

## Impact of Idiosyncratic Deals on Creative Performance Through the Mediating Role of Thriving and Dispositional Envy and Moderating Role of Cyber Loafing

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*This research examines the link between idiosyncratic bargains and innovative output by using cyberloafing as a moderator, along with employee flourishing and dispositional envy as mediators. The COVID-19 disease has significantly impacted the behavior of nurses. The offering of idiosyncratic deals to nurses, which can lead to innovative performance in light of the COVID-19 epidemic, has not been the subject of any prior research. With the help of questionnaires, we were able to compile information from 422 nurses and their direct managers at Pakistani hospitals, which we then analyzed using SPSS, a statistical programmed designed specifically for social scientists. According to the findings, nurses who are the recipients of idiosyncratic arrangements have an adversative effect on dispositional jealousy but a beneficial effect on their own success. Furthermore, cyberloafing moderates their associations as well. In conclusion, the top management should provide Idiosyncratic deals to nurses as it positively contributes to developing a positive working cultural environment for dealing with the patients. The need for the change of behavior of the general public has been discussed, but a new paradigm about the change of behavior of nurses needs to be examined in coping with health challenges. Thus, our study contributes to the ongoing discussion concerning the implications of nurse management for managing with COVID-19 disease from a behavioural perspective.*

## 1. Introduction

In today's emphatic environment, creativity is a critical contributor to organizational survival and creation (Chang et al., 2014; Tierney et al., 1999). Now scholars have shown great interest in these issues. Creativity is an emerging vital role in fulfilling a competitive advantage for organizations (Leung et al., 2014). Creative performance describes how employees create novel and usable ideas considering products, services, and procedures at work (Amabile et al., 1996; Shalley et al., 2009). A plethora of investigators have explained that some persons show additional creative results than others because of creative personality, self-confidence character, creative cognitive styles, and intent learning aspect (Chiang et al., 2015; De Stobbeleir et al., 2011, Shalley et al., 2009). Additionally, such a personality shows incredible innovation and employee creativity. Hence, proactive character plays a significant role in enhancing creative performance (Gong et al., 2012).

The COVID-19 infection has just emerged as the most significant spreading disease of the 2020s. Consequences for people's health, relationships, and minds are already being felt (and will continue to be felt) as a result of this phenomenon (Rana et al., 2020). In Pakistan, healthcare has faced many challenges, including a deficiency of funds, an untrained human workforce, a deficiency of gender insensitivity, structural mismanagement, and healthcare professionals (Hassan et al., 2017; Khan et al., 2019). More human health resources are required in Pakistan. The ratio of nurses to patients in Pakistan is higher than the 110 recommended by the Pakistani Nursing Council. There has been a need for increased training and education of nurses in public health for several decades (Khan et al., 2019), which has led to a decline in service quality. When it comes to pandemic operations and recovery, healthcare services fall short (Saqlain et al., 2020). As the number of people who need healthcare for infections rises, so does the demand for healthcare workers. One physician for every 1,073 people and 90,276 nurses serve Pakistan's current 200 million residents (Mashhadi et al., 2016; Meghani & Sajwani, 2013).

Furthermore, the need for more government support is facing a staff shortage. Nurses have faced challenges in these issues, including clinical resources, lack of staff, and leadership support (Samuel et al., 2018). As a result, nurses face a lot of psychological and physical distress, like fear, anxiety, and depression. Moreover, nurses also need more training, managerial support, accommodation, and workload issues. That creates job burnout and poor mental and physical well-being among nurses.

Meanwhile, idiosyncratic deals have risen as effective human resource practice to resolve this issue at a short level where every individual need career development through balancing their personal and professional life (Rousseau, 2005). Idiosyncratic deals are “personalized working engagements negotiated between employees and employers” (Rousseau, 2001). It consists of tasks, development, and flexibility. Idiosyncratic deals help the employee to provide a valuable contribution to the organization (Atkinson & Sandiford, 2015). Idiosyncratic deals are antecedent

to creativity for many reasons. First, Idiosyncratic deals are techniques that are helpful for business support that can bring confidence in working and provide a certain level of autonomy that is beneficial for creativity (Farmer et al., 2003). Secondly, jobs that permit idiosyncratic deals enhance creativity and job performance (Kazanjian et al., 2000). Idiosyncratic deals have also become popular for many reasons. Firstly, it provides a global, highly competitive marketplace with a modified strategic approach for retaining and attracting talent (Atkinson & Sandiford, 2015). Secondly, at a similar time, it provides a job security-based model that also leads to less systematized conditions at work (Rousseau, 2001). Flexibility in tasks, work locations, and work schedules contribute to enhancing take the care needs of their patients. Thereby, this collaboration enhances the quality relationship between patients and nurses (Anderson et al., 2018). Worker creativity is being stoked by an uptick in intrinsic motivation made possible by idiosyncratic deals (Wang et al., 2018).

This indication can increase employees' confidence to boost them to face more risks and be more creative in the presence of psychological safety. As a result, one feels a greater sense of drive to boost their own productivity and concentration. Idiosyncratic transactions, for instance, regularly yield novel educational and instructive opportunities that enhance one's erudition and originality. Learning increases one's skill set (Gilson & Madjar, 2011). Unique agreements show trust in employees, which is beneficial to innovation (Farmer & Kung-McIntyre, 2003).

Moreover, the satisfaction of psychological wants has an essential predictive outcome on thriving in the workplace. Furthermore, with ideals, the employees feel superior. According to comparative social theory, the employee that receives idiosyncratic deals may have the perceived more prioritized. Such employees have thrived enthusiastically in finding new techniques for doing their activities and solving issues creatively (Wang et al., 2018). Therefore, we suggested that thriving might be a key to explaining the association between Idiosyncratic deals and creativity performance (Hu et al., 2019).

Disposition envy is our feelings, emotions, and behavior. Furthermore, Disposition envy is more certainly an idiomatic expression that is bases on joy and harmful emotions for others (Belk, 2011). From the previous studies, Dispositional envy has adverse outcomes, but it's considered that have some benefits of negative emotions. According to Lange and Cruise (2015), dispositional envy leads to hostile activities that help to struggle for self-improvement. It is a socially proper emotional condition that is annoying, but it can also motivate another worker in self-improvement to lead towards good performance. As expected, therefore, many recent studies examined that it has a potential impact on workplace creativity (e.g., Zhou, 1998). However, positive emotion enhances performance, whereas negative emotion reduces creativity. According to a meta-analysis of the benefits, institutions can use idiosyncratic bargains as a means of employee motivation, attraction, and retention. Despite this, research has shown that idiosyncratic deals can cause a range of reactions in the minds and actions of those involved in the workplace. Implementing

idiosyncratic agreements with jealousy of coworkers and measuring its outcome is not well understood (Garg & Fulmer, 2017).

Cyberloafing is an activity in which the uses of the internet take place for nonworking purposes during working time. More simply, employees use the Internet as a way of idling during the job (Lim, 2002). Today, employees have their own devices at work that create cyberloafing, such as time theft, inefficient productivity losses, and unsafe behaviors. Despite the technological devices, are an escape from work and attend to nonworking tasks. In contrast, social media promote knowledge transfer between employees, social capital, and, consequently, working performance. Lim and Chen (2012) also considered the latent benefits of cyberloafing on employees' emotional states and demonstrated a positive influence on employees' positive affect.

Based on augments, our study contributed in several ways; firstly, the association of Idiosyncratic deals with thriving will be examined. Secondly, Idiosyncratic deals with dispositional envy. Thirdly, Idiosyncratic deals with creative performance. Fourthly, thriving is on creative performance. Fifthly, the dispositional envy behavior on creative performance. Sixthly, finally, the moderate impact of cyberloafing on creative performance, idiosyncratic deals, thriving, and dispositional envy.

## **2. Literature Review and Hypotheses Development**

### **2.1 Idiosyncratic Deals and Creativity Performances**

Idiosyncratic deals are described as “personalized work preparations that are negotiated between employees and their employers” (Rousseau, 2001). Idiosyncratic deals are known as task, flexibility, and developmental idiosyncratic deals (Hornung et al., 2008). Idiosyncratic deals are helps to enrich the internal motivation of workers at job time to motivate for creative performance (Wang et al., 2018). Furthermore, Idiosyncratic deals also provide opportunities for every individual to increase their knowledge to follow the goals for future development and enhance their commitment (Rousseau et al., 2006).

For one thing, Idiosyncratic deals enhance employee's courage and confidence to face more risks to the creation and also provide emotional safety. Therefore, this research suggests that Idiosyncratic deals have a positive relation to the creativity performance of employees due to intrinsic motivation. More ever, idiosyncratic deals are constantly providing new learning and training opportunities that enhance their expertise, creative thinking, and skills (Gilson & Madjar, 2011). Thus, the following hypothesis is proposed.

***Hypothesis 1: Idiosyncratic deals have a positive effect on employee creativity performance.***

### **2.2 Idiosyncratic Deals and Thriving at Work**

Thriving is described as an individual's vitality and learning at work. Learning is based on continuous improvement of skills, knowledge, and abilities during work, and vitality is performing

his job with full of enthusiasm and energy (Spreitzer et al., 2005). It reflects the emotional and cognitive dimensions' growth of humans. Among all, Idiosyncratic deals are such arrangements that enhance the sense of responsibility of the workers for work outcomes and keep to stay focused on better performance (Porath et al., 2012).

Much more, idiosyncratic deals provide positive signals to employees and value them. An employee that's feeling valued, is more cooperative, willingness and helps others (Spreitzer et al., 2005). As discussed earlier, learning is continually acquiring new knowledge and skills to apply on the job and vitality having energy available at work. With self-identity, jobs are made meaningful, easier to learn, and perform more vitality at a job (Guerrero et al., 2016). The employees have gained knowledge and external skills and face problems with more positive emotions (Amabile & Pratt, 2016). Therefore, the following hypothesis is proposed.

***Hypothesis 2: Idiosyncratic deals have a positive effect on employee thriving.***

### **2.3 Thriving at Work and Creativity Performance**

Creativity includes the ability and behavior of any individual to complete his work with novel and creative ideas by facing uncertain and complex situations. Thriving is energy and learning that motivates them to do this passionately (Spreitzer et al., 2005). Cognitive learning is perceiving the personal development of novel skills (Porath et al., 2012). Employees who have thrived at work show more creativity (Porath et al., 2012). These employees are seen as more motivated in their tasks, improve their capability, discover novel, innovative areas, and try altered approaches (Kauppila & Tempelaar, 2016). They also provide new opportunities for growth and self-learning outside of job tasks and creating new ways of thinking and action. Such employees are positively identifying problems and solve them with unique ideas. Learning is also a means to acquire skills and knowledge to improve self-confidence and encourage seeking more challenges and improving creative work (Amabile & Pratt, 2016).

The topic of vitality is the person's excitement and vigor. The staff can think critically and come up with original solutions to challenges because of this pleasant mood. These feelings are crucial for fostering creativity because they alter how creativity is thought about. In line, people who experience these pleasant emotions will have better behavioral and cognitive skills that will facilitate the creation of psychological and social resources (Frederickson, 2001). According to earlier research, feeling good is linked to creativity, invention, and problem-solving abilities. More motivated workers have wider cognitive horizons, encourage divergent thought, and are more creative (Spreitzer et al., 2005). The following hypothesis is thus:

***Hypothesis 3: Thriving has a positive effect on employee creativity performance.***

### **2.4 The Mediating Effect of Thriving at Working**

Idiosyncratic deals provide backing, reveal self-confidence, and offer autonomy for beneficial creativity (Farmer & Kung-McIntyre, 2003). Furthermore, new employees are more

passionate and energetic, have new techniques for problem-solving, and provide novel ideas to solve tasks. Idiosyncratic deals are fulfilling the need of new employee's need of development. On the other hand, idiosyncratic deals offer employees to feel superior. According to comparative social theory, people with more Idiosyncratic deals have been perceived as more prioritized. Employees that practice thriving have more eager to find and create new ways of doing things and solve problems very creatively (Wang et al., 2018). Therefore, we can argue that thriving may mediate between the association of idiosyncratic deals and creative performance.

***Hypothesis 4: Thriving mediates the association of idiosyncratic deals and creativity performance.***

### **2.5 Idiosyncratic Deals and Disposition Envy**

Dispositional envy is "a negative feeling and emotion that characterized an intense coveting for coworker superior position" (Parrot & Smith, 1993). Envy is based on malicious, in which it is devoid of any ill to will others (Van de Ven et al., 2009). Whereas envy is conveyed the hostility (Smith & Kim, 2007). In addition, this research emphasizes generic envy feelings toward goals and success with idiosyncratic deals (Rousseau, 2001). Therefore, coworker's idiosyncratic deals are promoted generic envy feelings one's respectable fortune, which may affect others (Smith & Kim, 2007). As observing coworkers' idiosyncratic deals demonstrates, one succeeds less and has a lower output-to-input ratio than peers. Thus, it fosters a generalized feeling of envy toward coworkers' success.

Being envied occurs when he is targeted by other persons' envy. Such idiosyncratic deals are core reasons to experience envy (Vecchio, 2005). In addition, idiosyncratic deals are created and valued because they carry wider symbolism that indicates tremendous success at work (Liu et al., 2013). Furthermore, idiosyncratic skills are improving the opportunity of junior employees with high potential growth. Thus, the employees are granted idiosyncratic deals in that generic envied feeling emerges.

***Hypothesis 5: Idiosyncratic deals negatively affect dispositional envy.***

### **2.6 Disposition Envy and Creative Performance**

Smith and Kim defined dispositional envy as "an unpleasant and painful feeling that is characterized as hostility, inferiority, and resentment caused by comparison with other persons." Therefore, envy is linked to negativity and animosity toward others, and this emotion increases antagonism and decreases the desire for friendship (Salovey & Rodin, 1984), reduces information exchange between them (Dunn & Schweitzer, 2004), and increases the desire to damage coworkers (Cohen et al., 2007). This deceives unfortunate mental health (Smith et al., 1999), lowers business-relative self-esteem, causes greater absence and great turnover intentions, and reduces job commitment (Vecchio, 2005). For instance, envy is something that torments and plagues people (e.g., "No matter what I have to do, envy always plagues me" and "Envy feelings

continuously torment me” Overall, envy is associated with very strong negative deed tendencies (Smith et al., 1999). Alternatively, linking envy has adverse outcomes and continues to grow.

Recent research suggests that jealousy can also lead to beneficial results. For instance, it has been discovered that envy predicts and encourages learning from envious relative targets (Cohen-Charash, 2009), to improve motivation (Cohen-Charash, 2009) and to improve creative performance (Schaubroeck & Lam, 2004). These results also support another way of envying benefits (Parrott, 1991). Nonetheless, it has been shown that social comparisons between coworkers improve their self-reformation (Collins, 1996). Employees who compare themselves with superior employees find inspiration for personal and professional growth. Besides, empirical research has made sense that people's representatives motivate others and see themselves as individuals who showed positive changes in their self-idea (Burleson, 2005). Therefore, the below-given hypothesis emerged.

***Hypothesis 6: Dispositional Envy negatively affects creative performance.***

### **2.7 The Mediating Effect of Disposition Envy**

Idiosyncratic deals are created and valued because they carry broader symbolism that indicates tremendous success at work (Liu et al., 2013). Furthermore, idiosyncratic skills are improving the opportunity of junior employees that are deemed to have high potential growth. Thus, the employees are granted idiosyncratic deals in that generic envied feeling emerges. This helps the employees to flourish and gives a creative performance on the job.

Envy is associated with negativity and aggression toward others and compact the desire for relationships (Salovey & Rodin, 1984), condensed sharing of information between them (Dunn & Schweitzer, 2004), and sturdier wish to harm coworkers (Cohen et al., 2007). This betrays-deprived mental health (Smith et al., 1999). It is, therefore, not possible for envy to help individuals to achieve meaning and purpose in life, and it enhances creative performance.

***Hypothesis 7: Dispositional Envy mediate the association of Idiosyncratic deals with creative performances.***

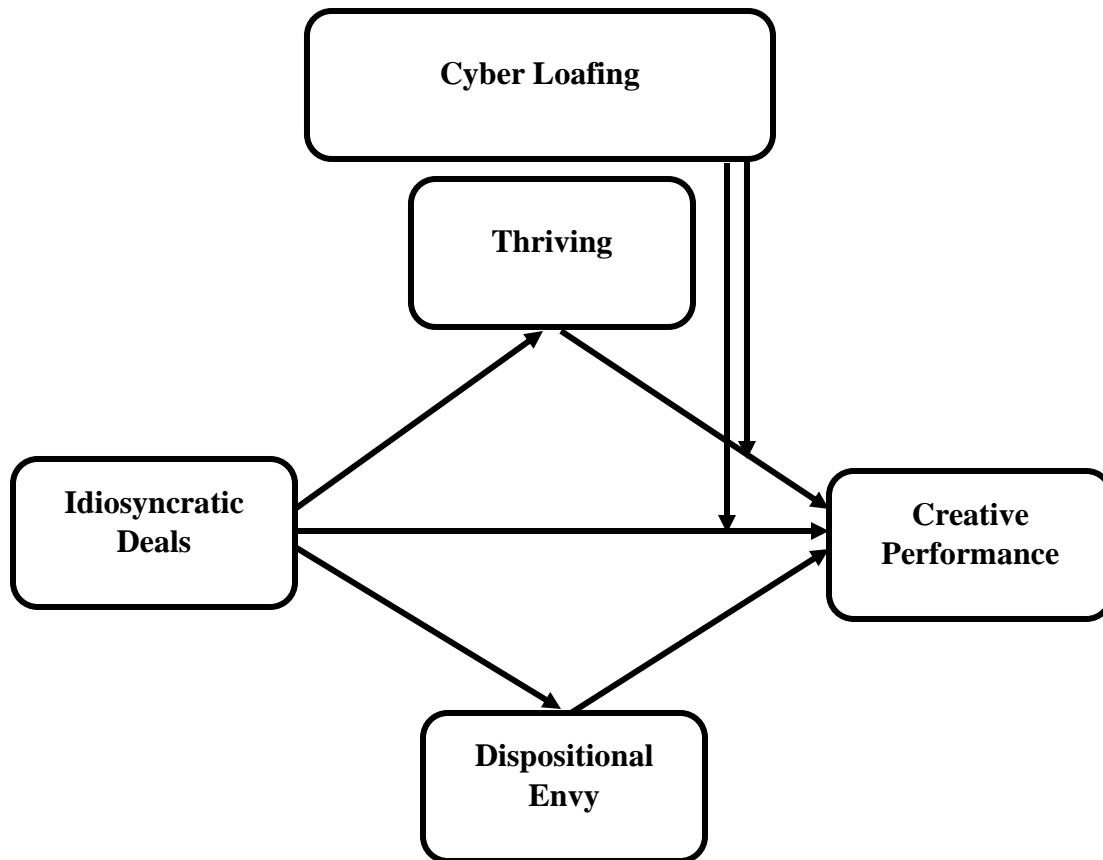
### **2.8 Moderating Effect of Cyber Loafing**

Cyber loafing is characterized by a negative manner that leads to production loss and income. According to previous studies, Cyber loafing is considered as entirely reasonable and bad (Blanchard & Henle, 2008). Similarly, it is also found that cyberloafing will be well-thought-out as undesirable for the reason that it might provide flexibility, creativity, and sincerity to employees. Furthermore, the researchers support these ideas like increasing productivity, creating more job satisfaction, making happy, being better employees, encouraging creative performance, being more creative, more flexible and progressive individuals with offers of the internet, taking aptitude to deal with personal and professional difficulties (Lavoie & Pychyl, 2001). Cyber loafing is allowed for creative performing ideas during business activities.

Accordingly, the creativity of any individual also provides a competitive advantage (Yuwanto, 2018). In today's world, creativity and information technology are energetic and provide sustainability for organizations. This is not possible to think about creative performance ideas without innovation. Given that, as we discussed that idiosyncratic deals lead to creative performance, but cyber loafing moderates the association as a conditional variable. For instance, when an individual indulges in cyberloafing activity, it is most probable that his/her concentration is detracted, and in such a detracted mood, it is difficult for him/her to perform creatively. In this way, cyberloafing, when getting interaction terms with idiosyncratic deals, might negatively influence creative performance. The same would be the case with the association of thriving and creative performance, therefore based on the above facts, we reached to below given hypothesis:

***Hypothesis 8: Cyber loafing moderates the association of Idiosyncratic deals and creative performance and thriving and creative performance.***

Figure No 1: Conceptual Model





### **3. Research Methodology**

#### **3.1 Procedures and Participants**

The analyses of the study are grounded on the primary source of data collected from the hospital nurses in Lahore, Pakistan. This survey respondent's response was ensured to keep completely confidential. The three-wave lag time with a 30days30-day gap was used to diminish the common bias for data collection (Podsakoff et al., 2003). At Time 1, the predictors, Idiosyncratic deals, and creative performance were measured. At Time 2, data for the mediating variable thriving and dispositional envy were collected. At the time 3, data for the moderator variable (cyberloafing) were collected. The same employees at Time 3 were targeted. The survey generated 422 responses with a response rate yield of 60.28%. A total of 700 questionnaires were distributed with no difference in demographics and variables at both times. Study participants, including nursing staff of different hospitals in Lahore, Punjab, Pakistan.

#### **3.2 Context suitability**

Health care workers are still in short supply in Pakistan. Pakistan Nursing Council estimates a nurse-to-patient ratio of 110, whereas the actual ratio is 120. Because of this, nurses often experience both mental and physical health problems, such as stress, anxiety, and depression.

Now in the current situation, nurses are facing a lot of issues due to this Covid-19 infection in the patients. So, they are required a lot of internal motivation and a high satisfaction level to perform their job well. Furthermore, idiosyncratic deals have risen as effective human resource practices to resolve this above issue at a short level where every individual need for their career development through balancing their work and personal life (Rousseau, 2001).

#### **3.3 Measures**

The four-item scale developed by Wang and Netemeyer (2004) was used to measure the creative performance of employees in the workplace. Each dimension of creative performance was measured with seven items on the scale. A sample item for creative performance included "seeks new ideas and ways to solve problems." To quantify I-deals, we filled out the nine-item Idiosyncratic Deals Questionnaire (Rousseau, 2005). Tasks, professions, and adaptability are all included in this category. One such answer read: "Job tasks play to my strengths and interests." To quantify success in the workplace, Porath et al. (2012) created a ten-item scale. There are five things on the scale, and they all have something to do with learning or energy. One item for learning could read, "I continue to learn more and more as time goes by," while another for vitality could read, "I feel alive and vital." Dispositional envy in the workplace can be measured with the help of the ten-item scale created by (Kemp & Bolle, 2013). There were five items on the scale

that measured dispositional envious. For example: "I strive to equal or surpass the accomplishments, skills, and resources of anyone who is better than me." The three-item cyberloafing scale was developed by (Askew et al., 2014) and used to measure cyberloafing in the workplace. This was a measure of seven items present at the scale. A sample item includes "I spend a significant amount of time on the Internet at work for non-work-related purposes."

#### 4. Data Analysis

##### 4.1 Respondents Characteristics

Table No 1: Frequency Table

<b>Sample profile</b>			
	<b>Frequency</b>	<b>%</b>	<b>Cumulative %</b>
<b><u>Age</u></b>			
20-29	109	25.8	25.8
30-39	152	36	61.8
40-49	110	26.1	87.9
50 & above	51	12.1	100
Total	422		
<b><u>Gender</u></b>			
Male	45	10.7	10.7
Female	377	89.3	100
Total	181		
<b><u>Education</u></b>			
Matric	54	12.8	12.8
Intermediate	64	15.2	28.0
Graduate	179	42.4	70.4
Master/MBBS	115	27.3	97.6
M.Phil/FCPS	10	2.4	100
Total	422		
<b><u>Marital Status</u></b>			
Single	198	46.9	46.9
Married	224	53.1	100
Total	422		
<b><u>Hospital Type</u></b>			
Government	184	43.6	43.6
Private	238	56.4	100
Total	422		

Initially, the demographic analyses were conducted through SPSS. We found the maximum age frequency of nurses falls in the age between 30-39 (i.e., 152), which shows that most of the respondent nurses were mature enough to understand the questionnaire nature to respond appropriately (see Table 1). As data were collected from Pakistani hospitals and the targeted population was nurses, most respondents were female nurses. As we can observe, not in Pakistani but all over the globe, the nursing profession is mostly filled with females; similarly, most respondents were female nurses (i.e., 377). Educated respondents played an essential role in accurate data collection; from the data collection of this study (see Table 3), we found that most of the respondents were educated enough to understand the terminologies used in this study. For instance, there 179 nurses were BSc (Nursing) qualified, whereas just 54 nurses were matriculation. Table 4 shows that most of the nurses were married (i.e., 224), which may be facing difficulties in performing duty due to hectic job timings, shifting duties, and due to their kids. This face of data revealed the importance of Idiosyncratic deals of nurses to perform better in providing patient services.

In Pakistan, there are mostly private hospitals, and most of the nurses' respondents belong to private hospitals (i.e., 238), while 184 respondents were from public hospitals. As there is no big difference between the number of nurses in private and public hospitals, a quiet mixture of samples is conclusive results might have been generated.

#### **4.2 Reliability and Correlation Analyses**

The values of Cronbach's Alpha ( $\alpha$ ) of all the scales are 0.70, which areas per standard. These values show that measures can be used further for analyses. The mean scores of creative performance and employee thriving are high, e.g., 4.2755 and 4.0621 respectively, which shows that the creative performance and employee thriving of nurses are high and patient oriented while the mean score of dispositional envy is low, i.e., 2.8455 which shows that the environment of hospitals is envied. The standard deviation of all factors is simply over the moderate level, with the exception of the standard deviation of worker flourishing.

We found that creative performance has a significant positive correlation with Idiosyncratic deals ( $r = 0.126$ ,  $p < 0.01$ ), while Idiosyncratic deals have a significant negative correlation with cyberloafing ( $r = -0.179$ ,  $p < 0.01$ ). Further, we found creative performance is significant correlation with employee thriving ( $r = 0.112$ ,  $p < 0.05$ ), while insignificant with dispositional envy ( $r = -0.41$ ). Further, we found Idiosyncratic deals are significant with employee thriving ( $r = 0.044$ ,  $p < 0.01$ ), and employee thriving is significant with creative performance ( $r = 0.112$ ,  $p < 0.05$ ). Therefore, our first hypothesis, i.e., H1, is supported, while and hypothesis representing the mediation of dispositional envy as a mediator does not support it.

**Table 2: Reliability and Correlation Analyses**

Sr #	Variables	Mean	Standard Deviation	Cronbach' Alpha	1	2	3	4	5
1	Idiosyncratic deals	3.5366	.84924	.889	1				
2	Cyber Loafing	4.0621	.67555	.884	.044**	1			
3	Creative Performance	2.8455	.91720	.842	.022	-.113*	1		
4	Thriving	2.7314	1.50517	.822	-.179**	-.003	-.035	1	
5	Dispositional Envy	4.2755	1.19757	.754	.126**	.112*	-.041	-.020	1

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

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

### 4.3 Regression Analysis

To clarify the hypotheses, the regression analysis was conducted where it was found that the value of R square, which shows the variance is .030 (see Table 4). The ANOVA table is significant where the creative performance of nurses is the dependent variable. From the regression coefficient (see Table 11), we can see that dispositional envy is insignificant, while all the other variable is significant with creative performance. Moreover, the interaction effect of cyberloafing's independent factors (idiosyncratic deals, and thriving) on the dependent variable (creative performance) was investigated. Therefore, cyberloafing and idiosyncratic bargains have a significant interaction effect on creative performance ( $\beta = 0.238$ ,  $p < 0.05$ ), while cyberloafing and thriving have a substantial negative interaction effect ( $\beta = -0.244$ ,  $p < 0.05$ ). As a result, the moderate assumptions are supported by the data.

**Table No 3: Regression and Moderation Analyses**

Variables	$\beta$	SE	p-value
<i>Step 1</i>			
Idiosyncratic Deals	0.172	0.069	**
Thriving	0.201	0.086	**
Dispositional Envy	-0.073	0.063	Insig.
$R^2$	0.030		
<i>Step 2</i>			
Cyber Loafing $\times$ Idiosyncratic Deals	0.052	0.019	**
Cyber Loafing $\times$ Thriving	-0.045	0.017	**
$R^2$	0.096		
$\Delta R^2$	0.066		

**Note:** Dependent variable = creative performance, \*\* $p < 0.05$ , \*\*\* $p < 0.01$



### 4.3.1 Mediation Analysis

By following the four steps suggested by Barron and Kenny for the mediation analysis, we found that all the paths are significant except the paths of dispositional envy. Such as, in step 1, the i-deals are significantly associate with creativity performance ( $\beta = .177, P<0.01$ ). Inline, in step 2, i-deals are significantly associated with thriving ( $\beta = .035, P<0.01$ ), but insignificant with dispositional envy ( $\beta = .0.024, \text{insig.}$ ). In step 3, the mediating variable that is thriving is significantly associated with creativity performance ( $\beta = .201, P<0.01$ ), while the mediating variable that is dispositional envy is insignificant with creative performance ( $\beta = -0.073, \text{insig.}$ ).

In step 4, the i-deals in the presence of mediator (thriving) are significantly associated with creative performance but the impact slightly increased ( $\beta = .178, P<0.05$ ), which shows that there is partial mediation of thriving between the association of i-deals and creative performance. Inline, the i-deals in the presence of mediator (dispositional envy) are also significantly associated with creativity but the indirect impact remain same ( $\beta = .178, P<0.01$ ), which shows that there is no mediation of dispositional envy between the association of i-deals and creativity performance. It is because, Idiosyncratic deals are insignificant with dispositional envy which is further insignificant with creative performance. Consequently, the mediation related hypotheses that are hypothesis 4 is supported while hypothesis 7 is not supported (see Table 4).

**Table 4: Mediation Analysis**

Variables			Estimate	S.E	$\rho$
<b>Step 1</b>					
Idiosyncratic Deals	→	Creative Performance	.177	.068	0.010
<b>Step 2</b>					
Idiosyncratic Deals	→	Thriving	0.035	0.039	0.003
Idiosyncratic Deals	→	Dispositional Envy	.024	.053	0.655
<b>Step 3</b>					
Thriving	→	Creative Performance	.201	.086	0.020
Dispositional Envy	→	Creative Performance	-.073	.063	0.248
<b>Step 4</b>					
Idiosyncratic Deals (Thriving)	→	Creative Performance	.178	.068	.013
Idiosyncratic Deals (Dispositional Envy)	→	Creative Performance	.178	.068	.009

**Note:** S.E means standard errors

### 4.4 Discussion

In today's environment, when there exists a fifth wave of COVID-19 all over the globe, it is mandatory for healthcare professionals to perform creatively. By considering the importance of

creative performance in the healthcare sector of Pakistan, this study is an attempt to extract the antecedents of creative performance. In this regard, we found Idiosyncratic deals are the key factors that positively impact creative performance. We found that thriving positively and significantly mediates the association of Idiosyncratic deals and creative performance. Bases of SET, as it is reciprocated phenomenon that positive acts bring positive reactions in return, the Idiosyncratic deals, if provided to healthcare professionals, then thrive (learn with vitality) and hence ultimately perform with creativity. Consequently, findings show that Idiosyncratic deals are essential for the thriving of healthcare professionals and for their creative performance.

Both theorists and practitioners agree that frontline workers are producing sufficient levels of inventiveness. The opinions of nurses are also valued in efforts to enhance healthcare facilities (Islam et al., 2018). In light of this, and to the best of our knowledge, the findings of this study have been masked by the focusing voice of nurses because the nurses' perspective on COVID-19 has not yet been captured. Findings suggest that the constructive voice of nurses might be improved by incorporating the Idiosyncratic bargains (task, career, and flexibility) of nurses, particularly in the present pandemic (i.e., COVID-19).

## 5 Conclusion

Healthcare experts in Pakistan are in high demand, yet there is a severe scarcity, thus hospitals must provide idiosyncratic deals to attract and retain their key personnel (healthcare professionals). By providing Idiosyncratic deals, we can not only get creative performance but thriving can also be observed in this regard. Therefore, Idiosyncratic deals (task, career, flexible) are the critical pills in the current pandemic that should be provided to healthcare professionals to cope with the current COVID-19 challenge to an extent.

### 5.1 Implications

The results of this research have a few important theoretical and practical ramifications. In terms of theoretical applications, this research builds upon the work of (Blau, 1964) on the SET. To the best of our knowledge, no research has examined the links between idiosyncratic bargaining and success, between thriving and creative output, between idiosyncratic bargaining and dispositional envy, or between idiosyncratic bargaining and the creative output of healthcare professionals in Pakistan. This study thus adds to the literature on SET. This study also suggests a few practical implications, such as hospital policymakers should provide Idiosyncratic deals to healthcare professionals to maximize their level of thriving and creative performance. The training interventions can be incorporated to highlight the importance of Idiosyncratic deals and creative performance in the healthcare sector of Pakistan.

### 5.2 Limitations and Future Directions

There are a few limitations of this study as well, which provides the research gap for future researchers. First, the data is limited as collected from north Pakistan. Future studies should focus

on the hospitals of West, East, and South Pakistan to make the study model more general. Second, the study is limited from a comparison point of view. For instance, no comparison has been drowned between public and private hospitals. Future studies should consider this gap to make the study more broaden. Third, the cross-sectional time-lagged study design also makes the study limited. Future studies can adopt longitudinal and experimental study designs. Fourth, the study is limited in discussing the phases of COVID-19 (coronavirus, omicron, delta) to which future studies can be grabbed. Lastly, a few workplaces, as well as personal attributes, can be examined as mediators and moderators (prosocial motivation, psychological contracts, turnover intention, leadership styles) to expand the theoretical and practical significance of the study.

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