Unleashing Creativity in the Workplace: Exploring the Power of Career Commitment, Person-Job Fit, Person-Organizational Fit, and Psychological Safety in the Vibrant Nepalese Service Sector

Rheet Rijal*

ABSTRACT

This study investigates the role of career commitment as a mediator between person-job fit, person-organization fit, and employee creativity in Nepal's service sector. Using a positivist approach and deductive reasoning, it employs a causal-comparative method with a sample size of 439 staff. Data collection involves structured survey questionnaires, and analysis includes descriptive statistics and structural equation modeling with SPSS 20 and AMOS 22. Findings reveal that person-job fit positively influences creativity, while person-organization fit's impact is negative and insignificant. Both fits positively affect career commitment, which in turn positively influences creativity. Interaction between person-job fit and psychological safety negatively affects creativity, whereas the interaction with person-organization fit is positive but insignificant. Career commitment mediates the relationship between both fits and employee creativity. This research contributes valuable insights for enhancing creativity among employees in Nepal's service sector, offering guidance for organizations and policymakers.

Keywords: Quantitative research, SEM, Commitment, Creativity, Hospitality

* *Assistant Professor at Mid-West University School of Management (MUSOM) and is a distinguished Young Researcher affiliated with the MU Policy Lab.*

https://doi.org/10.53056/njmsr-2024.7.1.010

1. INTRODUCTION

Creativity plays a vital role in driving innovation and growth in organizations. Companies worldwide seek to foster a creative work environment that empowers employees to generate new ideas and solve complex problems. However, achieving and maintaining high levels of creativity in the workplace can be a challenging task. This study aims to explore the factors that contribute to unleashing creativity in the vibrant Nepalese service sector. One crucial factor that influences creativity in the workplace is career commitment. Career commitment refers to an individual's attachment and dedication to their chosen profession (Eisenbeiss et al., 2008). When employees are committed to their career, they are more likely to invest effort, time, and energy into their work, which positively impacts their creative output. Another aspect that affects creativity is person-job fit, defined as the compatibility between an individual's skills, interests, and abilities with the requirements of their job (Kristof, 1996).

Person-job fit refers to the alignment between an individual's skills, interests, and values and the requirements and expectations of their job (Kristof-Brown et al., 2005).A good person-job fit ensures that employees are placed in roles that align with their strengths, enabling them to utilize their creativity fully. Person-organizational fit also plays a significant role in unleashing creativity. Person-organizational fit refers to the congruence between an individual's values, goals, and personality traits with the culture, values, and goals of the organization (Chatman, 1991). When employees feel a strong alignment between themselves and the organization, it fosters a sense of belonging and commitment, enhancing their creative potential. Finally, Psychological safety, a concept introduced by Edmondson (1999), refers to the perception of safety in the workplace environment. When employees feel safe to express their ideas, take calculated risks, and make mistakes without fear of negative consequences or retribution, their creative thinking is encouraged, leading to innovative outcomes.

While research on creativity in the workplace is abundant, there is a lack of studies examining these factors specifically in the Nepalese context. Therefore, this study aims to fill this gap by exploring the power of career commitment, person-job fit, person-organizational fit, and Psychological safety in unleashing creativity in the vibrant Nepalese service sector. As the service sector is the world's second-largest employment, making it an important player in the nation economy (Ottenbacher et al., 2009, as quoted in Kunwar, 2017). As a result, the world economy is largely reliant on the service sector (Barron et al., 2007). Agriculture contributes roughly 24.5 percent of Nepal's GDP, industry contributes approximately 13.7 percent, and services provide a major 61.8 percent (Economic survey, 2020/21, 2020-2021; Ministry of Finance, 2020-2021). As a result, the Nepalese service sectors are extremely important to the national economy.

https://doi.org/10.53056/njmsr-2024.7.1.010 https://www.nepjol.info/index.php/njmsr/index

One potential research gap in the study of the mediation of career commitment in the relations of person-job fit and employee creativity, as well as person-organizational fit and employee creativity in the Nepalese service sector, is the lack of literature exploring these relationships specifically within the Nepalese context. While prior studies have established person-job fit and person-organization fit as significant predictors of employee creativity, there is a need to investigate how career commitment might mediate these relationships. Despite the importance of understanding the factors that contribute to employee creativity, there is a scarcity of research examining these relationships in Nepal. The country has its unique cultural, economic, and organizational characteristics which may influence how person-job fit, person-organization fit, and career commitment interact with employee creativity. Therefore, studying these relationships within the Nepalese service sector can provide valuable insights into the mechanisms underlying creativity in this specific context. Understanding the mediating role of career commitment can shed light on the psychological processes through which person-job fit and person-organization fit influence employee creativity. Furthermore, existing research may primarily focus on individual-level factors such as person-job fit and person-organization fit without considering the potential impact of organizational-level factors on employee creativity. Investigating the interaction between individual-level factors (person-job fit) and organizational-level factors (person-organization fit) can provide a comprehensive understanding of the determinants of employee creativity. Therefore, a research gap exists in exploring the aforementioned relationships within the Nepalese service sector, examining the mediating role of career commitment, and considering both individual and organizational-level factors simultaneously. Filling these gaps can contribute to the existing literature on employee creativity, as well as provide valuable insights for organizations and policymakers in Nepal seeking to enhance employee creativity and organizational effectiveness.

The general objective of this research paper is to understand the factors that contribute to unleashing creativity in the workplace in the Nepalese sector. The paper investigated the effects of mediation of career commitment in the relationship between person-job fit and employee creativity, as well as person-organization fit and employee creativity in the context of the Nepalese service sector. It aims to provide insights into the relationships between career commitment, person-job fit, person-organizational fit, Psychological safety, and creativity. The study seeks to contribute to the existing literature on creativity in the workplace and provide practical implications for organizations in the vibrant Nepalese sector to enhance creativity.

a. To analyze the relationship between career commitment and creativity in the workplace in the Nepalese sector.

https://www.nepjol.info/index.php/njmsr/index https://doi.org/10.53056/njmsr-2024.7.1.010

b. To examine the role of person-job fit in promoting creativity and innovation in the Nepalese workplace.

c. To investigate the impact of person-organizational fit on creativity in the Nepalese sector.

d. To explore the influence of Psychological safety on unleashing creativity in the Nepalese workplace.

2. LITERATURE REVIEW AND HYPOTHESIS

Cable and DeRue (2002) examined the relationship between person-job fit and creativity. The authors found that employees who perceived a better fit between their skills, abilities, and the requirements of their job were more likely to engage in creative thinking and generate innovative ideas. In Shin and Zhou (2007) investigated the relationship between educational specialization heterogeneity, person-job fit, and creativity in research and development teams. The findings showed that person-job fit positively influenced employee creativity, indicating that when individuals' skills and abilities align well with their job tasks, they are more likely to exhibit creative behavior. Zhang and Bartol (2010) examined the relationship between empowering leadership, person-job fit, and employee creativity. The results demonstrated that person-job fit mediated the relationship between empowering leadership and employee creativity. When employees experienced a better fit between their skills and the demands of their job, they were more likely to engage in creative processes and generate innovative ideas. These references led to hypothesized the statement below.

H1: Person-job fit has positive and significant effects on employee creativity.

A study in Kristof-Brown et al. (2005) examined the consequences of person-organization fit and other types of fit on various employee outcomes. While it encompasses different types of fit, it provides evidence for the positive effects of person-organization fit on outcomes such as job satisfaction and performance, which can indirectly contribute to employee creativity. In Tella et al. (2007) explored the relationship between person-organization fit, job satisfaction, and organizational commitment. It suggests that when employees perceive a good fit with their organization, they are more likely to experience higher job satisfaction, which can positively impact their motivation and potentially enhance their creativity. In Chatman (1991)investigated the relationship between person-organization fit and organizational outcomes, including creativity. It suggests that when there is a good fit between an individual and an organization, employees are more likely to exhibit creative behaviors and contribute to innovative solutions. These references discuss the positive effects of person-organization fit on various employee outcomes, including creativity; they may not explicitly focus solely

https://doi.org/10.53056/njmsr-2024.7.1.010 https://www.nepjol.info/index.php/njmsr/index

on the relationship between person-organization fit and creativity. However, they provide valuable insights into the broader effects of person-organization fit on employee attitudes and behaviors. Based on such evidence and it was hypothesized that:

H2: Person-organization fit has positive and significant effects on employee creativity.

Numerous studies have explored the impact of person-job fit on various work-related outcomes, including career commitment. Judge and Cable (1997) conducted a meta-analysis of previous studies and found that person-job fit significantly predicted several work attitudes, including organizational commitment, which is closely related to career commitment. Bretz and Judge (1994) conducted research on newcomers in organizations and found that person-job fit was positively associated with affective commitment, a component of career commitment characterized by emotional attachment to one's career. Edwards and Cable (2009) explored the role of person-job fit in shaping individuals' long-term career decisions and found that high levels of person-job fit were related to increased career satisfaction and commitment. Additionally, Kristof-Brown et al. (2005) proposed a theoretical framework of person-environment fit and stated that person-job fit is a critical aspect influencing individuals' career attitudes and behaviors. Based on such evidence and it was hypothesized that:

H3: Person-job fit has positive and significant effects on career commitment.

A study by Cable and DeRue (2002) found that employees who perceived a higher level of person-organization fit reported higher levels of affective commitment, which refers to an emotional attachment and identification with the organization. This indicates that when individuals feel their personal values align with the organization's values, they are more likely to develop an emotional bond with the organization and commit themselves to their career within it. Furthermore, a study by Kristof-Brown et al. (2005) found that person-organization fit was positively related to continuance commitment, which refers to an individual's perceived cost of leaving the organization. When individuals perceive a good fit between themselves and the organization, they are more likely to believe that leaving the organization would come at a significant cost, leading to higher levels of commitment to their career within that organization. Overall, the positive and significant effects of person-organization fit on career commitment highlight the importance of finding an alignment between individual values and organizational culture. When this fit exists, individuals are more likely to develop a strong commitment to their career and the organization they work for. Based on such evidence and it was hypothesized that:

H4: Person-organization fit has positive and significant effects on career commitment.

Research has shown that career commitment plays a crucial role in enhancing employee

https://www.nepjol.info/index.php/njmsr/index https://doi.org/10.53056/njmsr-2024.7.1.010

creativity. A study conducted by Amabile and Pratt (2016) found a positive and significant relationship between career commitment and employee creativity. They argued that employees who are highly committed to their careers are more likely to be motivated and engaged in their work, leading to increased creative thinking and problem-solving abilities. Moreover, research by Ye et al. (2017) revealed individuals who are deeply committed to their careers possess a strong internal drive to excel and contribute to their field, resulting in heightened creative performance. Another study by Shin and Zhou (2015) supported these findings, demonstrating that employees with higher levels of career commitment are more inclined to engage in innovative behaviors and generate novel ideas. In conclusion, the available literature consistently supports the positive and significant effects of career commitment on employee creativity. Employees who are highly committed to their careers are more likely to exhibit creative thinking and engage in innovative behaviors. These findings highlight the importance of fostering career commitment among employees to enhance organizational creativity and innovation. Based on such evidence and it was hypothesized that:

H5: Career commitment has positive and significant effects on employee creativity.

According to research, career commitment has been identified as a mediator in the relationship between person-job fit and employee creativity (Dawis & Lofquist, 1984; Bretz & Judge, 1994). A high level of person-job fit has been found to positively influence employee creativity (Amabile, 1988; Kristof-Brown et al., 2005). However, the presence of career commitment has been found to further enhance this relationship. Employees who have a strong career commitment are more likely to engage in creative activities, as they perceive their job as a meaningful and integral part of their long-term career goals (Kristof, 1996; Cho & Perry, 2012). Thus, career commitment acts as a mediator, strengthening the positive impact of person-job fit on employee creativity. The study conducted by Sung and Choi (2019) also found that when employees perceive a strong fit between their personal characteristics and the requirements of their job, it leads to a higher level of career commitment. This career commitment, in turn, enhances employee creativity. Based on such evidence and it was hypothesized that:

H6: Career commitment mediates the relationship between person-job fit and employee creativity.

While there is no any specific study that directly examines the mediating role of career commitment in the relationship between person-organization fit and employee creativity, so information on each of these constructs has been shown separately. Person-organization fit and employee creativity: Person-organization fit has been studied in relation to employee creativity, highlighting the influence of fit on creative outcomes. A study by Kristof-Brown

https://doi.org/10.53056/njmsr-2024.7.1.010 https://www.nepjol.info/index.php/njmsr/index

et al. (2005) explored the relationship between person-organization fit and employee outcomes. Although they did not specifically focus on creativity, their findings suggest that when there is a good fit between an individual and their organization, it can lead to positive outcomes, including higher job satisfaction and performance, which may indirectly contribute to creativity. Career commitment has been examined in relation to various work-related outcomes, including creativity. While there may not be a specific study that explores the mediating role of career commitment, it is possible to draw insights from related research. For example, a study by Tierney et al. (1999) investigated the relationship between work attitudes and employee creativity. While they did not explicitly focus on career commitment, they found that positive work attitudes, such as job satisfaction and organizational commitment, were associated with higher levels of employee creativity. Based on such evidence and it was hypothesized that:

H7: Career commitment mediates the relationship between person-organization fit and employee creativity

There is evidence to suggest that psychological safety can act as a moderator in the relationship between job fit and employee creativity. A study by Carmeli et al. (2010) examined the interaction between job characteristics, psychological safety, and creativity. They found that when employees perceived a high level of psychological safety in their work environment, the relationship between job characteristics (including job fit) and creativity was stronger. Based on such evidence and it was hypothesized that:

H8: Psychological safety moderates the relationship between person-job fit and employee creativity

Psychological safety partially moderates the relationship, implying that when employees perceive a strong fit with the organization and also feel safe to express their thoughts and ideas, they are more likely to exhibit higher levels of creativity (Zhang et al., 2020). Another study in Wang et al. (2020) suggested that a supportive and trusting work environment positively influences the creative potential of employees who align well with the organization. One study conducted by Carmeli and Markman (2019) found that when employees perceive a higher level of psychological safety within the organization, the positive impact of PO fit on creativity is strengthened. In other words, when employees feel safe to express their ideas, take risks, and engage in open communication, their compatibility with the organization's values and culture enhances creative thinking and innovation. Overall, these studies demonstrate the significance of psychological safety in fostering employee creativity within the context of PO fit. Organizations that prioritize creating a supportive and inclusive environment where employees feel safe to voice their opinions and take risks are likely to unleash the creative potential of their workforce. Based on such evidence and it was hypothesized that:

https://www.nepjol.info/index.php/njmsr/index https://doi.org/10.53056/njmsr-2024.7.1.010

H9: Psychological safety moderates the relationship between person-organization fit and employee creativity.

1.6 Conceptual Framework

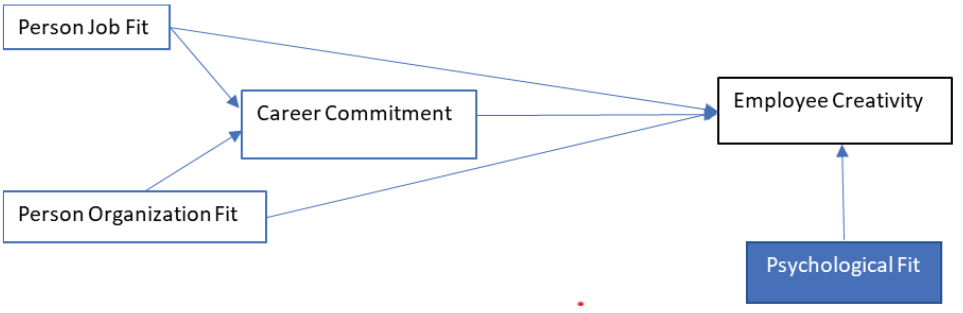

Figure 1 Conceptual framework for the study

This conceptual framework suggests a nuanced perspective on the factors influencing employee creativity within organizations. By incorporating Person-Job Fit, Person-Organization Fit, Career Commitment, and Psychological Safety, the framework captures the multifaceted nature of these relationships. The proposed mediating role of Career Commitment underscores the importance of long-term commitment in translating individual fit into creative behaviors. Additionally, the moderating effect of Psychological Safety emphasizes the significance of a supportive and inclusive work environment in enhancing the impact of fit on creativity.

3. RESEARCH METHODOLOGY

The study followed a positivist research paradigm, deductive reasoning, a causal-comparative research method, and snowball sampling techniques for its procedural operations. The study's target population was the staff employed in hospitality sectors in Nepal. The study incorporated 439 as a sample size. The structured survey questionnaire was used to collect the primary data. Primary survey based data has been collected to examine the impact of career commitment, person-job fit, person-organizational fit, and Psychological safety on employee creativity in the vibrant Nepalese service sector. The researcher developed a two-part questionnaire to ensure the collection of accurate data from both the target population and the sample. The first part of the questionnaire focused on gathering demographic information, while the second part consisted of questions related to the study variables. The second part involved thirty one items at 5 point rating scale (Likert Scale) ranging from "1" strongly disagree to "5" indicating strongly agree has been constructed across five variables. In order to analyze the data, SPSS 20 and AMOS 22 were used.The data were analyzed using descriptive and inferential statistics like percentages, frequency, mean, standard deviation, and structural equation modeling.

https://doi.org/10.53056/njmsr-2024.7.1.010 https://www.nepjol.info/index.php/njmsr/index

4. RESULTS

This section aims to present and discuss the findings obtained from the study in a comprehensive manner. The responses provided by the participants were subjected to thorough analysis using both descriptive and inferential statistical techniques, employing IBM SPSS 20 and Amos 22 software. The chapter is structured into two distinct sections. The first section delves into the analysis of the participants' demographic responses, including variables such as age, gender, and work experience. The second section primarily focuses on inferential statistics pertaining to the constructs or variables under investigation, encompassing methods such as principal component analysis (PCA), confirmatory factor analysis (CFA), structural equation modeling, and hypothesis testing. The chapter concludes by highlighting the key findings and significant discoveries derived from the analysis and results obtained from the study.

4.1 Analysis of Demographic Responses

Table1 Analysis of Demographic Responses

Demographic Variable	Category	Frequency (f)	Percentage (%)
Age	18-30 Years	67	16.6
	30-40 years	131	32.4
	40-50 years	160	39.6
	50 and above	46	11.4
Gender	Male	305	75.5
	Female	99	24.5
Work Experience	Less than 1 years	223	55.2
	1 to 5 years	98	24.3
	5 to 10 years	71	17.6
	above 10 years	12	3

Note: Sample size (N) = 439

Table 1 shows the results of the respondents' demographic responses. Out of the total respondents, 17 percent were in the 18-30 age group and 32 percent were in the 30-40 age group. In the same line, 11 percent were 50 and above age. Similarly, 40 percent of the respondent was of 40-50. On the other hand, out of the total respondents, 76 percent were male, and 24 percent were female respondents. Similarly, out of all respondents, 55 percent has the less than 1 year of work experience, and 24 percent represented the 1 to 5 years of work experience. Besides that, 18 percent of respondents have 5 to 10 years of work experience, and 3 percent have 10 years and above of work experience.

https://www.nepjol.info/index.php/njmsr/index https://doi.org/10.53056/njmsr-2024.7.1.010

4.2 Analysis of Variables Related Responses

In this section, the researcher utilized descriptive and inferential statistics to examine the study variables and the responses provided by the participants. The section can be divided into four main components, namely results of variables related descriptive analysis, principal component analysis (PCA), confirmatory factor analysis (CFA), and structural equation modeling (SEM). These analytical techniques were employed to derive meaningful insights and assess the relationship between dependent, independent, moderating and mediating variables in the Vibrant Nepalese hospitality sector. The findings obtained from the SEM were then used to test the formulated hypotheses. The subsequent subsections will delve into a detailed discussion of each of these analytical approaches.

4.3 Results of Variables Related Descriptive Analysis

Table 2 Result of the Descriptive Analyses

Descriptive Analyses	PJ	PO	CC	EC	PS
Mean	2.88	2.78	4.03	3.82	3.55
Std. Deviation	0.744	0.80	0.59	0.62	0.75
Skewness	-.128	.056	-.564	-.847	-.354
Kurtosis	-.139	-.525	1.029	2.41	0.205
Multicollinearity	1.275	1.145	1.229	1.159	1.317
Durbin-Watson			2.383		

Note: PJ: Person-job Fit, PO: Person-organization Fit, CC: Career Commitment, EC: Employee Creativity, PS: Psychological Safety

The above information revealed that the results of descriptive statistics, namely, mean, standard deviations, skewness, and kurtosis for the variables used in the regression estimation as causes and indicators of the latent variable. Among the 439 samples, the mean of the responses ranges from 2.78 to 4.03. There are no deviations in data as the researcher was unable to detect any significantly high standard deviation. As the value of Skewness and Kurtosis is between +1.96 and -1.96, the data is normally distributed (Hair et al., 2010, in Noordin et al., 2021). As the value of VIF (Variance Inflation Factor) of each constructs is less than 10, no issue of multicollinearity has been detected (Shrestha, 2020). Moreover, the Durbin-Watson values of 2.383 show no autocorrelation in the regression models (King & David, 1995).

Principal Component Analysis (PCA)

https://doi.org/10.53056/njmsr-2024.7.1.010 https://www.nepjol.info/index.php/njmsr/index

For factor loading, PCA Varimax was used to identify and extract high-performing items for the constructs. On the other hand, an option with a fixed number (5) of variables and an absolute value below 0.50 was used to make it easier to identify the items with study variables.

Table 3 Factor Loading Items Related to Study Variables

Variables/Constructs	Items	Statements	Standardized Factor Loadings
Person-job Fit (Adapted from Lauver and Kristof-Brown, 2001)	PJ1	There is good fit between my job and what being looked for	.680
	PJ2	Attributes looked for fulfilled by my present job	.863
	PJ3	My job gives everything that is expected	.807
	PJ4	There is good match between my job demand and skills	.757
	PJ5	My abilities & training fit with my job requirement	.822
	PJ6	My personal abilities & education match with my job demand	.848
Person-organization Fit (Adapted from Cable and deRue, 2002)	PO1	The things that I value in life are very similar to the things that my organization values	.815
	PO2	My personal values match my organization's values and culture	.808
	PO3	My organization's values and culture provide a good fit with the things that I value in life	.793
Career Commitment (Adapted from Blau, 1985)	CC1	I would take a different job that paid the same.	.792
	CC2	I want a career in this vocation	.785
	CC3	If I could do it all over, I would not choose this vocation.	.826
	CC4	If I had all the money I needed, I would still want to be in this vocation	.840
	CC5	I enjoy my vocation too much to give it up	.861
	CC6	This is my ideal vocation for my life work.	.786
	CC7	I've been very disappointed ever since I entered this vocation.	.738
	CC8	I spend time reading my profession related material	.706

https://www.nepjol.info/index.php/njmsr/index https://doi.org/10.53056/njmsr-2024.7.1.010

Employee Creativity Scale (Adapted from Tierney, Farmer, and Graen, 1999)	EC1	I demonstrated originality in my work.	.696
	EC2	I took risks in terms of producing new ideas in doing job.	.812
	EC3	I found new uses for existing methods or equipment's.	.860
	EC4	I solved problems that had caused other difficulty	.803
	EC5	I tried out new ideas and approach to problems.	.796
	EC6	I identified opportunities for new products/processes	.612
	EC7	I generated novel, but operable work-related ideas	.735
Psychological Safety (Adapted from Edmondson, 1999)	PS1	If I make a mistake in this team, it is held against me.	.705
	PS2	Members of this team are able to bring up problems and tough issues.	.847
	PS3	People on this team sometimes reject others for being different.	.800
	PS4	It is safe to take a risk in this team.	.840
	PS5	It is difficult to ask other members of this team for help.	.828
	PS6	No one on this team would deliberately act in a way that undermines my efforts.	.824
	PS7	Working with members of this team, my unique skills and talents are valued and utilized.	.860

Source: Survey 2023

Table 3 shows the total number of the items or statements of the dependent and independent variables of the study that are used in factor analysis. All 31 items were extracted through PCA. There were no weak commonalities and cross-loading issues therefore no items were dropped from the rotated component matrix. Similarly, on process follow, KMO and Cronbach's alpha calculation where the extracted elements of each construct had adequate sample sizes and reliable data.

Table 4 Variable ways KMO, Eigenvalue, and Percentage of Variance

	Initial Eigenvalues			Rotation Sums of Squared Loadings			KMO and Bartlett Test
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	10.962	35.363	35.363	5.785	18.662	18.662	
2	4.161	13.424	48.787	5.136	16.568	35.230	
3	2.856	9.212	57.999	4.716	15.214	50.444	0.919 (0.000)
4	2.306	7.439	65.437	4.216	13.600	64.045	
5	1.662	5.362	70.799	2.094	6.755	70.799	

Notes: All the extracted constructs and items have appropriate KMO (>.60); Eigenvalue (>1), % of variance (close to 1).

https://doi.org/10.53056/njmsr-2024.7.1.010 https://www.nepjol.info/index.php/njmsr/index

The Kaiser-Meyer-Olkin (KMO) value being above 0.50 indicates that our sample size is sufficient for the exploratory factor analysis. Additionally, the Bartlett test of sphericity being statistically significant (P < .05) shows that the correlation matrix differs significantly from an identity matrix, which is desirable for factor analysis. The results of the exploratory factor analysis confirm that our initial assumption of having 5 factors is valid, and all the items align well with their respective factors. These five factors collectively account for around 71 percent of the total variance, indicating a substantial proportion of the data's variability is explained by these factors. This outcome demonstrates that the factors derived from the analysis possess good validity. Considering these findings, the dataset is deemed appropriate and can be confidently used for further analyses, such as confirmatory factor analysis.

Confirmatory Factor Analysis (CFA)

In this study, the researcher performed various analyses to ensure the appropriateness of the data for structural equation modeling. Confirmatory factor analysis was conducted to assess the factor loading of each of the 31 items extracted through PCA, confirming their suitability for further analysis. Additionally, the overall model fit was evaluated using several fit indices, including P-value, CMIN/DF, SRMR, TLI, CFI, and RMSEA. The values of these fit indices were compared to established acceptable thresholds (Bagozzi & Yi, 1988; Hair et al., 2010; Bentler, 1990; Hu & Bentler, 1998), and it was found that all of them fell within these acceptable levels. This indicates that the model adequately represents the relationships among the variables and fits the data well. Table 5 and Table 6 present the comprehensive model fit indices and the reliability and validity outcomes derived from the confirmatory factor analysis.

Table 5 Computation and Analysis of Model Fit Indices for CFA

Model Fit Indices	Recommended Value	Sources	Obtained Value
P-value	≤ 0.05	Bagozzi and Yi (1988)	0.000
CMIN/DF	3-5	Hair et al. (2010)	3.273
CFI	>.90	Bentler (1990)	0.900
RMSEA	<.08	Hu and Bentler (1998)	.075
TLI	>.90	Bentler (1990)	0.920
SRMR	<.08	Hu and Bentler (1998)	0.506

*Notes:*P-value=Likelihood Ratio, CMIN/DF=Relative X2, SRMR=Standardized Root Mean Squared Residual, CFI= Comparative Fit Index, RMSEA= Root Mean Square Error of Approximation, TLI= Tucker-Lewis coefficient.

https://www.nepjol.info/index.php/njmsr/index https://doi.org/10.53056/njmsr-2024.7.1.010

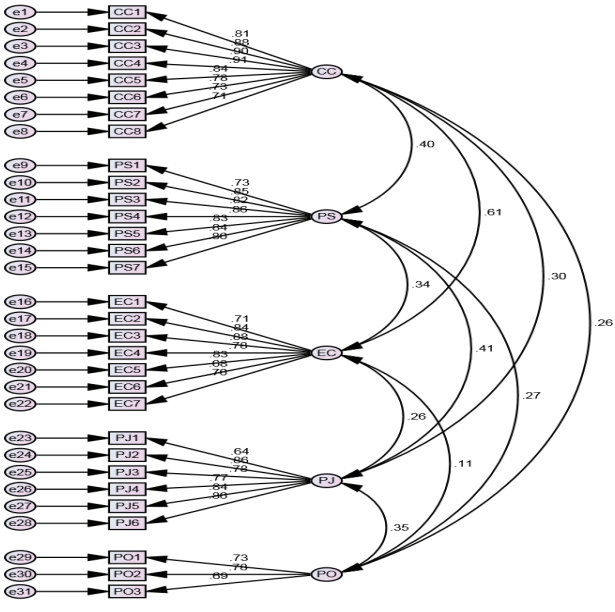

Figure 2: Final CFA Model

Table 6 Test of Reliability and Validity Measures for Structure Equation Modeling

Constructs	Cronbach's Alpha	CR	AVE	MSV	MaxR(H)
CC	0.943	0.944	0.678	0.37	0.954
PS	0.936	0.938	0.683	0.167	0.941
EC	0.916	0.918	0.617	0.37	0.927
PJ	0.909	0.91	0.629	0.167	0.921
PO	0.778	0.779	0.54	0.126	0.783

Note: CC= Career commitment, PS= Psychological Safety, EC= Employee Creativity, PJ= Person-job fit, PO= Person-organization Fit

The result of CFA shows that model had good fit statistics including x2/df=2.99, RMSEA of 0.074, RMR of 0.034, and CFI of .904. The recommended values are provided in the bracket based on the guidelines of Hu and Bentler (1999) and Browne and Cudeck (1992) (RMSEA<.08, RMR<.05, CFI>.90). All items standardized factor loading was above 0.60 and AVE is also above 0.50 so it is an indication of good convergent validity (Hair et al., 2017). Another evidence of convergent validity is that Maximum Shared Variance is less than respective Average Variance Extracted for all variables. The Cronbach alpha and composite reliability for all variables are above 0.70 so it shows that our variables had good reliability.

https://doi.org/10.53056/njmsr-2024.7.1.010 https://www.nepjol.info/index.php/njmsr/index

Table 7 Discriminant Validity

Constructs	CC	PS	EC	PJ	PO
CC	0.823				0.261***
PS	0.397***	0.826			0.272***
EC	0.609***	0.338***	0.785		0.111†
PJ	0.298***	0.408***	0.264***	0.793	0.355***
PO					0.735

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

For establishing discriminant validity, we used the Fornell & Larcker (1981) criteria. The values in the diagonal bold are square root of AVE and other values are inter-variable correlation. The requirement is that the diagonal bold values should be higher than other values in its respective rows and column which is met as can be seen in the table. Thus, we can say that our variables have good discriminant validity.

4.4 Hypotheses Testing (Structural Model)

Numerous researchers (Hair et al., 1998; Lin & Lee, 2004) have suggested a two-step approach for conducting structural equation modeling (SEM), involving confirmatory factor analysis (CFA) first, followed by testing the model's structure. SEM offers several advantages. Firstly, it offers a direct way to examine relationships and provides statistical efficiency, surpassing what multiple regression analysis can achieve. Secondly, SEM enables a thorough investigation of connections between observed and underlying (latent) variables (Hoyle & Panter, 1995). To explore these relationships, the current study used Principal Component Analysis (PCA) for exploratory analysis and employed CFA to ensure model fit, reliability, and validity before constructing the SEM model for path analysis and hypothesis testing, utilizing IBM SPSS Amos 22. The SEM path diagram was used to assess the correlations between person-job fit, person-organization fit, and employee creativity. Additionally, the factor scores from CFA were input into AMOS for analysis. During hypothesis testing, the study examined career commitment as a mediator and psychological safety as a moderator. Below, we present a visual representation of the structural model and the obtained results.

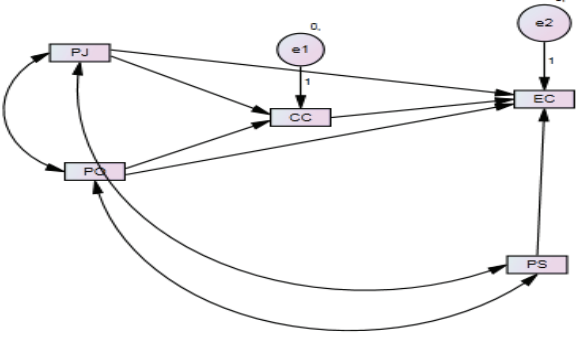

Figure 3: Proposed Structural Model for Hypotheses Testing

 https://doi.org/10.53056/njmsr-2024.7.1.010

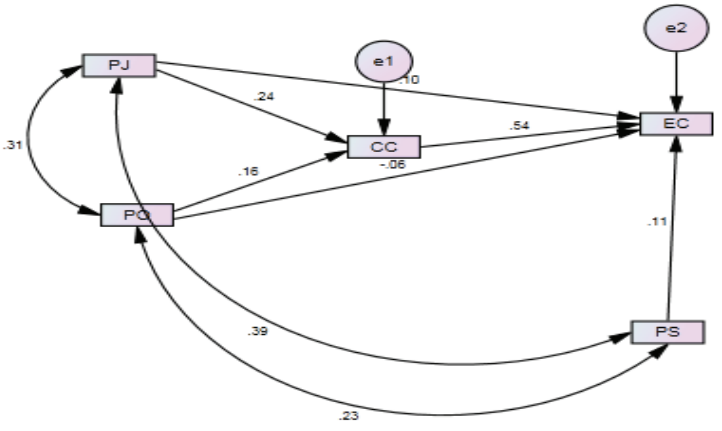

Figure 4: Measurement Model-Results

Table 8 Regression Weights

H. No.	Paths	Estimate	S.E.	C.R.	P	Remarks
H1	Person-job Fit > Employee Creativity	0.084	0.038	2.194	0.028	Supported
H2	Person-organization Fit > Employee Creativity	-0.045	0.033	-1.361	0.173	Not supported
H3	Person-job Fit > Career Commitment	0.191	0.04	4.784	***	Supported
H4	Person-organization Fit > Career Commitment	0.12	0.037	3.266	0.001	Supported
H5	Career Commitment > Employee Creativity	0.552	0.044	12.65	***	Supported

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

Based on the path analysis, the study's hypotheses yielded the following results: There is a positive and significant relationship between person-job fit and employee creativity (β = .084, P < .05). Thus, Hypothesis 1 is accepted. However, the relationship between person-organization fit and employee creativity was found to be negative and not statistically significant (β = -.045, P > .05). Consequently, Hypothesis 2 is rejected, which contradicts the initial hypothesis. The analysis revealed a positive and significant relationship between person-job fit and career commitment (β = .191, P < .05), supporting Hypothesis 3. Similarly, the study found a positive and significant relationship between person-organization fit and career commitment (β = .12, P < .05), supporting Hypothesis 4. Furthermore, career commitment had a positive and significant relationship with employee creativity (β = .552, P < .05), confirming Hypothesis 5. Additionally, it was observed that psychological safety showed a positive and significant relationship with employee creativity (β = .086, P < .05), although it appears that this was not a part of the initial hypotheses mentioned. In

https://doi.org/10.53056/njmsr-2024.7.1.010 https://www.nepjol.info/index.php/njmsr/index

conclusion, based on the results, Hypotheses 1, 3, 4, and 5 were supported, while Hypothesis 2 was rejected, as the p-value was not significant, contrary to the expected relationship.

4.5 Mediation Testing

In this study, mediation analysis was carried out to examine the relationships between the variables. Person-job fit and person-organization fit were considered independent variables, employee creativity as the dependent variable, and career commitment as the mediator. The analysis followed the classical approach outlined by Baron and Kenny (1986) to assess indirect effects. To determine the indirect effects, bootstrap procedures with 500 samples were utilized, along with bias-corrected bootstrap confidence intervals (90%). These methods allow for robust statistical analysis and enhance the reliability of the results. The outcomes of the mediation analysis are presented in the table below.

Table 9 Mediation Analysis

H. No.	Path	Total Effects	Direct Effects	Indirect Effects	Remarks
H6	PJF>CC>EC	.189***	.084	.105***	Hypothesis supported since indirect effects are statistically significant
H7	P O F > C - C>EC	.022	-.045	.066***	Hypothesis supported since indirect effects are statistically significant

*<.05, **<.01, ***<.001

The result shows that career commitment is partially mediating the relationship between person-job fit and employee creativity as indirect effects are statistically significant (β=.105, P<.05). Furthermore, career commitment is also partially mediating the relationship between person-organization fit and employee creativity (β=.066, P<.05). Based on these results, we accept the H6 and H7.

4.6 Moderation Testing

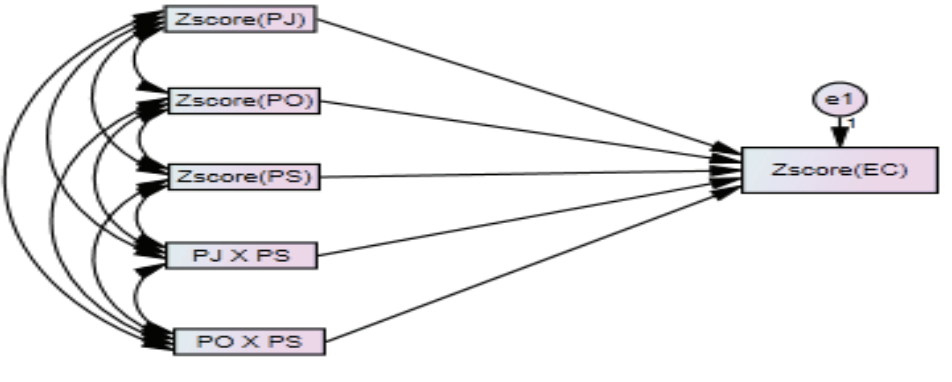

Figure 5: Moderating Test

https://www.nepjol.info/index.php/njmsr/index https://doi.org/10.53056/njmsr-2024.7.1.010

The moderation analysis is conducted by treating person-job fit and person-organization fit as independent variables, employee creativity as dependent variable, and psychological safety as moderator variable. The results are calculated by creating interaction terms from standardized score of variables using SPSS.

Table 10 Moderation Testing

H. No.		Estimate	S.E.	C.R.	P	Remarks
H8	Interaction Person-job Fit* Psychological Safety>Employee Creativity	-.053	.044	-1.203	.229	Not Supported
H9	Interaction Person-organization Fit* Psychological Safety>Employee Creativity	.067	.047	1.428	.153	Not Supported

***<.05, **<.01, *<.001

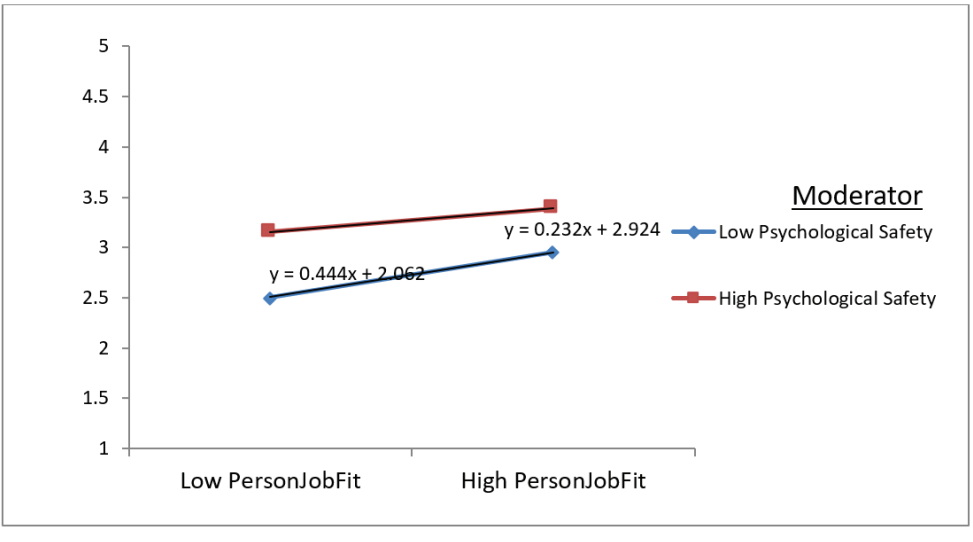

Figure 6: Psychological Safety as Moderator between Person-job Fit and Employee Creativity

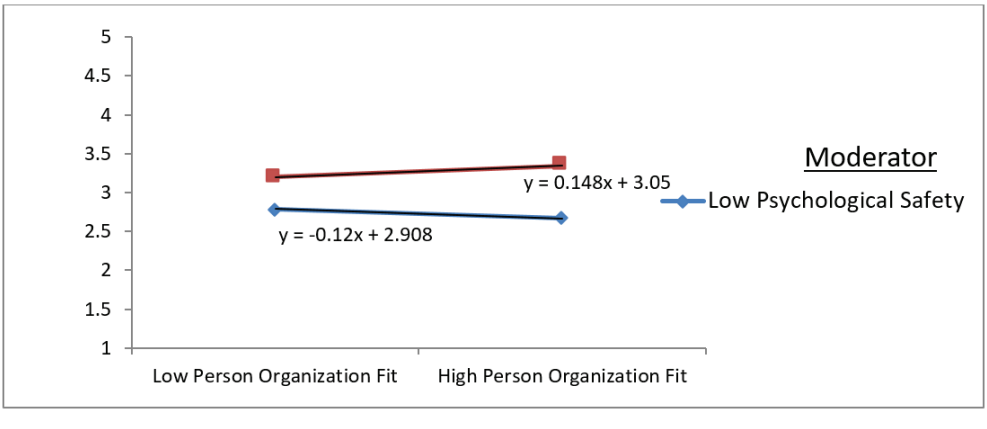

Figure 7: Psychological Safety as Moderator between person-organization Fit and Employee

https://doi.org/10.53056/njmsr-2024.7.1.010 https://www.nepjol.info/index.php/njmsr/index

Creativity

In this study, the role of psychological safety as a moderator was investigated. The results indicated that the interaction effect between person-job fit and psychological safety on employee creativity was negative and not statistically significant (β = -.053, P > .05), leading to the rejection of Hypothesis 8. Similarly, the interaction effect between person-organization fit and psychological safety on employee creativity was examined. The result showed a positive direction for this interaction, but it was not statistically significant (β = .067, P > .05). Hence, Hypothesis 9 was rejected. These findings suggest that there is no significant evidence to support the hypothesized moderating role of psychological safety in the dataset, contrary to the initial expectations.

5. DISCUSSION

Based on the results of the analysis, several conclusions can be drawn:

There is a positive and significant association between person-job fit and employee creativity, supporting the findings of Cable and DeRue (2002), Shin and Zhou (2007), and Zhang and Bartol (2010). Employees who perceive a better fit between their skills, abilities, and job requirements are more likely to engage in creative thinking and generate innovative ideas.

Person-job fit also has positive and significant effects on career commitment, consistent with the findings of Judge and Cable (1997), Bretz and Judge (1994), Edwards and Cable (2009), and Kristof-Brown, Zimmerman, and Johnson (2005).

Similarly, person-organization fit has positive and significant effects on career commitment, aligning with the findings of Cable and DeRue (2002) and Kristof-Brown et al. (2005), who found that person-organization fit was positively related to continuance commitment.

Additionally, there is a positive and significant effect of career commitment on employee creativity, which is supported by Amabile and Pratt (2016), Ye et al. (2017), and Shin and Zhou (2015).

Career commitment has been identified as a mediator in the relationship between person-job fit and employee creativity, in line with previous research by Dawis and Lofquist (1984), Bretz and Judge (1994), Amabile (1988), Kristof-Brown et al. (2005), Kristof (1996), Cho and Perry (2012), and Sung and Choi (2019).

Similarly, career commitment mediates the relationship between person-organization fit and employee creativity, consistent with the findings of Kristof-Brown et al. (2005) and Tierney et al. (1999).

However, there is a negative and insignificant effect of person-organization fit on employee creativity. Likewise, psychological safety does not moderate the relationship between

https://www.nepjol.info/index.php/njmsr/index https://doi.org/10.53056/njmsr-2024.7.1.010

person-job fit and employee creativity, nor does it moderate the relationship between person-organization fit and employee creativity.

5.1 Conclusions and Implication

The research findings shed light on critical aspects influencing creativity in the Nepalese service sector. The positive and significant association between person-job fit and employee creativity highlights the importance of aligning skills with job requirements. Moreover, the study underscores the link between person-job fit and career commitment, emphasizing the role of a well-matched job in fostering employee dedication. Similarly, the positive impact of person-organization fit on career commitment emphasizes the significance of alignment between individuals and their organizational context. However, the unexpected negative effect of person-organization fit on employee creativity suggests that commitment may not directly translate into innovative thinking. Career commitment emerges as a key mediator, bridging the relationship between person-job fit, person-organization fit, and employee creativity. This underscores the pivotal role commitment plays in transforming individual and organizational fit into creative outcomes. On the other hand, the study reveals a lack of moderating effects from psychological safety on the connections between person-job fit, person-organization fit, and employee creativity. This implies that, in this specific context, the perceived safety within the workplace does not influence the impact of fit on creative thinking.

The study results provide the following recommendations for policy makers, managers, and future researchers:

a. Policy makers should acknowledge the significance of person-job fit and person-organization fit in boosting employee creativity and career commitment. They should promote practices that improve job and organization fit, such as thorough assessments during hiring and ongoing training opportunities.

b. Managers should prioritize creating a supportive work environment that encourages person-job fit and person-organization fit. This can involve flexible job design, opportunities for creativity, and an inclusive culture. Managers should also recognize and reward creative and innovative employees.

c. Future researchers should further explore factors contributing to person-job fit, person-organization fit, and their impact on creativity and career commitment. They

https://doi.org/10.53056/njmsr-2024.7.1.010 https://www.nepjol.info/index.php/njmsr/index

should also investigate other potential influencing variables to gain a comprehensive understanding. Additionally, longitudinal studies should be conducted to assess the long-term effects of person-job fit and person-organization fit on employee outcomes.

In conclusion, organizations should focus on enhancing person-job fit and person-organization fit to foster employee creativity and career commitment, through supportive policies, managerial practices, and continued research.

REFERENCES

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.https://doi.org/10.1016/j.riob.2016.10.001.

Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology, 51*(6), 1173–1182. https://doi.org/10.1037/0022-3514.51.6.1173.

Bagozzi, R. and Yi, Y. (1988) On the evaluation of structural equation models. *Journal of the Academy of Marketing Sciences, 16,* 74-94. http://dx.doi.org/10.1007/BF02723327.

Barron, P., Maxwell, G., Broadbridge, A., Ogden, S. (2007), Careers in hospitality management: Generation Y's experiences and perceptions. *Journal of Hospitality and Tourism Management, 14 (2):* 119-128.https://doi.org/10.1375/jhtm.14.2.119.

Bentler, P. M. (1990). Comparative fit indexes in structural models. *Psychological Bulletin, 107,* 238-246.http://dx.doi.org/10.1037/0033-2909.107.2.238.

Browne, M.W. and Cudeck, R. (1992) Alternative ways of assessing model fit. *Sociological Methods and Research, 21,* 230-258. https://doi.org/10.1177/0049124192021002005.

Bretz, R. D., & Judge, T. A. (1994). Person-organization fit and the theory of work adjustment: Implications for satisfaction, tenure, and career success. *Journal of Vocational Behavior, 44(1),* 32–54. https://doi.org/10.1006/jvbe.1994.1003.

Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of Applied Psychology, 87(5),* 875-884.https://doi.org/10.1037/0021-9010.87.5.875.

Carmeli, A., Reiter-Palmon, R., & Ziv, E. (2010). Inclusive leadership and employee involvement in creative tasks in the workplace: The mediating role of psychological safety. *Creativity Research Journal, 22(3),* 250-260.https://doi.org/10.1080/10400419.2010.504654.

Chatman, J. A. (1991). Matching people and organizations: Selection and socialization in public accounting firms. *Administrative Science Quarterly, 36*(3), 459–484. https://doi.org/10.2307/2393204.

Carmeli, A., & Markman, G. D. (2019). Psychological safety moderates the effect of P-O fit on creative performance. *Creativity Research Journal, 31(1),* 29-39.

Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of Applied Psychology, 87*(5), 875–884. https://doi.org/10.1037/0021-9010.87.5.875.

Cho, Y. J., & Perry, J. L. 2012. Intrinsic motivation and employee attitudes role of managerial trustworthiness, goal directedness, and extrinsic reward expectancy. *Review of Public Personnel Administration, 32(4),* 382-406.https://doi.org/10.1177/0734371X11421495.

Dawis, R. V., & Lofquist L. H. (1984). *A psychological theory of work adjustment.* Minneapolis: University of Minnesota Press. https://vpr.psych.umn.edu/sites/vpr.umn.

https://doi.org/10.53056/njmsr-2024.7.1.010 https://www.nepjol.info/index.php/njmsr/index

edu/files/2022-05/Dawis_Lofquist%201984%20A%20Psychological%20TWA.pdf.

Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly, 44(2),* 350-383.https://doi.org/10.2307/2666999.

Eisenbeiss, S. A., Knippenberg, D. V., & Boerner, S. (2008). Transformational leadership and team innovation: Integrating team climate principles. *Journal of Applied Psychology, 93(6),* 1438-1446. https://d-nb.info/1095486128/34.

Fornell, C., &Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: *Algebra and Statistics*.

Hair Jr, J. F., Sarstedt, M., Ringle, C. M., &Gudergan, S. P. (2017). *Advanced issues in partial least squares structural equation modeling*. SaGe publications.https://doi.org/10.3926/oss.37.

Hu, L. T., &Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives: *Structural equation modeling. A Multidisciplinary Journal, 6(1),* 1-55.http://dx.doi.org/10.1080/10705519909540118

Hoyle, R. H., & Panter, A. T. (1995).*Writing about structural equation models. In R. H. Hoyle (Ed.), Structural equation modeling: Concepts, issues, and applications,* 158-176. Thousand Oaks, CA: Sage.

Judge, T. A., & Cable, D. M. (1997). Applicant personality, organizational culture, and organization attraction. *Personnel Psychology, 50(2),* 359–394. https://doi.org/10.1111/j.1744-6570.1997.tb00912.x.

King, M. L., & David, H. C. (1995). The application of the durbin-watson test to the dynamic regression model under normal and non-normal errors. *Econometric Reviews, 14* (4), 487-510.https://doi.org/10.1080/07474939508800333.

Kunwar, R. R. (2017). What is hospitality?. *The GAZE Journal of Tourism and Hospitality*, 8, 55-115.https://doi.org/10.3126/gaze.v8i0.17832.

Kristof, A. L. (1996). Person-organization fit: An integrative review of its conceptualizations, measurement, and implications. *Personnel Psychology, 49(1),* 1-49.https://doi.org/10.1111/j.1744-6570.1996.tb01790.x.

Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals' fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor fit. *Personnel Psychology, 58(2),* 281-342. http://nreilly.asp.radford.edu/kristof-brown%20et%20al.pdf.

Lauver, K. J., & Kristof-Brown, A. (2001). Distinguishing between employees' perceptions of person--job and person--organization fit. *Journal of Vocational Behavior, 59(3),* 454–470. https://doi.org/10.1006/jvbe.2001.1807.

Lin, H. F., & Lee, G. G. (2004). Perceptions of Senior Managers toward Knowledge-Sharing Behaviour. *Management Decision, 42,* 108-125. http://dx.doi.org/10.1108/00251740410510181.

Noordin, S. H., Jamaludin, N. L., Jamil, N. A., & Mahpar, N. S. (2021). Factors influencing employee retention: The moderating roles of job embeddedness in ecommerce

logistic industry. *International Journal of Academic Research in Business and Social Sciences, 11 (5),* 617-638.http://dx.doi.org/10.6007/IJARBSS/v11-i5/9737.

Ministry of Finance. (2020-2021). *Economic Survey 2020/21*. Government of Nepal, Ministry of Finance, Kathmandu.https://www.mof.gov.np/uploads/document/file/1633341980_Economic%20Survey%20(Engslish)%202020-21.pdf.

Shrestha, N. (2020). Detecting multicollinearity in regression analysis. *American Journal of Applied Mathematics and Statistics, 8 (2),* 39-42.https://doi.org/10.12691/ajams-8-2-1. https://doi.org/10.12691/ajams-8-2-1.

Shin, S. J., & Zhou, J. (2015). When is educational specialization heterogeneity related to creativity in research and development teams? Transformational leadership as a moderator. *Journal of Applied Psychology, 100(3),* 885-897.

Shin, S. J., & Zhou, J. (2007). When is educational specialization heterogeneity related to creativity in research and development teams? Transformational leadership as a moderator. *Journal of Applied Psychology, 92(6),* 1709-1721.https://doi.org/10.1037/0021-9010.92.6.1709.

Sung, S. Y., & Choi, J. N. (2019). Person-job fit, career commitment and employee creativity: the mediating role of career commitment. *Journal of Creative Behavior, 53(4),* 515-525. https://doi.org/10.1002/jocb.347.

Tierney, P., Farmer, S. M., & Graen, G. B. (1999). An examination of leadership and employee creativity: The relevance of traits and relationships. *Personnel Psychology, 52(3),* 591-620.https://doi.org/10.1111/j.1744-6570.1999.tb00173.x.

Tella, A., Ayeni, C.O. and Popoola, S.O. (2007) Work motivation, job satisfaction, and organizational commitment of library personnel in academic and research libraries in Oyo State, Nigeria. *Library Philosophy and Practice,* 1-6.

Wang, H., Law, K.S., Hackett, R., Wang, D. and Chen, Z.X. (2005) Leader-member exchange as a mediator of the relationship between transformational leadership and followers' performance and organizational citizenship behavior. *Academy of Management Journal, 48,* 420-432. http://dx.doi.org/10.5465/AMJ.2005.17407908.

Ye, L., Harris, L. C., & Carr, J. (2017). Performance, intrinsic-extrinsic motivation, and creativity in technology-mediated environments: *A theory-based meta-analysis. Human Resource Management, 56(6),* 1021-1034.

Zhang, X., Zou, X., & Ruan, H. (2020). Mediating effect of psychological safety on the relationship between person-organization fit and employee creativity. *Frontiers in Psychology, 11,* 786.

Zhang, X., & Bartol, K. M. (2010). Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Academy of Management Journal, 53(1),* 107–128. https://doi.org/10.5465/AMJ.2010.48037118.