

**CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD**



**Generativity of managers, Its Impact on Employee
Creativity; With a Mediating Role of Hedonic Well-Being
and Moderating Role of Creativity Expectation**

by

Faiza Minhas

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

**Faculty of Management & Social Sciences
Department of Management Sciences**

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*Dedicated to my parents and supervisor for their never-ending
support and their guidance*



CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY
ISLAMABAD

CERTIFICATE OF APPROVAL

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MMS-163003

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Abstract

The purpose of the study is to investigate the impact of generativity of managers on employee creativity in IT based organization. Data was collected through questionnaires which were distributed in the IT based organizations located in Islamabad and Rawalpindi. Total of 410 questionnaires were distributed out of which 234 were useful and were used to analyze the data. Data was gathered from two sources one was the employees and other was the managers. Employees and internees were 397 whereas managers and supervisors were 13 in total. Findings of this study show that generativity of manager has a positive and significant effect on Hedonic well-being. Hedonic well-being also has positive impact on employee creativity. Generativity in the organization shows a high degree of manager support for employees to show innovative and creative behavior in the organization.

Results of the study also show that generativity of manager has a positive relation with the employee creativity through the mediation effect of hedonic well-being. Result showed the positive impact of hedonic well-being as a mediator. Findings of the study also show that hedonic well-being acts as a mediator between the generativity of manager and employee creativity in the organization. Results of the study also showed that creativity expectation was moderating the relation between hedonic well-being and employee creativity and Creativity expectations strengthen the relationship.

Key words:Generativity, Employee Creativity, Hedonic Well-Being and Creative Expectation.

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Chapter 1

Introduction

1.1 Background of the Study

In recent decades specialists have led contemplated on generativity. As indicated by (Erikson, 1963, 1982), generativity is one of the eight formative errands that individuals must face amid the life cycle. It is characterized as "principally the worry in setting up and guiding the people to come" (Erikson, 1963), and it is identified with the creation and support of individuals, items, or ventures that will survive oneself. Assist advancements of the idea (Kotre, 1984) have featured that generativity suggests a want to rise above one's own mortality. Albeit a few investigations address the connection amongst generativity and city engagement (Garcia et al., 2017; Hamby et al., 2015) The connection amongst generativity and some particular parts of volunteering, for example, inspirations or responsibility was considered. (Bushe and Paranjpey, 2015) who discovered unobtrusive yet noteworthy connections amongst's generativity and five of the six utilitarian thought processes in volunteering (Carmeli et al., 2016) Successful determination of the emergency of generativity upgrades self-awareness, builds individual skills (the fitness in question in generativity is care), and offers importance to life (Erikson, 1982) thus, people encounter expanded life-fulfillment and prosperity (Peterson and Duncan, 2007).

Work is an imperative piece of life, expending much time in one's life expectancy and for some, much venture of vitality and concern. In that capacity, the part of work in adding to people's prosperity and personal satisfaction is increasing expanding consideration in look into (Gruenewald et al., 2015). Perfect with individuals' inspiration to keep up a positive mental self portrait is their inspiration to be glad (Kahneman and Deaton, 2010). Analysts set two kinds of prosperity hedonic and eudemonic. Hedonic prosperity envelops the experience of continuous positive feelings and occasional negative ones (i.e., influence adjust), while eudaimonic prosperity speaks to living as per a "genuine self," including the satisfaction of mental needs, the experience of significance and reason throughout everyday life, and engagement in stream encounters (Alisat, 2015). Given progressively turbulent conditions, uplifted rivalry, and unusual mechanical change, an ever increasing number of administrators are coming to understand that they ought to urge their representatives to be inventive (Wells et al., 2016). Considerable proof shows that worker imagination can in a general sense add to authoritative development, adequacy, and survival (Stevens and Patel, 2015; Zalenski and Raspa, 2016). Creativity alludes to the creation of novel and helpful thoughts by an individual or by a gathering of people cooperating (Hamby et al., 2015; Madjar et al., 2011).

Creativity and innovation is the vital part of the management theory, however there always been a room for more investigation and research on different domains and directions of creativity from different perspective of personality (Garcia et al., 2017). Its been an important area in the field of research to investigate the fact that creativity and innovation are two different distinctions (Hülsheger et al., 2009). Creativity is considered as the generation of the unique idea and it is a sub division of innovation, because innovation covers two phases of novelty i-e generation of the unique idea and implementation of that idea (Liu et al., 2012; Woodman et al., 1993) that's why creativity in projects can be demonstrated through the production of unique ideas by managers, employees and subordinates.

For imagination to happen in associations, supervisors need to help and advance it, as they are the people who are most learned about which worker work results

ought to be inventive and they have significant impact over the setting inside which innovativeness can happen (Shalley et al., 2000). Although various examinations have researched the effect of pioneers on inventiveness, these examinations have to a great extent concentrated on issues of pioneer bolster (Cheung and Wong, 2011) and pioneer part trade (Tierney and Farmer, 2004).

As expressed by (Mumford et al., 2012), "the test standing up to pioneers is to get innovative individuals to guide their inspiration and interest to the current issue. Accordingly, the basic issue going up against pioneers is to discover methods for empowering inclusion " (p. 721). Pioneers' utilization of impact strategies in championing advancement has been broadly announced (Howell and Higgins, 1990; Redmond et al., 1993). Despite the fact that Tierney and Farmer (2010) noticed that there might be different wellsprings of imagination desires for representatives at work and outside of work, little research has evaluated the procedure through which the desires of different part senders', either inside or outside of work settings, may encourage innovative conduct.

(Tang and Chang, 2010) found that backings for inventiveness from pioneers and also bolster for imagination from non-work sources (family and companions) were both critical factors in foreseeing innovative conduct. The broadly examined Pygmalion Effect (Eden, 1984; Eden et al., 2000) suggests that in the event that one expects more one gets more, since individuals carry on as per the desires reference amassed individuals keep up for them. Consequently, when workers perceive that their administrators have raised desires for their execution they will probably expand their execution. Research shows that expectation at individual level matters a lot in creativity and productivity, it has been tested that individuals who are working alone with high expectations to themselves without having any influence of evaluation results in more creative ideas because their subordinates and managers are letting them to make a decision by giving them a feeling of confidence and trust, that leads to fulfill the creative expectation of the team members resulting in satisfactory creative performance (Shalley and Gilson, 2017).

1.2 Gap Analysis

Generativity has been considered from alternate points of view (Bradley, 1997; Grace et al., 2015; Chang et al., 2014). A point of view that has created much enthusiasm for late years is the seven-feature demonstrate by (Pearce and Wiggins, 2012). A focal idea in this model is generative concern (i.e., cognizant worry for the people to come), which is the consequence of motivational powers (social request and internal wants for representative everlasting status). Generative concern prompts solid objectives and activities to profit the people to come, and in addition account developments of the generative self.

In spite of the fact that reviews are couple of, preparatory information construct essentially in light of Western examples of more youthful and midlife grown-ups demonstrate that generative concern is respectably to firmly connect with mental prosperity, however the solid activities seem, by all accounts, to be irrelevant to prosperity, regardless of its solid relationship with generative concern (Grossbaum and Bates, 2002; Pearce and Wiggins, 2012). Given the significance of generativity for late-life advancement, it isn't astounding that generative concern is prescient of prosperity. Notwithstanding, the connection between generative acts and prosperity is less considered and need more research on this relationship.

Hedonic Well-Being is another important variable of this study. And so far most of the studies have concluded positive outcomes of the Hedonic Well-Being, but (Jafri, 2012) conclude while studying Hedonic Well-Being in banking sector that, there is a positive relation between the Hedonic Well-Being and employees citizenship behavior. This is quite encouraging to conduct this study on Hedonic Well-Being in Asian culture, In order to explore some novel outcomes of Hedonic Well-Being.

Creativity Expectations is taken the possible moderator for leaders to expect new ideas and creativity from their employees through wellbeing and lead to employee creativity. Some studies on Creativity Expectations are conducted in military personals (Sluss and Ashforth, 2007) organizations (Dierdorff and Morgeson, 2007; Ilgen and Hollenbeck, 1991), and banks (Miao et al., 2012; Walumbwa and Hartnell, 2011) but limited studies are conducted across the world to test the expectations

of leaders from their employees to be creative in the organization and very little studies are carried out in the Pakistani context on Creativity Expectations of leaders.

There is gap for these variables in the context of Pakistan because the relationship between Generativity and Employee Creativity is not studied together. This relationship will be useful to meet the criteria for creativity in Pakistan. As such recently no study has been done on the impact of Generativity of Leaders on creativity in Pakistani context, so it would contribute significantly towards the literature as well as towards the research study in Pakistan for organizations.

1.3 Problem Statement

In the recent study there has being no study on the impact of Generativity on employees creativity with the mediating role of Hedonic Well-being and Creativity Expectations as a moderator. The major problem that managers have faced is the lack of creativity in employees by not providing them proper guidance or mentoring them.

The mediating role of Hedonic Well-Being is also not explored in the relationship between Generativity and Employee Creativity. So, the link of Generativity on employee creativity mediated with Hedonic well-being is not been studied yet along with the moderation of Creativity Expectations.

1.4 Research Questions

On the origin of problem statement, the present research is proposed to discover solutions to the problems and questions stated below:

- (i) What is Generativity?
- (ii) What is the role of Generativity found in managers?
- (iii) How Generativity in managers affect employee creativity?

- (iv) When employees become creative?
- (v) Does Hedonic Well-Being Mediate the relationship of Generativity and Employee Creativity?
- (vi) What is creativity expectation? What are different expectations regarding creativity?
- (vii) Does Creativity Expectations play the role of a moderator in relationship of Hedonic Well-Being and Employee Creativity?

1.5 Research Objectives for This Study

The research objective of this research is to elaborate and to check the projected model to examine the relationship between Generativity, Hedonic Well-being and Employee Creativity of the employees. Moreover, Creativity Expectations is added as the moderator for the relationship among Hedonic Well-Being with Employee Creativity. The specific objectives of this study are:

1. To investigate the association between Generativity and Employee Creativity
2. To examine the link among Generativity and Employee Creativity through the mediation of Hedonic Well-Being
3. To Explore the moderating impact of Creativity Expectations in the relationship of Hedonic Well-Being and Employee Creativity
4. To establish and empirically propose the relationships in Pakistan

1.6 Significance of the Study

This research will assist the managers and employees of IT and Software firms in establishing the well-being and creativity of employees. This will also help managers in providing Hedonic well-being and expecting creativity from the employees. In this study Generativity will be studied to check the impact on employee

creativity and Hedonic well-being. Hedonic well-being will mediate the relationship between Generativity and Employee creativity. And also examine that how creativity expectations moderates the relationship of Hedonic well-being and employee creativity. This study will smooth the progress of the managers of IT and Software firms to provide environment in which employees feels comfortable and show creative ideas. Managers should also work on employees well-being and to improve the wellbeing of the employees.

As this study has not been done in the last previous decades, so it will contribute more positively in a productive manner towards the achievement of the desired goals and milestones of the organization along with an active involvement of managers and subordinates through Hedonic Well-Being, so that productive and unique ideas can be generated by creativity expectation throughout the organization.

This domain have not been researched yet in the context of Pakistan as well, so it will be a huge contribution towards the researches that needed a next level of paradigm in order to stimulate employee creativity and innovation through Hedonic Well-Being and it will also include the creativity expectation of the individuals associated with the tasks and projects that will portray more realistic image of how it can strengthen the generativity of the manager to enhance the creativity of the employees.

As we are entering in the age of diverse and dynamic technology, complexity is enhancing in every procedure and practice day by day, so it is the need of the hour to solve these complexities along with creating an element of innovation in that activity. In this regard, the following study will inculcate a direction in which a manager can handle complexity by having generativity along with introducing Hedonic well-being and helping employees to be creative. Manager also expect creativity from them for every level of the organizational hierarchy to support and satisfy the internal expectation of each employee regarding the privilege of innovation and creativity to result in an efficiency of creativity in the organization.

1.7 Supporting Theory

Several theoretical perspectives have been presented by different researchers which are used worldwide to underpin the studies of Generativity and Employee Creativity with mediating role of Hedonic Well-Being like Social Exchange theory, Conservation of Resource theory and Affective events theory, but Leader Member Exchange Theory can cover all the variables of the present study.

1.7.1 Leader Member Exchange Theory

The Leader Member Exchange (LMX) hypothesis initially rose in the 1970s. It conceptualizes administration as a procedure of communication amongst pioneer and adherent and focuses on the dyadic trade connections between both. The leader supporter connections inside work bunches are part up into an arrangement of working connections between a pioneer and the different individuals from the work group (Van Breukelen et al., 2006) since it is expected that diverse connections between the pioneer and each and every supporter create. Consequently, the pioneer may have distinctive sorts of exchanges and various types of relations with various devotees (Tierney and Farmer, 2011) "For instance, every unrivaled may offer one subordinate a considerable measure of relational help and consideration, while in the meantime he or she offers a moment subordinate less help" (Dansereau et al., 1982). Following (Blau, 1964) works on social and monetary trade, LMX hypothesis expect that pioneers and adherents are engaged with a trade relationship. Devotees take after on the grounds that they get something from the pioneer. Thusly, pioneers lead as they get something from supporters (Messick, 2005).

Subsequently, the nature of the trade relationship is the essential unit of investigation (Van Breukelen et al., 2006) An essential ramifications of the pioneer part trade hypothesis is that the nature of the connection between the pioneer and each gathering part has critical occupation outcomes. In particular, the exploration supporting the LMX hypothesis demonstrates that subordinates with

in-amass status with their pioneers will have higher efficiency and occupation fulfillment, enhanced inspiration, and take part in more citizenship practices at work (Ilies et al., 2007; Chen et al., 2007). Pioneers put more assets in those they hope to perform well (i.e., those they have assigned as in-amass individuals); and they treat them uniquely in contrast to they do out-bunch individuals. In this way, it is recommended that pioneers grow top notch associations with whatever number subordinates as could reasonably be expected. They ought to have as vast an in-gathering and as little an out-assemble as could reasonably be expected (Jones and George, 2008).

Chapter 2

Literature Review

2.1 Generativity and Employee Creativity

Generativity is firmly identified with liberality and benevolence, which additionally include moving one's worries from the self to a more extensive social introduction (Ryff and Migdal, 1984; Vaillant, 1995). As indicated by (Erikson, 1950; Erikson et al., 1994), generativity is additionally intended to include equivalent words, for example, efficiency and innovativeness. What recognizes generativity from these different develops is its accentuation on profiting who and what is to come (Azarow, 2003); therefore, generativity can include giving, helping, or making when these are done from a cognizant 25 Sherry Hamby et al.: Generative Roles Index worry for youngsters, more youthful individuals or the improvement of others later on. McAdams and de St. Aubin (1992) developed Erikson's idea of generativity by recognizing seven features of generativity: social request; inward want; cognizant worry for the people to come; faith in the integrity of the species; generative responsibility; generative activity; lastly, a man's story of generativity. They battle that social request (societal open doors, formative desires) and inward want to be required join to create worry for who and what is to come. This worry is bolstered by a faith in the general integrity of the human species, and therefore, individuals go up against generative duties (objectives, choices), which at that point forms into generative activity (offering, making, keeping up).

A few late investigations of administration have analyzed the impact pioneers have on representatives' inventive conduct (Jaussi and Dionne, 2003; Mumford et al., 2012). As recommended by (Mumford et al., 2012), pioneers utilize influence and other impact strategies to improve adherent inventiveness. Compelling initiative of advancement requires supporting an atmosphere of development and upgrading adherents' eagerness to participate in imaginative procedures. These creators additionally noticed that imaginative accomplishment requires exceptional contribution among members in the innovativeness procedure. For imagination to prosper, individuals' inclusion in the advancement procedure should regularly be intense to the point that that it contends with other work and non-work spaces for time and consideration. H1: There is a positive association between Generativity and Employee Creativity of employees.

2.2 Generativity and Hedonic Well Being

Erikson saw generativity, which principally includes concern and administer to others, as the basic formative assignment of midlife. In spite of the fact that he noticed that paternity is neither essential nor adequate intended for accomplishing generativity, a large amount investigate places that paternity is focal in advancing the improvement of generativity (Snarey et al., 1987; Vaillant and Milofsky, 1980). Exact help for this sight originates from labor by (McAdams et al., 1993), in light of grown-ups among the ages of 19 and 68 being.

In their investigation, guardians achieved greater than childless grown-ups on the Loyola Generativity Scale (LGS), a calculate that catches grown-ups' worries with adding to society and passing on information to others when all is said in donot only one's own kids. Besides, contrasts for childless grown-ups and guardians were especially articulated between men in their example, with fathers attaining fundamentally greater on generativity than barren men. It is likewise essential to call attention to that in spite of the fact that (Erikson, 1963) noticed that generativity has a tendency to be emphatically connected with age, the relationship was not

critical in (McAdams et al., 1993) investigation for the occupied example yet decidedly connected for men. The present examination centers all the more barely around grown-ups in mid and not on time life to pick up a superior comprehension of generativity advancement for guardians and non-guardians, and pedals for age in the investigations.

A couple of research are more reliable with (Erikson, 1978) supposition that child rearing is just a single method to accomplish generativity. Exact discoveries revealed by (An and Cooney, 2006) and others (Kotre, 1996; McAdams et al., 1993; Rossi, 2001) bolster this maintain. A few examinations demonstrate that childless people regularly take part in generativity-advancing encounters, for example, interest in the lives of kids (e.g., nephews, nieces), watch over kinfolk (e.g., maturing guardians), operational in field, for example, treatment and instructing, and tutoring and volunteering (Allen, 1989; Milardo, 2015; Rubinstein, 1996). These encounters may have positive advantages for together generativity advancement and general mental working. Is that as it may, inquire about has not up till now looked at the estimation of non-parental generative encounters for guardians and non-guardians. Additionally, the association between different parts of generativity and prosperity has gotten restricted consideration. In one investigation, in view of a parent test drawn from the MIDUS consider, (An and Cooney, 2006) found that the most grounded indicators of prosperity were really generative encounters and emotions relating to non-familial circumstances, for example, group and community engagement. Child rearing encounters were decidedly connected with prosperity, however less straightforwardly than non-familial generative circumstances. Their investigation therefore makes one wonder of whether the generativity prosperity connect works also and as firmly for non-guardians with respect to guardians. Henceforth, of focal enthusiasm for this examination is generativity improvement for midlife and more seasoned grown-ups, and its part in anticipating general prosperity for guardians and non-guardians.

According to the Eriksonian theory of psychosocial development (Erikson, 1963, 1982), middle-aged adults must confront the crisis of generativity versus stagnation. For Erikson (1963), generativity refers to the distress in instituting and

directing the next generation (p. 267). While having and lifting up children may be its prototypical expression, generativity could also be expressed through activities such as mentoring and teaching younger generations, producing goods and services, or becoming involved with civic, political or religious causes. By means of their generative activity, individuals contribute to the enhancement and maintenance of the background in which they participate, enrich social networks, and assure continuity between generations (Villar, 2012).

Although Erikson's theory, and some subsequent developments such as the proposals made by McAdams e.g., (McAdams et al., 1993), restricted the expression of generativity to midlife, it has been argued that generativity could also be present in old age. Indeed, Erikson himself proposed the concept of grand-generativity (Erikson et al., 1994) to describe older people's promise to the endorsement and development of younger generations, and to the enhancement and maintenance of their communities (Ehlman and Ligon, 2012). Expressions of generativity in old age that have been studied to date include grandparenting e.g., (Hebblethwaite and Norris, 2011; Villar et al., 2012), business owner succession and work leadership (Zacher et al., 2011, 2012), and volunteering for non-profit organizations e.g., (Narushima, 2005).

However, there has been very limited research on older people's political participation as an expression of generativity, despite the fact that the characteristics of this activity mean that it may be underpinned by generative reasons (Villar and Serrat, 2014). It has been argued that applying the generativity framework to old age could lead to a better understanding of what it means to age well e.g., (Kruse and Schmitt, 2012; Schoklitsch and Baumann, 2012; Villar, 2012). In this respect, the concept of generativity relates to other concepts such as active aging (WHO, 2002), productive aging (Bass et al., 1993), or successful aging (Rowe and Kahn, 1997). However, generativity in old age also implies an element of personal growth and development (Villar et al., 2012). By engaging in generative behaviors older people contribute to families and communities, while at the same time experiencing more meaning and purpose in life (Villar et al., 2013). Higher levels of

generative concern, therefore, may lead to higher levels of well-being during old age.

Research on the impact of generativity on well-being has, however, yielded contradictory results, with the multidimensional nature of generativity (McAdams et al., 1993) being one of the factors that may, at least partially, account for this. Thus, it is possible to distinguish between generative concerns and the generative behaviors that partially derive from them. Whereas generative concern e.g., (Ackerman et al., 2000) has been positively associated with different measures of well-being in middle-aged samples, the simple realization of generative activities may not predict well-being to the same extent e.g., (McAdams et al., 1993).

Research focusing specifically on older adults is even more limited, and has also yielded contradictory results. While some authors have found positive relationships between generative concern and satisfaction with life e.g., (Efklides et al., 2003), others have reported the contrary e.g., (Tomás et al., 2014). (Cheng, 2009) found that both generative concern and generative behavior were positively associated with life satisfaction, although in the latter case the relationship was only modest. For their part, (Villar et al., 2013) found that only generative concern predicted higher levels of life satisfaction. These authors argue that generative behaviors may cause more difficulties and problems, rather than simply being an expression of generative concerns. This could be the reason why generative concern has a more direct effect on well-being than does participation itself, which could be affected by other factors (Warburton and Gooch, 2007).

Generativity has been examined from alternate points of view (Bradley, 1997; Peterson and Duncan, 2007). A point of view that has created much enthusiasm for late years is the seven-aspect display by (McAdams et al., 1993). A focal idea in this model is generative concern (i.e., cognizant worry for the people to come), which is the aftereffect of motivational powers (social request and internal wants for representative everlasting status). Generative concern prompts solid objectives and activities to profit t the people to come, and account developments of the generative self. In spite of the fact that reviews are couple of, preparatory information construct principally in light of Western examples of more youthful and midlife

grown-ups demonstrate that generative concern is decently to emphatically connect with mental prosperity, however the solid activities give off an impression of being disconnected to prosperity, in spite of its solid relationship with generative concern ([Grossbaum and Bates, 2002](#); [McAdams et al., 1993](#)). Given the significance of Generativity for late-life improvement, it isn't astounding that generative concern is prescient of prosperity.

2.3 Hedonic Well Being and Employee Creativity

The great proportion of evidence actually indicates that, for the vast majority of the population, creativity and wellbeing exist in a positive relationship with each other ([Daly et al., 2016](#); [Dolan and Metcalfe, 2012](#); [Kaufman and Paul, 2014](#); [Wright and Pascoe, 2015](#)), whilst some ([Humes, 2011](#)) argue for a more critical approach to the subject by highlighting the very different interpretations both of creativity and wellbeing in different subject contexts.

([Dolan and Metcalfe, 2012](#)), for instance used an enormous data set derived from the British Household Survey to demonstrate a positive relationship between creativity and subjective wellbeing that appears to work in both directions - good wellbeing boosts creativity and creativity seems to benefit wellbeing. Indeed, when considering the role of creativity, against the various models of wellbeing discussed earlier, it is easy to see why active engagement in creative tasks can boost wellbeing. Creativity can provide opportunities for learning, achieving and creating meaning. Some researchers have also found that engaging in creativity can help individuals process potentially difficult thoughts and emotions in ways that can support good wellbeing ([Ramey and Chrysikou, 2014](#); [Smith, 2017](#)).

When confronting difficult problems, the ability to use the imagination creatively is the key to being able to productively reframe the difficulty, generate 14 possible solutions and visualize a time beyond the existence of the current problem ([Griffin and Tyrrell, 2013](#)). Indeed, much of ([Dweck, 2017](#))s work has established that this

ability to visualize a time in the future, when an individual and their circumstances have changed, is key to future persistence, resilience and growth. In many ways, being able to visualize a different future is the basic act of creativity.

It is this ability to foresee what that is not yet, provides much of our meaning, motivation and resilience and is the key to our wellbeing. When viewed from the opposite perspective, it is also easy to see why good wellbeing would be more likely to generate productive creativity. A positive, relaxed mind is more likely to be able to draw on all of its cognitive abilities to generate new ideas (LeDoux, 1998; Goleman, 2006). Creativity demands energy, enthusiasm and dedication (Csikszentmihalyi, 2013). There are also suggestions that a high level of productivity may also increase the quality of an individuals creativity, meaning that having the physical and mental reserves to keep working is vital for someone to reach their creative potential (Ramey and Chrysikou, 2014). Authoritative imagination and development, as saw by the workers, are identified with the mental prosperity of the person. Innovativeness frequently prompts new difficulties, and consequently to individual and authoritative development (Amabile et al., 2005) that, undoubtedly, will influence the positive mental prosperity of the person as far as feeling more upbeat, eager, and hopeful.

(Csikszentmihalyi, 1997) recommended a direct connection between stream as an idea of imagination and prosperity. People who frequently encounter inventiveness tend to report general constructive states and taking part in innovative conduct or encountering imagination may influence individuals' prosperity decidedly (Csikszentmihalyi, 1999). The part of Education is to 'land a position; at that point what makes a difference is that the result of tutoring is a profitable financial unit ready to add to a worldwide marketplace. In this considerate, it is imperative that training ends up noticeably receptive to advertise powers, and thusly moves toward becoming commoditized with an item that is purchased and put up for sale with accentuations on competencies and price advantage grids. This prompts what a few faultfinders have marked as the 'McDonaldisation' of instruction bringing about 'fast foodstuff learning' (Hanna et al., 2011) and consumerist approaches,

consequently fitting administrations of testing, alliance tables and other 'intermediaries' for advance.

While the significance of having an occupation is verifiable, satisfaction researchers and the individuals who guide the optimistic brain science ground feature that what prompts 'advance', 'life's additional improvement' and comprise a 'decent life' isn't dictated by salary or monetary markers but instead by person connectiveness, also importance (Forgeard et al., 2011). What's more, as (Halpern, 2010) features, it is connections that influence our social orders, to even our economies work, and these are the 'shrouded riches' that bigly affect our prosperity and the significance we credit to them. What's more, it is evident that the Arts are significantly worried about importance creation, both from side to side their perform and furthermore cooperations with the ancient rarities that are produced as an outcome every of which is interfacing consequently captivating us past a gainful monetary component, money related income or 'landing a position', and keen on the domain of carrying on with a more full social human life along these lines adding to 'society's ability to imagine, make, and communicate' (Greene, 1977).

The noticeable British craftsman (Hyde, 2009) attracted thoughtfulness regarding it along these lines: 'Workmanship isn't to do with the down to earth side of bringing home the bacon. It's to carry on with a fuller person existence. It is this more extensive sympathetic that brings teachers into domains of communal and passionate happiness, prosperity, and sociality, that is life-upgrading and person thriving. This 'shrouded riches' and expressions works on bring connectedness and significance creation collectively from side to side the human drive to make and state human knowledge and thriving (Sharpe, 2010).

It is in this particularly person drive that we see purposes of association and destinations of impact that are of worry to instructors. For instance, the Arts present the two apparatuses for request and articulation; they offer both profundity through connecting cognizance, influence and physical methods for meaningful, and expansiveness for the period of multi-modular structures for sharing and drawing in with decent variety of perspectives, experience, thoughts and dreams.

Along these lines, members are connected all the way through sharing what existence is confirming and has connotation.

Prosperity or health is a more extensive considerate that needs to do with completeness together resting easy and working very much (Aked et al., 2008) thus moves past a person to incorporate setting and what empowers thriving, and parts of organism person including brain, body and soul. Prosperity in this setting is both a procedure of getting to be, and a condition of being (Gell, 1998). The connections amongst inventiveness and what has been alluded to as 'social ad lib' (Hallam and Ingold, 2007) are useful in thoughtful that the Arts and prosperity are significantly connected in the method that 'individuals develop culture as they come and as they react to life's possibilities' (Bruner, 1993).

Henceforth Eudemonia, which centers around people's important engagement throughout everyday life, their self-acknowledgment (Ryan and Deci, 2001), and is dynamic in nature, socially characterized and decided, is where masterfulness and learning are significantly entwined and what is sensate or felt is constantly present. Along these lines, both being and getting to be, delight and process are connected as far as thriving (Geurts and Adikah, 2006) and of worry to teachers who are keen on sense-production, sociality and innovativeness, and the way they are managed through expressions hone. The connections amongst imagination and what has been alluded to as 'social ad lib' (Hallam and Ingold, 2007) are useful in understanding that the Arts and prosperity are significantly connected in the way that 'individuals develop civilization as they come and as they react to life's possibilities' (Bruner, 1993).

Specialists have since quite a while ago perceived that inventiveness can allude to a man, process, item, authority, or ecological reaction inside a setting of assorted variety. As of late, various examinations have endeavored to discover and investigate the relationship of individual innovativeness and various components (Lee et al., 2011; Shin et al., 2012).

2.4 Hedonic Well-Being mediates the relationship between Generativity and Employee Creativity

One of the factors that are related with people's Well-Being is imagination (Collins, 2006; McLellan, Galton, Steward, and Page, 2012). Inventiveness is an intricate marvel that provoked specialists to make changing definitions (Matuga, 2004). In center of these definitions is frequently the thought that inventiveness empowers a man the generation of novel and valuable thoughts (Runco, 2004). The constructive generativity individuals' consideration makes them mindful of more extensive social and physical condition and makes individuals more innovative than expected circumstances (Carr, 2003). It is vital that constructive generativity originate from new experiences so Sternberg (1988) proposes individual prosperity and likely satisfaction of others as the aftereffect of inventive reasoning. Newton (2013) contended feelings can have any kind of effect to thought. In light of Greaves and Farbus' (2006) inquire about advancement and consolation of inventive exercises increment prosperity and positive changes in elderly wellbeing Collins (2006) contends that the innovativeness predicts beneficial outcome, physical wellbeing, mental alteration, and vivacity.

H2: Hedonic Well-Being plays a mediating role between Generativity and Employee Creativity

2.5 Creativity Expectations moderates the relationship between Hedonic well-being and Employee Creativity

In spite of the fact that results of the innovative procedure are regularly contemplated, one of the key inquiries in inventiveness explore identifies with the inspiration of people to end up and remain imaginatively drew in at work (Janssen

et al., 2004; Scott and Bruce, 1994). Research has investigated a wide exhibit of effects on inventiveness, including association, gathering, and individual contrasts. A few examinations have analyzed the part of authority in enlarging inventive and imaginative practices (Jaussi and Dionne, 2003; Jung et al., 2003). Other imagination look into at the individual level of investigation has focused on singular contrasts, for example, identity (Feist, 1999; Gough, 1979), scholarly or intellectual capacities (Ford, 1996), innovative self-viability (Tierney and Farmer, 2004), and full of feeling states and attributes (Amabile et al., 2005; Madjar et al., 2011). The focal point of our exploration is the part of saw desires, as there is significant confirmation that much individual inspiration is inferred, in any event to a limited extent, by a want to carry on in a way reliable with the desires of esteemed others.

The degree to which social recognizable proof with the pioneer encourages supporter imagination may rely upon innovativeness desires that the pioneer sets for the individual devotee. As innovativeness may not be the regular occupation for all supporters (Ford, 1996), pioneers are probably going to set inventiveness desires that shift for adherents. Subsequently, the degree to which transformational initiative upgrades adherent engagement in imagination might be dependent upon the part desires for innovativeness that pioneers set for singular devotees. In view of center highlights from part desire hypothesis e.g., (Dierdorff and Morgeson, 2007; Ilgen and Hollenbeck, 1991), we suggested that the degree to which social ID with the pioneer cultivates supporter innovativeness may rely upon imagination desires that the pioneer sets for the individual devotee.

Adherents' relationship with the pioneer is probably going to empower their innovativeness the more they see that pioneer inventiveness desires shape a center element of the part relationship they have with the pioneer. In this way, the objective of the present examination was to propel comprehension of the connection between transformational initiative and devotee inventiveness by incorporating experiences from social ID hypothesis (Sluss and Ashforth, 2007) with hypothetical thoughts on transformational administration, part desires e.g., (Dierdorff and Morgeson, 2007; Ilgen and Hollenbeck, 1991), and representative imagination e.g., (Ford, 1996; Madjar et al., 2011).

H3: Creativity Expectations moderates the relationship between Hedonic Well-Being and Employee Creativity.

2.6 Research Model

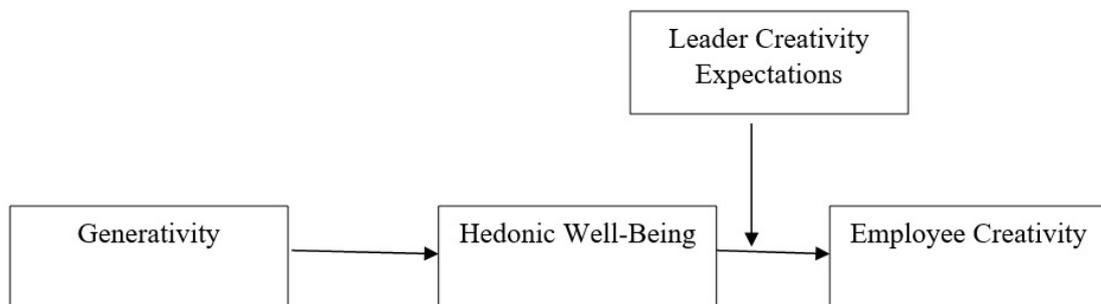


FIGURE 2.1: Research Model

2.7 Research Hypothesis

H1: There is a positive association between Generativity and Employee Creativity of employees.

H2: Hedonic Well-Being plays a mediating role between Generativity and Employee Creativity

H3: Creativity Expectations moderates the relationship between Hedonic Well-Being and Employee Creativity.

Chapter 3

Research Methodology

This chapter contains detail about all the procedures and methods applied in this research to get the authentic results. The discussion includes details regarding Design of research, population, sampling techniques, sampling characteristics, instruments and reliability of all the variables and items involved in this research.

3.1 Research Design

This research is a fundamental investigation that plans to examine the causal force of Generativity on Employee Creativity in Software Houses in Pakistan. It also observes one probable mechanism i.e. Hedonic Well Being through which Generativity cause creativity in employees, and also examine one possible moderator Creativity Expectations which moderates the relationship of Hedonic Well Being and Employee Creativity. Because of the time limits, this research is cross-sectional to which the information is composed in merely one end of time and the examination is stand on that information. The questionnaires were managed to the employees working in different software houses located in Islamabad and Rawalpindi. Ebmacs, Solution Players, online yourself and Ideatech software solution were the software houses from where the data was collected. And they were requested to fill them at the mark with minimal meddling from the examiner.

3.2 Type of study

This study is used to highlight the impact of Generativity on employee creativity, for that co-relational study has been used in this research. For this purpose, a software-based organization of Pakistan has been targeted to get the required data needed to get the authentic results. Initially 410 questionnaires were set as a target but 234 genuine responses were collected. The sample that was selected for this research is assumed to represent the whole population of Pakistan. This will help to generalize the results from the sample statistics that will likely to be exhibited by the whole population of Pakistan.

3.3 Research philosophy and quantitative research

This research is following the hypothetical deductive research method which is wholly based on the determinism philosophy, in which previous research and existing theories were utilized to demonstrate and support our hypothesis which will then be tested empirically for verification of the proposed hypothesis.

As to reach a large scale of population, generally quantitative methods are used and appreciated. Hence, in this investigation quantitative research has been done in order to gather the quality data for the reason of associating variables to each other and for demonstrating the nature of relationship between the variables used in the research.

3.4 Unit of analysis

Generally, unit of analysis is the most important characteristic in any research study which is being examined. In research study, the range of unit of analysis is from organizations, different groups, individual and cultures etc. As this revise is focal point on the dyadic association between managers and employees, dyadic is the unit of analysis for this study. In order to assess the creativity in organization through creativity amongst employees, study needed to approach the specific sector

of software-based organization which basically required and promoted creativity in their tasks, activities and projects under the generativity and well-being of the manager.

3.5 Population and sample

3.5.1 Population and sample size

The population utilized in this study includes managers/supervisors and employees working under them in different software based organizations in Pakistan. As software and IT based organizations are the emerging source of competitive advantage for Pakistan, in this way this sector is contributing in a massive way to attract other foreigners to invest in Pakistan, which in return is increasing the global recognition of Pakistan as a new emerging and developing country. And creativity in software through IT based organization cannot prosper without an effective flow of knowledge through proper channels with in every organization.

For the data to be accurate the data was collected from the total population and data. Private organizations were targeted for the data collection. Various organization managements were got in touch with by the investigator and particulars of the revise were collective after which the organizations decided the essential authorization to attain information from their workers by dispense them the previously equipped questionnaires. For information gathering, questionnaires for calculate four variables of anxiety i.e. Generativity, Hedonic Well-Being, Employee Creativity and Creativity Expectations in English language were distributed and explained according to their education level for the better understanding among 410 employees. A total of 234 questionnaires were filled from the responses with a 57.1% response ratio. The packed questionnaires were monitored for rightness and 176 of these questionnaires were establish to be unfinished or inappropriately filled, and were not suitable to be worn for the analysis of the research. This screening missing the investigator with a valid set of 234 responses i.e. an accustomed response ratio of 57.1%.

3.5.2 Sample and sampling technique

As it is not likely to collect facts from the entire population due to source restraint and other limitations of time, Sampling is the commonly used procedure to collect data. For that purpose, a specific group of people are chosen that are the true representatives of the whole population. Generally, only those IT based organizations were approached who have given a vital importance to the creativity and innovation and have regarded creativity in their work. Respondents required for the sample needed to be fully involved in their work; managers must support employees and show generativity along with promoting creative ideas and innovation in works and tasks through the privilege of efficient well-being between employees by the support of the manager generativity. Hence the sample selected for the research represents all the elements needed to get the required results and is the true representative of the whole population.

Since this study is going to contribute towards the novel aspects in enhancing the creativity of the IT projects, so the main focus would be the software and IT based organizations of Pakistan. The sample consists of both managerial and employee level of different organizations, hence data will be collected through self-reported questionnaires. Almost 250 questionnaires were distributed in the software and IT based organizations. Due to certain limitations convenient sampling was used. Participants were made assured of the confidentiality about the information that they will provide for the research purpose

In this study, convenience sampling was the basis on which the sample was drawn. Convenience sampling is one of the techniques of non-probability sampling technique, in which data is collected randomly based on the feasibility to collect data effectively. Hence, Convenience sampling is the most appropriate technique to be used in this research because through this technique data can be randomly collected from the software and IT based organizations of Pakistan which will depict the most genuine picture of the whole population in demonstrating the impact of generativity of managers on employee creativity through hedonic well-being and moderated by creativity expectations.

Since it's impractical to gather and break down information from each individual from the populace, examining is done keeping in mind the end goal to make the examination achievable and gather information which is most illustrative of the entire populace. Keeping in mind the end goal to gauge the attributes of the entire populace, the examining method utilized as a part of this investigation was drawn based on comfort to the analyst. In accommodation examining, the individuals from the aggregate populace are chosen based on the simple entry to them with the end goal of information accumulation. Accommodation examining falls in the general classification of non-likelihood testing.

This kind of testing is regularly attracted the examination considers did in sociologies as it permits specific information accumulation based on accessibility of subjects to be contemplated. Accommodation testing was additionally picked as inspecting method with a specific end goal to meet the time and assets limitations. Along these lines, it is accepted that the information gathered from the populace is the delegate of the entire populace of employees working in different software houses located in Islamabad and Rawalpindi. Ebmacs, Solution Players, online yourself and Ideatech software solution

3.6 Sample Characteristics

The demographics measured in this research are; managers age along with employees age, managers dynamic experience in the Software and IT based organizations and employees dynamic experience in Software and IT based organizations, managers gender along with workers gender and, managers qualification moreover employees qualification. As it was a dyadic association, two different questionnaires were completed; one to be packed by the managers simply and one to be to the top by the workers only.

Sample characteristics particulars are following

3.6.1 Age

Age is considered as one of the demographics, to which respondents sometimes feel uncomfortable to disclose openly. So, for the convenience of respondent variety base was used to gather in sequence concerning the ages of the respondents.

TABLE 3.1: Frequency by Age

Age	Frequency	Percent
18-25	71	30.3
26-33	132	56.4
34-41	22	9.4
50 and above	9	3.8
Total	234	100

It has been shown in Table 3.1 that most of the respondents were having age between the range of 26-33, that means 56.4% of majority respondent were having age ranging between 26-33, 30.3% of respondents were having age ranging between 18-25 which is depicting the young generation contribution towards the innovation and creativity in the software and IT solutions, 9.4% respondents were having age ranging between 34-41 and only 3.8% of the employees were having age range of 50 or above.

3.6.2 Experience

Again, to collect information regarding the experience of the respondents, different ranges of experience time period were developed so that every respondent can easily sport out the specific tenure of their experience in the relevant field of projects.

It can be seen from the Table 3.2 that most of the respondents were having an experience ranging between 05-10 years, which depicts that 47.8% respondents were having experience between the range 05-10 years, 41.4% respondents were having

TABLE 3.2: Frequency by Experience

Experience	Frequency	Percent
05.-10	112	47.8
11.-16	97	41.4
17-22	12	5.1
23-28	6	2.5
36 and above	7	2.9
Total	234	100

experience ranging between 11-16 years, 5.1% respondents were having experience ranging between 17-22 years, 2.5% respondents were having experience ranging between 23-28 years and only 2.9% of respondents were having experience ranging between 36 years and above. As experience includes gaining knowledge about new procedures and ideas of the organization helps to bring creativity in the tasks, experience is considered as one of the most effective demographics which contribute too much towards the generativity and hedonic well-being domain for the success of the creative and innovative ideas and managers also expects creativity from the employees to contribute with new ideas in the organization.

3.6.3 Gender

Gender is an element which remains in highlights for the purpose to maintain gender equality, so it is also considered as the important element of the demographics because it differentiates between male and female in a given population sample. In this study, it has been tried to make sure the privilege of gender equality but still it has been observed that ratio of male managers is considerably greater than the ratio of female managers.

Table 3.3 depicts the ratio of male and female respondents. As we can see majority of the respondents were male, which shows that 84.1% of the respondents were male and 15% respondents were female.

TABLE 3.3: Frequency by Gender

Gender	Frequency	Percent
Male	197	84.1
Female	37	15
Total	234	100

3.6.4 Qualification

Education is the major element which contributes towards the prosperity of the whole Nation and it is also the basic need of the hour to compete globally. Hence after gender, qualification/education is another vital dimension of the demographics. Education opens up many new and unique paths for success and creativity in order to gain competitive advantage amongst all the other countries around the globe. Probably education plays an important role in demonstrating creativity and innovation in project tasks by facilitating the generativity and hedonic well-being.

TABLE 3.4: Frequency by Qualification

Qualification	Frequency	Percent
Metric	5	2.1
Bachelor	110	47
Master	101	43.1
MS/M.Phil	15	6.4
PhD	3	1.2
Total	234	100

It has been shown in Table 3.4 that most of the respondents were having qualification of Metric with 2.1%, Bachelor, which comprises 47% of the total respondents chosen as the true representative sample of the whole population. 43.1% respondents were having qualification of MS/M.Phil, 6.4% of the respondents were having qualification of Masters and 1.2% of the respondents were PhD amongst the 234 respondents.

3.7 Instrumentation

To break down the information gathered through survey, IBM SPSS was utilized. The information has been tried for inspecting the relationship, relapse also intercession examination. To assess how autonomous variable is associated with the reliant variable, relationship examination is utilized. While to relapse is utilized to inspect that how much change in free factor reason modified in subordinate variable. Various levelled relapse examination is utilized as a part of instance of numerous components that may bring about varieties in the causal connection. Intercession investigation was conveyed according to Preacher and Hayes (2008) intervention examination strategy.

3.7.1 Measures

The data was collected through the questionnaires selected from different authentic sources through adoption of those questionnaires. Questionnaires were distributed in English but were translated to Urdu where it was needed. Almost 50-60 questionnaires were distributed in each Software and IT based organization that has been visited during questionnaire distribution period. Questionnaires were also distributed online to the websites of Software and IT based organizations for the quick response. As according to past researches, online collection of data is the more convenient way of collecting data, as respondents have ease to fill the questionnaires as compared to the process of filling questionnaires through paper-pen procedure and regardless of the method of collection of data there is no significant impact on the quality of data while using any of the two methods mentioned above (Church, Elliot, and Gable, 2001).

All the items i-e Generativity, Employee Creativity, Hedonic well-being and Creativity Expectations has been filled by the manager and employees/subordinated. Items for Generativity was measured on 4-likert Scale ranging from 1= never applies to you to 4= applies to you very often. All the items for Hedonic well-being was filled on a 5-points Likert-scale where 1 represents (strongly disagree), 2 represents (disagree), 3 represents (Neither agree nor disagree), 4 represents (Agree)

and 5 represents (strongly agree) and the questionnaire for Employee creativity and creativity expectation were filled on 5-Likert Scale where 1 represents Not at all, 2 represents To a smaller extent, 3 represents To some extent, 4 represents To a moderate extent and 5 represents To a greater extent. All these scales were approved by passing them through reliability test.

The Questionnaire for managers includes 13 questions having only 2 section i-e. Demographics and employee creativity questionnaire. The questionnaire for employees includes 25 questions in total having 4 sections i-e demographics, Hedonic Well-Being, generativity and creativity expectations questionnaires. Demographic information which includes the variables Gender, Age, Qualification and Experience, will also be collected in order to make the results more accurate and authentic by making it sure that information provided by the participants will be kept secret.

410 questionnaires were distributed in total but only 234 were received. But the actual numbers of questionnaires used for the analysis of data for demonstrating the results were 234. The discarded questionnaires out of 234 questionnaires were those which were not having the complete information or many of the questions were unfilled in those questionnaires hence making them not appropriate for the study. So, we had a total response of 57% out of 100

3.7.2 Generativity

The 16-item scale was developed by McAdams, de St Aubin, (1992) will be used to measure the Generativity of employees. Generativity will be employee rated. Participants will respond using a 4-point Likert scale anchored by never applies to you and applies to you very often. The items of the scale I try to pass along the knowledge I have gained through my experiences, I do not feel that other people need me, I feel as though I have made a difference to many people, I have made and created things that have had an impact on other people, I try to be creative in most things that I do, I think that I will be remembered for a long time after I die, Others would say that I have made unique contributions to society, I have important skills that I try to teach others, I feel that I have done nothing that will

survive after I die, In general, my actions do not have a positive effect on other people, I feel as though I have done nothing of worth to contribute to others, I have made many commitments to many different kinds of people, groups, and activities in my life, Other people say that I am a very productive person, I have a responsibility to improve the neighborhood in which I live, People come to me for advice and I feel as though my contributions will exist after I die

3.7.3 Hedonic Well-Being

To measure Hedonic Well-Being the scale of 5 questions was adopted of Diener, et al, (1985) Hedonic well-being will be employee rated. Respondents will answer the following question: In most ways my life is close to my ideal, The conditions of my life are excellent, I am satisfied with my life, So far I have gotten the important things I want in life and If I could live my life over, I would change almost nothing The 5-point scale will be used: 1 =strongly disagree, 2 = disagree, 3 neither agree nor disagree, 4 =agree, 5 =strongly agree.

3.7.4 Employee Creativity

A 13-item scale will be used to assess creativity in projects, developed by (Zhou and George, 2001). The rating scale ranged from 1= Not at all to 5= To a greater extent. Employee Creativity will be supervisor rated. The items are, suggests new ways to achieve goals or objectives. techniques and/or product ideas, Searches out new Technologies, processes, Is a good source of creative ideas, Suggests new ways to increase quality, Is not afraid to take risks, Promotes and Champions ideas to others, Comes up with new and Practical ideas to improve performance, Exhibits creativity on the job when the opportunity to, Develops adequate plans and schedules for the implementation of new ideas, Often have new and innovative ideas, Comes up with creative solutions to problems, Often has a fresh approach to problems, Suggests new ways of performing work tasks.

3.7.5 Creativity Expectation

The 4 item questionnaire was adapted of Farmer, (Tierney and Farmer, 2004) Responses will be made on a five-point Likert-type scale ranging from 1=not at all to 5=to a large extent. Creativity Expectations will be employee rated. My supervisors think of me as a creative employee, My supervisor thinks that creativity is important to me, My supervisor expects me to be creative and My supervisor would probably be disappointed in me if I was not creative

TABLE 3.5: Instruments

Variables	Source	Items
Generativity of Manager (IV)	McAdams, de St Aubin, (1992)	16
Hedonic Well-being (Med)	Diener, et al, (1985)	5
Employee Creativity (DV)	Zhou and George (2001)	13
Creativity Expectation (Mod)	Farmer, Tierney & Kung-McIntyre m(2003)	4

3.7.6 Statistical Tool

Firstly, single linear Regression was carried out in order to study the casual relationship between the Independent variable Generativity of Manager and Dependent variable Employee Creativity. Regression analysis is generally used when we have to study the impact of multiple factors on the dependent variable under the study. Regression analysis will make it assure that the previous study regarding the variables is still supporting the acceptance or rejection of the proposed hypothesis or not.

Then for further analysis three steps of Preacher and Hayes (2004) were used. In these three steps, first we have to put our dependent variable i.e Employee Creativity in the outcome column, then our independent variable i.e Generativity

of Manager in the IV column and after that we have to put all the demographics in covariant column. Along with all these steps we have to choose our Model number, as we have to perform both mediation and moderation through Preacher and Hayes we have to separately perform the analysis both for mediation and moderation by selecting model 1 for moderation and model 4 for mediation respectively for both analyses.

3.7.7 Pilot Testing

Before going to perform something on a larger scale it would be a very proactive and effective approach to conduct a pilot testing for it, as it will avoid many risks related to wastage of resources and time. Hence, Pilot testing of approximately 30 questionnaires were accomplished in order to confirm that whether the consequences are familiar and in line with the proposed hypothesis or not. After conducting the pilot testing it was concluded that there was no significant problem in the variables and the scales were absolutely reliable for the pilot study conducted.

3.7.8 Reliability analysis of scales used

Reliability is referred to a process of giving same consistent results over and over again when the specific item is being tested over number of time, same is for the scales. Reliability of scale depicts the ability of the scale to give consistent results when it is being tested for number of times. I have conducted reliability test through Cronbach alpha, it tells about the internal reliability of the variables and tells about if those variables have a link between them or nor along with that it also measures the single construct. Cronbach alpha have a range from 0 to 1. The greater the value, the higher is the reliability of the scale to measure the assemble it is meant to measure. Value of alpha above 0.7 is considered to be reliable and below 0.7 is considered to be less dependable in calculating the selected set of constructs. In Table 3.6, the Cronbach alpha of all the scales used in the data collection are shown. All the values of Cronbach alpha for the items used

TABLE 3.6: Scale reliabilities

Variables	Cronbachs Alpha	Items
Generativity	0.74	16
Hedonic Well-Being	0.801	5
Employee Creativity	0.808	13
Creativity Expectation	0.7	4

under the study are above 0.7. The items i-e Employee Creativity and Creativity Expectation in software houses, having values 0.8 shows that these two scales are highly reliable to be used in this study according the context of Pakistan.

3.8 Data Analysis Technique

Factual tests, for example, information Descriptive test, Reliability test; Regression and Correlation examination were utilized. SPSS Version 20.0 programming bundle was utilized to lead all the required factual estimations. To figure the inner unwavering quality of the scale Cronbach's alpha was ascertained. While, Preacher and Hayes' (2008) intercession and control strategy for process was utilized to do the directed intervention investigation the model number coordinating with this examination was 7.

After the collection of the data that is relevant to the study from 282 respondents, the data was then analyzed on SPSS software version 20. I have gone through a number of procedures while analyzing the data, such procedures are as following:

1. First of all, only the questionnaires which were filled appropriately were selected for the analysis.
2. Each variable of the questionnaire was coded and each coded variable was used for data analysis.
3. Frequency tables were used in regard to explain the sample characteristics.

4. Descriptive statistics was conducted by using the numerical values.
5. Reliability of all the variables was checked through Cronbach coefficient alpha.
6. Correlation analysis was conducted in order to know whether there is a significant relationship exist between the variables understudied in this research or not.
7. Single linear regression analysis of Independent and Dependent variable was conducted to determine the proposed relationship.
8. Preacher and Hayes Process were used for conducting mediation and moderation to determine the existence of the role of mediator and moderator between the Independent and dependent variables.
9. Through correlation and Preacher and Hayes method, the intended hypotheses were tested to check the rejection and acceptance of the proposed hypothesis.

Chapter 4

Results

4.1 Descriptive Statistics

Engaging measurements gives delineate about the example estimate and the perceptions that have been made about the information. It reveals to us the essential points of awareness of the in sequence that has been collected, for instance, test compute, least esteem, standard deviation, greatest esteem, and mean esteem of the information. Distinct measurements additionally introduce huge whole of information into masterminded and outlined shape. The subtle elements of in sequence gathered under this examination are introduced in the table as beneath. The table shows the graphic insights of the aspects under examination. The table

TABLE 4.1: Descriptive Statistics

Variable	Sample Size	Minimum	Maximum	Mean	Std. Deviation
Generativity	234	1.87	4.4	3.4	0.94
Hedonic Well-Being	234	1	5	3.21	0.49
Creativity Expectation	234	2.2	4.4	3.76	0.61
Employee Creativity	234	1	5	3.58	0.31

reveals the information recognized with least, most intense and normal esteems for every factor and in addition demonstrates the mean and SD. The principal section

of the table shows detail of factors, the second segment illuminate about the example size of the examination, third and fourth segment demonstrate the base and most extreme mean esteems for the information collected. Most extreme incentive for Gender is 2 as the sexual orientation has been estimated on two factor classifications anywhere 1 is for male and 2 means female. Every one of the four factors of this examination were estimated in values from 1 to 5. The autonomous variable i.e. Generativity has a mean of 3.40 and a standard deviation of 0.94. The needy variable Employee Creativity demonstrates a mean and SD estimations of 3.58 and 1.31 individually. The go between of this investigation, Hedonic Well-Being turned up a mean of 3.21 and a SD 1.49 though the arbitrator of the examination, Creativity Expectation has these qualities as 3.76 and 0.61 respectively.

4.2 Correlation analysis

The actual reason for correlation is to demonstrate the connection among two factors or to look at whether the two factors move in comparative or inverse headings. It is unique in relation to regression examination in a way that it doesn't think about causal relations for the factors under investigation. The connection is broke down in perspective of factors affecting in the same or inverse course while excluding the zero association. Negative esteems elude the degree to which increment in both of the variable shifts with each further. The correlation investigation utilized under this examination is the broadly utilized coefficient for surveying correlation among connection. Normally Pearson remedy examination is utilized to ascertain correlation constant is the most widely recognized strategy to gauge dependence among two amounts. The estimations of association go from - 1.00 to +1.00 Where +1.00 values uncover a positive association, while negative esteems demonstrate negative association among the factors. In any case, the esteem go - 1.0 to - 0.5 or 1.0 to 0.5 is solid/High correlation, the esteem extend -0.5 to -0.3 or 0.3 to 0.5 is moderate correlation and the value range -0.3 to -0.1 or 0.1 to 0.3 is ranked weak/low correlation, but when the worth of association is 0 this means that there is no association between the variables being deliberate.

TABLE 4.2: Means, Standard Deviations, Correlations

Variables	1	2	3	4	5	6	7	8
1 Generativity	0.03	0.21	0.076	0.107	-			
2 Hedonic Well-Being	0.11	0.03	0.088	-0.08	.516**	-		
3 Creativity Expectations	0.07	0.01	-0.07	-0.13	.456**	.565**	-	
4 Employee Creativity	0.03	0.05	-0.05	-0.04	.485**	.554**	.521**	-

*. Correlation is significant at the 0.05 level (2-tailed)**. Correlation is significant at the 0.01 level (2-tailed)

Table 4.2 shows the correlation between the variables of this study. Generativity is highly and significantly correlated with Hedonic Well-Being, ($r=.516$, $p=.013$), and Generativity is moderately and significantly correlated with Creativity Expectations with ($r=-.456$, $p=.000$), while Generativity and Employee Creativity are significantly correlated with ($r=.485$, $p=.003$). Hedonic Well-Being is positively and significantly correlated with Creativity Expectations($r=.565$, $p=.000$), While correlation between Hedonic Well-Being and Employee Creativity is high and significant with ($r=.554$, $p=.000$). Creativity Expectations is significantly correlated with Employee Creativity with ($r=.521$, $p=.014$).

4.3 Regression Analysis

As we have performed correlation analysis to analyze the existence of relationship between the variables used under the study, but we just cannot only rely on the correlation analysis because it just shows the existence of relationship between variables through an inadequate support and doesn't tell about the casual relationship amongst the variables. Therefore there is a strong need to perform regression analysis in order to collect authentic evidence of dependence of one variable on one more variable. Regression investigation basically represents the degree to which one variable depends on another variable i.e independent variable on which it is being degenerated.

A correlation investigation does not give enough confirmation to deriving the connections between factors. For making inferences in regards to the reliance of one variable on alternative, regression investigation is utilized. Regression demonstrates the degree to which a flexible relies upon another, autonomous variable on which it is being relapsed. At the point when two factors are directly related, the variety in the needy variable is clarified by two aspects: the regression line it and different elements which are not considered while relapsing the subject to the autonomous variable. As it were, the variety in the reliant variable, if named as 'add up to variety', which is the variety in the needy variable depicted by the regression line with the autonomous variable and different elements not clarified by the regression line. The measurable coefficient regularly utilized for evaluating regression is the coefficient of assurance, and demonstrates the variety in the needy variable clarified by its direct connection with the autonomous variable; portrayed as R^2 .

TABLE 4.3: Regression Analysis Results for Employee Creativity

Predictors	Employee Creativity		
	β	R^2	ΔR^2
Step1			
Control Variables		0.012	
Step 2			
Generativity	.458**	0.346	.334**

*n=300, Control variables were, Gender, Age, Experience and Qualification, * P j .05; ** P j .01*

Hypothesis 1 predicts a positive association between generativity and employee creativity. In table 4.3, regression investigation was utilized to gauge the degree to which a unit change in Generativity (IV) realizes an adjustment in Employee Creativity (DV a relapse coefficient () of .458 was found with a high essentialness estimation of .000. The general wellness of the model (F) is 21.95 with a hugeness of .000 which fulfils the states of a profoundly huge connection amongst Generativity and Employee Creativity. So, Hypothesis 1 is accepted.

4.3.1 Mediation Analysis

Mediation examination is a factual strategy used to assistance answer the inquiry in the matter of how some fundamental operator X exchanges its impact on the result variable Y and what is the basic instrument through which association remains constant. Evangelist and Hayes (2008) intercession technique has been utilized as a part of this examination to see the intervening part of Hedonic Well-Being on the relationship between Generativity and Employee Creativity. The present have used mediator i.e. Hedonic Well-Being as the fundamental mechanisms among Generativity (IV) and Employee Creativity (DV). The outcome of the mediation examination for this research is as pursue:

TABLE 4.4: Mediation analysis results for Hedonic Well-Being

Effect of IV on M		Effect of M on DV		Direct effect of IV on DV in presence of M		Total effect of IV on DV		Bootstrap results for indirect effects	
β	T	β	T	β	T	β	t	LL 95 CI	UL 95 CI
.191**	14.6	.700**	12.1	.458**	11.6	0.138	16.1	0.6821	0.852

*n=300, Control variables were, Gender, Age, Experience and Qualification, * P \leq .05; ** P \leq .01 (IV= Generativity, M= Hedonic Well-Being and DV= Employee Creativity)*

Hypothesis 2, of study predicts Hedonic Well-Being a conceivable middle person between the relationship of Generativity and Employee Creativity. From Table 4.4, it can be seen that the aberrant impact of Generativity on Employee Creativity through hedonic prosperity has the upper and lower points of confinement of .8515 and .6821and zero is absent in the 95% certainty interim, along these lines we would thus be able to presume that hedonic prosperity intercedes the generativity and worker imagination relationship and our second theory is subsequently acknowledged. The general model is likewise exceptionally noteworthy where $F=23.81$ and $p=.0000$. This is imperative to take note of that when the arbiter is prohibited from the IV-DV connection, the noteworthy connection amongst Generativity and Employee Creativity remains no longer huge. That proves that

mediator links this relationship between IV and DV, and provides a strong support the acceptance of hypothesis 2

4.3.2 Mediated-Moderation analysis

Preacher & Hayes (2008) mediated moderation method has been used in this study to see the moderating role of creativity expectations on the relationship between hedonic well-being and employee creativity. The consequences of the mediated-moderation analysis for this study are as follows:

TABLE 4.5: : Moderated-Mediation analysis results for Creativity Expectations on MV and DV relation

Effect of Med on DV		Effect of Mod on DV		Effect of Med Mod on DV		Bootstrap results for indirect effects	
B	T	B	T	β	t	LL 95 CI	UL 95 CI
.700**	12.1	.040*	0.11	.244**	15.12	0.052	0.437

*n=300, Control variables were, Gender, Age, Experience and Qualification, * P j .05; ** P j .01 (Med= Hedonic Well-Being, DV= Employee Creativity, Mod= Creativity Expectations).)*

Hypothesis 3rd of the study predicts that Creativity Expectations moderates the relationship between hedonic well-being and employee creativity; such that if Creativity Expectations is high than the relationship between hedonic well-being and employee creativity would be weakened. From Table 4.5, it can be observed that interaction term of Creativity Expectations and hedonic well-being effect on the relationship of hedonic well-being and employee creativity has the upper and lower limits of .437 and .052 and zero is not there in the 95% confidence interval, therefore we can close that Creativity Expectations moderates relationship between hedonic well-being and employee creativity, but does not change the direction of the relationship, so its lends support to the acceptance of hypothesis 3. In general model is also highly significant where $F=17.73$ and $p=.000$.

TABLE 4.6: the mediating effect of Hedonic Well-Being and moderating effect of Creativity Expectations

			<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Generativity	→	Employee Creativity	0.138	0.04	16.1	0
Generativity	→	Hedonic Well-Being	0.191	0.06	14.6	0
Hedonic Well-Being	→	Employee Creativity	0.7	0.03	12.1	0
Int_term	→	Employee Creativity	0.244	0.03	15.12	0
			LL 95% CI		UL 95% CI	
Bootstrap results for indirect effect			0.05		0.43	

Note. Un-standardized regression coefficient reported. Bootstrap sample size 2000. LL =lower limit; CI = confidence interval; UL = upper limit. N=300, Control variables were, Gender, Age, Experience and Qualification, * $P < .05$; ** $P < .01$

From Table 4.2, it is concluded that Generativity has a direct positive and significant relationship with the employee creativity, hence the un-standardized regression co-efficient indicates that ($B = .138$, $t = 16.1$, $P = .00$), the results in the above table provides strong justification for the acceptance of hypothesis. So the hypothesis H1 i-e There is a positive association between Generativity and employee creativity is accepted. Results also shows that there is a positive and significant relationship between generativity and hedonic well-being as indicated by un-standardized regression co-efficient ($B = .191$, $t = 14.6$, $P = .00$) Results indicates that hedonic well-being mediates the relationship between generativity and employee creativity, as the indirect effect of generativity on employee creativity is through hedonic well-being has the upper and lower limits of 0.05 and 0.43 and doesnt contain zero in the bootstrapped 95% confidence interval, thus it is concluded that the hypothesis H2:hedonic well-being plays a mediating role between generativity and employee creativity is accepted.

It has been concluded from the Table 4.2, that creativity expectation act as a moderator between hedonic well-being and employee creativity, as indicated by the un-standardized regression analysis ($B = 0.244$, $t = 15.12$, $P = .00$), hence the

hypothesis H3 i-e Creativity expectation moderates the relationship between hedonic well-being and employee creativity; such that if creative expectation is high than the relationship between hedonic well-being and employee creativity would be strengthen is accepted because $P = .00$ is showing a significant value.

TABLE 4.7: Hypothesis Results Summary

H1: There is a positive association between Generativity and Employee Creativity of employees. (**Accepted**).

H2: Hedonic Well-Being plays a mediating role between Generativity and Employee Creativity (**Accepted**).

H3: Creativity Expectations moderates the relationship between Hedonic Well-Being and Employee Creativity; such that if Creativity Expectations is high than the relationship between Hedonic Well-Being and Employee Creativity would be weakened (**Accepted**).

Chapter 5

Discussion, Conclusion, Practical and Theoretical Implication, Research Limitations and Future Directions

5.1 Discussion

The main purpose of conducting this study is to assess the answers of many questions which were unanswered regarding the relationship of Generativity and employee creativity specifically in the context of Pakistan. Along with other variables i-e hedonic well-being which is assessed as mediator and creative expectation which is assessed as a moderator between hedonic well-being and employee creativity

Data for the understudied proposed hypothesis is collected from the software houses and firms of Pakistan. As the first hypothesis H1, which depicts that generativity in managers and organizations plays an important role in bringing innovation and creativity in the work approves to be accepted. As well-being is the integral part of spreading awareness throughout the organization in almost every level of department through generativity in order to bring creativity in projects

also the results shows a significant relation of hedonic well-being with generativity and employee creativity.

Moreover, Hedonic Well-Being acts efficiently as a mediator between the relationship of generativity and employee creativity, hence the second hypothesis H2 is also accepted because hedonic well-being opens many path ways for new ideas and innovation to initiate creativity in the organization.

After conducted analysis it was concluded that creativity expectation is also acting as a moderator, so H3 was accepted. That means the moderator (creativity expectation) affect the relationship between hedonic well-being and employee creativity.

The detailed discussion on each hypothesis is as following:

5.1.1 Hypothesis H1:

There is a positive association between generativity of managers and employee creativity This hypothesis got accepted. The consequences of the present examination indicate noteworthy relationship ($B = .138$, $t = 16.1$, $P = .00$).

Generativity of chief has the t estimation of 16.1, which indicates high importance level of the relationship. As the t esteem which is more noteworthy than 2 demonstrates that the outcomes are critical. Consequently, in this speculation the t estimation of 16.1 shows measurably noteworthy connection of generativity of director with representative inventiveness. What's more, the B co-efficient turns out to be .138 which demonstrates that if there is a one unit change in generativity of director at that point there is a likelihood that worker imagination in association would be increased by 13.8%.

Hence, the above-mentioned results are based on the basis of the past literature (Jaussi and Dionne, 2003; Kahai et al., 2003; Mumford et al., 2012) also provides evidenced for the positive relationship of generativity of managers and employee creativity in an organization.

As manager plays a vital role in leading every task and activity towards success, generativity and participation of the manager in the organization will automatically boost up the moral of the employees to work more effectively to lead the organization towards success by promoting creative and innovative ideas of employees.

Therefore, in an organization where generativity of managers acts as a supportive role in order to appreciate creativity and innovation in the ideas and tasks of employees, creativity itself is generated in the organization. So, generativity of manager generates high level of creativity in organization through inculcating generative role for increasing creativity and innovation in employees tasks.

5.1.2 Hypothesis H2:

Hedonic Well-Being plays a mediating role between generativity of manager and employee creativity in the organization.

This hypothesis got accepted. The results shows significant relationship of Hedonic Well-Being as a mediator between generativity of manager and employee creativity in the organization, as the upper and lower limit (.05, .43) indicated by the unstandardized regression co-efficient are both positive and there exist no zero in the bootstrapped 95% interval around the indirect effect of the relationship of generativity of manager and employee creativity in the organization through Hedonic Well-Being.

(Csikszentmihalyi, 1997) recommended a direct connection between stream as an idea of imagination and prosperity. People who frequently encounter innovativeness tend to report general constructive states, and taking part in inventive conduct or encountering imagination may influence individuals' prosperity emphatically (Csikszentmihalyi, 1999). The part of Education is to 'land a position', at that point what makes a difference is that the result of tutoring is a beneficial financial unit ready to add to a worldwide market. In this understanding, it is imperative that instruction ends up plainly receptive to advertise powers, and thusly moves toward becoming commoditized with an item that be purchased and sold

with accentuations on efficiencies and cost advantage lattices. This prompts what a few commentators have named as the 'McDonaldisation' of instruction bringing about 'fast-food information' (Hanna et al., 2011) and consumerist approaches, thus fitting administrations of testing, class tables and other 'intermediaries' for advance.

The positive generativity peoples attention makes them aware of broader social and physical environment and makes people more creative than usual situations (Carr, 2003). It is noteworthy that positive generativity comes from new insights so that Sternberg (1988) proposes personal well-being and probably happiness of others as the result of creative thinking. Hence, generativity of manager with participation and presence fosters creativity in the organization through hedonic well-being which are instilled by the manager in his/her employees through potential well-being and management within the organization to enhance creativity in project.

5.1.3 Hypothesis H3:

Creative expectation moderates the relationship between Hedonic Well-Being and Employee Creativity in the organization; such that if creative expectation is high than the relationship between Hedonic Well-Being and Employee Creativity in the organization would be strengthen.

This theory got acknowledged. As the aftereffects of the present investigation indicates unimportant relationship ($B = 0.244$, $t = 15.12$, $P = .00$).

Inventive desire has the t estimation of 0.244, which demonstrates a high noteworthy level of the relationship. As the t esteem is 15.12, which demonstrates that the outcomes are noteworthy. In this way, in this theory the t estimation of 15.12 shows measurably huge connection of inventiveness desire as an arbitrator between hedonic prosperity and representative innovativeness in the association. What's more, the B co-effective turns out to be 0.244 which demonstrates that if there is a one unit change in creativity expectation then it will bring a positive impact of

24.4% in the relationship between hedonic well-being and employee creativity in the organization by strengthening the relationship.

There could be many reasons for the acceptance of the hypothesis. As the impact of creativity expectation as a moderator can be explained through past researches, which are partially or wholly in support of the positive impact of creativity expectation as a moderator (Janssen et al., 2004).

While relating it with the cultural context of Pakistan, this study is very important in order to illuminate the fact that still there exists a large status gap between managers/subordinates/supervisors and the employees. As the results have low impact on each other and the creativity expectation is just 24% is due to this distance that is maintained by the two authority reigns where formalities prevail strictly in the high power distant culture of Pakistan (Hofstede, 2007) which also supports the study in a way that it is a bit critical to have a firm match between the creative expectation of the managers/subordinates and employees due to high power distant culture. However, it has been seen through results that creativity expectation alone has a direct impact on creativity in the organization, hence future research on this relation is recommended in this context as well as its direct relation with the creativity of the organization.

5.2 Conclusion

In this study I have developed a domain of generativity of managers and its impact on employee creativity in an organization, which is the most important and popular province in the fresh era in order to compete globally amongst all the emerging creative organizations around the globe. The major aim of this research is to discover out the contact of generativity of manager on employee creativity in the organization. Also, this study has demonstrated the role of hedonic well-being as a mediator between the relationship of generativity of manager and employee creativity in an organization. The length of with that, this research has inspected an exclusive task of creativity expectation as a moderator among the association of hedonic well-being with employee creativity in an organization.

Data collection for the investigation of this research was composed throughout questionnaires, which were dispersed to the software houses and IT based organizations of Pakistan. This study and the proposed hypotheses are being supported through Leader Member Exchange theory. In total 410 questionnaires were disseminated but only 234 were used for the study reason since those 234 questionnaires were having the most appropriate and full information required for the analysis of the study.

The major involvement of this research is that this research has throw in a lot in the obtainable writing for the reason that there has been a incomplete work on research of the impact of generativity of manager on employee creativity along with hedonic well-being as mediator and creativity expectation as moderator. In this investigation, there are 3 theories which are being dissected and tried by the setting of Pakistan. In addition, H1, H2 and H3 are being acknowledged by the Pakistani setting alongside the help of past writing.

5.3 Practical and Theoretical Implication

This study has contributed towards a new domain in the previous literature where the relation of generativity is tested and analyzed with other variables such as leaders and team creativity (Zacher et al., 2011). This study has added very significant aspects of generativity of manager towards the past literature by analyzing its impact with employee creativity in the organization. As creativity is the most popular demand of this age, hence this study has illustrated new concept of bringing innovation and creativity in the organization through generativity of a manager.

In this study, new relations have been analyzed which are very significant for achieving the competitive advantage in this diverse changing and creative environment of emerging organizations. This study has make a payment in a significant way in the writing by demonstrating the role of hedonic well-being as a mediator between the generativity of manager and employee creativity in the organization, along with demonstrating the role of creativity expectation as a moderator between

hedonic well-being and creativity in the organization. As creativity expectation is one of the vital and unique variables, so analyzing this variable comes out as the unique research which has contributed significantly in the literature for future results.

This study is equally important for managers, subordinates, supervisors and employees, as Pakistan is facing a highly power distance culture which needs a lot of new researches to overcome such dimension of Pakistani culture that will illustrate the concepts of generativity, subordinates and supervisors in order to enhance the relationship between managers and employees by using effective well-being and management channels and procedures to entail creativity in the software which is the most demanding need of this century.

5.4 Limitations of Research

As each exploration has a few reservations, this investigation additionally has a few restrictions which happened for the most part because of restricted assets and time requirements. As information were gathered from the product and IT based associations of Pakistan, thus the outcomes may be very unique if the information will be gathered from different areas of associations in Pakistan.

Another constraint emerged because of the way that, since it was a dyadic poll, numerous troubles were looked amid the accumulation of information independently from both of directors and representatives. Indeed, even a significant number of the workers were not inspired by filling the poll so persuading them was a troublesome assignment.

Another constraint in this examination was the utilization of accommodation test, as comfort inspecting is utilized to gather information arbitrarily from an extensive populace, it confines the generalizability. Thus, the outcomes won't not be broadly summed up. As, it is finished up after investigation that a few outcomes are not the same as what was normal in respect with the past inquires about and writing, principally due the exceedingly control remove culture, that is the reason the outcomes won't not be material in a non-Pakistani setting.

5.5 Future Research Directions

In this study the model is being tested for the impact of generativity of the manager on employee creativity in the organization, be that as it may, for future research bearings these factors can be contemplated with different measurements of inventiveness alongside improvement in the administrator worker relationship through different elements like group co-task and innovative self-adequacy.

There is still a great deal of space for additionally explore, as the hypothesis can be re-analyzed by using different sector or domain of project management. As the hypothesis i-e role of creativity expectation as a moderator, it can be examined that creativity expectation has a direct relation with the creativity in project. Thus significantly more research should be possible on this viewpoint with a specific end goal to analyze the areas in which inventiveness desire can assume a noteworthy part in winning innovativeness in organizations.

Moreover, the study on generativity of manager and employee creativity in IT firm needs more attention of researchers, because these variables can further be studied in other sectors where creativity is required i-e marketing sector, telecommunication sector, by connecting these division with such area where creativity is extremely necessary in jobs. Therefore, this research could be further enhanced and complicated by following many prospect study

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Appendix-A

Questionnaires



DEPARTMENT OF BUSINESS ADMINISTRATION
Faculty of Business Administration Social Sciences
CUST

Dear Participant,

I am student of MS Management Sciences at Capital University of Science and Technology. I am conducting a research on impact of Impact of Generativity on Employee Creativity with mediating role of Hedonic Well-Being and Moderating Role of Leader Creativity Expectations. You can help me by completing the attached questionnaire, You will find it quite interesting. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes.

Sincerely,

Faiza Minhas

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= strongly Agree

PART I- Employee Rated

Questionnaire

Leader Creativity Expectations						
1= not at all to 5=to a large extent.						
1	My supervisors think of me as a creative employee	1	2	3	4	5
2	My supervisor thinks that creativity is important to me	1	2	3	4	5
3	My supervisor expects me to be creative	1	2	3	4	5
4	My supervisor would probably be disappointed in me if I was not creative	1	2	3	4	5
Hedonic Well-Being						
1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= strongly Agree						
1	In most ways my job is close to my ideal.	1	2	3	4	5
2	The conditions of my work are excellent.	1	2	3	4	5
3	I am satisfied with my job and work	1	2	3	4	5
4	So far I have gotten the important things I want in job.	1	2	3	4	5
5	If I could stay in my job, I would change almost nothing.	1	2	3	4	5

Demographics

	1	2	3	4	5
Gender	Male	Female			
Age	18–25	26–33	34–41	50 and above	
Qualification	Metric	Bachelors	Masters	MS/MPhil	PhD
Experience	5–10	11–16	17–22	23–28	36 and above



DEPARTMENT OF BUSINESS ADMINISTRATION
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Dear Participant,

I am student of MS Management Sciences at Capital University of Science and Technology. I am conducting a research on impact of Impact of Generativity on Employee Creativity with mediating role of Hedonic Well-Being and Moderating Role of Leader Creativity Expectations. You can help me by completing the attached questionnaire, You will find it quite interesting. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes.

Sincerely,

Faiza Minhas

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= strongly Agree

PART II- Supervisor Rated

Questionnaire

Generativity							
1= never applies to you to 4= applies to you very often.							
1	I try to pass along the knowledge I have gained through my experiences	1	2	3	4		
2	I do not feel that other people need me	1	2	3	4		
3	I feel as though I have made a difference to many people	1	2	3	4		
4	I have made and created things that have had an impact on other people	1	2	3	4		
5	I try to be creative in most things that I do	1	2	3	4		
6	I think that I will be remembered for a long time after I die	1	2	3	4		
7	Others would say that I have made unique contributions to society	1	2	3	4		
8	I have important skills that I try to teach others	1	2	3	4		
9	I feel that I have done nothing that will survive after I die	1	2	3	4		
10	In general, my actions do not have a positive effect on other people	1	2	3	4		
11	I feel as though I have done nothing of worth to contribute to others	1	2	3	4		
12	I have made many commitments to many different kinds of people, groups, and activities in my life	1	2	3	4		
13	Other people say that I am a very productive person	1	2	3	4		
14	I have a responsibility to improve the neighborhood in which I live	1	2	3	4		
15	People come to me for advice	1	2	3	4		
16	I feel as though my contributions will exist after I die	1	2	3	4		

Employee Creativity						
		1=not at all to 5=to a large extent.				
1	Suggests new ways to achieve goals or objectives.	1	2	3	4	5
2	Comes up with new and practical ideas to improve performance.	1	2	3	4	5
3	Searches out new technologies, processes, techniques, and/or product ideas.	1	2	3	4	5
4	Suggests new ways to increase quality.	1	2	3	4	5
5	Is a good source of creative ideas?	1	2	3	4	5
6	Is not afraid to take risks.	1	2	3	4	5
7	Promotes and champions ideas to others.	1	2	3	4	5
8	Exhibits creativity on the job when given the opportunity to.	1	2	3	4	5
9	Develops adequate plans and schedules for the implementation of new ideas.	1	2	3	4	5
10	Often have new and innovative ideas.	1	2	3	4	5
11	Comes up with creative solutions to problems.	1	2	3	4	5
12	Often has a fresh approach to problems.	1	2	3	4	5
13	Suggests new ways of performing work tasks.	1	2	3	4	5

Demographics

	1	2	3	4	5
Gender	Male	Female			
Age	18–25	26–33	34–41	50 and above	
Qualification	Metric	Bachelors	Masters	MS/MPhil	PhD
Experience	5–10	11–16	17–22	23–28	36 and above