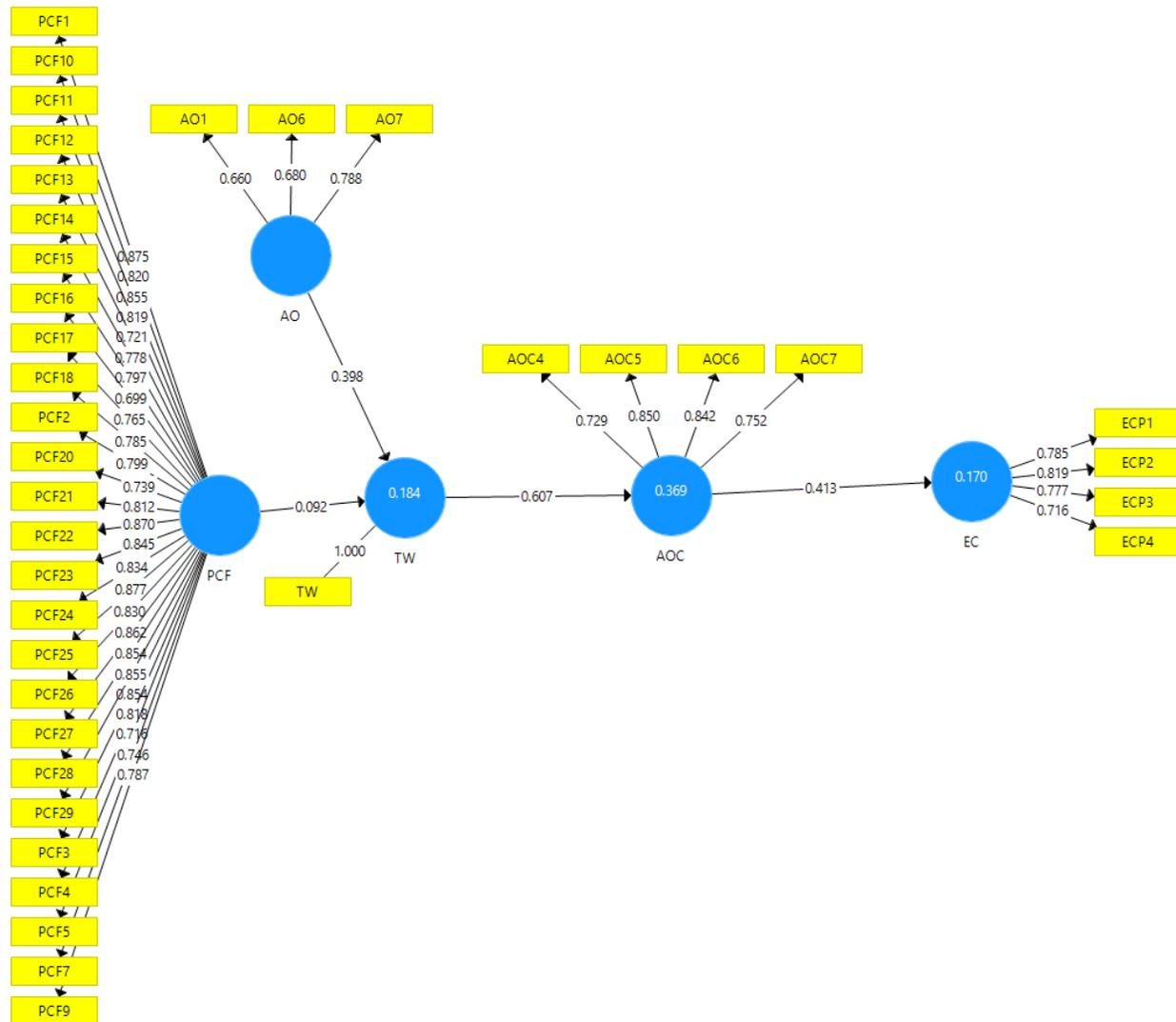


Table 6 Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
PCF->TW	0.132	0.134	0.022	6.094	0.000	Supported
AO->PCF->TW	0.002	0.003	0.002	1.404	0.080	Unsupported
PCF->TW>AOC	0.342	0.343	0.027	12.533	0.0000	Supported
TW->AOC->EC	0.251	0.256	0.043	5.811	0.0000	Supported

TW->EC	0.251	0.256	0.043	5.811	0.0000	Supported
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Table 6 shows the results of hypothesis by applying bootstrapping, path coefficient explains that all the hypothesis are supported except H2. The moderating effect of autonomy orientation is not significant between psychological contract fulfillment and thriving at work. H1 explains that there is a significant relationship between psychological contract fulfillment and thriving at work, our results supports the hypothesis. H3 explains that thriving at work mediates the relationship between psychological

contract fulfillment and affective organizational committed, the results of this study also support this hypothesis. H4 explains that affective organizational commitment mediates the relationship between thriving at work and employee creativity, our results support this hypothesis also. H5 explains that there is a significant relationship between thriving at work and employee creativity, the results of this study also support this hypothesis.

Table 7: Goodness of Model-fit

	Saturated Model	Estimated Model
SRMR	0.072	0.073

Goodness of model fit for present study exists as our model’s SRMR \leq 0.08 (Henseler & PA, 2016; Henseler J, 2017), nevertheless it’s not that much stringent criteria in using PLS-SEM path models and requires to be used cautiously keeping in mind the predictive nature of statistical tool.

SmartPLS results reports, permit conducting a mediator analysis (Hair et al. 2017). In table 8, total indirect effect is explained in which p-value of all variables are significant except the moderating effect of autonomy orientation. In table 8, shows the specific indirect effect of the variable which explains that the relationship between autonomy orientation, thriving at work and affective organizational commitment is significant. Moderating effect of autonomy orientation between thriving at work and psychological contract fulfillment is not significant.

Serial Mediation

In SmartPLS, the results of the PLS-SEM algorithm and the bootstrap procedure include the direct, the total indirect effect and the specific indirect effects. These outcomes, which are available in the

Table 8 : Total Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
AO -> AOC	0.230	0.233	0.053	4.380	0.000
AO -> EC	0.095	0.098	0.027	3.555	0.000
Moderating Effect 1 -> AOC	-0.042	-0.037	0.061	0.678	0.249

Moderating Effect 1 -> EC	-0.017	-0.015	0.026	0.657	0.256
PCF -> AOC	0.052	0.063	0.100	0.516	0.000
PCF -> EC	0.021	0.027	0.041	0.517	0.000
TW -> EC	0.251	0.257	0.043	5.860	0.000

Table 9 : Specific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
AO -> TW -> AOC	0.230	0.233	0.053	4.380	0.000
Moderating Effect 1 -> TW -> AOC	-0.042	-0.037	0.061	0.678	0.249
PCF -> TW -> AOC	0.052	0.063	0.100	0.516	0.000
AO -> TW -> AOC -> EC	0.095	0.098	0.027	3.555	0.000
Moderating Effect 1 -> TW -> AOC -> EC	-0.017	-0.015	0.026	0.657	0.256
TW -> AOC -> EC	0.251	0.257	0.043	5.860	0.000
PCF -> TW -> AOC -> EC	0.021	0.027	0.041	0.517	0.000

Discussion

The royal impact of employee creativity on improved organizational performance has encouraged researchers to investigate the mechanism that helps enhancing the employee creativity. This study was conducted to delve into the process of enhancing employee creativity through psychological contract fulfillment and multiple serial mediators for instance, thriving at work and affective organizational commitment with one moderator: autonomy orientation. Empirical evidences confirmed the serial mediational effect of psychological contract fulfillment onto employee creativity via multiple mediators. This study consists

of several important theoretical implications. Latest research has focused on core motivational perspectives to explain the underlying influence process through which employee creativity is promoted by psychological contract fulfillment. Organizations who welcome and support new and creative ideas create an atmosphere in workplace that increase satisfaction of employees and avoid the fear of risk. By satisfying the psychological needs of the employees encourages the employees to work more creatively at their workplace (Ranjbar, Rafiei, Shafiei, & Kargar, 2019).

Moreover, in this study we respond to the call initiating from inconsistent meta-analytical research

findings (Hammond, Neff, Farr, Schwall, & Zhao, 2011; Rosing, Frese, & Bausch, 2011). That under what boundary conditions employee creativity might be promoted by thriving at work. So, we contribute to the literature by giving fine-grained knowledge on whether, when and why the mediation of thriving at work and affective organizational commitment links employee creativity with psychological contract fulfillment.

In today's complex and unstable environment employee creativity is considered to help the firms to adopt the fluctuating demands (Amabile, Conti, Coon, Lazenby, & Herron, 1996; Oldham & Cummings, 1996; Shalley, Gilson, & Blum, 2000; Shin & Zhou, 2003). So, in existing work situation which enforced adaptation to change, organizations must ponder the ways to encourage the employees to think and behave creatively in the improvement of new services and products, in designing novel work systems and processes, and in innovative problem solving. Results of this study shows that psychological contract fulfillment motivates the employees to engage in creative activities.

Limitations and Future Recommendations

Every research has some limitation, this study also has some limitation. First, the data were gathered from different software houses and private schools based in one city of Pakistan. So in the future, researchers may conduct data from different cities of Pakistan. Second, this study has been conducted in eastern cultures, so further research should examine in different cultures and report the results and compare if our results are replicated or not. Third, convenience sampling also referred as a limitation of this study because it cannot predict the real population. Researchers can use different methods for data collection. Fourth, according to our results autonomy orientation have no moderating effect between psychological contract fulfillment and thriving at work, so in future researchers can use different moderators for more effective results.

Further, employees are least interested to deliver data. Persuading employees was a difficult target though. Research model is analyzed in current study to examine the impact of psychological contract fulfillment on employee creativity.

Employee creativity could be studied with different variables like emotional intelligence, transformational leadership (Zhou, 2003), organizational unit's innovativeness ambience (Hulsheger et al., 2009) and scores upon big five personality attributes (Bono & Judge, 2004) to enhance the organizations profitability and success. Moreover, the relationship between psychological contract fulfillment and project employee creativity can be studied with some other mediating variables. Changing the moderator between psychological contract fulfillment and thriving at work can also be the point of focus for future studies. The current study has been done with the focus on software houses and private schools only, researchers observe and replicate the model in Public sector other than project based organizations in order to study the impact with a large sample size. The results and significance of the study will be useful for the future researchers

who are highlighting this area to relate affective event theory to other variables. Besides, the sample size may also be increased as this research is limited to easily available sample.

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