RJSSER

Research Journal of Social Sciences & Economics Review

Predictors of Thriving Within Organizational Setting: A Study of Public Sector Higher Education Institutes in Quetta

* Ayesha Mohammad Issa, MS Scholar (Corresponding Author)

**Dr. Zainab Bibi, Professor

Abstract

Employees who work for contemporary organizations operate in a complex mix of social, cultural and behavioural atmosphere. It has been recognized that the best and most productive employees are those who feel vital and are open to learning. The study attempted to find out the relationship between perceived organizational support, psychological contract fulfilment and workplace incivility with thriving at work. The study also tried to find out whether psychological contract fulfilment mediates the relationship between perceived organizational support and thriving. The sample was drawn from the teaching staff of the three public sector universities of Quetta city while using convenience sampling. The sample size for this study was 245. A questionnaire was developed from existing instruments of the variables and was distributed among the teaching staff of these universities. The data was analysed using SPSS and Hayes Process macro. The results showed that the relationship of perceived organizational support was positive with thriving and psychological contract fulfilment. Psychological contract fulfilment was further directly associated with thriving according to the findings. The findings indicated that the effect of workplace incivility was negative on thriving. The findings also showed that psychological contract fulfilment did not mediate the relationship between perceived organizational support and thriving. The study presents its practical implications. The limitations and future research directions are also provided shortly.

Keywords: Perceived Organizational Support; Psychological Contract Fulfilment; Thriving; Workplace Incivility

Introduction

The organizations can gain sustainable competitive edge in their industry by the enthusiasm, loyalty, and hard work of their employees (Beigi et al., 2012). However, this raises the question of what is the quality that makes the employees most capable? Nawaz et al. (2021) asserted that the most capable employees would be the thriving employees who can enhance their skills with the ability to learn along with the vitality to execute their work. Thriving employees are crucial to improve the position of the organization (Abid et al., 2020). Previous studies have found different variables which either positively impact employees' thriving (Abid et al., 2021) or negatively affect it (Helfer, 2017).

Thriving is vital to improve the position of the organization (Abid et al., 2020; Nawaz et al., 2020). Thriving has been attributed to many important outcomes related to work, such as life satisfaction (Flinchbaugh et al., 2015), elevated level of task performance (Porath et al., 2012), and wellbeing of the employees (Abid et al., 2015). These outcomes further solve the work issues of employees and give them confidence to do acts of organizational citizenship. When workers believe that success is dependent on the skills and information they possess, they work hard to achieve those skills and knowledge (Porath et al., 2012). Therefore, thriving is strongly associated with self-development (Paterson et al., 2014). Thriving is positively related to job satisfaction (Milosevec et al., 2014). According to Wayne et al. (1997) it is also associated with organizational commitment. Perceived organizational support (POS) is derived from the organizational support theory which infers from the social exchange theory to build on the concept of reciprocity. Individuals with a strong relationship and a sense of belongingness are more innovative and enthusiastic (Kleine et al., 2019). According to psychological contract theory and the organizational support theory employees perceive a breach or attainment of a psychological contract through organizations' investment in assets for them and creating the right environment. Such efforts are seen as support by employees (Choi et al., 2019).

*   Institute of Management Sciences, University of Balochistan,Quetta. Email: ayeshaissa16@gmail.com
**   Institute of Management Sciences, University of Balochistan,Quetta. Email: znb2005@hotmail.com

Rousseau (1995) worked on the subject and described the psychological contract as the personal convictions of the employees which are molded by the organization, surrounding the conditions of a reciprocal agreement between them and the organization. The employees have personal ideas considering the verbal and nonverbal agreements made by the employer which forms their subjective belief (Conway & Briner, 2009). Psychological contact fulfillment (PCF) and POS lead to thriving at workplace, meanwhile workplace incivility has been seen to negatively affect thriving (Abid et al., 2021). The individuals who are responsible for workplace incivility have been noticed to withdraw themselves from the organization more as opposed to those individuals who are respectful and display polite mannerism (Lim & Cortina, 2005; Andersson & Pearson, 1999). Meanwhile, individuals who experience assurance from their supervisors and managers feel that they are valued and thus it makes them perceive authority which further develops feelings of vitality in them. This creates workplace civility which is positively related to thriving at work (Mushtaq et al., 2017; Abid et al., 2018) while the workplace incivility transcends into counterproductive conduct and strain for employees in the organization (Penny & Spector, 2005; Pearson & Porath, 2005).

Thriving has turned into the one of the most researched topics in the discipline of organizational behavior (Abid et al., 2021). Yet few studies have been carried out to understand the phenomenon of thriving at work in Pakistan and especially in Balochistan. Research shows that the thriving employees have the enthusiasm for work along with a strong mental capacity (Porath et al., 2012), the organizations need to determine the basic elements of workplace thriving and examine those elements to determine exactly how those can be collaborated into the work setup. This study is conducted with the expectation of providing more information regarding this phenomenon and be a valuable addition to the work that exists in this area.

This study was carried out in public sector universities of Quetta to study the association of thriving, psychological contract fulfillment and perceived organizational support. Thriving at work is an essential part of a university teacher's job since they need to learn continuously. They also need the vitality to deliver that knowledge forward to the students. This study provides an insight into the workplace setup of local higher educational institutes from the viewpoint of the variables in investigation. Abid et al. (2021), Iqbal et al. (2021) and Imran et al. (2020) studied thriving at work, but they studied it as a mediator. As per the review of the previous literature, the positive effect of POS on thriving through the psychological contract fulfilment acting as a mediator was a gap which this study aimed to fill. As very scant literature exists on the impact of workplace incivility on thriving, this study attempted to find out how the incidents of incivility negatively affect employees' thriving. The objectives of the study and the research questions to be investigated are as follows:

Objectives of the Study:
- To examine the impact of POS, PCF, and workplace incivility on thriving
- To examine the impact of POS on thriving through PCF

Research Questions:
- Q1: What is the relation between POS and thriving in an organization?
- Q2: What is the relationship between POS and PCF?
- Q3: What is the relationship of PCF with thriving?
- Q4: What is the relation between workplace incivility and thriving?
- Q5: How does PCF influence the relationship of POS and thriving?

Literature Review
Thriving:
Spreitzer et al. (2005) defined thriving as the mental state where people feel vital and perceive that they are learning at their jobs at the same time. Spreitzer et al. (2005) further described learning as the insight of gaining knowledge and vitality as feeling of liveliness and optimistic vigor. Researchers further said that whenever an individual doesn't feel energetic or vigorous, they may still be able to learn well, but thriving remains absent in this scenario (Porath et al., 2012)). Spreitzer et al. (2005) determined in their study that the degree of thriving depends upon the context of the job. The contextual factor of the job environment stimulates the employees to perform. This occurs when contextual factors such as the power of making decisions, distribution of information widely, mutual respect and environment of trust exists in the organization.

Perceived organizational support (POS):

Perceived organizational support (POS) refers to the common belief of the employees concerning the extent that the employers care about their wellbeing and appreciates their input in the organization (Eisenberger et al., 1986; Moorman et al., 1998). POS is a very essential component for the sustenance of the employee-employer relationship since its assists the employees to do their work well (Rhoades & Eisenberger, 2002). As opposite to PCF, there are no promises made to the employees from the employer, this phenomenon grows from the positive conduct of the organization toward the employees (Aselage & Eisenberger, 2003; Rhoades & Eisenberger, 2002). POS results in many favourable outcomes for the organizations, increases the enthusiasm level of the employees that turns into liveliness (Abid et al., 2021).

Psychological contract fulfillment (PCF):

Argyris (1960) was the first to propose the word psychological contract to explain the implicit deal amongst workers and employers. It is elaborated as the personal perceptions of the employees about the terms of their give-and-take agreement with their organization which is influenced by their organization (Rousseau, 1995). The employees interpret the terms of this agreement between them and their employer according to their personal judgements (Conway & Briner, 2009). Whenever the employees feel that their workplace has given them more than what they were hoping from the organization for example a superior bundle of wellbeing, superior career opportunities and backing, the employees feel obliged to pay back to the organization (Conway & Briner, 2002; Coyle et al., 2002).

Workplace incivility:

Porath et al. (2012) and Anderson and Pearson (1999) defined incivility as the display of indifference and insensitive conduct that the receivers may perceive as a demonstration of carelessness towards them. Incivility may occur in multiple ways such as, when individuals lack care and respect for others, and show cruelty or anger to other individuals (Nawaz et al., 2018). The recipients of this workplace incivility experience loss of energy and become unable to learn new skills, information, and capabilities (Nawaz et al., 2020). When the employees encounter customers, coworkers, or family member incivility it diminishes their thriving levels (Zhu et al., 2021; Akbar et al., 2020). It damages the quality of employees and organizations relations (Day et al., 2011) leading to decreased work output (Porath & Pearson, 2010), contentment from work (Lim & Lee, 2011; Cortina & Magley, 2009). According to Porath and Erez (2006) incivility also reduces organizational citizenship behaviour, productivity (Porath & Pearson, 2013), innovativeness (Porath et al., 2012), loyalty with organization (Porath & Pearson, 2013; Pearson et al., 2001) and it also reduces thriving at workplace (Porath & Erez, 2007).

Theoretical Framework

Relationship between POS and Thriving:

In their study, Zhu et al. (2021) found that POS and psychological capital were responsible for a significant amount of impact on thriving of nurses. POS results in an increase in thriving by increasing the learning and vitality through enhancing the cognitive and affective resources of employees (Zhai et al., 2017). When employees notice that there is organizational support, it lifts the liveliness of the employees which leads to a pleasing environment (Abid et al., 2021). They documented that the organization can develop thriving employees by providing them support and encouragement throughout their endeavors, which further results in job satisfaction. Thus, it is proposed that,

H1: POS is positively associated with thriving.

Relationship between POS and PCF:

When organizations provide continuous support to employees and realize their expectations this creates an atmosphere of homogeneity among employees from diverse backgrounds and results in fulfilling the aims and purposes of the organization (Tufan & Wendt, 2020). There is a significant relationship between POS and PCF (Varma & Chavan, 2020). The norm of reciprocity is the underlying principle for POS and psychological contract (Coyle et al., 2005). Organizational support is responsible for multiple positive outcomes at the workplace (Edwards & Peccei, 2010). They implied that the more positive treatment the employees perceive from the institution they work for, the stronger is their dedication and devotion to the organization. Coyle et al. (2000) suggested based on the results of their study that POS is a major antecedent of PCF.

H2: POS is positively related to PCF.

Relationship between PCF and Thriving:

Fulfilling the psychological needs of the employees makes them more passionate toward their work and this passion towards their work translates into thriving at work for them (Khurshid et al., 2021). They discovered that the association of PCF and thriving at work was substantial and positive. Chang et al. (2019) also found a positive relationship between these two variables. They found that workers felt supported at their workplace once they assumed that their psychological contracts had been fulfilled. It shows that there is a positive association between POS and thriving at work. They determined that a perception of negative treatment by the organization and absence of fulfilment results in reduced thriving amongst employees.

H3: PCF is positively associated with thriving at work.

Relationship between Workplace Incivility and Thriving:

When employees come across disrespectful, discourteous behavior, or experience hostile interaction with their fellow employees they become fatigued and this reduces their ability to learn latest information, new proficiencies and talents (Nawaz et al., 2020). Porath and Erez (2007) also suggested that workplace incivility creates several undesirable outcomes including a reduction in thriving. Such employees when receive hostile behavior are more prone to unpleasant feelings regarding their work (Nawaz et al., 2018). Moreover, incivility develops social melancholy which reduces employee's vitality and their ability to flourish (Nawaz et al., 2018).

H4: Workplace incivility is significantly and negatively related to thriving.

Mediation effect of Psychological Contract Fulfilment:

In the discipline of organizational behavior, the concept of PCF is gaining popularity for its intermediary role in explaining the association between employees' behavioral approach and work outcomes (Akhtar et al., 2018). Previous work in this area has found that employees feel supported by the organization after they observe that the workplace has fulfilled the terms of their psychological contract (Chang et al., 2019). In their study, Zhu et al. (2021) discovered that POS and psychological capital were accountable for a substantial extent of influence on thriving of employees. These two variables were linked to thriving. Only a few studies have examined the exclusive influence of perceived contract fulfilment directly on thriving. By integrating the PCF between the perceived organization support and thriving, this study insisted that PCF is an antecedent of thriving and it also mediates the relationship between POS and thriving.

H5: The psychological contract fulfilment (PCF) mediates the positive link between perceived organizational support (POS) and thriving.

Figure 1:
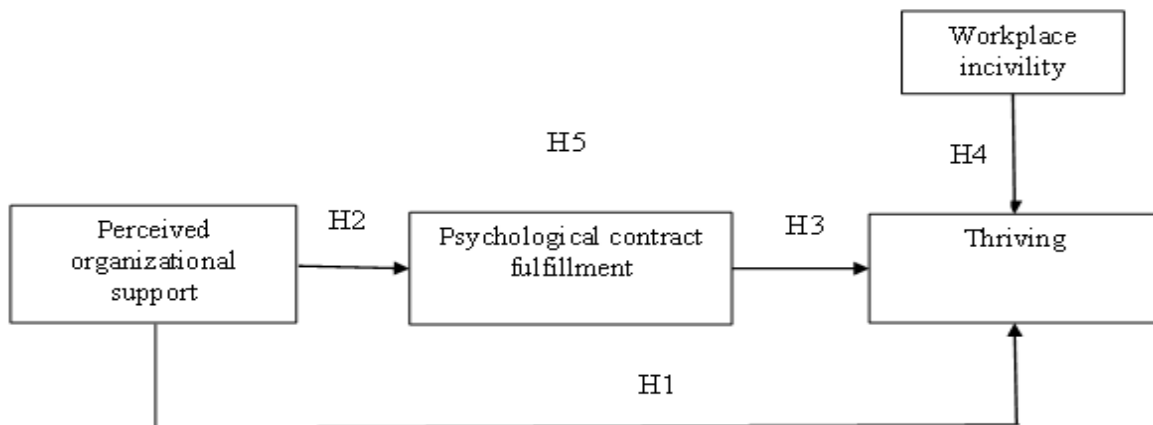
Proposed conceptual Framework

Methodology

This study applied cross-sectional research design to comprehend the relationship of POS, PCF, and incivility with thriving by applying quantitative research technique. The deductive method was used, and data was collected through survey technique.

The target population was consisted of lecturers, assistant professors, associate professors, and professors, a total of 1302 individuals working in public sector universities in Quetta i.e.,

Balochistan University of Information Technology, Engineering and Management Sciences; Sardar Bahadur Khan Women University; and University of Balochistan. The sample size of 297 was drawn through Convenience sampling technique for the study.

The research type in this study is descriptive research. The descriptive research is mostly used for finding out the details of a problem (Zikmund et al., 2009). An online questionnaire was created for data collection and distributed in online communities and forums while some questionnaires were distributed in hard copies by hand. In this study the Statistical Package for Social Sciences (SPSS) was used for analysis of the data. The analysis included the demographic data analysis, preliminary data analysis, correlation analysis, assessment of reliability, and testing the study's hypotheses. Simple linear regression was used for the first four hypotheses. The fifth hypothesis was tested by using Hayes process model 4 in SPSS.

Thriving:
The commonly employed questionnaire for thriving is by Porath et al. (2012). This questionnaire comprises of 10 items, where 5 items evaluate the dimension of learning, and the other 5 measure the dimension of vitality. Instead of the original 7-point Likert scale, a 5-point Likert scale was implemented, ranging from (1) "strongly disagree" to (5) "strongly agree", with (3) representing a neutral response.

PCF:
A 13-item questionnaire by Karagonlar et al. (2015) was adopted for this study. The questionnaire has been used by Chang (2015) to measure PCF in a similar context. The questionnaire didn't use the 7-point Likert scale and instead applied a 5-point Likert scale ranging from (1) much less than expected to (5) much more than expected.

POS:
An 8-item scale developed by Eisenberger et al. (1997) was adopted to measure POS in this study. The questionnaire has been previously used by Abid et al. (2021) and Warren and Chiu (2017). Participants were asked to rate their responses to these items on a five-point Likert-type scale, which ranged from 1 ("Strongly Disagree") to 5 ("Strongly Agree").

Workplace incivility:
The questionnaire most widely used to measure workplace incivility is by Cortina et al. (2001) which has 7 items. Previous studies have used this questionnaire including Zaheer et al. (2022) Nawaz et al. (2021), Akbar et al. (2020) and Nawaz et al. (2020). This questionnaire was used for this study with a 5-point Likert scale.

Results of the Study
The data was analysed using Statistical Package for Social Sciences (SPSS) version 27. Initially the data was coded to render it useful for analysis. Subsequently, the data was screened for missing values. The results revealed that there was no missing data. Further screening revealed that there were no outliers, and the data was normally distributed. The normality of the data was tested via the skewness and kurtosis. The range of the skewness and kurtosis should be between +03 and -3 (Hair et al., 1995). The analysis revealed that the values for skewness and kurtosis are well within the acceptable range suggested by scholars indicating a normal distribution.

Common Method Bias
Common method bias tends to occur in self-reported questionnaires filled by respondents due to multiple reasons like similarity of constructs and group attractiveness (Podsakoff et al., 2003). According to Podsakoff and Organ (1986) the easiest test for it is the Harman's single factor test which puts all items in the measuring model into a single factor. If that variance is below 50% then it is admitted that the data is not being affected by common method bias. The results revealed that 26.908% variance was due to a single factor which shows that there are no issues of common method bias.

Correlation
Correlation measures the strength of the relationship between variables. Correlation coefficient of +1 indicates a perfect correlation and -1 a perfectly negative correlation (Gogtay & Thatte, 2017). The results of the Pearson correlation test displayed in table 1 show that there is a significant positive correlation between these variables; POS and PCF ($r = .582$, $p < .01$); POS and thriving ($r = .391$, $p < .01$); PCF and thriving ($r = .307$, $p < .01$). The correlation between the workplace incivility and thriving was found to be significantly negative at $r = -.185$, $p < .01$. These results were according to

the expectations of the theoretical framework. The means and standard deviation for all of variables displayed in table 1 for PCF, POS, thriving, and incivility were 2.3739 (.64635), 2.6281 (.90507), 3.5706 (.90125) and 2.4420 (.87667) respectively.

Reliability

The mostly used assessment of reliability is the Cronbach's alpha. According to Kline (1999) the cut-off point of 0.7 is an appropriate acceptance criterion for judging reliability of an instrument. The Cronbach's alpha for the 13-items scale of PCF was 0.87. POS was measured with 8 items and the Cronbach's alpha was 0.93. The 10 items for measuring thriving were also found reliable according to the results of the reliability test (a =.95). The Cronbach's alpha for the 7- item scale of incivility was also found reliable (a =.89) as shown in the first diagonal row of table 1.

Table 1

Reliability and Correlation Analysis

	1 PCF	2 POS	3 Thriving	4 Incivility
1. PCF	*.873*			
2. POS	.582**	*.930*		
3. Thriving	.307**	.391**	*.953*	
4. Incivility	-.151*	-.257**	-.185**	*.896*
Mean	2.3739	2.6281	3.5706	2.4420
Standard Deviation	.64635	.90507	.90125	.87667

*Note. Values in the first diagonal row are alpha coefficients; ** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).*

Hypothesis Testing

Five hypotheses were formed to test the model of the study. The simple linear regression was conducted in SPSS and the results were determined from the analysis. The regression coefficient (β) shows the strength of the impact and how well the independent variable can predict the dependent variable. Wetzels et al. (2009) asserted that the coefficient should be more than .10 to be able to assert an impact. While the t-test result should be more than 1.96 and the value of p-test should be less than .05 to consider the results meaningful (Hair et al., 2019).

According to the results of the simple linear regression analysis it was discovered that POS was significantly and positively related to thriving (β = .389, t = 6.619, p <.001). The R^2 for the first hypothesis was .153 which suggests that the POS can explain 15.3% of the variation in thriving of employees (R^2 = .153, F (1, 243) = 43.807, p <.001). In conclusion hypothesis 1 was supported. The results showed that POS significantly predicts PCF (β = .416, t = 11.171, p <.001). The value of R^2 shows that a significant amount of variation (33.9%) in PCF is caused by perceived organization support (R^2 = .339, F (1, 243) = 124.783, p <.001). In conclusion hypothesis 2 was supported. Regression analysis portrayed that there is a significantly positive relationship between PCF and thriving (β = .428, t = 5.032, p <.001). PCF has a significant and positive role in determining thriving (R^2= .094, F (1, 243) = 25.319, p <.001). Thus, the results supported hypothesis 3. The analysis showed that there is a significantly negative impact of incivility on thriving (β = -.190, t = -2.928, p <.004). The results show that the workplace incivility has a significant role in determining thriving (R^2= .034, F (1, 243) = 8.573, p <.004). In conclusion hypothesis 4 was supported. The results are summarized in table 2.

Table 2

Testing Hypothesis Using Linear Regression Analysis

Hypothesis	Unstandard ized β	Standardiz ed β	t-statistic	Sig.	R^2	F	Sig. (F)
H1. POS =▶ Thriving	.389	.391	6.619	<.001	.153	43.807	<.001
H2. POS =▶ PCF	.416	.582	11.171	<.001	.339	124.783	<.001
H3. PCF =▶ Thriving	.428	.307	5.032	<.001	.094	25.319	<.001
H4. Incivility =▶Thriving	-.190	-.185	-2.928	.004	.034	8.573	.004

The fifth hypothesis was analyzed using Hayes Process Macro model 4 in SPSS. The mediating role of PCF on the relationship between POS and thriving was analyzed and the results of the analysis revealed that the total effect of the model was significant (b=.3892, p <0.000) along with the direct effect of POS on thriving (b= .3193, p < 0.000). However, the indirect effect of POS on thriving was found to be insignificant (b= .0698, LLCI= -.0039, ULCI= .1548). According to Preacher and Hayes (2004) when the zero lies between the lower (LLCI) and the upper limits of confidence interval (ULCI), there is no mediation taking place between the independent variable and the dependent variable. The results show that zero (0) does lie between the values of LLCI and the ULCI hence rejecting the fifth hypothesis of the study. Therefore, it was concluded that PCF does not mediate the relationship between POS and thriving. The results are summarized in table 3.

Table 3

Mediation Analysis Using Hayes Process Macro (model 4)

Relationship	Total effect	Direct effect	Indirect effect	Confidence interval		t-statistics	Conclusion
POS→PCF→thriving (H5)	.3892	.3193	.0698	Lower bound -.0039	Upper bound .1548	1.6631	No mediation

Sample size of bootstrap was 5000. Confidence Interval = 95%. N = 245, LLCI = Lower Limit Confidence interval, ULCI = upper limit confidence interval

Discussion:

This study was carried out to comprehend the effect of POS on thriving, PCF on thriving and workplace incivility on the thriving independently while determining the mediating role of PCF between POS and thriving. First hypothesis of this study that POS is positively related to thriving was supported by the results which was also in line with the findings of previous studies. When employees perceive support from their workplace, they feel enthusiasm that leads to positive attitude at work that catalyses learning. Perceived organizational support develops perception of support and protection within employees making them eager to acquire knowledge, skills and use their energy for work (Arif et al., 2020). Similarly, Abid et al. (2021) found employees feel gratified when they perceive that the firm is backing them up through supportive elements which further revitalizes them. Zhu et al. (2021) suggested employees who sense self-worth and organizational support go through affective, communal, and demonstrative welfare; display strong commitment and obligation with their job (Imran et al., 2020; you, 2018).

The findings of this study supported the second hypothesis that POS is positively related to PCF. This study found that employees experienced more PCF when they perceived that they are being supported by their institutes. The study by Akhtar et al. (2018) found that the perception of organizational support by the employees in an organization can predict psychological contract fulfilment significantly. The employees who perceive organizational support grow a sense of relational psychological contract fulfilment that prevents them from leaving the organization even due to other factors (Guchait et al., 2015). Bhatnagar and Biswas (2012) in their study discovered that POS is an antecedent of PCF. The study by Varma and Chavan (2020) also supports the findings of this study as they discovered a strong and positive association between POS and PCF.

The results also supported the third hypothesis of the study that PCF is positively associated with thriving. This study found that when employees believe that their psychological contracts have been fulfilled by their organizations, they experience more thriving at their work. The study by Khurshid et al. (2021) also supports the outcome of this study that PCF is significantly related to thriving which results from fulfilment of their psychological contract creating beneficial work outcomes such as creativity. Similarly, Chang et al. (2019) argued when workers believe that their psychological contract has been met, they feel supported which transcends into amplified vitality and learning.

The fourth hypothesis was also affirmed by the results. It was determined that workplace incivility has an adverse relationship with thriving. This study found that the employees experienced a depletion in their thriving when they faced incivility at workplace. Similar results were also found by Akbar et al. (2020). They suggested that workplace incivility depletes the energy of the employees and inhibits learning when workers face rude behavior from their colleagues and customers reducing their ability to thrive at their jobs. Nawaz et al. (2020) found that the workers are more reluctant to gain new information, expertise and competence for their jobs when they have experience

discourteous, disrespectful attitudes and interactions from coworkers and customers. Aslam et al. (2022) also confirmed this phenomenon in their study that the association of incivility is significant and opposite in nature to thriving.

The fifth hypothesis was rejected conferring to the results. This study showed that the direct effect of PCF on thriving was significant as expected. However, the results suggested that POS does not influence thriving indirectly through PCF significantly. In a similar study Akhtar, Bal and Long (2016) didn't find any mediation by PCF between the predicting variable frequency of change and the dependent variable impact of change. So as Sharma et al., (2022) did not find any mediation by PCF between the predicting variable performance management systems effectiveness and work engagement despite significant direct relationships amongst them. There could be multiple theoretical reasons for this phenomenon such as as Katou and Budhwar (2012) suggested that PCF is a multifaceted recurrent progression that is affected by other constructs or the presence of an unknown variable which is at affect that is not allowing for mediation (Smissen et al., 2013). Tekleab et al. (2005) suggested that breaches in psychological contract on various occasions and give-and-take relations between employees and supervisors are expected to affect employee PCF in any context. Bal et al. (2013) have asserted that PCF is a complex phenomenon itself so the role of PCF as a mediator between such variables can be understood and resolved through longitudinal studies.

Implication and future direction:
These findings can provide information to organizations and policy makers about the factors that determine and improve the quality of the employees. Gilst et al. (2020) asserted that the organizations must create an atmosphere quick to identify and recompense the efforts of the employees and provide opportunities to grow in their careers to develop devotion towards organization. This environment is necessary to create perception of support and achievement of the fulfilment of the psychological contract. The policy makers and decision makers of these organization can make policies and try to provide resources such as reward and recognition etc., to support employees and fulfil their psychological contract along with eradicating the adverse effects of incivility. The institutes should involve the employees in decision making and considers their ideas and solutions and discourage disrespectful exchanges by actively taking part in resolving conflicts between employees that may or do escalate into incivility.

Limitations:
The first limitation is that the sample was drawn from the public sector universities of Quetta only, the future studies can tackle this by taking a larger sample including education sector and other industries of the country. Another limitation of this work is cross sectional research design. Research in the area can be enhanced through longitudinal research that will enable the researchers to draw more sound conclusions. The results for this study were drawn from a single analysis method. Researchers in future can solve this issue by applying multi-method analysis for enhanced results.

References
Abid, G., Ahmed, S., Elahi, N. S., &Ilyas, S. (2020). Antecedents and mechanism of employee well-being for social sustainability: A sequential mediation. *Sustainable Production and Consumption, 24*, 79-89.

Abid, G., Sajjad, I., Elahi, N. S., Farooqi, S., &Nisar, A. (2018). The influence of prosocial motivation and civility on work engagement: The mediating role of thriving at work. *Cogent Business & Management, 5*(1), 1493712.

Abid, G., Shaikh, S., Asif, M. F., Elahi, N. S., Anwar, A., & Butt, G. T. H. (2021). Influence of POS on job satisfaction: Role of proactive personality and thriving. *Int. J. Entrep, 25*, 1-11.

Abid, G., Zahra, I., & Ahmed, A. (2015). Mediated mechanism of thriving at work between perceived organization support, innovative work behavior and turnover intention. *Pakistan Journal of Commerce and Social Sciences, 9*(3), 982–998.

Akbar et al., 2020) is Sair, S. A., Adnan, M., Rana, S. L., Khan, S. A., & Nawaz, M. (2020). Faculty and Thriving in Pakistani Universities. *Ilkogretim Online*, *19*(3), 2771-2782.

Akhtar, M. S., Salleh, L. M., Ghafar, N. H., Khurro, M. A., & Mehmood, S. A. (2018). Conceptualizing the impact of POS and PCF on employees' paradoxical intentions of stay and leave. *International Journal of Engineering and Technology (UAE)*, *7*(5), 9-14.

Aslam, M. S., Awan, T. H., Nasir, N., & Anwar, M. J. (2022). The Role of Thriving and Determinants of Adaptive Performance: A Moderated Mediated Model in the Health Sector of Pakistan. *iRASD Journal of Management*, *4*(1), 61-76.

Chang, W., Busser, J., & Liu, A. (2020). Authentic leadership and career satisfaction: the meditating role of thriving and conditional effect of PCF. *International Journal of Contemporary Hospitality Management*, *32*(6), 2117-2136.

Choi, W., Kim, S. L., & Yun, S. (2019). A Social Exchange Perspective of Abusive Supervision and Knowledge Sharing: Investigating the Moderating Effects of PCF and Self Enhancement Motive. *Journal of Business and Psychology, 34*(3), 305–319. https://doi.org/10.1007/s10869-018-9542-0

Conway, N. and Briner, R.B. (2009). Fifty years of psychological contract research: what do we know and what are the main challenges. *International Review of Industrial and Organizational Psychology, 24* (71), 71-131.

Flinchbaugh, C., Luth, M. T., & Li, P. (2015). A challenge or a hindrance? Understanding the effects of stressors and thriving on life satisfaction. *International Journal of Stress Management, 22*(4), 323.

Imran, M. Y., Elahi, N. S., Abid, G., Ashfaq, F., & Ilyas, S. (2020). Impact of POS on work engagement: Mediating mechanism of thriving and flourishing. *Journal of Open Innovation: Technology, Market, and Complexity, 6*(3), 82.

Khurshid, N., Fatima, S., Khurram, S., & Hassan, M. M. (2021). Effect of PCF on Employee Creativity; Testing the Serial Mediation of Thriving at Work and Affective Organizational Commitment. *Psychology and Education*, *58*(2), 4202-4218.

Kleine, A.K., Rudolph, C.W., & Zacher, H. (2019). Thriving at work: A meta- analysis. *Journal of Organizational Behavior, 40*(10), 973-999.

Milosevic, I., Paterson, T. A., & Bass, A. E. (2014). Thriving under pressure: An exploration of research productivity in business Ph. D. programs.

Mushtaq, M., Abid, G., Sarwar, K., & Ahmed, S. (2017). Forging ahead: How to thrive at the modern workplace. *Iranian Journal of Management Studies, 10*(4), 783-818.

Nawaz, M., Abid, G., Arya, B., Bhatti, G. A., & Farooqi, S. (2020). Understanding employee thriving: The role of workplace context, personality, and individual resources. *Total Quality Management & Business Excellence*, *31*(11-12), 1345-1362.

Nawaz, M., Bhatti, G.A., Ahmad, S., & Ahmed, Z. (2018). How can the organizational commitment of Pakistan railways' employees be improved? *The moderating role of psychological capital. Journal of Entrepreneurship, Management and Innovation, 14*(1), 123-142. 38.

Nawaz, M., Mustafa, M., Unsa, Namatullah, A., Ali, F. A. (2021). Conceptualizing Supplier Work Passion in light of the Zigarmi's Framework. *Management Science and Business Decisions, 1*(1). Advance online publication.

Porath, C., Spreitzer, G., Gibson, C., & Garnett, F. G. (2012). Thriving at work: Toward its measurement, construct validation, and theoretical refinement. *Journal of Organizational Behavior, 33*(2), 250– 275. doi:10.1002/job.756

Sharma, N. P., Sharma, T., & Agarwal, M. N. (2022) Relationship between perceived performance management system (PMS) effectiveness, work engagement and turnover intention: mediation by psychological contract fulfillment. *An International Journal, 29(9), 2985-3007*

Tufan, P., & Wendt, H. (2020). Organizational identification as a mediator for the effects of psychological contract breaches on organizational citizenship behavior: Insights from the perspective of ethnic minority employees. *European Management Journal, 38*(1), 179-190.

Varma, C., & Chavan, C. (2020). The effect of POS and psychological contract on employee job satisfaction & turnover intention. *Journal of the Social Science P-ISSN*, 0253-1097.

Zhu, X., Kunaviktikul, W., Sirakamon, S., Abhicharttibutra, K., & Turale, S. (2021). A causal model of thriving at work in Chinese nurses. *International Nursing Review*, *68*(4), 444-452.

Zaheer, H., Karim, J., & Bibi, Z. (2022). Actions dictate the consequences: Workplace incivility, knowledge hiding, and psychological entitlement. *Journal of Business and Social Review in Emerging Economies*, *8*(1), 25-38.