

The relationship between psychological contract fulfilment on turnover intention: A conceptual paper

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Abstract: This conceptual paper explores the influence of psychological contract fulfillment on turnover intention, mediated by thriving at work and job crafting. Grounded in Psychological Contract Theory and Self-Determination Theory, it proposes a conceptual framework to explain these dynamics. In today's rapidly changing work environment, organizations face increasing difficulty in retaining skilled employees. The presence of high turnover rates has been demonstrated to have a deleterious effect on organizational stability and to result in the incurrence of considerable financial and operational costs for the affected institutions. However, existing literature lacks a comprehensive understanding of how psychological contract fulfillment, thriving at work, and job crafting interact to influence turnover intention. This paper, developed through archival research, draws on literature published between 2000 and 2025 from Web of Science, ProQuest, JSTOR, and Google Scholar. It posits that psychological contract fulfillment—employees' perception of employers keeping their promises—directly reduces turnover intention. Moreover, thriving at work, characterized by vitality and learning, and job crafting, referring to employees' proactive role redesign, are proposed as mediators that reinforce this effect. The findings are expected to contribute to more effective employee retention strategies and support organizational sustainability.

Keywords: Job crafting, Psychological contract fulfilment, Thriving at work, Turnover intention, Workplace well-being.

1. Introduction

There has been a notable increase in both scholarly and practical interest in turnover intention in recent years. The accelerating pace of globalisation and technological advancements have resulted in higher rates of employee mobility, which present significant challenges for organisations in the management and retention of their human capital [1, 2]. Management scholars have proposed that a stable and loyal workforce confers a distinctive capability that is difficult for rivals to replicate and substantially enhances organisational competitiveness [3, 4]. Nevertheless, the ability to retain skilled employees remains a major strategic concern for contemporary firms, particularly those seeking to attract and retain skilled professionals in specialised domains.

The phenomenon of employee turnover has been associated to a number of unfavourable consequences, including the loss of tacit knowledge, the deterioration of social capital, and the incurring of considerable recruitment costs [1]. Although reducing high employee turnover is typically regarded as a key factor in maintaining organisational stability, it is also important to acknowledge the potential advantages of turnover [2]. For example, the introduction of new skills and knowledge from new employees, as well as the potential for cost savings in labour, can be beneficial.

The hospitality sector has undergone a substantial period of expansion over recent decades. This growth has yielded substantial economic benefits, yet it has also precipitated a talent shortage. A shortage of qualified professionals within the hospitality sector has been identified by companies [5].

Those seeking employment within this sector are required to possess the requisite training and experience, with recent graduates from hospitality degree programmes being a notable example.

Nevertheless, these graduates frequently do not consider the hospitality industry to be a viable long-term career path [6]. A review of the literature reveals that hospitality students, as a result of a perceived lack of career success, exhibit low levels of satisfaction with their chosen profession [7]. Consequently, these employees frequently transition to other occupations or industries over time.

Although the decision to change careers is ultimately a personal one, the consequences extend beyond the individual to the hospitality sector as a whole. The departure of skilled and talented workers from the industry has the effect of compromising sustainable employment [8], which can be referred to the degree to which individuals are both capable and motivated to maintain their employment over time. This phenomenon serves to exacerbate the talent shortage and undermine the concept of sustainable employment within the sector. It is therefore imperative to obtain a deeper insight of the factors influencing career retention in the hospitality sector if we are to enhance sustainable employment and benefit all stakeholders.

The profitability of hospitality businesses is significantly influenced by employees' work-related attitudes and conduct, given the frequent and direct interactions between customers and frontline staff. These employees occupy a pivotal role in the delivery of hospitality services, prompting organisations within the industry to prioritise the recruitment and retention of talented personnel [9].

Notwithstanding these endeavours, absenteeism and elevated staff turnover continue to represent significant challenges, predominantly due to the demanding nature of hotel work, which encompasses considerable workloads and irregular schedules [10]. It is therefore essential to gain an understanding of the strategies that are most effective in preparing employees for careers in hospitality and in enhancing their commitment to the industry, with a view to fostering greater career satisfaction.

2. Literature Review

2.1. Turnover Intention

Turnover intention is defined as the tendency of employees to plan or intend to leave their current organization at some point in the future [11]. Those employees who exhibit low turnover intention are typically more focused on their work tasks, demonstrate a stronger emotional connection with the organisation, and are willing to make additional efforts for the success of the organisation [12]. A high turnover intention exerts a substantial influence on both employees and organisations, manifesting in various forms that affect productivity, morale, financial stability and overall organisational performance.

For employees, an increase in workload and stress is often the result of being required to assume additional responsibilities in order to compensate for colleagues who are leaving the organisation. This augmented responsibility can result in burnout, fatigue, and diminished well-being, which have an adverse effect on job satisfaction and overall health [13, 14]. Besides, a high turnover intention engenders a sense of job insecurity, which in turn gives rise to feelings of anxiety and uncertainty about future employment within the organisation. Such insecurity can result in a reduction in employee commitment and engagement, as they may be reluctant to invest in long-term career development in uncertain circumstances [13].

As well, a high turnover intention has an adverse effect on the potential for career advancement. Organisations tend to prioritise the filling of vacancies over the development of existing talent, which limits opportunities for professional growth and advancement [15]. Such a shift in focus can result in feelings of frustration and disengagement among employees whose career aspirations remain unmet. Furthermore, the elevated workload and stress associated with high turnover can disrupt employees' work-life balance, potentially leading to both personal and professional challenges [16].

For organisations, high turnover results in significant costs associated with the ongoing processes of recruitment, selection and training, which have a considerable impact on financial resources [17]. Such costs place considerable strain on the organisation's budgetary resources, thereby reducing the capacity to invest in other critical areas. Furthermore, the continuous turnover cycle has an adverse

effect on workflows and team dynamics, which in turn reduces overall productivity [18]. The occurrence of frequent turnover has the effect of impeding the continuity of projects and the achievement of organisational goals.

The departure of experienced employees results in the loss of valuable institutional knowledge and expertise, which in turn impedes innovation, decision-making and organisational effectiveness [19]. Such a loss compromises the organisation's capacity to maintain a competitive advantage and adapt to market changes. Concurrently, high turnover engenders a perception of instability and uncertainty among remaining employees, which in turn results in a decline in morale and engagement [20]. A toxic organisational culture, characterised by low morale and mistrust, can become entrenched, thereby rendering it increasingly challenging to recruit and retain high-calibre employees [21].

Similarly, the frequent replacement of employees can result in a lack of consistency in service delivery, which may have a detrimental effect on customer satisfaction and loyalty [22]. A substandard customer experience can exert a deleterious effect on a given organisation's reputation and its competitiveness within the relevant market. Furthermore, failure to address the root causes of turnover precludes the opportunity to implement necessary changes to improve employee satisfaction, engagement, and retention. Consequently, the organisation may continue to experience the adverse effects of high turnover, which will ultimately hinder its long-term success.

The phenomenon of turnover intention is shaped by a multitude of factors, which can be broadly classified into three domains: individual, organisational, and external. At the individual level, low job satisfaction is a significant predictor of turnover intention, with employees who are dissatisfied being more inclined to consider departure [23]. The contribution of perceived organisational support is similarly pivotal, employees who feel undervalued or unsupported by their organisation display a reduction in commitment, thereby increasing their intention to leave [24].

Additionally, an imbalance between work and personal life is a significant contributing factor to stress and burnout, prompting employees to seek employment that offers a more sustainable balance between career demands and personal needs [25]. The availability of career development opportunities within an organisation is another critical factor. The absence of growth and advancement prospects leads to frustration and disengagement, motivating employees to seek opportunities elsewhere that offer these benefits [26]. Moreover, the concept of person-organisation fit, whereby employees experience a misalignment with the organisational culture when it clashes with their personal values, is regarded as an influential contributor to turnover intentions [27].

It is evident that organisational factors exert a considerable influence on turnover intention. Ineffective leadership and management practices, including a lack of support, recognition, or communication, have been demonstrated to significantly increase turnover intentions [28]. Furthermore, a negative or hostile work environment, characterised by high stress, conflict, or resource scarcity, can act as a significant motivator for employees to deliberate over job departure [29]. Moreover, job characteristics, such as uninspiring or overly demanding roles, a lack of autonomy, and insufficient job variety, contribute to turnover intention [30].

It is therefore imperative for organisations seeking to retain talent to gain an understanding of these antecedents of turnover intention. By addressing these factors, it is evident that organisations have the capacity to engender a more conducive work environment, characterised by enhanced support, increased satisfaction and elevated engagement. This, in turn, has the potential to mitigate employees' intentions to seek alternative employment opportunities, thereby fostering enhanced retention within the organisation.

2.2. Psychological Contract Fulfilment

Psychological contract fulfilment (PCF) refers to employees' perception that their organization has honoured both implicit and explicit promises made during their employment. Rooted in social exchange theory, this concept emphasizes the importance of mutual obligations in fostering healthy employment

relationships [31]. PCF plays a pivotal role in shaping organisational outcomes, including job satisfaction, organisational commitment, and turnover intentions.

The psychological contract encompasses two distinct types of obligations: transactional and relational. In contrast, transactional contracts are economic and extrinsic, with a primary focus on specific exchanges, such as the relationship between pay and performance. Relational contracts are socio-emotional and intrinsic, emphasising long-term relationships and mutual loyalty [32]. The fulfilment of these contracts has been found to result in positive employee outcomes, whereas breaches have been linked to negative responses.

The fulfilment or breach of psychological contracts is shaped by multiple factors. The establishment of realistic expectations and the reduction of perceived breaches can be facilitated by clear and consistent organisational communication [33]. Effective communication ensures that employees are informed about organisational changes and their implications for their roles [34]. The fulfilment of psychological contracts is enhanced when organisational leaders are viewed by employees as attentive and responsive to individual concerns and expectations [35]. It is imperative that management practices are both trustworthy and fair in order to maintain psychological contracts [36].

PCF serves as a key antecedent of multiple employee attitudinal and behavioural responses within the workplace. When employees perceive that their needs and expectations are met, as proposed by Turnley and Feldman [37], they exhibit higher levels of job satisfaction, which in turn manifests as positive workplace attitudes and behaviours. Furthermore, the fulfilment of psychological contracts has been shown to foster stronger emotional and normative organisational commitment, leading employees to demonstrate a greater willingness to exceed their roles [38].

Conversely, breaches in psychological contracts have been found to substantially elevate employees' intentions to leave the organisation, whereas fulfilment has been demonstrated to mitigate these intentions by promoting loyalty and attachment [39]. Furthermore, PCF is linked to an increase in organisational citizenship behaviour. This is because employees respond to perceived support and fairness by engaging in discretionary behaviours that benefit the organisation [40].

Trust functions as a mediator between PCF and a range of employee outcomes. Employees who demonstrate greater trust in their organisation are more likely to perceive their psychological contracts as fulfilled [41]. Moreover, perceived organisational support moderates the link between PCF and employee outcomes, thereby reducing the adverse effects associated with contract breach [42]. Additionally, work engagement functions as a mediating mechanism linking PCF to performance outcomes. Enhanced fulfilment of psychological obligations fosters higher levels of engagement, which subsequently contribute to elevated employee performance and productivity [43].

2.3. Thriving at Work

Thriving at work is composed of two core dimensions—vitality and learning—which together reflect an employee's psychological state [44] has gained significant attention in organizational behaviour research over the past decade. Unlike traditional well-being measures, thriving at work captures the energy and enthusiasm employees bring to their roles, as well as their ongoing growth and development [45]. This understanding is of critical importance to organisations that are seeking to cultivate a productive and engaged workforce.

Thriving at work, as a construct, is grounded in the theoretical frameworks of self-determination theory (SDT) and positive organisational behaviour. SDT postulates that thriving occurs when individuals' fundamental psychological needs for autonomy, competence, and relatedness are fulfilled [46]. Furthermore, thriving is consistent with the principles of positive organisational behaviour, which emphasise the fostering and sustenance of positive psychological states and traits that enhance individual and organisational performance [47].

The construct is comprised of two principal dimensions: vitality and learning. Vitality refers to the emotionally positive condition associated with feelings of energy and vitality. It is linked to physical and mental well-being and has been shown to enhance employees' ability to manage stress and perform

effectively [45, 48]. In contrast, learning is the process of acquiring and applying intellectual and practical abilities, which are essential for personal development and adaptability in dynamic work environments [49]. This dimension encompasses not only formal education but also on-the-job experiences and challenges that facilitate personal growth and development [45].

Thriving at work is a complex one, shaped by a multitude of factors, including individual traits and organisational practices. Thriving at work is characterised by vitality and learning, and can result in various beneficial outcomes. The creation of an environment conducive to thriving may prove to be an effective method of significantly enhancing employee well-being, performance, and retention. Further research is required to elucidate the mechanisms underlying thriving and to develop efficacious interventions for promoting it across diverse work contexts.

2.4. Job Crafting

Job crafting, increasingly recognised within organisational behaviour and human resources literature, entails the intentional alteration of job elements by employees to create a closer fit with their competencies, motivations, and personal goals. Such conduct has the potential to result in enhanced job satisfaction, augmented work performance, and an improved overall sense of well-being Wrzesniewski and Dutton [50].

Wrzesniewski and Dutton [50] job crafting was initially defined as employees' self-initiated adjustments to the structural and social aspects of their work roles, involving both physical and mental efforts to reshape task and interpersonal boundaries. Grounded in job design and job characteristics theory, the notion highlights how elements such as task diversity, decision-making freedom, and perceived job meaningfulness contribute to greater employee engagement and job satisfaction [51].

Building on earlier conceptualisations, Tims, et al. [52] outlined three core forms of job crafting. Task crafting refers to employees' efforts to reshape the quantity, variety, or complexity of their work assignments. Relational crafting involves adjusting the depth or scope of social exchanges with coworkers and clients. Cognitive crafting, meanwhile, pertains to reframing how individuals interpret the meaning or purpose of their roles. These dimensions enable employees to personalise their jobs, thereby enhancing engagement and satisfaction.

3. The Relationship between Psychological Contract Fulfilment with Turnover Intention

Psychological contract theory encompasses the unwritten expectations concerning the reciprocal expectations held by employees and employers, which include formal aspects such as salary and job responsibilities, as well as subjective elements like job security, career development opportunities, and supervisor support [32]. PCF is contingent upon employees' perception that their employer has not only met but exceeded their expectations. Such a perception engenders a positive work attitude and behaviour, predicated on the employee's sense of being valued and respected [53].

The perception of PCF by employees has been positively linked to increased job satisfaction, as their needs and expectations are met, which in turn reduces turnover intention [54]. Furthermore, PCF serves to reinforce the emotional attachment between the individual and the organisation. In response to feelings of organisational commitment, employee loyalty and commitment grow, thereby reducing the likelihood of their departure from the company [55]. Additionally, PCF fosters trust between management and staff, as employees perceive that the company will consistently treat them equitably and with respect. As a result of instilling a sense of stability, this trust diminishes employees' desire to turnover [36, 56].

A further consequence of PCF is the phenomenon of perceived organisational support, which arises when employees perceive that they are valued and cared for by the organisation. The establishment of a sense of community serves to diminish the likelihood of an individual considering departure from the organisation [57]. Moreover, employees are more inclined to engage with their work and perceive it as meaningful when their psychological contracts are fulfilled. This further diminishes the likelihood of turnover intentions [58, 59].

In general, the reduction of turnover intention depends on psychological contracts being fulfilled. It can be reasonably assumed that workers who believe their employer has fulfilled their end of the psychological contract will experience a reduction in stress levels at work and an increase in job satisfaction, organisational commitment, management trust and perceived organisational support. The combined positive effects underscore the importance of psychological contract fulfilment in employee retention and organisational stability, as evidenced by a reduction in the intention to leave.

3.1. Mediating Role of Thriving at Work

As above mentioned, SDT posits that individuals have three basic psychological needs: autonomy, competence, and relatedness [46]. The fulfilment of these needs has been demonstrated to enhance intrinsic motivation and promote optimal functioning [46]. In an organisational context, the concept of thriving, which is characterised by vitality and learning, can be understood as a manifestation of the fulfilment of these psychological needs.

Thriving at work, defined by vitality and learning, reflects an employee's active engagement and personal development in their work environment [45]. Perceived organizational support (POS) is a key predictor of PCF. When employees perceive that their employer has met or exceeded promised obligations, it is crucial for meeting their psychological needs as defined by SDT.

PCF facilitates autonomy by providing employees with the tools and resources to take control of their work environment [36]. Those employees who perceive that their psychological contracts have been fulfilled tend to feel supported in their decision-making processes and to have a voice in the work processes that affect them. The sense of competence is reinforced when employees are furnished with the requisite resources, feedback and opportunities for growth, thereby instilling in them the confidence to accomplish work objectives and develop their abilities. A supportive and trusting work environment facilitates the fostering of relatedness, whereby employees feel valued and connected to colleagues and the organisation.

The relationship between PCF and turnover intention is mediated by thriving at work through several mechanisms that are aligned with SDT. Firstly, the fulfilment of the psychological contract satisfies the needs for autonomy, competence, and relatedness, which in turn leads to higher intrinsic motivation. Those who thrive at work are driven by intrinsic motivation, engaging with their roles in a fulfilling and meaningful manner. This, in turn, leads to a reduction in turnover intention [60]. Secondly, employees who experience higher levels of job satisfaction and well-being tend to be those who have had their psychological needs fulfilled [61]. Such employees experience a sense of vitality and are driven to continuously expand their knowledge base, thereby enhancing their overall work experience and reducing the likelihood of considering alternative employment opportunities [6].

Thirdly, PCF and thriving foster positive work relationships characterized by trust, support, and collaboration. A sense of belonging and connection to colleagues is perceived by employees as a factor enhancing their attachment to the organisation and reducing turnover intention [62, 63]. Lastly, thriving employees proactively pursue opportunities for learning and development, which are facilitated by PCF [64]. Such individuals feel confident in their abilities and are motivated to grow and contribute to the organisation, thereby reducing turnover intention by making them feel valued and invested in their future with the organisation.

3.2. Mediating Role of Job Crafting

The application of SDT's framework also facilitates the comprehension of how job crafting mediates the relationship between PCF and turnover intention. PCF refers to the extent to which employees perceive their employer to have fulfilled the obligations set forth in their psychological contract, whether explicitly or implicitly. A strong psychological contract is associated with positive attitudes and behaviours at work. Job crafting refers to the process by which employees proactively alter the characteristics of their job in order to better align them with their skills, interests, and needs. This encompasses alterations to task, cognitive, and relational boundaries [50].

The practice of job crafting has been demonstrated to enhance employees' sense of autonomy, competence, and relatedness, which are crucial elements of SDT. Turnover intention can be defined as an employee's conscious and deliberate decision to leave the organisation. It is a significant predictor of actual turnover, which in turn leads to increased recruitment costs, loss of institutional knowledge and decreased morale among remaining employees [23].

In line with self-determination theory, job crafting functions as an intervening variable linking psychological contract fulfilment with employees' intention to leave, thereby supporting the satisfaction of their core psychological needs. Employees who recognise that their implicit agreements with the organisation have been upheld tend to be more inclined to participate in job crafting [65]. By modifying their tasks and responsibilities, employees gain a greater sense of control and autonomy over their work activities [50]. An increase in autonomy has been found to result in a reduction in turnover intention [66]. This is because employees who feel more in control and satisfied with their jobs are less likely to seek alternative employment.

PCF has the potential to result in elevated levels of job crafting as employees endeavour to develop their skills and capabilities. By assuming new challenges and pursuing learning opportunities, employees enhance their sense of competence [52]. Enhanced competence has been demonstrated to reduce turnover intention, as employees feel more capable and confident in their roles, thereby reducing the likelihood of leaving the organisation [67].

The fulfilment of the psychological contract has been found to encourage employees to engage in relational job crafting, which can be defined as the process of developing and nurturing stronger relationships with colleagues and supervisors. This fosters a sense of belonging and relatedness [68]. A stronger sense of relatedness is associated with a reduced likelihood of turnover intention. This is because meaningful connections are formed at work, which in turn reduces the appeal of leaving the organisation [69].

Employees who perceive their psychological contract as honoured are more inclined to engage in job crafting, through which they feel empowered to restructure their work in ways that address their psychological needs for autonomy, competence, and social connection. This process enables them to meet these needs more effectively, thereby contributing to enhanced intrinsic drive and psychological wellness. When such needs are satisfied, individuals are more likely to experience greater job satisfaction, organisational commitment, and engagement, thereby decreasing their likelihood of considering organisational exit.

Job crafting serves as a key intervening mechanism in the association between psychological contract fulfilment and employees' intentions to leave the organisation. It addresses core psychological needs, in line with the propositions of self-determination theory. It would be prudent for organisations seeking to reduce turnover intention to prioritise the creation of an environment in which psychological contracts are upheld and employees are encouraged to engage in job crafting. This approach has the additional benefit of enhancing individual well-being while also promoting organisational stability and performance.

3.3. Conceptual Framework

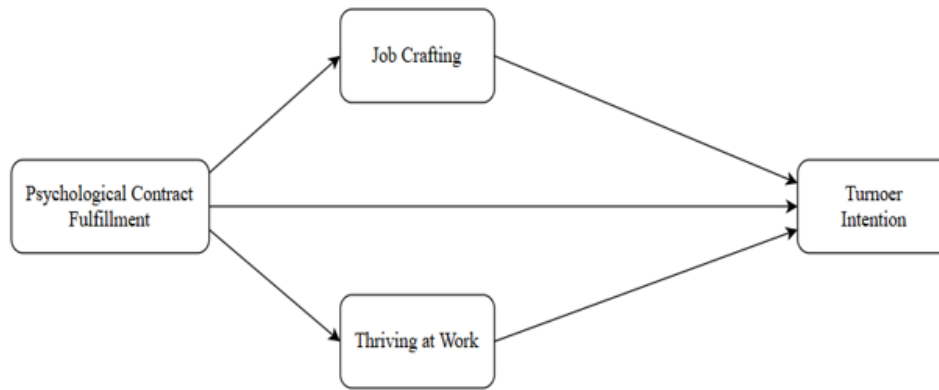


Figure 1.
Conceptual framework.

4. Methodology

The paper used an archival research method to gather and analyse the necessary literature to support the development of the conceptual framework presented in this paper. Archival research involves a systematic review of existing scholarly works, including academic journals, books, theses, and conference proceedings, to formulate arguments, justifications, and theoretical underpinnings. The references included in this paper span a range of publication years from 2000 to 2025. This timeframe was selected to ensure that the research incorporates both foundational studies and recent developments in the fields related to psychological contract fulfilment, turnover intention, thriving at work, and job crafting. By including literature from these years, the authors ensured that the study is grounded in both historical context and current trends.

To collect relevant references, this paper utilized several established academic databases and search engines, including but not limited to: Web of Science; ProQuest; JSTOR; Google Scholar. The selection of these databases was based on their broad inclusion of peer-reviewed academic journals, books, theses, and other scholarly materials, providing access to high-quality and pertinent sources. To identify relevant literature, the authors employed a strategic combination of keywords related to the central themes of the study. The following keywords were used during the search process: psychological contract fulfilment; turnover intention; thriving at work; job crafting; employee retention; self-determination theory; psychological contract theory. These keywords were selected to cover the major concepts and variables that are critical to the research, facilitating a comprehensive and relevant literature review that supports the development of the conceptual framework.

This methodology provided a structured approach to the collection and analysis of existing literature, enabling the authors to construct a robust conceptual framework. The selection of a defined time period, use of reputable databases, and employment of targeted keywords ensured that the references included in the paper are both relevant and supportive of the study's objectives.

5. Discussion

5.1. Interpretation of Proposed Framework

The proposed framework demonstrates that psychological contract fulfilment can directly reduce turnover intention and also does so indirectly through its positive effects on thriving at work and job crafting. It can be reasonably deduced that employees who feel their psychological contracts are fulfilled are more likely to thrive and engage in job crafting, both of which contribute to a reduction in turnover intentions.

5.2. Theoretical Implications

With regard to the psychological contract theory, a growing number of scholars have employed this theory to investigate instances of psychological contract breach and turnover intention. However, there is a paucity of studies that have sought to elucidate the relationship between psychological contract fulfilment and turnover intention. This paper broadens the scope of application of the psychological contract theory and incorporates new mediating variables.

Despite the potential positive impact of PCF, thriving at work, and job crafting on turnover intention, few studies have fully explored the relationship between these variables, particularly the role of thriving at work and job crafting as mediating factors between PCF and turnover intention. This study builds upon self-determination theory by integrating concepts of thriving at work and job crafting, thereby offering a deeper insight into the underlying processes by which psychological contract fulfilment shapes turnover intention.

The self-determination theory offers a comprehensive framework for elucidating the mechanisms through which job crafting and thriving at work mediate the relationship between psychological contract fulfilment and turnover intention. The fulfilment of employees' psychological needs for autonomy, competence, and relatedness, as outlined in the psychological contract theory framework, fosters a state of thriving and crafting. Such states serve to enhance intrinsic motivation, job satisfaction, well-being, and positive work relationships, all of which contribute to a reduction in turnover intention. It is therefore recommended that organisations focus on fulfilling psychological contracts and promoting thriving and crafting in order to retain their talent and enhance overall organisational performance.

5.3. Practical Implications

It is incumbent upon employers to prioritise the fostering of PCF by ensuring transparent communication regarding the roles, expectations and career advancement opportunities associated with the position in question. Furthermore, the establishment of a supportive work environment that encourages learning, growth, and personal development will facilitate employees' ability to thrive in their professional roles and contribute effectively to their organisations. It is crucial to encourage autonomy by affording employees the opportunity to make decisions and engage in meaningful work, as this can significantly enhance their sense of competence and engagement.

Employers should also facilitate access to resources and opportunities that enable employees to pursue their professional goals and tackle challenges effectively. In order to encourage the practice of job crafting, it is essential that employers provide their employees with the necessary resources and autonomy to actively shape their job roles in a manner that aligns with their skills and interests. Furthermore, employers should implement flexible job designs and responsibilities, and offer training programmes that facilitate effective job crafting and career advancement. The reduction of turnover intention necessitates the addressing of factors that lead to job dissatisfaction through the implementation of enhanced job design, improved work conditions and the provision of enhanced employee support, in addition to the strengthening of organisational commitment through the creation of a positive work environment and the recognition of employees' contributions.

Employees, in turn, should actively seek growth opportunities to enhance their professional skills and well-being and leverage their strengths to align their tasks and roles with their interests. It would be beneficial for them to engage in job crafting, which entails modifying their job roles to align more closely with their skills and interests, as well as fostering positive relationships with colleagues and supervisors. This approach can enhance job satisfaction and foster a supportive work environment. It is crucial to maintain open communication with employers regarding one's needs and expectations. This ensures alignment between job roles and career aspirations. Furthermore, engaging in discussions about career goals can facilitate the alignment of personal career paths with organisational objectives. Furthermore, employees should address any sources of dissatisfaction or challenges by seeking solutions in collaboration with their employers. It is also important to regularly assess the alignment between

one's current role and organisation with one's career goals and personal values, and to make adjustments as needed.

5.4. Limitations and Suggestions

Potential limitations include the conceptual nature of the study, which precludes empirical validation. Future research should empirically test the proposed framework using longitudinal designs and diverse samples.

Future studies could explore the role of individual differences (e.g., personality traits) and organizational factors (e.g., leadership style) in mediating the relationships examined in this study. Furthermore, qualitative research could facilitate a more profound understanding of the processes associated with thriving at work and job crafting.

Organisations that prioritise clear communication, supportive leadership and aligned HR practices can enhance PCF, which in turn can lead to improved job satisfaction, organisational commitment and reduced turnover intentions. It would be beneficial for future research to examine the intricate dynamics of psychological contracts, taking into account cultural variations and the continuously shifting nature of organisational settings.

6. Conclusion

Using the perspectives of psychological contract theory and self-determination theory, this paper offers a thorough analysis of the complex linkages between psychological contract fulfilment, turnover intention, thriving at work, and job crafting. In accordance with our theoretical framework, job crafting and thriving at work serve as pivotal mediators in the relationship between PCF and employees' intention to terminate their employment.

From the perspective of PCT, PCF emerges as a pivotal determinant of employee attitudes and behaviours. When employees perceive that their employers have honoured the implicit and explicit promises within the psychological contract, they are likely to exhibit reduced turnover intentions. This fulfilment fosters a sense of trust and reciprocity, encouraging employees to sustain organisational commitment. Conversely, perceived breaches in the psychological contract can lead to dissatisfaction and increased turnover intentions, highlighting the crucial role of PCF in employee retention.

SDT provides a complementary framework that elucidates the manner in which thriving at work and job crafting mediate the relationship between PCF and turnover intention. The experience of thriving at work, defined by elevated energy and continuous growth, is facilitated by the satisfaction of employees' core psychological needs for autonomy, competence, and connection. Job crafting, involving proactive modifications to one's job to better fit personal strengths and interests, further contributes to meeting these needs. Employees who engage in job crafting and thriving are more likely to experience enhanced well-being and reduced turnover intentions due to the fulfilment of their psychological needs.

The interplay between these theories underscores the importance of creating a supportive work environment where psychological contracts are honoured, and employees are empowered to thrive and craft their jobs. Organizations that prioritize these aspects are better positioned to enhance employee satisfaction, commitment, and retention, ultimately leading to improved organizational performance and stability.

In summary, the integration of PCT and SDT in this conceptual framework provides valuable insights into the mechanisms through which PCF influences turnover intention, mediated by thriving at work and job crafting. The aforesaid comprehension has the capacity to direct organisational stratagems with the objective to cultivate a dedicated and invested workforce, thereby mitigating turnover and promoting long-term success.

Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

Acknowledgement:

The authors would like to thank Centre for Value Creation & Human Well-Being Studies, Faculty of Economics and Management, Universiti Kebangsaan Malaysia for their valuable support.

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