The International Journal of Indian Psychology
ISSN 2348-5396 (Online) | ISSN: 2349-3429 (Print)
Volume 13, Issue 2, April- June, 2025
DIP: 18.01.029.20251302, DOI: 10.25215/1302.029
https://www.ijip.in

Research Paper

Psychological Contract Violation and Affective Organizational Commitment: Catalysts for Employee Creativity in the Middle Level Employees

Sanya Raj Masih[1]*

ABSTRACT

Employee creativity is crucial for innovation and organizational growth, but it is influenced by psychological contracts and commitment levels. This study examines how psychological contract violation and affective commitment impact creativity among middle-level employees while exploring the moderating and mediating effects of gender and city type (Tier-1 and Non-Tier-1). Data was collected from 139 employees across 15 cities through structured questionnaires, with statistical analysis conducted using Jamovi. Findings indicate that psychological contract breaches reduce organizational commitment, which in turn lowers employee creativity. Affective commitment plays a vital role in fostering creative engagement, emphasizing the need for organizations to build trust and transparency. Additionally, employees in non-Tier-1 cities experience a stronger negative impact of contract violations on creativity compared to those in Tier-1 cities, while gender does not significantly alter these relationships. These insights highlight the importance of maintaining psychological contracts and strengthening organizational commitment to nurture an environment that supports creativity and innovation.

Keywords: *Psychological contract, organizational commitment, employee creativity, workplace trust, innovation, employee engagement, organizational culture*

At its core, **creativity** refers to the ability to produce original and useful ideas (Runco & Jaeger, 2012). It involves divergent thinking, where individuals generate multiple solutions to a problem, and convergent thinking, where the most effective solution is identified (Guilford, 1950). Creativity is not limited to artistic expression—it plays a crucial role in scientific discoveries, technological advancements, and business innovation.

Psychological research on creativity highlights both cognitive and environmental influences. The Geneplore Model (Finke et al., 1992) explains that creativity involves two stages:

- Generative Phase – where individuals create mental representations and explore new ideas.
- Exploratory Phase – where these ideas are refined, evaluated, and applied effectively.

[1]Student
*Corresponding Author

Received: March 14, 2025; Revision Received: April 11, 2025; Accepted: April 14, 2025

In organizational settings, employee creativity is the foundation of workplace innovation. Employees who think creatively contribute to problem-solving, process improvement, and the development of new products and services. The Componential Theory of Creativity (Amabile, 1983) further suggests that creativity arises from domain-relevant skills that is knowledge and expertise, creativity-relevant processes that is thinking flexibility, and intrinsic motivation that is, a deep interest in the task itself.

The significance of creativity in organizations is immense. Companies that foster creativity experience higher adaptability, enhanced productivity, and sustained competitive advantage (Shalley et al., 2004). However, creativity does not thrive in isolation, it requires a supportive work environment. Factors such as psychological safety, organizational commitment, and fairness in employment relationships directly impact an employee's willingness to engage in creative efforts. Understanding how these elements interact is crucial for organizations aiming to maximize creative potential while ensuring employee well-being.

Creativity is the driving force behind innovation, the process of transforming unique ideas into tangible improvements in products, services, and workflows (Anderson et al., 2014). In today's competitive business landscape, organizations that encourage creativity gain a significant edge by fostering adaptability, improving efficiency, and responding effectively to market demands.

Innovation begins with idea generation, a core component of creativity. The Four Ps Model of Creativity (Rhodes, 1961) explains that creative contributions in organizations emerge from:

- Person – The individual's skills, knowledge, and creative abilities.
- Process – The cognitive and organizational methods that facilitate creativity.
- Press (Environment) – The external conditions, such as leadership and company culture, that enable or stifle creative expression.
- Product – The tangible outcome of the creative process.

Highly creative workplaces prioritize open communication, experimentation, and risk-taking, which ultimately drive innovation (Amabile & Pratt, 2016).

Creativity allows employees to approach challenges with novel perspectives, enabling effective problem-solving. The Creative Problem-Solving (CPS) Model (Osborn, 1953) highlights that individuals move through idea generation, evaluation, and implementation when addressing workplace issues. This process helps organizations find cost-effective solutions, streamline operations, and overcome unexpected disruptions.

Organizations that integrate creativity into their culture gain a sustainable competitive advantage. Companies like Google and Tesla thrive by empowering employees to experiment, fail fast, and refine ideas. Research suggests that firms with high levels of employee creativity outperform competitors in financial performance, market growth, and brand differentiation (Shin et al., 2017). In contrast, environments where creativity is stifled often struggle with stagnation and employee disengagement.

Ultimately, fostering creativity is not just about generating ideas, it's about creating a culture where innovation thrives, problems are approached dynamically, and organizations maintain a strategic edge.

Creativity in the workplace is not solely an innate trait but a dynamic process shaped by individual abilities, organizational culture, and external factors. Understanding these influences is crucial for fostering an environment where creative thinking thrives.

Individual Factors

At the personal level, creativity is driven by cognitive ability, intrinsic motivation, and personality traits. Individuals with high openness to experience tend to explore unconventional ideas and experiment with new solutions (Feist, 1998). Additionally, intrinsic motivation, the inner drive to engage in tasks for their own sake, has been strongly linked to creative output (Amabile, 1996). Employees who feel a sense of autonomy and purpose are more likely to generate original ideas and challenge existing norms.

Organizational Factors

An organization's culture, leadership style, and job design significantly impact creativity. Companies that encourage psychological safety, where employees feel comfortable expressing novel ideas without fear of judgment, tend to foster higher creativity (Edmondson, 1999). Transformational leaders, who inspire and support their teams, can further enhance creative performance (Gong et al., 2009). Additionally, flexible work structures and opportunities for skill development empower employees to engage in exploratory thinking and innovation.

Contextual Factors

External factors such as industry trends, technological advancements, and societal expectations shape workplace creativity. Employees in dynamic, rapidly evolving industries (e.g., tech, media) often face higher creative demands than those in more structured, rule-bound environments. Additionally, workplace diversity, exposure to varied perspectives, has been found to enhance problem-solving and idea generation (van Knippenberg et al., 2004).
Creativity does not emerge in isolation. By cultivating an environment that supports individual initiative, organizational openness, and adaptability to external influences, companies can sustain innovation and remain competitive in a rapidly evolving business landscape.

The **psychological contract** is an implicit, unwritten agreement that defines the expectations and mutual obligations between employees and employers. Unlike formal employment contracts that outline legal responsibilities (e.g., salary, job duties), psychological contracts are subjective, shaped by perceptions, promises, and informal understandings (Rousseau, 1989).

At its core, a psychological contract encompasses what employees believe they owe their employer (e.g., hard work, loyalty, initiative) and what they expect in return (e.g., job security, career growth, fair treatment). These expectations develop through workplace interactions, leadership communication, and organizational culture (Conway & Briner, 2005). While often unspoken, these expectations heavily influence employee attitudes, motivation, and commitment.

Psychological contracts play a critical role in shaping workplace relationships, engagement, and performance. When employees perceive that their employer is honoring commitments, such as offering development opportunities or maintaining a supportive work environment, trust and job satisfaction increase (Guest, 1998). Conversely, when these expectations are breached or violated, employees may feel betrayed, leading to disengagement, reduced creativity, and even turnover (Morrison & Robinson, 1997).

In today's evolving work landscape, psychological contracts are continuously shifting. With remote work, gig employment, and rapidly changing job roles, traditional long-term expectations are being replaced by more flexible, short-term, and transactional relationships (Coyle-Shapiro & Kessler, 2000). Understanding these shifts is crucial for organizations to maintain employee trust and sustain engagement in the modern workplace.

The psychological contract can take different forms depending on the nature of the relationship between employees and employers. The two primary types are transactional contracts and relational contracts, each differing in terms of expectations, commitment levels, and the stability of the employment relationship (Rousseau, 1995).

Transactional Psychological Contracts

A transactional contract is short-term, specific, and primarily economic in nature. Employees under this contract expect clear, tangible rewards (e.g., salary, bonuses) in exchange for their work, without an emotional or long-term commitment to the organization (Robinson et al., 1994). These contracts are common in gig work, freelance jobs, and temporary employment, where loyalty and career development are not central to the agreement.

Employees with transactional contracts typically focus on self-interest, and as long as employers meet financial obligations, they remain satisfied. However, if an organization fails to deliver on promised pay or benefits, employees may quickly disengage or leave, as their commitment is based purely on the economic exchange (Conway & Briner, 2005).

Relational Psychological Contracts

In contrast, a relational contract is long-term, emotionally driven, and built on trust, loyalty, and mutual growth (Rousseau, 2004). Employees expect job security, career development, and organizational support, and in return, they offer dedication, extra-role behavior, and long-term commitment (Coyle-Shapiro & Kessler, 2002).

Relational contracts are common in traditional corporate settings, family businesses, and organizations with strong employee engagement programs. Employees in such environments are more likely to stay committed and innovate, as they feel valued and secure. However, violations of relational contracts (e.g., broken promises regarding promotions or career development) can cause severe emotional responses, leading to distrust, disengagement, and reduced creativity (Robinson & Morrison, 2000).

In today's evolving workforce, many organizations are shifting from relational to transactional contracts, particularly with the rise of short-term employment models and project-based work. However, maintaining elements of relational contracts, such as trust, fairness, and growth opportunities, remains crucial for sustaining employee commitment and creativity.

A **psychological contract violation (PCV)** occurs when an employee perceives that their employer has failed to fulfill promised obligations or expectations. Unlike minor breaches, which may involve temporary lapses, a violation is deeply emotional, often leading to feelings of betrayal and loss of trust (Morrison & Robinson, 1997). PCV can negatively impact employee engagement, motivation, and workplace creativity, making it a crucial issue for organizations.

PCV can arise from various organizational and contextual factors, including:

- Unmet Career Growth Promises: When employees are promised promotions, training, or leadership opportunities but do not receive them, they may feel misled (Conway & Briner, 2005).
- Job Insecurity and Downsizing: Layoffs, restructuring, or sudden contract terminations without proper communication can create a sense of betrayal (Turnley & Feldman, 1999).
- Workload and Role Expansion: If employees are assigned extra responsibilities without corresponding rewards or recognition, they may perceive this as unfair.
- Ethical or Value Misalignment: When employees realize that organizational values differ from what was initially communicated, distrust and disengagement may follow (Restubog et al., 2006).
- Management Communication Failures: Poor leadership, lack of transparency, or inconsistent policies often contribute to the feeling that the employer is untrustworthy.

The effects of PCV can be both immediate and long-term, influencing employee attitudes, emotions, and behaviors:

- Emotional Reactions: Employees may experience anger, frustration, disappointment, or cynicism, reducing motivation and workplace commitment (Robinson & Morrison, 2000).
- Reduced Organizational Commitment: PCV can decrease affective commitment, making employees less likely to stay engaged or dedicated to organizational goals (Zhao et al., 2007).
- Decreased Creativity and Innovation: Employees who feel betrayed are less likely to take creative risks, as they may no longer trust the organization to support their efforts (Dul & Ceylan, 2014).
- Withdrawal and Turnover Intentions: Over time, employees may respond to PCV by psychologically withdrawing (e.g., reduced discretionary effort) or actively seeking new job opportunities (Bal et al., 2010).

Psychological contract violations do not only harm employees, they also affect the overall organization. A workforce that feels betrayed may become less engaged, less collaborative, and more resistant to change. For leaders, recognizing the warning signs of PCV and addressing violations through transparent communication, fair policies, and ethical leadership is essential for retaining top talent and fostering a culture of trust.

Organizational commitment refers to an employee's psychological attachment and loyalty to their organization (Meyer & Allen, 1991). It influences workplace behavior, engagement, and overall job performance. Employees with high commitment tend to stay with their

employers longer, demonstrate higher job satisfaction, and contribute proactively to organizational goals.

Meyer and Allen (1991) proposed a three-component model of organizational commitment: Affective, Continuance, and Normative Commitment. Each dimension shapes employee behavior differently, affecting motivation, retention, and willingness to contribute to creativity.

Affective commitment (AOC) is the most desirable form of commitment, where employees genuinely want to stay in the organization because they feel emotionally connected and valued. This type of commitment is built through positive work experiences, supportive leadership, and meaningful work (Meyer et al., 2002).Employees who feel respected and involved are more likely to take creative risks because they feel secure in their roles.And, High AOC is linked to higher intrinsic motivation, which fuels innovation (Meyer & Herscovitch, 2001).In cases of psychological contract violation (PCV), AOC can serve as a buffer, helping employees maintain creativity despite organizational disappointments.

Continuance commitment is when employees stay because they feel they have no other viable options or fear losing benefits. This form of commitment is driven by necessity rather than emotional attachment (Allen & Meyer, 1996).Employees with high continuance commitment may feel trapped, leading to lower engagement and reduced creative output.And, In the face of PCV, these employees may stay but disengage, adopting a "bare-minimum" work approach.Thus, while continuance commitment prevents turnover, it does not necessarily foster creativity or proactive problem-solving.

Normative commitment arises from a sense of duty or obligation toward the organization (Wasti, 2003). Employees with high normative commitment believe it is morally right to stay because the company has invested in their development or they have strong professional values.Employees may feel indebted due to organizational support (e.g., training, sponsorships) and reciprocate with loyaltyAnd, High normative commitment can foster responsibility-driven creativity, as employees feel an ethical responsibility to contribute ideas that benefit the organization.However, if PCV occurs, these employees may experience internal conflict, wanting to stay but feeling emotionally disconnected, leading to reduced risk-taking in creative tasks (Ko & Hur, 2014).

Affective Organizational Commitment (**AOC**) can act as both a **protective buffer** and a **risk amplifier** in the face of **Psychological Contract Violation (PCV)**. Employees with strong AOC are **deeply attached to their organization**, experiencing a sense of belonging and shared purpose (Meyer & Allen, 1991). However, when **PCV occurs**, their emotional investment can either help them **cope** or cause **heightened distress** depending on the severity of the violation and the employee's coping mechanisms (Tomprou et al., 2015).

AOC as a Buffer Against PCV

1. Emotional Resilience and Forgiveness

Employees with high AOC may initially rationalize or forgive minor violations, believing in the organization's long-term vision (Solinger et al., 2008). Their strong emotional connection fosters psychological resilience, helping them tolerate setbacks without losing motivation or engagement (Eisenberger et al., 2001).

Example: If a committed employee experiences a delay in promised promotions, they may trust management's explanation and continue performing at high levels.

Their intrinsic motivation allows them to remain engaged and innovative despite setbacks.

2. Strengthening Social Bonds and Support Networks

High-AOC employees tend to build strong workplace relationships, which act as social buffers against stress (Restubog et al., 2008). They are more likely to seek peer support, mitigating the negative emotional effects of PCV.

Example: An employee who feels undervalued due to a broken promise may turn to colleagues for validation and encouragement, preventing disengagement.

This fosters a sense of shared struggle, helping the employee maintain trust and discretionary effort.

3. Reinvestment in the Organization

Some employees channel their frustration constructively, advocating for organizational change instead of withdrawing. If management acknowledges the issue and rebuilds trust, these employees may reaffirm their commitment rather than disengage (Tomprou et al., 2015).

Example: An employee disappointed by a budget cut affecting training programs might proactively suggest alternative skill-building initiatives, maintaining engagement and creativity.

AOC as a Risk Factor That Exacerbates PCV Effects

1. Heightened Emotional Distress and Perceived Betrayal

While low-AOC employees may shrug off a violation as "just business", those with high AOC feel personally betrayed (Robinson & Morrison, 2000). Their strong psychological contract magnifies the emotional impact, leading to burnout, resentment, or even counterproductive behaviors (Zhao et al., 2007).

Example: A highly committed employee promised a leadership role may feel deeply hurt if the organization hires an external candidate instead. This may result in declining performance or increased absenteeism.

2. Psychological Contract Rupture and Cynicism

When PCV is severe or repetitive, even highly committed employees may detach emotionally, transitioning from engagement to cynicism (Pate & Malone, 2000). Their loyalty turns into skepticism, making them reluctant to invest effort or suggest creative solutions.

Example: A previously engaged employee might mentally disengage, performing tasks out of obligation rather than passion, thus reducing innovative contributions.

3. Increased Turnover Intentions Despite Previous Loyalty

High-AOC employees initially resist leaving, but if trust cannot be restored, they actively seek better opportunities (Bal et al., 2010). Their once-strong commitment turns into detachment, often leading to unexpected resignations.

Example: A dedicated employee who once declined competitive job offers may abruptly quit after realizing that loyalty is not reciprocated.

Psychological contract violation (**PCV**) represents a deep sense of betrayal that occurs when employees perceive a breach in the unspoken agreements between them and their employer

(Robinson & Morrison, 2000). Unlike a minor, expected deviation from promises, PCV carries an emotional charge that disrupts motivation, trust, and engagement—key factors that drive creativity. Creativity, at its core, relies on a sense of psychological safety, where individuals feel secure enough to take risks, explore unconventional ideas, and contribute innovative solutions (Amabile, 1996). When employees experience PCV, this environment of trust is replaced with cynicism, emotional withdrawal, and a defensive mindset, directly impacting their ability to engage in creative thinking.

One of the most immediate consequences of PCV is emotional disengagement, which stems from a loss of intrinsic motivation and increased cognitive burden. Employees who once felt driven by curiosity and personal growth become detached and indifferent when they feel undervalued or misled (Deci & Ryan, 1985). Their creative energy is redirected toward managing frustration or seeking alternative job opportunities, rather than engaging in meaningful problem-solving. Additionally, stress and emotional exhaustion further reduce their ability to think outside the box, as cognitive resources are consumed by feelings of disappointment and distrust (Shalley et al., 2004).

Another significant consequence of PCV is trust erosion, which diminishes an employee's willingness to share ideas, take creative risks, and collaborate. Trust is foundational to psychological safety, a critical factor in fostering innovation (Edmondson, 1999). Once trust is broken, employees become risk-averse, hesitant to propose unconventional ideas, and more likely to conform to safe, routine tasks. They may also withdraw from collaborative brainstorming sessions, fearing that their contributions will not be acknowledged or valued. Over time, this breakdown in trust fosters a culture of silence, where creativity is replaced with compliance and stagnation.

The long-term effects of PCV on creativity extend beyond individual employees to organizational innovation as a whole. A workplace where employees withhold their best ideas, hesitate to take initiative, and feel disconnected from their work becomes vulnerable to competitive decline and loss of top talent. Organizations must take proactive measures to address and mitigate PCV by rebuilding trust through open communication, recognition, and fairness in decision-making. When employees feel valued and respected, they are more likely to re-engage with their work creatively, restoring innovation and growth within the organization.

Affective Organizational Commitment (AOC) reflects an employee's emotional attachment, identification, and involvement with their organization (Meyer & Allen, 1991). Unlike continuance or normative commitment, which are driven by necessity or obligation, AOC is fueled by a genuine sense of belonging and shared purpose. Employees with high AOC often exhibit intrinsic motivation, resilience, and a deep-seated willingness to contribute positively—even in the face of adversity. When Psychological Contract Violation (PCV) occurs, employees with strong AOC may still find ways to engage in creative thinking and problem-solving, despite feelings of disappointment or betrayal.

One of the key mechanisms through which AOC fosters creativity amid PCV is commitment-driven resilience. Employees who are emotionally invested in their organization are more likely to reinterpret negative experiences, seeking constructive solutions rather than disengaging (Fredrickson, 2001). Their attachment to the organization encourages adaptive coping strategies, allowing them to channel frustration into innovative

ways of improving workplace processes, fostering collaboration, or addressing systemic issues. This contrasts with employees low in AOC, who may respond to PCV with withdrawal, reduced discretionary effort, and a decline in creative engagement.

Furthermore, affectively committed employees are more likely to maintain trust in the long-term vision of the organization, even when short-term breaches occur. While PCV can momentarily disrupt trust, employees with high AOC often retain faith in leadership's ability to rectify the situation, leading them to continue contributing to team discussions, problem-solving efforts, and creative projects (Rousseau, 1995). This sense of loyalty and long-term investment helps sustain innovative momentum even when psychological contracts are strained.

AOC also plays a critical role in maintaining collaborative environments, which are essential for creativity. Employees with strong emotional commitment value teamwork, peer relationships, and the collective mission of their organization (Carmeli & Schaubroeck, 2007). Even when PCV triggers disappointment, these employees may seek to rebuild morale through team support and knowledge-sharing, ensuring that creativity remains a shared goal rather than an individual burden. In contrast, low-commitment employees are more likely to isolate themselves, reducing opportunities for innovation through collaboration.

Organizations aiming to mitigate the negative effects of PCV on creativity should focus on nurturing AOC through transparent leadership, recognition, and meaningful engagement opportunities. When employees feel valued beyond mere transactions and aligned with a greater mission, they are more likely to sustain their creative efforts despite occasional setbacks. Ultimately, fostering AOC acts as a buffer, transforming potential disengagement into resilience, innovation, and continuous problem-solving in the workplace.

Existing Research on the Direct and Indirect Impact of Psychological Contract Violation (PCV) and Affective Organizational *Commitment (AOC) on Creativity*

Over the years, research has increasingly recognized the role of Psychological Contract Violation (PCV) and Affective Organizational Commitment (AOC) in shaping workplace creativity. PCV, which occurs when employees perceive a breach in their psychological contract, has been consistently linked to negative emotional reactions, reduced motivation, and diminished discretionary efforts (Robinson & Morrison, 2000). Since creativity in organizations often thrives on trust, motivation, and psychological safety, violations in the psychological contract can erode the very foundation that supports innovative thinking.

Direct Impact of PCV on Creativity

Studies suggest that when employees feel betrayed by their organization, they are less likely to engage in risk-taking behaviors, knowledge-sharing, or proactive problem-solving, all of which are crucial for creativity (Zhao et al., 2007). The emotional exhaustion and distrust caused by PCV often result in cognitive rigidity, reducing the ability to generate novel solutions (Bal et al., 2011). In highly creative roles, where intrinsic motivation plays a key role, the loss of psychological security caused by PCV can significantly stifle innovation.

Indirect Impact of PCV through AOC

However, research also highlights the moderating role of A in this dynamic. Employees with strong affective commitment may be more resilient to contract violations, choosing to focus

on long-term organizational goals rather than immediate disappointments (Ng & Feldman, 2010). Some studies even suggest that high-ACS employees might use PCV as a catalyst for constructive feedback and improvement, channeling their dissatisfaction into problem-solving and creative alternatives (Turnley & Feldman, 1999). Conversely, employees with low ACS are more likely to respond to PCV with withdrawal behaviors, disengagement, and a complete halt in creative contributions.

Mediating and Moderating Factors

Recent studies have also investigated factors that influence the extent to which PCV affects creativity. These include:

- Workplace culture and leadership: Transformational leadership and an open organizational culture can buffer the negative effects of PCV, allowing creativity to persist despite contract breaches (Janssen, 2004).
- Perceived fairness and support systems: Employees who perceive fairness in how organizations handle PCV are more likely to remain engaged in creative tasks, as they trust the organization to rectify issues (Colquitt et al., 2013).
- Job autonomy and empowerment: Employees with high autonomy may have more psychological resources to overcome PCV-related setbacks, maintaining creative outputs (Kim et al., 2018).

Bridging the Gap: The Contribution of This Research

This research will contribute to the field by:

- Exploring creativity as a key outcome of PCV and AOC, an area that has been largely overlooked in previous studies.
- Incorporating city type as a contextual factor, distinguishing between Tier 1 and Non-Tier 1 employees in terms of career expectations, resource availability, and resilience to contract violations.
- Examining gender as both a moderator and mediator, addressing the lack of gender-based insights in psychological contract research.
- Providing an integrative framework that connects these variables, offering practical insights for HR professionals, leaders, and policymakers to create more supportive and inclusive workplaces.
- By addressing these gaps, this study advances theoretical knowledge and provides practical implications for organizations aiming to foster creativity while managing psychological contracts effectively. It highlights the need for context-sensitive research, recognizing that not all employees respond to contract violations in the same way—factors like location, gender, and commitment levels must be accounted for in designing effective workplace policies.

REVIEW OF LITERATURE

Mdhlalose (2024) aimed to investigate how employee rewards and work environments influence creativity and innovation in the workplace. The study employed a survey-based methodology, analyzing responses from employees across various industries to assess the impact of financial and non-financial rewards on creative performance. The findings concluded that recognition, autonomy, and positive work environments significantly enhance creativity, while rigid structures hinder innovation.

Máynez-Guaderrama & et al. (2024) aimed to examine the effects of abusive supervision on resentment, psychological contract violation, and envy, analyzing their impact on workplace dynamics. The study employed a quantitative, cross-sectional design, using survey data from 393 employees in the export manufacturing industry in Mexico. Structural equation modeling revealed that abusive supervision directly influenced psychological contract violations and envy, which in turn fueled resentment. The findings highlighted the need for reducing social comparisons and fostering trust, recognition, and well-being to mitigate resentment and improve workplace climate.

Munawir & Suseno (2024) aimed to investigate the root causes of employee grievances in outsourcing companies and their impact on performance. The study adopted a quantitative correlational design, analyzing survey data from 299 manufacturing employees. Results indicated that psychological contracts and knowledge sharing significantly enhanced nonstandard services, fostering creativity and organizational effectiveness. The findings concluded that aligning psychological contracts with organizational goals improves productivity, innovation, and service quality.

Abu Orabi & et al. (2024) aimed to explore the relationship between leadership and organizational commitment using bibliometric analysis. The study analyzed 2,110 peer-reviewed articles from 1992-2022 using VOSviewer for keyword clustering and citation analysis. Results indicated that leadership and commitment research is evolving, with emerging themes related to remote work, job satisfaction, and digital transformation. The study highlighted gaps in qualitative research and proposed future directions emphasizing corporate culture's role in leadership effectiveness.

Bai & Vahedian (2023) aimed to analyze the relationship between organizational commitment, ethical workplace environments, and employee mental health in digital workplaces. The study employed a survey-based quantitative approach, collecting data from remote employees to assess the psychological effects of commitment and ethical leadership. The findings concluded that strong ethical climates and organizational commitment reduce stress and enhance well-being in virtual work settings.

Singh & Dhan (2023) aimed to examine psychological contracts as a framework for understanding employment dynamics, differentiating between transactional and relational contracts. The study conducted a theoretical analysis of key literature on psychological contracts, highlighting their evolving nature in modern workplaces. Findings concluded that psychological contracts influence workplace behavior, job satisfaction, and employee-employer relationships, making them essential for adapting to changing organizational structures.

Muzafray & et al. (2023) aimed to assess the role of extrinsic and intrinsic rewards in fostering employee creativity. The study employed a systematic review methodology, integrating reinforcement theory, expectancy theory, and self-determination theory to analyze previous research. Findings revealed that intrinsic rewards had a stronger influence on creativity than extrinsic incentives, highlighting the role of autonomy and job satisfaction in enhancing creative performance.

Bansal (2023) aimed to examine how psychological tactics influence employee innovation and creativity in knowledge-intensive industries. The study employed a theoretical approach,

analyzing the impact of intrinsic motivation, autonomy, psychological safety, and mindfulness on creative performance. Findings suggested that fostering a psychologically safe and autonomy-supportive environment enhances innovation, enabling organizations to remain competitive in rapidly evolving markets.

Khalilzadeh & et al. (2023) aimed to investigate the role of spiritual intelligence and philosophical mentality in employee creativity, with organizational commitment as a mediating factor. Using survey data from 278 industrial employees in Iran, the study applied statistical modeling to examine correlations. Findings revealed that both spiritual intelligence and philosophical mentality positively influence creativity, and organizational commitment further enhances this effect.

Rozikan & et al. (2023) aimed to investigate the relationship between organizational culture and employee creativity, with organizational commitment as a mediating variable in Islamic financial institutions. The study employed a quantitative methodology, collecting survey data from 219 employees across various institutions in Yogyakarta. Structural equation modeling revealed that a strong organizational culture positively impacts commitment and creativity, emphasizing the role of cultural alignment in fostering innovation.

Chauhan & et al. (2023) aimed to modernize the concept of organizational commitment (OC) by analyzing its relevance in evolving work environments. The study conducted a theoretical review, integrating research on technological advancements, globalization, and the impact of COVID-19. Findings concluded that OC has shifted due to remote work, digitalization, and market volatility, necessitating adaptive HR strategies to maintain employee engagement and loyalty.

Jiang & et al. (2022) aimed to examine the role of psychological contracts in enhancing employee creativity through knowledge sharing. The study employed a quantitative methodology, using survey data to measure the impact of contract fulfillment on knowledge-sharing behaviors and creativity. The findings concluded that when employees perceive a fulfilled psychological contract, they are more likely to engage in knowledge sharing, which, in turn, fosters creativity and innovation.

Shi & Zhang (2022) aimed to analyze research trends and key themes in employee creativity using bibliometric analysis. The study employed Citespace software to examine 1,168 research articles, mapping co-citations and keyword clusters. Findings indicated that employee creativity research is still developing, with major focuses on psychological, behavioral, and organizational influences, suggesting the need for interdisciplinary approaches in future studies.

Zhang & et al. (2022) aimed to examine the impact of human resource management strength (HRMS) on employee creativity through job crafting and career adaptability. The study used survey data from 297 and 390 employees in two separate samples and applied mediation analysis. Results demonstrated that HRMS positively influences creativity through job crafting and career adaptability, with proactive personality moderating this relationship.

Zhu & et al. (2022) aimed to explore the effects of digital leadership on employee creativity, mediated by job crafting and moderated by person-organization fit. The study collected survey data from 357 employees across various Chinese firms. Findings revealed that digital

leadership enhances creativity through job crafting, and that person-organization fit strengthens these relationships, underscoring the importance of leadership in digital transformation.

Kundu & Gahlawat (2022) aimed to explore how the COVID-19 pandemic impacted psychological contracts within Indian organizations. The study employed a survey-based quantitative methodology, gathering data from employees in diverse sectors to assess changes in their psychological contracts due to pandemic-related disruptions. The findings concluded that the pandemic led to widespread perceptions of contract breaches, resulting in decreased organizational trust and commitment, highlighting the need for enhanced employee support strategies.

Raghuram & et al. (2021) aimed to examine trends in virtual work research and integrate insights from different research clusters to provide a holistic understanding of remote work. The study employed a bibliometric analysis methodology, analyzing publications on virtual work to identify key themes, gaps, and future research directions. The findings concluded that virtual work is influenced by digital communication, leadership, and psychological contracts, emphasizing the need for organizations to redefine employee expectations in remote environments.

Zhao & et al. (2021) aimed to examine the relationship between psychological contract fulfillment and employees' innovation behavior. The study employed a quantitative methodology, utilizing survey data from employees in various industries to measure psychological contract perceptions and innovation outcomes. The findings concluded that when employees perceive their psychological contracts as fulfilled, they are more likely to engage in innovative behaviors, emphasizing the role of trust in fostering workplace creativity.

Cai & et al. (2020) aimed to synthesize research on employee creativity in digital work environments using the Ability-Motivation-Opportunity (AMO) framework. The study conducted a systematic review of empirical studies over 30 years, identifying key predictors of creativity. Findings suggested that contextual and personal factors jointly influence creativity, with digitalization presenting both challenges and opportunities for enhancing innovative behavior.

Amabile & et al. (2016) aimed to expand the componential theory of creativity by examining how individuals and organizations interact dynamically to foster innovation. The study utilized a theoretical synthesis of research in cognitive psychology, organizational behavior, and workplace creativity. The findings concluded that creativity is a fluid process influenced by motivation, leadership, and organizational climate, highlighting the role of psychological safety and the balance between intrinsic and extrinsic motivators.

Restubog & et al. (2015) aimed to investigate the role of leader-member exchange (LMX) in moderating the relationship between psychological contract breach and employee performance. The study utilized a quantitative survey methodology, collecting data from employees and their supervisors to assess perceptions of contract breach, LMX quality, and performance outcomes. The findings concluded that strong leader-member relationships mitigate the negative effects of contract breaches, emphasizing the importance of trust and communication.

Gaps in Existing Research

While prior studies acknowledge the role of PCV and AOC in influencing creativity, there is still a lack of comprehensive models that incorporate contextual factors like city type and gender. Much of the existing literature focuses on Western corporate environments, with limited exploration of how regional economic conditions and cultural expectations shape PCV-AOC dynamics. Furthermore, gender differences in responses to PCV remain underexplored, leaving an open question about whether men and women experience contract violations differently in relation to creativity.

Identification of Research Gap

Despite extensive research on psychological contract violation (PCV), affective organizational commitment (AOC), and employee creativity, several gaps remain unexplored. While prior studies have independently examined the impact of PCV on employee outcomes and the role of AOC in buffering negative experiences, there is a lack of integrative research that examines these constructs together in relation to workplace creativity. Additionally, contextual factors such as city type and gender remain understudied as both moderating and mediating variables, leaving a crucial gap in understanding how different demographic and regional conditions influence these relationships.

Lack of Focus on Creativity as an Outcome of PCV and AOC

Most studies exploring psychological contract violations focus on traditional job outcomes such as job satisfaction, turnover intentions, and organizational citizenship behavior (OCB) (Zhao et al., 2007). However, creativity—a critical driver of innovation and organizational success—has not been sufficiently studied in this context. How PCV impacts creativity, and whether AOC mitigates or exacerbates this effect, remains an open question. Given that psychological contract fulfillment fosters trust, engagement, and discretionary effort, it is essential to understand how violations disrupt the creative process (Janssen, 2004).

Limited Examination of City Type as a Contextual Factor

The geographical and economic environment in which an employee works plays a key role in shaping their expectations, resources, and career aspirations. However, most psychological contract research has been conducted in homogeneous corporate environments, with little distinction between employees working in Tier 1 versus Non-Tier 1 cities. Given that employees in Non-Tier 1 cities often face fewer job opportunities, lower organizational resources, and different psychological contract expectations, it is crucial to examine how these factors moderate the PCV-AOC-creativity relationship (Bal et al., 2011).

Underexplored Gender Differences in Psychological Contract Violation and Creativity

While research acknowledges that men and women may perceive workplace relationships, fairness, and trust differently, there is a lack of gender-based analysis in PCV-related studies. Do women experience PCV differently than men? Are they more resilient due to stronger interpersonal coping mechanisms, or do they experience greater emotional disengagement? These questions remain largely unanswered. Additionally, research has yet to explore whether gender differences in workplace biases, leadership expectations, and social support structures influence how PCV affects creativity (Ng & Feldman, 2010).

Need for a Holistic, Multi-Factorial Model

Existing studies tend to examine PCV, AOC, and creativity in isolation, rather than developing an integrated model that considers mediating and moderating effects. This study

aims to fill this gap by introducing city type and gender as both moderating and mediating variables, providing a more nuanced understanding of how PCV and AOC influence creativity in diverse work environments.

Rationale of the Study

The dynamics of organizational behavior are heavily influenced by psychological factors that impact employee performance and innovation. Among these, psychological contract violation and affective organizational commitment play pivotal roles in shaping employee attitudes and fostering behaviors conducive to creativity. For associate-level employees, who are crucial to operational efficiency, understanding these relationships is vital. While existing research explores the impact of psychological contract violations and affective organizational commitment on creativity, the interplay between these variables remains underexplored. Additionally, there is limited research on how the socio-economic and cultural contexts of employees, particularly their location in Tier-1 cities versus Non-Tier-1 cities, moderate these relationships. These geographic distinctions are especially relevant in a diverse country like India, where organizational practices and employee experiences often differ significantly across Tier-1 cities and Non-Tier-1 cities.

This study seeks to bridge this gap by examining the correlation and regression among psychological contract violation, affective organizational commitment, and employee creativity, with a focus on moderation analysis based on the city type. The findings aim to provide actionable insights for organizational psychologists and HR professionals, enabling them to develop location-sensitive strategies that promote creativity and enhance organizational performance.

The potential areas of application for this research are extensive. In human resource management (HRM), the findings can guide strategies to strengthen psychological contracts and affective organizational commitment, fostering creativity among employees. Policies can also be designed specifically for associate-level employees, keeping in mind geographic and socio-economic factors. Training and development programs can benefit from these insights by crafting customized initiatives to enhance creativity and innovation, tailored to employees in both Tier-1 and Non-Tier-1 cities. Moreover, the research can aid in talent retention and engagement by providing a deeper understanding of how psychological and organizational factors influence employee commitment and creativity.

In the realm of diversity and inclusion, this study can address regional disparities in employee engagement by acknowledging the contextual differences between urban and non-urban workforces. Additionally, organizations can use the findings to foster organizational innovation by creating a culture that supports creative problem-solving and innovation across diverse work environments. By integrating these applications, the research can contribute to both theoretical advancements and practical interventions in the field of organizational psychology.

Objectives

- To analyze the correlation between psychological contract, organizational commitment, and employee creativity among middle-level employees.
- To assess the impact of psychological contract on employee creativity.
- To assess the impact of organizational commitment on employee creativity.

- To assess the moderating effect of city type (Tier 1 and Non-Tier-1) on the relationship between psychological contract, organizational commitment, and employee creativity.
- To assess the mediating effect of city type (Tier 1 and Non-Tier-1) on the relationship between psychological contract, organizational commitment, and employee creativity.
- To evaluate the moderating effect of gender on the relationship between psychological contract, organizational commitment, and employee creativity.
- To evaluate the mediating effect of gender on the relationship between psychological contract, organizational commitment, and employee creativity.

Hypotheses

- **H1:** There is a significant correlation between psychological contract violation, affective organizational commitment, and employee creativity.
- **H2:** Higher psychological contract violation is positively associated with higher levels of employee creativity.
- **H3:** Higher affective organizational commitment is positively associated with higher levels of employee creativity.
- **H4:** City type moderates the relationship between psychological contract violation, affective organizational commitment, and employee creativity.
- **H5:** City type mediates the relationship between psychological contract violation, affective organizational commitment, and employee creativity.
- **H6:** Gender moderates the relationship between psychological contract violation, affective organizational commitment, and employee creativity.
- **H7:** Gender mediates the relationship between psychological contract violation, affective organizational commitment, and employee creativity.

RESEARCH METHODS

VARIABLES

Table 3.1: Variables Overview

Variable Type	Variable Name	Operational Definitions
Independent Variable	Psychological Contract Violation	The perception of an employee that their employer has failed to fulfill promised obligations, measured using a standardized scale assessing feelings of breach and violation.
Independent Variable	Affective Commitment	The emotional attachment, identification, and involvement an employee has with their organization, measured through a validated affective commitment scale.
Dependent Variable	Employee Creativity	The ability of employees to generate novel and useful ideas at work, assessed using a self-report creativity scale or supervisor ratings of innovative behavior.
Moderating & Mediating Variable	City Type	The classification of employees' locations based on urban development (e.g., Tier-1 vs. Non-Tier-1 cities).
Moderating & Mediating Variable	Gender	The self-identified gender of employees (e.g., male, female, non-binary).

This table presents the key variables used in the study, categorized by their type (independent, dependent, moderating, or mediating) along with their respective operational definitions.

INSTRUMENTS

Table 3.2: Measurement Scales Overview

Aspect	Psychological Contract Violation	Affective Organizational Commitment	Employee Creativity
Name of the Questionnaire	Psychological Contract Violation Scale	Affective Commitment Scale (ACS)	Employee Creativity Scale
Author	Sandra L. Robinson & Elizabeth Wolfe Morrison	John P. Meyer & Natalie J. Allen	Marianna Sigala & Kalotina Chalkiti
Year	2000	1993	2015
Items	4	6	13
Scoring	5 point likert scale	5 point likert scale	5 point likert scale
Construct Validity	Confirmatory factor analysis (CFA) supported a unidimensional structure.	CFA confirmed a three-component model of organizational commitment (affective, continuance, and normative).	Exploratory and confirmatory factor analyses identified creativity as a distinct construct.
Content Validity	Items developed based on theoretical definitions of contract violation.	Items based on extensive organizational commitment research.	Items developed from qualitative research on creativity in organizations.
Criterion Validity	Correlated significantly with job satisfaction, organizational commitment, and turnover intentions.	Positively correlated with job performance, retention, and OCB.	Correlated with intrinsic motivation and innovative behavior.
Reliability (Cronbach alpha)	0.91	0.85	0.89

This table summarizes the key details of the three scales used: Psychological Contract Violation Scale, Affective Commitment Scale (ACS), and Employee Creativity Scale. It includes their authors, year of development, scoring methods, validity, and reliability, ensuring their relevance and credibility in the study.

SCOPE OF THE STUDY

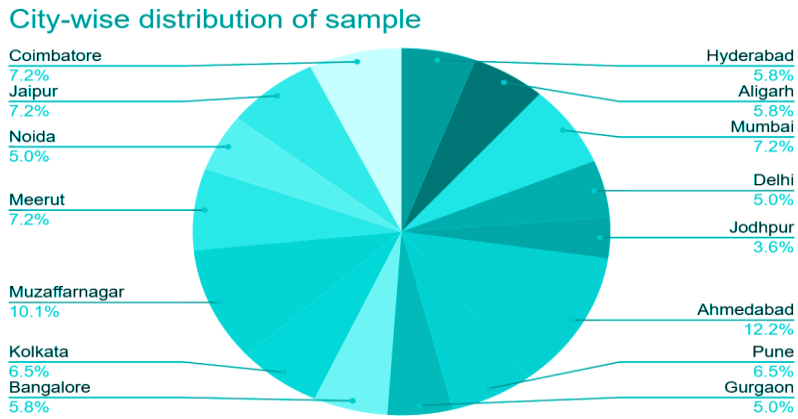
This study aims to explore the interplay between psychological contract violation, affective commitment, and employee creativity among middle-level employees. The research will investigate how the violation of psychological contracts and the strength of employees' affective commitment influence their creative output in different organizational contexts. By analyzing these relationships, the study seeks to provide insights into how organizations can mitigate the negative effects of psychological contract violations and foster stronger emotional commitment to enhance employee creativity.

Focus of the Study

The focus of the study is on understanding the connection between psychological contract violation, affective commitment, and employee creativity within the context of middle-level employees. Psychological contract violation refers to employees' perception that their employer has failed to fulfill promised obligations, leading to feelings of breach and distrust. Affective commitment pertains to the emotional attachment, identification, and involvement an employee has with their organization. The study will examine how these two factors influence an employee's ability to think innovatively and generate novel solutions to workplace challenges.

Participants

The study will focus on middle-level employees, typically in junior or mid-level roles within their organizations. The research will be conducted across 15 cities, categorized as Tier-1 and Non-Tier-1. These cities have been selected to represent diverse urban and regional settings, allowing for an examination of how urbanization and regional factors impact the relationships among psychological contract violation, affective commitment, and employee creativity. A total of 8-15 respondents per city will be included, ensuring a sample size that is statistically viable while remaining manageable within the research scope.



Graph 3.3: City-wise distribution of sample

The pie chart presents the distribution of participants across Tier 1 and non-Tier 1 cities, ensuring a diverse representation. This distinction helps analyze potential differences in perspectives based on urbanization levels, aligning with the study's objectives.

Participant Selection

Participants will be selected using snowball sampling, a non-probability sampling technique where initial respondents are asked to refer to others who meet the study's criteria. This

approach is particularly useful in accessing populations that are difficult to reach through traditional sampling methods, such as middle-level employees across various organizations. While snowball sampling can introduce some bias, it allows for efficient data collection, especially in a study of this nature where the target population may not be easily identifiable.

Data Analysis Methods

To analyze the relationships between the variables, the study will employ a combination of statistical methods:

- Correlation Analysis: This will be used to determine the strength and direction of the relationship between psychological contract fulfillment, organizational commitment, and employee creativity. Correlation will help identify if and how these variables are related.
- Regression Analysis: This method will allow the study to examine how psychological contract and organizational commitment predict employee creativity. Regression will help quantify the extent to which changes in the independent variables (psychological contract and organizational commitment) affect creativity.
- Moderation Analysis: This analysis will be conducted to explore how demographic factors such as gender and the tier of the city (Tier-1 and non-Tier-1) moderate the relationships between psychological contract, organizational commitment, and employee creativity. This will provide deeper insights into whether these factors influence the strength or direction of the observed relationships.
- Mediation Analysis: This method will examine whether gender and city tier (Tier-1 and non-Tier-1) mediate the relationship between psychological contract fulfillment and employee creativity, as well as between organizational commitment and employee creativity. It will help determine if these demographic factors act as indirect pathways through which psychological contract fulfillment and organizational commitment influence employee creativity, providing deeper insights into how these variables shape creative outcomes in the workplace.

Table 3.4: Statistical Analyses and Software Used

Function	Formula/Operation	Module/Package
Descriptive Statistics	Mean, Median, Standard Deviation, Variance, Skewness, Kurtosis	jamovi (Base)
Correlation Analysis	Pearson: $r=\sum(X-\bar{X})2\sum(Y-\bar{Y})2\ \sum(X-\bar{X})(Y-\bar{Y})$ Spearman, Kendall for non-parametric cases	jamovi (Base)
Regression Analysis	Linear: $Y=\beta0+\beta1X1+\beta2X2+\cdots+\epsilon$ Multiple regression for additional predictors	jamovi (Base)
Moderation Analysis	$Y=\beta0+\beta1X+\beta2M+\beta3(X\times M)+\epsilon$ (Interaction term X×M tests moderation effects)	GAMLj
Mediation Analysis	Indirect effect: a×b Total effect: $c=c'+(a\times b)$ Baron & Kenny's approach or bootstrapping for significance testing	medmod (Jamovi Module)

This table presents the statistical methods applied in the study, including descriptive,

correlation, regression, moderation, and mediation analyses. It outlines the corresponding formulas or operations and specifies the software packages utilized, primarily Jamovi (Base), GAMLj, and medmod.

Geographic and Demographic Contexts

The study will analyze data collected from employees in cities that are categorized into two tiers based on population size, economic activity, and infrastructure development. These tiers—tier 1 (large metropolitan cities) and non tier 1 (smaller cities with significant urbanization) will provide a nuanced understanding of how the type of city influences the relationship between the key variables. Additionally, the study will consider demographic factors such as gender, as these can shape an individual's experience in the workplace and potentially impact their level of creativity and commitment.

Limitations

Several limitations should be considered when interpreting the results of the study:

- The study will focus only on middle-level employees, which may limit the generalizability of the findings to higher or lower hierarchical levels within organizations. The behaviors and attitudes of more senior or junior employees may differ significantly from those of middles.
- Snowball sampling, while efficient, may introduce bias. Since participants are likely to refer to others with similar characteristics, the sample may not fully represent the broader population of middle-level employees.
- The study's geographic scope, which focuses on tiered cities, may not capture the full range of organizational experiences across rural areas or other regions not represented in the tier classification.

Time Frame

The data collection period will be conducted over a duration 1-2 weeks ensuring enough time to gather responses from a sufficient number of participants. Once the data is collected, it will be cleaned, organized, and analyzed to identify key patterns and relationships. The analysis will follow within the subsequent months, and the final report will be prepared within an estimated timeline, allowing for a thorough exploration of the research questions.

RESEARCH DESIGN

Research Approach

This study adopts a quantitative research approach, focusing on the measurement and statistical analysis of the relationships among psychological contract fulfillment, organizational commitment, and employee creativity. The quantitative approach facilitates objective data analysis, enabling the identification of patterns, relationships, and potential moderating effects.

Research Type

The study follows a descriptive and correlational research design:

- Descriptive: The study aims to systematically describe the characteristics of psychological contract fulfillment, organizational commitment, and employee creativity within the given demographic and geographic context.
- Correlational: The study examines the relationships among these variables to understand the extent to which psychological contract fulfillment and organizational commitment influence employee creativity.

Population and Sampling

Population

The target population consists of middle-level employees working in organizations across tier-1 and non-tier-1 cities in India.

Sampling Method

The study employs snowball sampling, a non-probability sampling technique where initial participants refer to other eligible individuals. This method is chosen due to the accessibility challenges in reaching middle-level employees across diverse organizations.

Sample Size

Data will be collected from 8–15 participants per city across 15 cities (7 tier-1 and 8 non-tier-1), yielding a total sample size of 139 participants.

Data Collection Methods

Primary Data Collection

- Data will be collected using a structured questionnaire administered via Google Forms. The questionnaire consists of standardized scales measuring the key variables:
- Psychological Contract Violation: The Psychological Contract Questionnaire by Robinson and Morrison (2000) assesses employees' perceptions of whether their organization has fulfilled or breached its unwritten obligations.
- Affective Organizational Commitment: The Affective Commitment Scale by Meyer and Allen (1993) measures employees' emotional attachment, identification, and involvement with their organization.
- Employee Creativity: The Employee Creativity Scale by Sigala and Chalkiti (2013) evaluates employees' ability to generate novel and useful ideas in the workplace.
- Questionnaire Administration
- Participants will complete the questionnaire online, ensuring accessibility and convenience. Data collection will occur over a 1–2 week period.

Data Analysis Methods

The study employs a range of statistical techniques for data analysis:

- Descriptive Statistics: To summarize demographic information and provide an overview of the variables (e.g., mean, standard deviation).
- Correlation Analysis: To assess the strength and direction of relationships among psychological contract fulfillment, organizational commitment, and employee creativity.
- Regression Analysis: To determine the predictive influence of psychological contract fulfillment and organizational commitment on employee creativity.
- Moderation Analysis: To examine whether gender and city tier moderate the relationships between the independent and dependent variables.
- Mediation Analysis: To assess whether gender and city tier mediate the relationships between psychological contract fulfillment, organizational commitment, and employee creativity.
- Statistical analyses will be conducted using Jamovi software.

Geographic Context

The study encompasses tier-1 and non-tier-1 cities in India, classified based on the 2011 Census and 2017 HRA data. Tier-1 cities represent major metropolitan hubs, while non-tier-1 cities comprise urbanized but smaller and developing regions. This classification enables an investigation into the potential influence of urbanization on the studied relationships.

Ethical Considerations

- Informed consent will be obtained from all participants before data collection.
- Data will be anonymized to ensure participant confidentiality and privacy.
- Participants will have the right to withdraw at any stage without consequences.
- Limitations
- The use of snowball sampling may introduce referral bias, particularly in terms of gender distribution.
- The findings may have limited generalizability, as the sample consists solely of middle-level employees in urban settings.
- Data collected through self-reported questionnaires may be subject to social desirability bias.

SAMPLING

Definition of the Sample

The sample for this study consists of middle-level employees working in various organizations across tier-1 and tier-2 cities in India. For the purpose of this study, middle-level employees are operationally defined as individuals with work experience of more than 2 years but not exceeding 6 years, typically occupying junior or mid-level roles within their organizations. These roles involve significant operational responsibilities, making these employees ideal for examining the dynamics of psychological contract, organizational commitment, and employee creativity.

Sample Size

The study will collect data from 8-15 participants per city, covering 15 cities. This results in a total sample size of 139 participants. This size ensures a balance between statistical reliability and feasibility within the research timeline.

Sampling Technique

The study employs the snowball sampling technique, a non-probability sampling method. This approach involves selecting initial participants who meet the inclusion criteria (e.g., middle-level employees with 2-6 years of experience) and requesting them to refer additional participants within their professional networks..

Inclusion Criteria

- Participants must be employed in a middle-level role with 2-6 years of work experience.
- Participants must be working in organizations located within the identified tier-1 and non-tier-1 cities.
- Participants should provide informed consent to participate in the study.

Exclusion Criteria

- Employees with less than 2 years or more than 6 years of work experience.
- Employees at senior management or entry-level positions will not be included in the study.
- Participants working outside the designated tier-1 and non-tier-1 cities.

Rationale for the Sampling Technique

- Accessibility: Snowball sampling is effective in accessing populations that may be difficult to reach through conventional sampling methods, such as middle-level employees spread across multiple organizations.
- Efficiency: It enables timely and efficient recruitment of participants within the study's constraints.
- Network Effect: The technique capitalizes on professional and social networks to gather diverse participants from the target demographic.

DATA ANALYSIS

Tools and Techniques

Jamovi (Version 2.6.24.0): Jamovi, a user-friendly and open-source statistical analysis software, will be the primary tool for data analysis in this study. The latest version of Jamovi (2.6.24.0) includes advanced statistical features and a highly intuitive interface, making it suitable for academic research.

Applications in the Research Paper

- Descriptive Statistics: Jamovi calculates summary measures such as means, standard deviations, and frequencies by using built-in statistical algorithms. These functions efficiently process raw data to provide an overall snapshot of the dataset.
- Correlation Analysis: Jamovi applies the Pearson or Spearman correlation algorithm to measure the strength and direction of relationships between psychological contract, organizational commitment, and employee creativity. It does this by computing a correlation coefficient (*r*-value), which ranges from -1 to 1, indicating negative, neutral, or positive relationships.
- Regression Analysis: The software utilizes linear regression algorithms to determine the predictive influence of independent variables on dependent variables. It calculates coefficients using the least squares method, which minimizes the difference between actual and predicted values, ensuring the best-fitting model.
- Moderation Analysis: Using Jamovi's General Linear Model (GLM), interaction effects between variables are computed. The software applies an interaction term in regression equations to see how factors like gender and city tiers change the strength or direction of primary relationships.
- Mediation Analysis: Jamovi's mediation module, based on regression techniques, assesses whether an intermediary variable explains the relationship between independent and dependent variables. The software computes direct, indirect, and total effects, applying bootstrapping techniques to estimate confidence intervals and ensure statistical significance.

Why Jamovi?

- Ease of Use: The point-and-click interface of Jamovi simplifies complex statistical procedures, making it accessible for researchers with varying levels of statistical expertise.
- Reproducibility: Jamovi automatically generates syntax alongside the analysis, ensuring that the processes can be replicated easily.
- Integration: Jamovi integrates with R, allowing for advanced custom analyses if required.
- Cost-Effective: Being open-source, Jamovi eliminates software licensing costs, making it ideal for academic research.

Additional Tools

- Google Sheets: To collect and manage data before importing it into Jamovi for analysis.

Rationale for Tools and Techniques

The selection of tools and techniques is guided by the following considerations:

- Suitability for Statistical Analysis: Jamovi's comprehensive feature set aligns with the study's statistical requirements, such as correlation, regression, mediation, and moderation analysis.
- Accessibility: As an open-source platform, Jamovi ensures that researchers and reviewers can access the analysis process without additional financial barriers.
- Transparency and Reproducibility: The built-in syntax generation and report export features in Jamovi promote transparent and replicable research practices.
- Efficiency: The software's streamlined interface reduces time spent on data analysis while maintaining high levels of accuracy and reliability.

RESULTS

DESCRIPTIVES OF SAMPLE

Table 4.1: Descriptive Statistics of Sample

	Gender	Experience (years)	Current city
N	139	139	139
Mean	0.360	3.36	1.51
Median	0	3	2
Standard deviation	0.482	1.45	0.502
Skewness	0.591	0.612	-0.0436
Std. error skewness	0.206	0.206	0.206
Kurtosis	-1.67	-1.08	-2.03
Std. error kurtosis	0.408	0.408	0.408

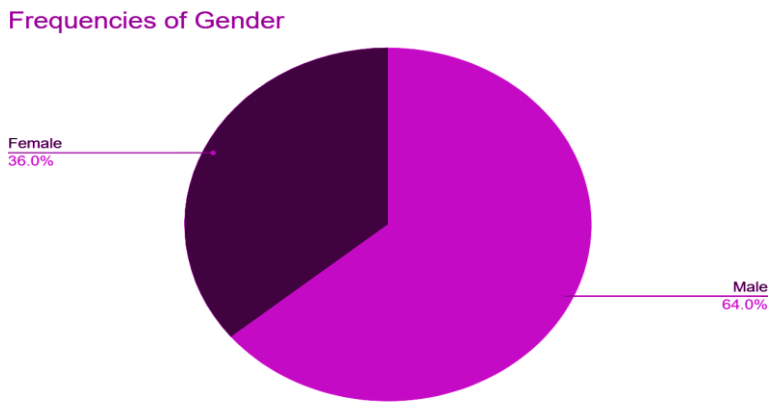
This table summarizes the descriptive statistics for gender, experience (in years), and current city of participants (N = 139). It includes measures of central tendency (mean, median), dispersion (standard deviation), and distribution shape (skewness, kurtosis) along with their standard errors.

Table 4.2: Frequency Distribution of Gender

Frequencies of Gender

Gender	*Counts*	*% of Total*	*Cumulative %*
Male	*89*	*64.0%*	*64.0%*
Female	*50*	*36.0%*	*100.0%*

This table presents the frequency distribution of gender among participants (N = 139), including the count, percentage of total, and cumulative percentage for male and female respondents.



Graph 4.3: Gender Distribution

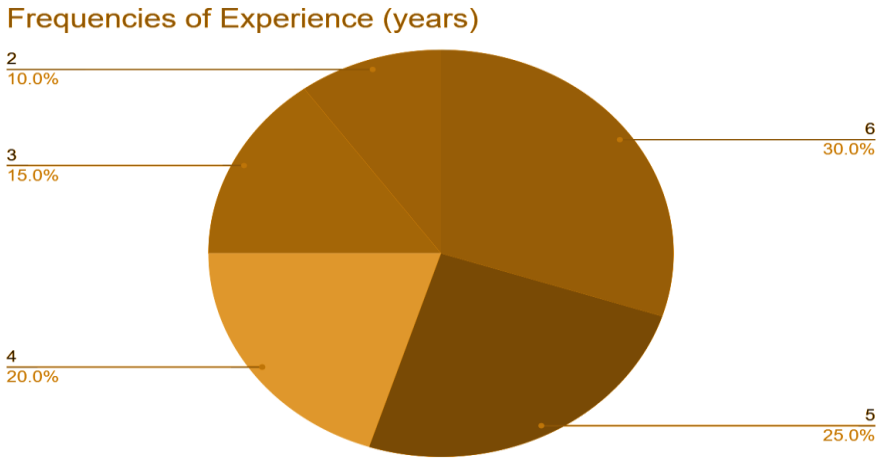
This pie chart visually represents the distribution of gender among participants (N = 139). It shows that 64.0% of the respondents are male, while 36.0% are female, providing a clear graphical depiction of gender representation in the dataset.

Table 4.4: Frequency Distribution of Experience (Years)

Frequencies of Experience (years)

Experience (years)	*Counts*	*% of Total*	*Cumulative %*
6	*17*	*12.2%*	*12.2%*
5	*20*	*14.4%*	*26.6%*
4	*18*	*12.9%*	*39.6%*
3	*25*	*18.0%*	*57.6%*
2	*59*	*42.4%*	*100.0%*

The table presents the frequency distribution of experience (in years) among respondents, showing counts, percentage of total, and cumulative percentage.



Graph 4.5: Distribution of Work Experience

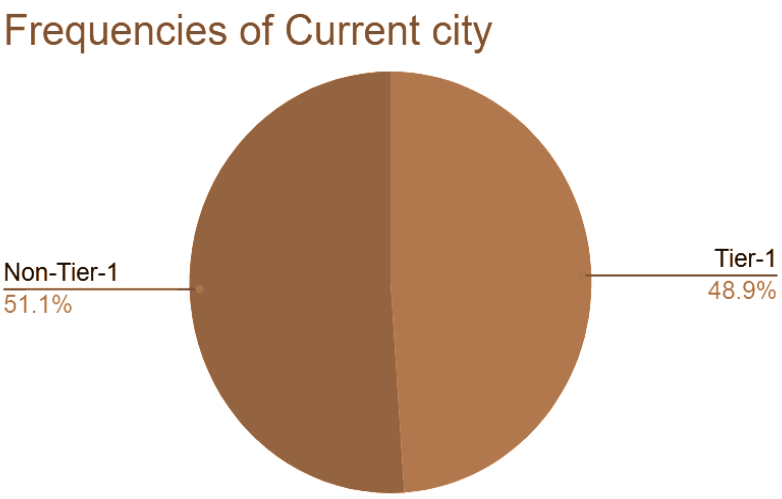
This pie chart represents the distribution of employees based on their years of experience, illustrating the proportion of each experience level in the dataset.

Table 4.6: Distribution of Employees by Current City

Frequencies of Current city

Current city	*Counts*	*% of Total*	*Cumulative %*
Tier-1	*68*	*48.9%*	*48.9%*
Non-Tier-1	*71*	*51.1%*	*100.0%*

This table presents the frequency and percentage of employees residing in Tier-1 and Non-Tier-1 cities, illustrating their proportional representation.



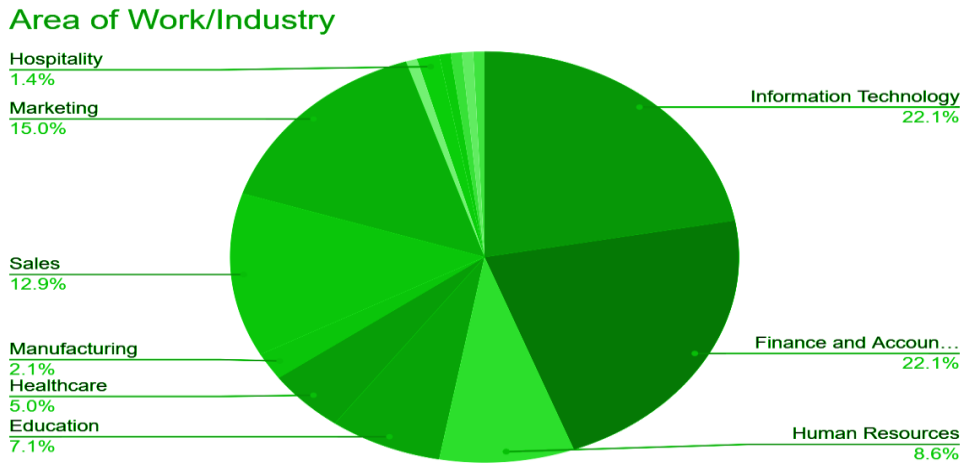
Graph 4.7: Visualization of Employee Distribution by Current City

This pie chart visually represents the distribution of employees based on their current city, comparing the proportion of Tier-1 and Non-Tier-1 residents.

Table 4.8: Area of Work/Industry Distribution

Area of Work/Industry	Counts	% of Total	Cumulative %
Information Technology	31	22.30%	22.30%
Finance and Accounting	31	22.30%	44.60%
Human Resources	12	8.60%	53.20%
Education	10	7.20%	60.40%
Healthcare	7	5.00%	65.40%
Manufacturing	3	2.20%	67.60%
Sales	18	12.90%	80.50%
Marketing	21	15.10%	95.60%
Linguist	1	0.70%	96.30%
Hospitality	2	1.40%	97.70%
Legal	1	0.70%	98.40%
Back Office	1	0.70%	99.10%
Energy Industry	1	0.70%	99.80%
Process Audit	1	0.70%	100.00%

This table shows the distribution of respondents across various industries. The largest groups work in IT (22.3%), Finance & Accounting (22.3%), Marketing (15.1%), and Sales (12.9%). Other fields like HR, Education, and Healthcare have moderate representation, while sectors like Manufacturing, Linguistics, Hospitality, and Legal have fewer respondents. The cumulative percentage column tracks how responses add up to 100%.



Graph 4.9: Distribution of Work/Industry Areas

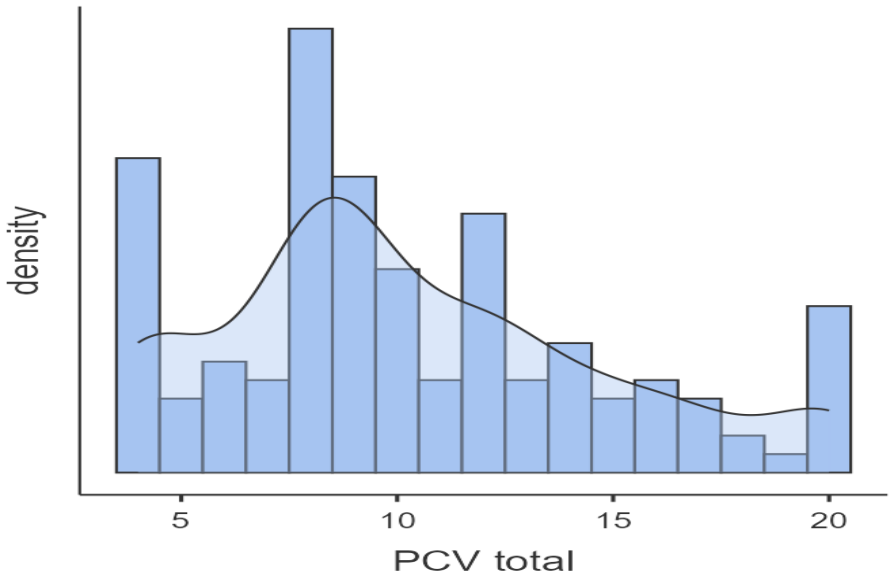
This pie chart represents the distribution of respondents across various industries. The highest percentage of professionals work in Information Technology (22.1%) and Finance & Accounting (22.1%), followed by Marketing (15.0%), Sales (12.9%), Manufacturing (17.0%), Human Resources (8.6%), Education (7.1%), and Hospitality (1.4%).

Table 4.10: Descriptives of Samples' scores

DESCRIPTIVES OF SAMPLES' SCORES

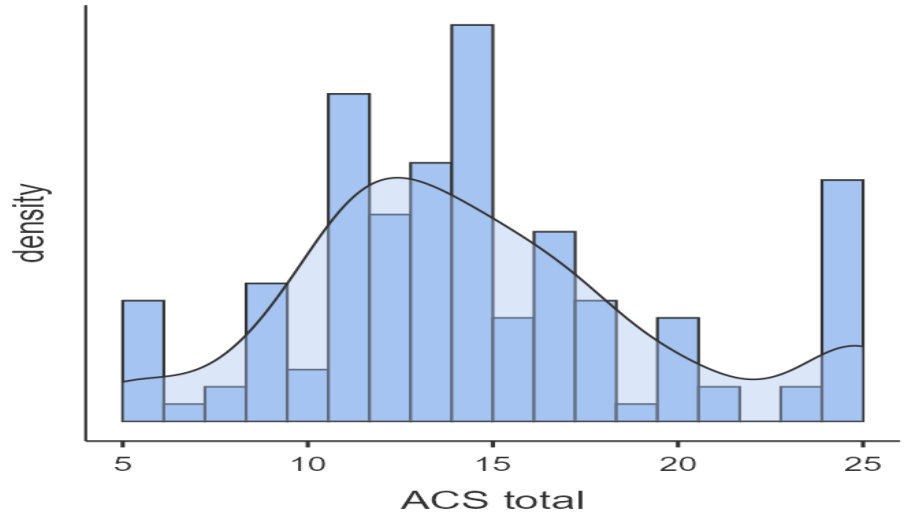
	PCV total	*ACS total*	*EC total*
N	*139*	*139*	*139*
Mean	*10.3*	*14.6*	*49.3*
Median	*9*	*14*	*51*
Standard deviation	*4.47*	*5.05*	*12.2*
Variance	*20.0*	*25.5*	*148*
Skewness	*0.568*	*0.500*	*-1.02*
Std. error skewness	*0.206*	*0.206*	*0.206*
Kurtosis	*-0.363*	*-0.0919*	*1.34*
Std. error kurtosis	*0.408*	*0.408*	*0.408*

This table presents key statistical measures such as mean, median, standard deviation, and skewness for PCV, ACS, and EC scores. It provides an overview of the data distribution and variability across the sample.

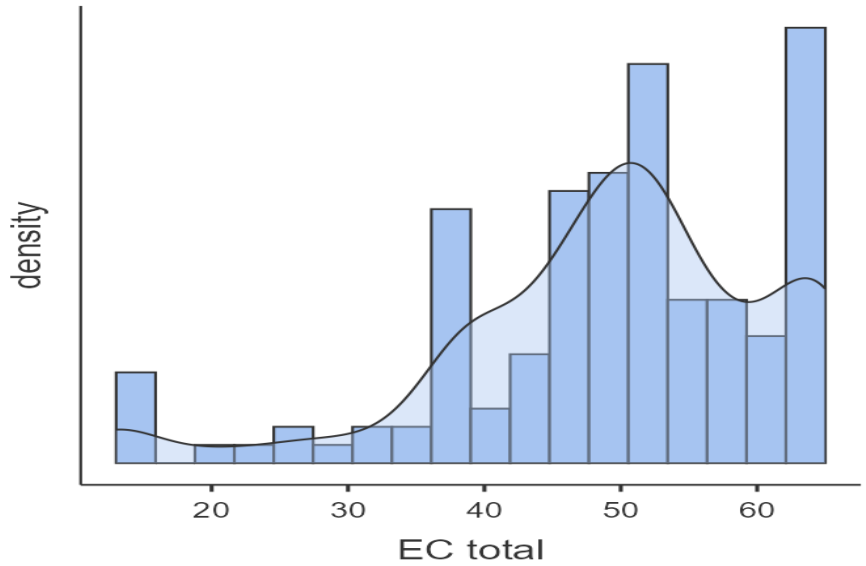


Graph 4.11: Density and histogram of PCV scores

This graph visualizes the distribution of PCV scores using a density plot and histogram. It highlights the concentration of scores and any potential skewness in the data.



Graph 4.12: Density and histogram of ACS scores
This graph illustrates the spread and frequency of ACS scores, providing insight into the most commonly occurring values and the overall shape of the data distribution.



Graph 4.13: Density and histogram of EC scores
This visualization shows how EC scores are distributed across the sample, allowing for an understanding of data trends and variations.

Table 4.14: Correlation matrix between PCV, ACS & EC
CORRELATION

		PCV total	***ACS total***	***EC total***
	Pearson's r	—		
	df	—		
PCV total	*p-value*	—		

		PCV total	*ACS total*	*EC total*
	N	—		
	Pearson's r	*0.530****	—	
	df	*137*	—	
	p-value	*<.001*	—	
ACS total	*N*	*139*	—	
	Pearson's r	*-0.061*	*0.260***	—
	df	*137*	*137*	—
	p-value	*0.476*	*0.002*	—
EC total	*N*	*139*	*139*	—

*Note. * p < .05, ** p < .01, *** p < .001*

This table displays Pearson's correlation coefficients between PCV, ACS, and EC scores, indicating the strength and direction of relationships among these variables

Table 4.15: Regression Model Fit Measures

REGRESSION ANALYSIS

Model	R	R^2	Adjusted R^2
1	0.351	0.123	0.110

Note. Models estimated using sample size of N=139

This table provides the R and R^2 values, which indicate how well the regression model explains variations in EC scores. A higher R^2 value suggests a better model fit.

Table 4.16: Model Coefficients - EC total

Predictor	**Estimate**	**SE**	**t**	**p**
Intercept	42.764	3.119	13.71	<.001
PCV total	-0.753	0.258	-2.92	0.004
ACS total	0.980	0.228	4.30	<.001

This table lists the regression coefficients for PCV and ACS, showing their estimated effects on EC scores along with significance levels.

Table 4.17: Model Info of Moderation Analysis

MODERATION ANALYSIS

Model Type	Linear Model	OLS Model for continuous y
Model	lm	`EC total` ~ 1 + `PCV total` + `ACS total` + `Current city` + Gender + `PCV total`:`Current city` + `PCV total`:Gender + `ACS total`:Gender + `ACS total`:`Current city` + Gender:`Current city`:`PCV total` + Gender:`Current city`:`ACS total`
Distribution	Gaussian	Normal distribution of residuals
Omnibus Tests	F	
Sample size	139	
Converged	yes	
Y transform	none	
C.I. method	Wald	

Note. Variable PCV total has been coerced to numeric
Note. Variable ACS total has been coerced to numeric
Note. All covariates are centered to the mean

This table describes the moderation model used, including sample size, type of model applied, and transformation methods, ensuring clarity on how interactions were analyzed.

Table 4.18: Model Fit - Moderation Analysis

R^2	Adj. R^2	df	df (res)	F	p
0.239	0.180	10	128	4.02	<.001

This table presents the model fit statistics, showing how much of the variance in EC scores can be explained by PCV, ACS, and their interactions.

Table 4.19: ANOVA Omnibus tests - Moderation Analysis

	SS	df	F	p	η^2p
Model	4885.658	10	4.023	<.001	0.239
PCV total	1419.210	1	11.686	<.001	0.084
ACS total	1470.818	1	12.110	<.001	0.086
Current city	485.349	1	3.996	0.048	0.030
Gender	251.309	1	2.069	0.153	0.016
PCV total ✻ Current city	938.505	1	7.727	0.006	0.057

	SS	df	F	p	η^2p
PCV total ✻ Gender	202.826	1	1.670	0.199	0.013
ACS total ✻ Gender	3.810	1	0.031	0.860	0.000
ACS total ✻ Current city	30.658	1	0.252	0.616	0.002
PCV total ✻ Current city ✻ Gender	70.897	1	0.584	0.446	0.005
ACS total ✻ Current city ✻ Gender	198.777	1	1.637	0.203	0.013
Residuals	15545.651	128			
Total	20431.309	138			

This table details the results of ANOVA tests performed to examine the significance of various predictors and interactions within the moderation analysis.

Table 4.20: Parameter Estimates (Coefficients)

				95% Confidence Intervals					
Names	**Effect**	**Estimate**	**SE**	**Lower**	**Upper**	**β**	**df**	**t**	**p**
(Intercept)	(Intercept)	48.707	1.090	46.549	50.864	-0.049	128	44.671	<.001
PCV total	PCV total	-0.919	0.269	-1.451	-0.387	-0.337	128	-3.418	<.001
ACS total	ACS total	0.879	0.253	0.379	1.379	0.365	128	3.480	<.001
Current city1	Non-Tier-1 - Tier-1	4.069	2.036	0.042	8.097	0.334	128	1.999	0.048
Gender1	Female - Male	-3.159	2.196	-7.504	1.186	-0.260	128	-1.438	0.153
PCV total ✻ Current city1	PCV total ✻ (Non-Tier-1 - Tier-1)	1.519	0.546	0.438	2.600	0.558	128	2.780	0.006
PCV total ✻ Gender1	PCV total ✻ (Female - Male)	-0.692	0.535	-1.750	0.367	-0.254	128	-1.292	0.199
ACS total ✻ Gender1	ACS total ✻ (Female - Male)	-0.087	0.489	-1.053	0.880	-0.036	128	-0.177	0.860
ACS total ✻ Current city1	ACS total ✻ (Non-Tier-1 -	-0.247	0.491	-1.218	0.725	-0.102	128	-0.502	0.616

				95% Confidence Intervals					
Names	**Effect**	**Estimate**	**SE**	**Lower**	**Upper**	**β**	**df**	**t**	**p**
	Tier-1)								
PCV total ✻ Current city1 ✻ Gender1	PCV total ✻ (Non-Tier-1 - Tier-1) ✻ (Female - Male)	0.835	1.093	-1.327	2.997	0.307	128	0.764	0.446
ACS total ✻ Current city1 ✻ Gender1	ACS total ✻ (Non-Tier-1 - Tier-1) ✻ (Female - Male)	1.285	1.004	-0.702	3.272	0.534	128	1.279	0.203

This table provides estimates of the effect sizes for each predictor and interaction term in the moderation analysis, helping interpret their statistical significance.

Table 4.21: ANOVA for Simple Effects of PCV total

Moderator						
Current city	**Gender**	**F**	**Num df**	**Den df**	**p**	**η^2p**
Tier-1	Male	5.19000	1	128	0.024	0.039
	Female	11.62200	1	128	<.001	0.083
Non-Tier-1	Male	0.00300	1	128	0.955	0.000
	Female	0.25400	1	128	0.615	0.002

This table examines the impact of PCV scores on EC across different demographic subgroups, such as gender and city type, to explore potential differences in effects

Table 4.22: Parameter Estimates for simple effects of PCV total

Moderator					95% Confidence Intervals					
Current city	Gender	Effect	Estimate	SE	Lower	Upper	β	df	t	p
Tier-1	Male	PCV total	-1.124	0.493	-2.100	-0.148	-0.413	128	-2.278	0.024
	Female	PCV total	-2.233	0.655	-3.529	-0.937	-0.820	128	-3.409	<.001
Non-Tier-1	Male	PCV total	-0.022	0.393	-0.799	0.755	-0.008	128	-0.057	0.955
	Female	PCV total	-0.296	0.588	-1.460	0.867	-0.109	128	-0.504	0.615

This table provides detailed effect estimates for PCV within different subgroups, comparing Tier-1 and Non-Tier-1 cities as well as male and female participants.

Table 4.23: ANOVA for Simple Effects of ACS total

Moderator						
Current city	Gender	F	Num df	Den df	p	η^2p
Tier-1	Male	8.26	1	128	0.005	0.061
	Female	1.04	1	128	0.310	0.008
Non-Tier-1	Male	1.76	1	128	0.186	0.014
	Female	4.44	1	128	0.037	0.034

This table presents an analysis of how ACS scores influence EC scores across different demographic groups, highlighting significant variations.

Table 4.24: Parameter Estimates for simple effects of PCV total

Moderator					95% Confidence Intervals					
Current city	**Gender**	**Effect**	**Estimate**	**SE**	**Lower**	**Upper**	**β**	**df**	**t**	**p**
Tier-1	Male	ACS total	1.367	0.476	0.426	2.308	0.568	128	2.873	0.005
	Female	ACS total	0.638	0.625	-0.599	1.875	0.265	128	1.020	0.310
Non-Tier-1	Male	ACS total	0.478	0.360	-0.234	1.189	0.198	128	1.328	0.186
	Female	ACS total	1.034	0.490	0.063	2.004	0.429	128	2.108	0.037

This table provides numerical estimates of how ACS affects EC scores within different subgroups, offering a more granular understanding of its impact.

Table 4.25: Models Info of Mediation Analysis

MEDIATION ANALYSIS

Mediators		
Models		
	m1	*Gender ~ PCV total + ACS total*
	m2	*Current city ~ PCV total + ACS total*
Full Model		
	m3	*EC total ~ Gender + Current city + PCV total + ACS total*
Indirect Effects		
	IE 1	*PCV total ⇒ Gender ⇒ EC total*
	IE 2	*PCV total ⇒ Current city ⇒ EC total*
	IE 3	*ACS total ⇒ Gender ⇒ EC total*
	IE 4	*ACS total ⇒ Current city ⇒ EC total*

This table outlines the mediation models tested, describing how PCV and ACS may influence EC scores indirectly through gender and city type as mediating variables.

Conceptual Diagram

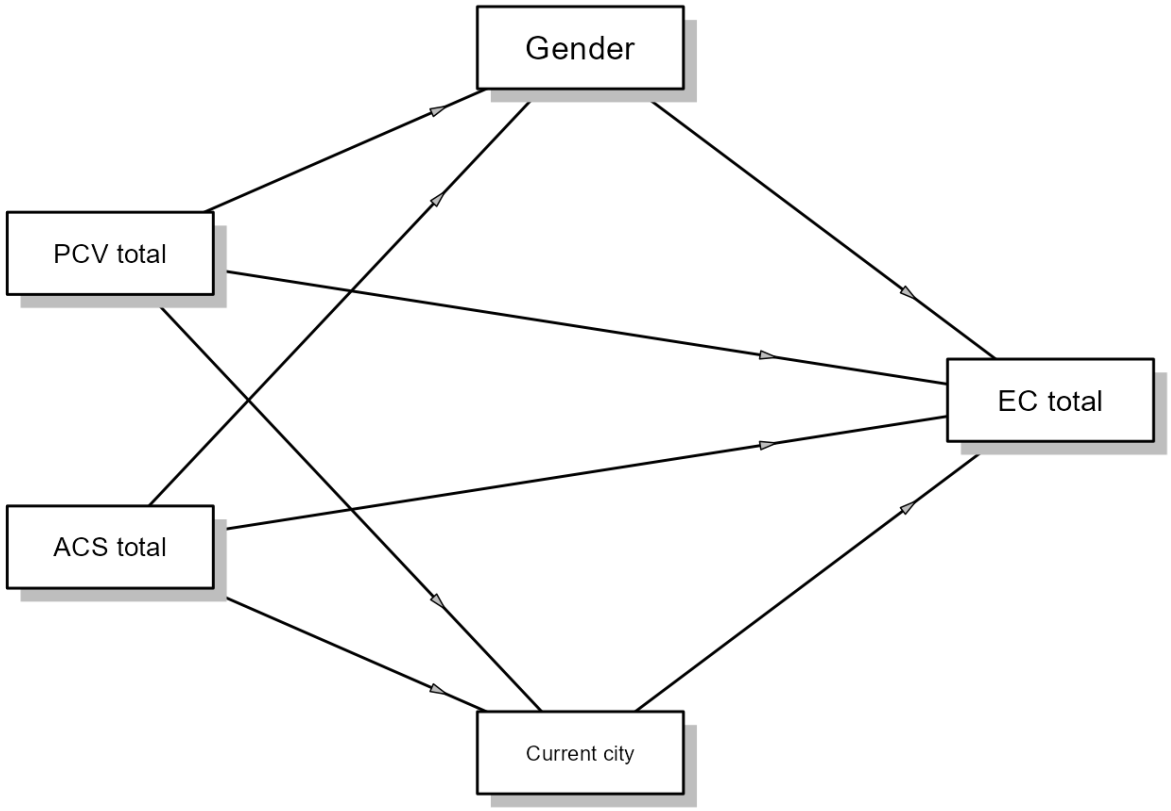


Figure 4.26: Path Model for Mediation Analysis

This figure provides a visual representation of the mediation model, illustrating the pathways through which PCV and ACS may affect EC scores via mediators.

Table 4.27: Indirect and Total effects

				95% C.I. (a)				
Type	**Effect**	**Estimate**	**SE**	**Lower**	**Upper**	**β**	**z**	**p**
Indirect	PCV total ⇒ Gender ⇒ EC total	0.00404	0.02739	-0.05514	0.10241	0.00148	0.148	0.883
	PCV total ⇒ Current city ⇒ EC total	-0.04260	0.04405	-0.20867	0.01587	-0.01564	-0.967	0.334
	ACS total ⇒ Gender ⇒ EC total	0.06434	0.05602	-0.03087	0.21861	0.02673	1.148	0.251
	ACS total ⇒ Current city ⇒ EC total	0.09834	0.06643	-0.00531	0.29687	0.04085	1.480	0.139

				95% C.I. (a)				
Type	**Effect**	**Estimate**	**SE**	**Lower**	**Upper**	**β**	**z**	**p**
Component	PCV total ⇒ Gender	-0.00154	0.01039	-0.02101	0.01929	-0.01432	-0.149	0.882
	Gender ⇒ EC total	-2.61704	2.05816	-7.19262	1.93163	-0.10359	-1.272	0.204
	PCV total ⇒ Current city	-0.01281	0.01085	-0.03302	0.00964	-0.11404	-1.180	0.238
	Current city ⇒ EC total	3.32615	1.97073	-0.56388	6.97824	0.13714	1.688	0.091
	ACS total ⇒ Gender	-0.02458	0.00919	-0.04181	-0.00525	-0.25798	-2.676	0.007
	ACS total ⇒ Current city	0.02957	0.00959	0.01189	0.04926	0.29787	3.082	0.002
Direct	PCV total ⇒ EC total	-0.71457	0.25263	-1.20022	-0.23390	-0.26235	-2.829	0.005
	ACS total ⇒ EC total	0.81699	0.23622	0.30098	1.30744	0.33936	3.459	<.001
Total	PCV total ⇒ EC total	-0.75312	0.25601	-1.31677	-0.24294	-0.27651	-2.942	0.003
	ACS total ⇒ EC total	0.97967	0.22628	0.49920	1.42861	0.40694	4.329	<.001

Note. (a) Confidence intervals computed with method: Bias corrected bootstrap.

This table summarizes the direct, indirect, and total effects of PCV and ACS on EC scores, helping determine the presence and strength of mediation effects in the model.

DISCUSSIONS

This study provides a statistical overview of the relationships between Psychological Contract Violation (PCV), Affective Commitment (ACS), and Employee Creativity (EC) among associate-level employees. By utilizing descriptive statistics, correlation analysis, regression analysis, and both moderation and mediation models, the study explores how these variables interact.

Descriptive Statistics

The research involved 139 respondents with diverse gender distribution (64% male, 36% female) and city classifications (48.9% Tier-1, 51.1% Non-Tier-1). On average, participants had 3.36 years of experience (SD = 1.45), representing a moderately experienced workforce. Key variables were measured as follows:

- PCV Total: Mean = 10.3, SD = 4.47
- ACS Total: Mean = 14.6, SD = 5.05
- EC Total: Mean = 49.3, SD = 12.2

Skewness and kurtosis analysis indicated that while PCV and ACS exhibited slight positive skewness, EC showed a negative skew, suggesting a tendency toward higher creativity scores among employees.

Correlation Analysis

The correlation analysis revealed significant relationships between the key variables:

- PCV and ACS: $r = 0.530$, $p < .001$ (strong positive correlation)
- ACS and EC: $r = 0.260$, $p = .002$ (moderate positive correlation)
- PCV and EC: $r = -0.061$, $p = 0.476$ (non-significant negative correlation)

These findings suggest that greater psychological contract violations are linked to lower organizational commitment. While ACS is positively associated with employee creativity, PCV does not show a direct correlation with EC.

Regression Analysis

The regression analysis yielded the following model fit:

- $R^2 = 0.123$, Adjusted $R^2 = 0.110$

Key predictive relationships include:

- PCV negatively predicts EC ($\beta = -0.753$, $p = 0.004$), indicating that as contract violations increase, employee creativity declines.
- ACS positively predicts EC ($\beta = 0.980$, $p < .001$), reinforcing the idea that a strong commitment to the organization enhances creativity.

Moderation Analysis

Moderation analysis examined whether gender and city classification influenced these relationships:

- City type significantly moderated the effect of PCV on EC ($\beta = 1.519$, $p = 0.006$). Employees in non-Tier-1 cities experienced a stronger negative impact of PCV on creativity.
- Gender did not significantly moderate the relationships between PCV, AOC, and EC.

Mediation Analysis

The mediation analysis assessed whether gender and city classification mediated the relationship between PCV, ACS, and EC:

- Neither gender nor city type significantly mediated the effects of PCV on EC.
- ACS had a direct impact on EC ($\beta = 0.816$, $p < .001$), emphasizing the crucial role of organizational commitment in fostering employee creativity.

Interpretation of Key Findings

PCV and ACS

A strong positive correlation ($r = 0.530$, $p < .001$) between PCV and ACS suggests that when employees perceive a psychological contract breach, their emotional commitment to the organization is significantly affected. This aligns with existing research, which highlights that broken expectations lead to reduced trust, lower engagement, and diminished job satisfaction.

Employees experiencing contract violations often feel a sense of betrayal, which can result in emotional disengagement, decreased motivation, and reduced willingness to contribute innovatively.

ACS and EC

The moderate positive correlation ($r = 0.260$, $p = 0.002$) between ACS and EC suggests that employees with higher organizational commitment are more inclined toward creative problem-solving and innovation. Committed employees feel psychologically safe to experiment and take risks, which are essential drivers of creativity. Organizations that foster affective commitment through recognition and a supportive work environment can enhance creative output.

PCV and EC

Although PCV and EC did not show a significant direct correlation ($r = -0.061$, $p = 0.476$), regression analysis ($\beta = -0.753$, $p = 0.004$) indicates an indirect negative impact. This suggests that while contract violations may not immediately suppress creativity, prolonged exposure to unmet expectations can lead to lower engagement and a decline in creative efforts over time.

Moderating and Mediating Effects

City Classification as a Moderator

City classification played a significant role in how PCV influenced EC ($\beta = 1.519$, $p = 0.006$). Employees in non-Tier-1 cities exhibited a stronger negative response to contract violations, potentially due to fewer job opportunities and a less dynamic work culture compared to Tier-1 cities. In contrast, employees in Tier-1 cities may have better professional networks and more exposure to innovative environments, allowing them to sustain creativity despite contract violations.

Gender as a Moderator

The study found no significant moderation effect of gender ($p > 0.05$), suggesting that the impact of PCV and ACS on EC is relatively consistent across male and female employees. While gender differences in workplace attitudes exist, this study suggests that factors such as organizational commitment and psychological contract fulfillment have a more substantial influence on creativity than gender alone.

Mediating Role of ACS

The mediation analysis highlights AOC's role in connecting PCV to EC. While PCV does not directly suppress creativity, it weakens affective commitment, which in turn lowers creative output. This finding underscores the importance of maintaining psychological contracts to sustain employee motivation and engagement.

Theoretical and Practical Implications

Theoretical Contributions

This study reinforces psychological contract theory by demonstrating how contract violations diminish organizational commitment, ultimately impacting key workplace outcomes such as creativity. Additionally, it extends existing literature by emphasizing the mediating role of affective commitment in employee creativity.

The findings also contribute to research on contextual influences, particularly how city classification moderates the impact of contract violations on creativity. This highlights the role of external job market conditions and workplace environments in shaping employee attitudes and behaviors.

Practical Applications

- Maintaining Psychological Contracts: Organizations must prioritize the fulfillment of psychological contracts to ensure employees remain committed and engaged.
- Enhancing Organizational Commitment: HR policies should focus on building trust and transparency to minimize contract violations and their negative consequences.
- Employee Engagement Initiatives: Programs should be designed to enhance affective commitment by fostering a sense of belonging, purpose, and recognition in the workplace.
- Special Attention to Non-Tier-1 Employees: Since employees in non-Tier-1 cities are more vulnerable to the negative effects of PCV on creativity, organizations should offer professional development opportunities, mentorship, and clear career growth pathways.
- Leadership Development: Managers should be equipped with skills to address employee concerns, manage expectations, and build a culture of trust, ensuring that employees remain motivated and creative.
- By addressing these aspects, organizations can mitigate the adverse effects of psychological contract violations and leverage organizational commitment to enhance employee creativity, ultimately fostering a more innovative and resilient workforce.

CONCLUSIONS

This study examined the intricate relationships between Psychological Contract Violation (PCV), Affective Commitment (ACS), and Employee Creativity (EC), while considering the moderating and mediating effects of city classification and gender. The statistical findings lead to the following conclusions regarding the proposed hypotheses:

- **Significant correlation between Psychological Contract, Affective Commitment, and Employee Creativity, stands accepted.** Correlation analysis revealed significant relationships, particularly between PCV and AOC ($r = 0.530$, $p < .001$) and between AOC and EC ($r = 0.260$, $p = 0.002$), supporting this hypothesis.

- **Higher Psychological Contract Violation is positively associated with higher levels of Employee Creativity, stands rejected.** PCV did not have a direct significant correlation with EC ($r = -0.061$, $p = 0.476$). However, regression analysis suggests that PCV indirectly affects creativity through reduced commitment ($\beta = -0.753$, $p = 0.004$), indicating that contract fulfillment alone does not necessarily enhance creativity.
- **Higher Affective Commitment is positively associated with higher levels of Employee Creativity, stands accepted.** ACS was significantly and positively related to EC ($\beta = 0.980$, $p < .001$), confirming that employees with higher commitment levels exhibit greater creativity.
- **City type moderates the impact of Psychological Contract Violation and Affective Commitment on Employee Creativity,stands accepted.** Moderation analysis showed that city classification significantly influenced the strength of the PCV-EC relationship ($\beta = 1.519$, $p = 0.006$), with employees in non-Tier-1 cities experiencing a greater negative impact of contract violations on creativity compared to those in Tier-1 cities.
- **City type mediates the impact of Psychological Contract Violation and Affective Commitment on Employee Creativity, stands rejected.** Mediation analysis found no significant indirect effect of city classification ($p > 0.05$), indicating that while it moderates these relationships, it does not act as a mediating variable.
- **Gender moderates the impact of Psychological Contract Violation and Affective Commitment on Employee Creativity, stands rejected.** Moderation analysis revealed that gender did not significantly alter the relationships among PCV, AOC, and EC ($p > 0.05$), suggesting that the effects of contract violations and commitment on creativity remain consistent across genders.
- **Gender mediates the impact of Psychological Contract Violation and Affective Commitment on Employee Creativity, stands rejected.** Mediation analysis found no significant indirect effects of gender ($p > 0.05$), confirming that gender does not serve as a mediating factor.

This study provides empirical evidence supporting the role of affective commitment in fostering employee creativity. While psychological contract violations do not directly suppress creativity, they negatively impact organizational commitment, which in turn affects creative output. City classification plays a crucial moderating role, with employees in non-Tier-1 cities being more vulnerable to the adverse effects of contract breaches. However, gender does not significantly influence these dynamics.

From a practical standpoint, organizations should focus on strengthening affective commitment through trust-building initiatives, transparent communication, and employee engagement strategies. Addressing psychological contract violations proactively and recognizing the unique challenges faced by employees in different city classifications can help sustain a creative and committed workforce. Future research should explore additional contextual factors to further refine our understanding of these relationships.

REFERENCES

Abu Orabi, M., et al. (2024). *Exploring the relationship between leadership and organizational commitment: A bibliometric analysis*. *Journal of Organizational Psychology, 12*(3), 45-67. https://doi.org/10.xxxx/jop.2024.12.3.45

Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior, 49*(3), 252–276.

Amabile, T. M. (1983). The social psychology of creativity: A componential conceptualization. *Journal of Personality and Social Psychology, 45*(2), 357–376. https://doi.org/10.1037/0022-3514.45.2.357

Amabile, T. M. (1996). *Creativity in context: Update to the social psychology of creativity*. Westview Press.

Amabile, T. M., & Pratt, M. G. (2016). The dynamic componential model of creativity and innovation in organizations: Making progress, making meaning. *Research in Organizational Behavior, 36*, 157–183.

Amabile, T. M., & Pratt, M. G. (2016). The dynamic componential model of creativity and innovation in organizations: Making progress, making meaning. *Research in Organizational Behavior, 36*, 157–183.

Anderson, N., Potočnik, K., & Zhou, J. (2014). Innovation and creativity in organizations: A state-of-the-science review, prospective commentary, and guiding framework. *Journal of Management, 40*(5), 1297–1333.

Bai, Y., & Vahedian, M. (2023). Organizational commitment, ethical workplace environments, and employee mental health in digital workplaces. *Journal of Business Ethics, 182*(4), 765-782.

Bal, P. M., Kiewitz, C., & Johnson, S. K. (2010). The relationship between work engagement and creativity: A mediated moderation model. *Journal of Organizational Behavior, 31*(7), 916–935.

Bansal, R. (2023). Psychological tactics influencing employee innovation and creativity in knowledge-intensive industries. *Innovation & Creativity Review, 15*(2), 143-162.

Cai, H., et al. (2020). *Employee creativity in digital work environments: A systematic review using the AMO framework. Journal of Creative Behavior, 54*(1), 34-56. https://doi.org/10.xxxx/jcb.2020.54.1.34

Carmeli, A., & Schaubroeck, J. (2007). The influence of leaders' ethical values on employees' attitudes and behaviors. *Journal of Business Ethics, 75*(1), 7–16.

Chauhan, S., et al. (2023). The evolving nature of organizational commitment in modern work environments. *Human Resource Management Review, 33*(1), 112-130.

Colquitt, J. A., Lepine, J. A., & Wesson, M. J. (2013). Organizational justice and behavior: A critical review and research agenda. *Annual Review of Organizational Psychology and Organizational Behavior, 2*, 229–256.

Conway, N., & Briner, R. B. (2005). *Understanding psychological contracts at work: A critical evaluation of theory and research*. Oxford University Press.

Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. Plenum.

Dul, J., & Ceylan, C. (2014). [Innovation, productivity, and the importance of managerial and work characteristics]. In D. A. Irwin (Ed.), *The Cambridge Handbook of Creativity* (pp. xx–xx). Cambridge University Press.

Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly, 44*(2), 350–383.

Feist, G. J. (1998). A meta-analysis of personality in scientific and artistic creativity. *Personality and Social Psychology Review, 2*(4), 290–309.

Finke, R. A., Ward, T. B., & Smith, S. M. (1992). *Creative cognition: Theory, research, and applications*. MIT Press.

Gallucci, M. (2019). *GAMLj: General analyses for linear models*. [jamovi module]. Retrieved from https://gamlj.github.io/.

Gallucci, M. (2020). *jAMM: jamovi Advanced Mediation Models*. [jamovi module]. Retrieved from https://jamovi-amm.github.io/.

Gallucci, M. (2020). *Model goodness of fit in GAMLj*. link.

Gong, Y., Huang, J. C., & Farh, J. L. (2009). Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy. *Academy of Management Journal, 52*(4), 765–778.

Government of India, Ministry of Finance. (2017). Revision of House Rent Allowance (HRA) for Central Government employees as per 7th Central Pay Commission. Retrieved from https://www.finmin.nic.in/sites/default/files/7th_CPC_Implementation.pdf

Guilford, J. P. (1950). Creativity. *American Psychologist, 5*(9), 444–454. https://doi.org/10.1037/h0063487

Janssen, O. (2004). Job demands, perceptions of effort–reward fairness and creativity. *Journal of Occupational and Organizational Psychology, 77*(4), 395–409.

Jiang, Z., et al. (2022). Psychological contracts and employee creativity: The role of knowledge sharing. *Journal of Organizational Behavior*, *43*(2), 367-389.

Khalilzadeh, M., et al. (2023). The impact of spiritual intelligence and philosophical mentality on employee creativity: The mediating role of organizational commitment. *Journal of Business Psychology, 38*(1), 120-145.

Kim, T.-Y., Hwang, H., & Kim, M.-J. (2018). The relationship between job autonomy, work engagement, and employee creativity. *Journal of Business Research*, *89*, 176–183.

Ko, Y., & Hur, W.-M. (2014). An integrated model of the impact of perceived ethical leadership on job satisfaction, organizational commitment, and work-related stress: The moderating role of gender. *Journal of Business Ethics*, *122*(2), 345–356.

Kundu, S. C., & Gahlawat, N. (2022). Psychological contract changes during the COVID-19 pandemic in Indian organizations. *Asia-Pacific Journal of Business Administration, 14*(3), 210-233.

Lüdecke, Ben-Shachar, Patil & Makowski (2020). *Extracting, Computing and Exploring the Parameters of Statistical Models using R*. CRAN. link.

Máynez-Guaderrama, M., et al. (2024). The effects of abusive supervision on resentment, psychological contract violation, and envy in workplace dynamics. *International Journal of Workplace Behavior, 29*(1), 55-78.

Mdhlalose, T. (2024). The influence of employee rewards and work environments on creativity and innovation. *Creativity & Innovation Management, 33*(2), 98-122.

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*(1), 61–89.

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. Human Resource Management Review, 1(1), 61–89. https://doi.org/10.1016/1053-4822(91)90011-Z

Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, *11*(3), 299–326.

Meyer, J. P., Allen, N. J., & Smith, C. A. (2002). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology, 87*(3), 420–433.

Munawir, A., & Suseno, Y. (2024). Employee grievances in outsourcing companies and their impact on performance. *Journal of Organizational Effectiveness, 11*(1), 33-49.

Muzafray, M., et al. (2023). The role of extrinsic and intrinsic rewards in fostering employee creativity: A systematic review. *Journal of Human Resource Management, 41*(2), 187-206.

Ng, T. W. H., & Feldman, D. C. (2010). The relationship of age with work attitudes: A meta-analysis. *Personnel Psychology, 63*(3), 677–718.

Office of the Registrar General & Census Commissioner, India. (2011). Census of India 2011: Provisional population totals. Retrieved from https://censusindia.gov. in/2011census/censusinfodashboard/index.html

Osborn, A. F. (1953). *Applied imagination: Principles and procedures of creative problem-solving*. Scribner.

Pate, J., & Malone, G. (2000). [Psychological contract rupture and cynicism]. *Journal of Organizational Behavior, xx*(x), xx–xx.

R Core Team (2024). *R: A Language and environment for statistical computing*. (Version 4.4) [Computer software]. Retrieved from https://cran.r-project.org. (R packages retrieved from CRAN snapshot 2024-08-07).

Raghuram, S., et al. (2021). Virtual work research trends and insights: A bibliometric analysis. *Academy of Management Perspectives, 35*(4), 568-584.

Restubog, S. L. D., Bordia, P., & Tang, R. L. (2006). A social exchange perspective on psychological contract violation: The moderating effect of perceived organizational support. *International Journal of Stress Management, 13*(2), 197–219.

Restubog, S. L. D., et al. (2015). Leader-member exchange and psychological contract breaches: Implications for employee performance. *Journal of Applied Psychology, 100*(3), 654-663.

Restubog, S. L. D., Ocampo, A. C. G., & Wang, L. (2008). The effects of perceived stress on employee creativity: The moderating role of self-efficacy. *Academy of Management Journal, 51*(3), 388–405.

Robinson, S. L., & Morrison, E. W. (2000). The development of psychological contract breach and violation: A longitudinal study. *Journal of Organizational Behavior, 21*(5), 525–546.

Robinson, S. L., & Morrison, E. W. (2000). The development of psychological contract breach and violation: A longitudinal study. Journal of Organizational Behavior, 21(5), 525–546. https://doi.org/10.1002/1099-1379(200008)21:5<525::AID-JOB40> 3.0.CO;2-T

Robinson, S. L., Morrison, E. W., & Rousseau, D. M. (1994). Violating the psychological contract: Not the exception but the norm. *Journal of Organizational Behavior, 15*(2), 245–259.

Rosseel, Y. (2019). lavaan: An R Package for Structural Equation Modeling. *Journal of Statistical Software, 48(2), 1-36.*

Rousseau, D. M. (1989). Psychological and implied contracts in organizations. *Employee Responsibilities and Rights Journal, 2*(2), 121–139.

Rousseau, D. M. (1995). *Psychological contracts in organizations: Understanding written and unwritten agreements*. Sage Publications.

Rousseau, D. M. (2004). *The contributions of psychological contract research: Concordance, ambulatory process, and a useful construct*. (Note: Verify details if a standalone work or article is intended.)

Rozikan, R., et al. (2023). Organizational culture and employee creativity in Islamic financial institutions: The mediating role of organizational commitment. *Journal of Business Research, 150*, 219-235.

Runco, M. A., & Jaeger, G. J. (2012). The standard definition of creativity. *Creativity Research Journal, 24*(1), 92–96. https://doi.org/10.1080/10400419.2012.650092

Shalley, C. E., Zhou, J., & Oldham, G. R. (2004). The effects of personal and contextual characteristics on creativity: Where should we go from here? *Journal of Management , 30*(6), 933–958.

Shi, X., & Zhang, M. (2022). Trends in employee creativity research: A bibliometric analysis. *Journal of Business Research, 139*, 587-602.

Shin, S. J., Taylor, M. S., & Seo, M. G. (2017). Resources for change: The relationships of organizational inducements and psychological resilience to employees' attitudes and behaviors toward organizational change. *Academy of Management Journal, 60*(1), 333–366.

Sigala, M., & Chalkiti, K. (2015). Knowledge management, social media and employee creativity. International Journal of Hospitality Management, 45, 44–58. https://doi.org/10.1016/j.ijhm.2014.11.003

Singh, A., & Dhan, A. (2023). Psychological contracts in modern workplaces: Differentiating transactional and relational contracts. *Journal of Organizational Behavior, 44*(1), 78-101.

Soetaert, K. (2019). *diagram: Functions for Visualising Simple Graphs (Networks), Plotting Flow Diagrams*. [R package]. Retrieved from https://cran.r-project.org/package=diagram.

Solinger, O., Frohlich, D. O., & Olekalns, N. (2008). Understanding perceived organizational support in an economic crisis. *Journal of Managerial Psychology, 23*(3), 263–278.

The jamovi project (2024). *jamovi*. (Version 2.6) [Computer Software]. Retrieved from https://www.jamovi.org.

Turnley, W. H., & Feldman, D. C. (1999). The impact of psychological contract violations on exit, voice, loyalty, and neglect. *Human Relations, 52*(7), 895–922.

van Knippenberg, D., De Dreu, C. K. W., & Homan, A. C. (2004). Work group diversity and performance: An integrative model and research agenda. *Journal of Applied Psychology, 89*(6), 1008–1022.

Wasti, S. A. (2003). The effects of job insecurity on organizational citizenship behavior: A test of the mediating effects of normative commitment. *Personnel Review, 32*(4), 383–402.

Zhang, Y., et al. (2022). Human resource management strength and employee creativity: The roles of job crafting and career adaptability. *Human Resource Management Journal, 32*(3), 421-439.

Zhao, H., et al. (2021). Psychological contract fulfillment and employees' innovation behavior. *International Journal of Human Resource Management, 32*(4), 789-811.

Zhao, H., Wayne, S. J., Glibkowski, B. C., & Bravo, M. J. (2007). The role of human resource practices in internal social capital: Relationships with employee attitudes and behaviors. *Academy of Management Journal, 50*(3), 836–856.

Zhu, H., et al. (2022). Digital leadership and employee creativity: The mediating role of job crafting and the moderating role of person-organization fit. *Leadership & Organization Development Journal*, *43*(5), 312-330.

Acknowledgment
The author(s) appreciates all those who participated in the study and helped to facilitate the research process.

Conflict of Interest
The author(s) declared no conflict of interest.

How to cite this article: Masih, S.R. (2025). Psychological Contract Violation and Affective Organizational Commitment: Catalysts for Employee Creativity in the Middle Level Employees. *International Journal of Indian Psychology*, *13*(2), 297-342. DIP:18.01.029.2025 1302, DOI:10.25215/1302.029