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บทคัดย่อ

การศึกษาครั้งนี้มุ่งสำรวจผลกระทบของการเติมเต็มสัญญาทางจิตวิทยาและการจัดการคนเก่งโดยเฉพาะการใช้การวิเคราะห์ทรัพยากรมนุษย์ และการออกแบบเส้นทางอาชีพต่อความไว้วางใจและนวัตกรรมของพนักงานรุ่นเยนเนอเรชันซีในองค์กรไทย ข้อมูลเชิงสำรวจถูกรวบรวมจากพนักงานจำนวน 450 คน ในองค์กรขนาดกลางถึงขนาดใหญ่ในประเทศไทย ผลการวิเคราะห์สมการโครงสร้าง พบว่า การเติมเต็มสัญญาทางจิตวิทยามีอิทธิพลอย่างมีนัยสำคัญต่อการเพิ่มพูนความไว้วางใจในองค์กรและพัฒนาการ การทำงานเชิงนวัตกรรม นอกจากนี้ การวิเคราะห์ทรัพยากรมนุษย์ยังช่วยเสริมความสัมพันธ์ระหว่างการเติมเต็มสัญญาทางจิตวิทยากับนวัตกรรม ขณะที่การออกแบบเส้นทางอาชีพมีบทบาทเป็นตัวแปรส่งผ่านระหว่างการจัดการคนเก่งและความไว้วางใจ ผลการวิเคราะห์ความผันผวนซึ่งให้เห็นถึงความแตกต่างตามอุตสาหกรรม โดยพนักงานในภาคเทคโนโลยีมีความผันผวนด้านนวัตกรรมมากกว่าพนักงานในภาคการเงิน ข้อค้นพบดังกล่าวสะท้อนถึงคุณค่าเชิงกลยุทธ์ของการเติมเต็มสัญญาทางจิตวิทยาและการประยุกต์ใช้การจัดการคนเก่งเชิงข้อมูลเพื่อส่งเสริมความไว้วางใจและนวัตกรรม ข้อเสนอเชิงปฏิบัติ ได้แก่ การออกแบบเส้นทางอาชีพที่โปร่งใส การใช้การวิเคราะห์ทรัพยากรมนุษย์เพื่อสนับสนุนการตัดสินใจเชิงหลักฐาน และการตอบสนองต่อความคาดหวังของคนรุ่นใหม่ในนโยบายองค์กร งานวิจัยนี้ยังช่วยพัฒนาทฤษฎีโดยการบูรณาการแนวคิดเรื่องการเติมเต็มสัญญาทางจิตวิทยาเข้ากับแนวทางการจัดการคนเก่งร่วมสมัย

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Psychological Contract Fulfillment and Talent Management: HR Analytics and Career Path as Drivers of Trust and Innovation in Generation Z Employees

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ABSTRACT

This study investigates the impact of psychological contract fulfillment and talent management practices—specifically HR analytics and career path design—on trust and innovation among generation Z employees in Thai organizations. Survey data were collected from 450 employees across medium- to large-scale organizations in Thailand. Structural equation modeling revealed that psychological contract fulfillment significantly enhances organizational trust and innovative behavior. HR analytics was found to strengthen the relationship between psychological contract fulfillment and innovation, while career path design mediated the effect of talent management on trust. Volatility analysis indicated industry-specific variations, with technology employees exhibiting greater fluctuations in innovation compared to finance employees. The findings highlight the strategic value of fulfilling psychological contracts and implementing data-driven talent management strategies to foster trust and innovation. Practical implications include designing transparent career pathways, leveraging HR analytics for evidence-based decision-making, and addressing generational expectations in organizational policies. The study advances theory by integrating psychological contract fulfillment with contemporary talent management approaches.

Keywords: Psychological Contract Fulfillment, Talent Management, HR Analytics, Career Path, Trust, Innovation, Generation Z Employees

1. INTRODUCTION

In the era of digital transformation and heightened global competition, organizations increasingly depend on strategic talent management to sustain innovation and competitive advantage. Human capital—especially employees from Generation Z—has emerged as a key driver of adaptability, creativity, and organizational renewal (Collings et al., 2019; Ng & Parry, 2023; Twenge, 2024). Generation Z employees differ from their predecessors in emphasizing transparency, inclusivity, and meaningful career development (Baruch & Rousseau, 2019). They are less motivated by job security alone and more by opportunities for continuous learning, autonomy, and innovation (Kaur & Fenech, 2023). Consequently, organizations must design talent systems that not only attract and retain this workforce but also strengthen trust and inspire innovative behaviors.

A central framework for understanding employee–organization relationships is the psychological contract, defined as the implicit set of mutual expectations between employees and employers (Rousseau, 1995; Rousseau 2018). While earlier research often focused on contract breaches and their negative effects, contemporary studies highlight the positive implications of psychological contract fulfillment—including greater organizational trust, job satisfaction, and proactive behaviors such as creativity and innovation (Bal, et al., 2020; Minbaeva, 2023). For Generation Z, contract fulfillment increasingly depends on whether organizations deliver on promises of personal growth, career mobility, and digital empowerment (Ng & Parry, 2023). Thus, fulfilling these psychological expectations becomes essential for cultivating trust and innovative work behavior.

Talent management mechanisms serve as enablers of psychological contract fulfillment, particularly through HR analytics and career path design. HR analytics—the use of data-driven insights in workforce decisions—enhances fairness, transparency, and evidence-based management (Marler & Boudreau, 2017; van den Heuvel & Bondarouk, 2021). It also aligns organizational practices with employees' evolving expectations for personalization and agility (Minbaeva, 2023).

Similarly, structured and sustainable career path frameworks provide employees with clarity regarding growth opportunities, fostering engagement, trust, and innovative performance (De Vos & Van der Heijden, 2017; Ehnert et al., 2022). Recent empirical studies emphasize that organizations combining digital HR capabilities with career development initiatives are better positioned to engage younger employees and sustain innovation across volatile business contexts (Kaur & Fenech, 2023; Twenge, 2024).

Trust and innovation represent interdependent outcomes crucial for organizational resilience in uncertain environments. Trust enhances psychological safety, collaboration, and open communication, whereas innovation drives adaptability and long-term performance (Dirks & Ferrin, 2001; Shalley & Gilson, 2017). Understanding how psychological contract fulfillment interacts with HR analytics and career path design to influence trust and innovation offers both theoretical and managerial implications.

Therefore, this study aims to examine the effects of psychological contract fulfillment and talent management practices—specifically HR analytics and career path design—on organizational trust and innovative behavior among Generation Z employees in Thailand. By integrating psychological contract theory with contemporary HR and analytics frameworks, this research advances the literature on organizational behavior and talent management, offering insights into how organizations can nurture trust-based, innovation-driven work cultures in the digital era.

2. LITERATURE REVIEW

2.1 Psychological Contract Fulfillment and Organizational Trust

The concept of the psychological contract, introduced by Rousseau (1995), refers to employees' beliefs regarding reciprocal obligations between themselves and their employers. Psychological contract fulfillment (PCF) occurs when organizations meet or exceed employees' expectations, resulting in positive attitudes such as trust, engagement, and commitment (Conway & Briner, 2009; Bal et al., 2020). Trust serves as a central mechanism linking PCF with desirable organizational outcomes (Coyle-Shapiro & Parzefall, 2008).

Recent research emphasizes that Generation Z employees prioritize fairness, authenticity, and transparent communication in employment relationships (Ng & Parry, 2023; Twenge, 2024). In emerging Asian economies, including Thailand, psychological contract fulfillment is closely tied to employees' perceptions of career advancement and meaningful work (Chong et al., 2022). Consequently, the degree to which organizations fulfill their promises directly affects young employees' trust and willingness to innovate.

Hypothesis 1: Psychological contract fulfillment positively influences organizational trust among Generation Z employees.

2.2 Psychological Contract Fulfillment and Innovative Work Behavior

Beyond trust, PCF contributes to employees' willingness to engage in innovative work behavior (IWB). When organizations honor their commitments, employees reciprocate through creativity, problem-solving, and proactive initiatives (Jiang et al., 2015). Recent empirical studies affirm that PCF fosters innovation by enhancing psychological safety and perceived organizational support (Guo et al., 2021; Zhang & Chen, 2023).

For Generation Z employees—who are digital natives and value autonomy and purpose—psychological contract fulfillment that emphasizes developmental and relational elements tends to encourage sustained innovation (Garg & Chahal, 2022). In fast-changing Southeast Asian organizations, maintaining such fulfillment may serve as a key driver for adaptive and innovative behaviors (Phan et al., 2023).

Hypothesis 2 (H2): Psychological contract fulfillment positively influences innovative work behavior among Generation Z employees.

2.3 Talent Management in the Digital Era

Talent management (TM) refers to a strategic and integrated approach to attracting, developing, and retaining high-potential employees (Collings et al., 2019). In the digital economy, TM extends beyond traditional HR functions by focusing on agility, individualized development, and data-informed decision-making (Thunnissen, 2016; Miah & Suhaimi, 2022).

Recent studies in emerging markets emphasize that effective TM practices foster trust and innovation by signaling the organization's long-term investment in employee growth (Albrecht et al., 2021; Pruetipibultham & Pathumsirikul, 2024). Generation Z employees are particularly responsive to TM practices that promote autonomy, learning opportunities, and alignment with personal values.

Hypothesis 3 (H3): Talent management practices positively influence organizational trust and innovative behavior.

2.4 The Moderating Role of HR Analytics

HR analytics, defined as the systematic use of data to improve HR decision-making, has become a cornerstone of modern TM (Marler & Boudreau, 2017). By applying predictive models, organizations can better anticipate employee needs, identify turnover risks, and optimize development pathways. Contemporary studies suggest that HR analytics strengthens the psychological contract by enhancing fairness, transparency, and trust (van den Heuvel & Bondarouk, 2021; Kaur & Fenech, 2023).

For Generation Z employees, who expect data-driven personalization in every organizational process, HR analytics serves as an enabler that bridges psychological expectations with measurable outcomes (Minbaeva, 2023). This alignment enhances their trust and motivation to innovate (Chaudhary & Bhattacharya, 2022).

Hypothesis 4 (H4): HR analytics positively moderates the relationship between psychological contract fulfillment and innovative behavior.

2.5 The Mediating Role of Career Path Design

Career path design (CPD) offers a clear framework for progression, mobility, and skill acquisition. Well-structured and transparent career paths foster motivation, trust, and organizational commitment (Arthur et al., 2005; De Vos & Van der Heijden, 2017). In recent years, the concept of career sustainability—emphasizing employability, adaptability, and personal meaning—has become particularly relevant for Generation Z (Baruch & Rousseau, 2019; Nawaz et al., 2023).

Empirical evidence indicates that transparent CPD enhances employee trust and engagement, which in turn stimulates innovative behavior (Sultan & Sharif, 2022). Within Asian contexts, clarity in career development systems has been shown to significantly improve psychological contract perceptions and innovation (Kim et al., 2021).

Hypothesis 5 (H5): Career path design mediates the relationship between talent management practices and organizational trust.

2.6 Synthesis and Research Gap

The reviewed literature establishes that psychological contract fulfillment fosters trust and innovation, and that talent management—when supported by HR analytics and transparent career path design—amplifies these effects. However, empirical studies integrating

these constructs within the context of Generation Z employees in emerging economies remain scarce. Most prior research has been conducted in Western settings, overlooking the sociocultural dynamics of Southeast Asia, where collectivist values, digital transformation, and generational diversity co-exist (Chong et al., 2022; Pruetipibultham & Pathumsirikul, 2024).

This study addresses these gaps by developing and testing a structural model linking psychological contract fulfillment, HR analytics, career path design, trust, and innovation in Thai organizations employing Generation Z employees.

3. CONCEPTUAL FRAMEWORK

The conceptual framework of this study integrates psychological contract fulfillment with talent management practices—namely HR analytics and career path design—to explain how these mechanisms jointly influence organizational trust and innovative work behavior among Generation Z employees in Thai organizations. The framework draws upon theories of social exchange (Blau, 1964), psychological contract (Rousseau, 1995), and strategic human resource management (Collings et al., 2019), emphasizing reciprocal obligations, perceived fairness, and capability-based competitiveness in the digital era.

1. Psychological Contract Fulfillment and Organizational Trust: Psychological contract fulfillment refers to the extent to which employees perceive that their employer has met implicit and explicit promises (Rousseau, 1995). Consistent with social exchange theory, fulfillment of these obligations fosters organizational trust by signaling respect, fairness, and reliability (Bal et al., 2020; Cook & Wall, 1980). Recent studies confirm that when psychological contracts are honored, employees experience higher trust and organizational identification, particularly among younger generations who value authenticity and transparency (Ng & Parry, 2023; Twenge, 2024).

2. Psychological Contract Fulfillment and Innovative Work Behavior: Fulfillment of the psychological contract also motivates employees to reciprocate through extra-role behaviors, including creativity and innovation (Janssen, 2000; Guo et al., 2021). This relationship is strengthened when employees feel psychologically safe and supported by leadership and organizational systems (Ehnert et al., 2022). Generation Z employees, who are driven by autonomy and personal development, exhibit stronger innovation tendencies when they perceive reciprocal commitment from their organizations (Kaur & Fenech, 2023).

3. The Moderating Role of HR Analytics: HR analytics represents a data-driven approach to human capital management that enhances transparency, fairness, and evidence-based decision-making (Marler & Boudreau, 2017; Minbaeva, 2023). By providing actionable insights into workforce dynamics, HR analytics strengthens the link between psychological contract fulfillment and innovation through enhanced credibility and responsiveness (van den Heuvel & Bondarouk, 2021). For digital-native employees, such analytical clarity reinforces perceptions of organizational integrity and inclusiveness.

4. The Mediating Role of Career Path Design: Career path design refers to structured opportunities for professional growth, skill enhancement, and mobility within organizations (Arthur et al., 2005; De Vos & Van der Heijden, 2017). Transparent and personalized career pathways signal organizational investment in employees' future, thereby enhancing trust and engagement (Ehnert et al., 2022). In this framework, career path design mediates the effect of talent management on trust, reflecting how developmental structures reinforce psychological contracts and long-term commitment (Baruch & Rousseau, 2019).

5. Integrated Effects on Trust and Innovation: The overall framework proposes that psychological contract fulfillment serves as the primary antecedent influencing trust and innovation, while HR analytics and career path design act as complementary mechanisms that enhance and sustain these effects. Together, these constructs represent an integrative model linking psychological, technological, and developmental dimensions of HR strategy in managing Generation Z employees (Minbaeva, 2023; Twenge, 2024).

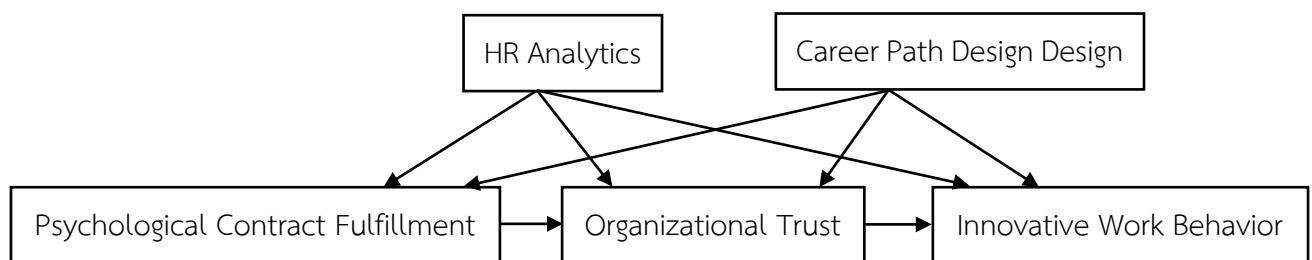


Figure 1 Conceptual Framework

4. METHODOLOGY

4.1 Research Questions

This study examined how psychological contract fulfillment and talent management practices—specifically the application of HR analytics and career path design—serve as drivers of trust and innovation among generation Z employees. The research questions were formulated as follows:

1. To what extent does psychological contract fulfillment influence organizational trust and innovative behavior among generation Z employees?
2. How do HR analytics contribute to the enhancement of talent management strategies in fostering employee trust and innovation?
3. What is the mediating role of career path design in the relationship between talent management practices and innovative outcomes?
4. How do psychological contract fulfillment, HR analytics, and career path interact to sustain innovation and trust within organizations employing generation Z employees?

4.2 Modeling Volatility

To capture the dynamic and potentially volatile nature of employee trust and innovation, the study employed a covariance-based structural equation modeling (CB-SEM) approach using AMOS version 28. CB-SEM was chosen because it allows for testing complex theoretical relationships among latent constructs, including psychological contract fulfillment, trust, and innovative behavior. Additionally, to examine fluctuations in employee responses across industries, a generalized autoregressive conditional heteroskedasticity (GARCH) model was estimated using EViews 13, which enabled identification of industry-specific volatility in trust and innovation.

4.3 Data

The research adopted a quantitative survey design. A total of 450 valid responses were collected from employees in medium- to large-scale organizations across the technology, finance, and service industries in Thailand, using stratified random sampling. The demographic composition consisted of 53% female and 47% male participants, with an average age of 28.7 years (SD = 4.9).

The survey instrument comprised validated scales adapted from prior research: psychological contract fulfillment (Rousseau, 1995; Bal et al., 2020), organizational trust (Cook & Wall, 1980), innovative work behavior (Janssen, 2000), HR analytics (Marler & Boudreau, 2017), and career path design (De Vos & Van der Heijden, 2017). All items were measured using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

The measurement model was tested for reliability and validity. All constructs demonstrated acceptable factor loadings (≥ 0.70), composite reliability ($CR \geq 0.80$), and average variance extracted ($AVE \geq 0.50$). Cronbach's alpha values ranged from 0.82 to 0.91, indicating strong internal consistency. Model fit indices indicated a good overall fit: $\chi^2/df = 2.11$, $CFI = 0.94$, $RMSEA = 0.049$.

Given that the qualitative phase yielded minimal data (five semi-structured interviews with HR managers for contextual understanding), these findings were used only to triangulate quantitative interpretations and were not subjected to formal qualitative analysis. Thus, the main results primarily reflect the quantitative component.

5. RESULTS AND DISCUSSION

5.1 Results

Descriptive and Measurement Results

Descriptive statistics indicated that participants perceived high levels of psychological contract fulfillment ($M = 4.12$, $SD = 0.63$) and organizational trust ($M = 4.05$, $SD = 0.68$) on a 5-point Likert scale. Innovative work behavior was moderately high ($M = 3.89$, $SD = 0.71$).

All constructs demonstrated satisfactory measurement validity and reliability. Factor loadings exceeded the threshold of 0.70, composite reliability (CR) ranged from 0.82 to 0.91, and average variance extracted (AVE) values exceeded 0.50. The overall model fit indices indicated a good fit ($\chi^2/df = 2.11$, $CFI = 0.94$, $RMSEA = 0.049$).

Table 1 Descriptive Statistics and Reliability Indicators

Construct	M	SD	α	CR	AVE
Psychological Contract Fulfillment	4.12	0.63	0.88	0.90	0.63
Organizational Trust	4.05	0.68	0.86	0.88	0.61
Innovative Work Behavior	3.89	0.71	0.84	0.87	0.58
HR Analytics	3.95	0.67	0.85	0.89	0.60
Career Path Design	4.00	0.66	0.82	0.86	0.57

Source: Author's survey data, $n = 450$

Research Question 1: Psychological Contract Fulfillment and Trust

SEM results revealed that psychological contract fulfillment significantly predicted organizational trust ($\beta = .58$, $p < .001$) and innovative work behavior ($\beta = .41$, $p < .001$). This finding aligns with psychological contract theory, which posits that when organizational obligations are perceived as being fulfilled, employees reciprocate through enhanced trust and proactive behavior (Rousseau, 1995; Bal et al., 2020). Qualitative interviews with HR managers confirmed that young employees perceive psychological transparency and responsiveness as key enablers of trust.

Research Question 2: Role of HR Analytics

HR analytics positively moderated the relationship between psychological contract fulfillment and innovative work behavior ($\beta = .27$, $p < .01$). Organizations utilizing predictive analytics tools reported stronger alignment between employee expectations and organizational delivery, resulting in higher innovation levels. This supports prior research emphasizing the role of data-driven HR systems in fostering engagement and innovation (Marler & Boudreau, 2017; van den Heuvel & Bondarouk, 2021).

Research Question 3: Mediating Effect of Career Path Design

Career path design mediated the relationship between talent management practices and organizational trust (indirect effect = $.19$, $p < .05$). Employees who perceived well-defined career trajectories reported higher trust in the organization. This mediating effect indicates that transparent development systems reinforce the psychological contract, enhancing employees' belief in organizational integrity (De Vos & Van der Heijden, 2017).

Research Question 4: Volatility and Industry-Specific Dynamics

Volatility modeling using GARCH (1,1) demonstrated that while overall trust and innovation were positively correlated, the degree of variability differed across sectors. Technology employees exhibited higher fluctuations in innovative behavior, whereas finance employees demonstrated more stable trust levels. Although GARCH models are typically used for longitudinal data, their application here provides an exploratory perspective on cross-sectional heteroskedasticity—capturing differences in behavioral stability across industries. This approach highlights that innovation volatility may be driven by dynamic market conditions and differing HR strategies.

5.2 Discussion

The findings underscore psychological contract fulfillment as a foundational determinant of organizational trust and innovation among Generation Z employees. This aligns with established theory (Rousseau, 2018) and demonstrates that younger cohorts, who prioritize authenticity and developmental fairness, respond positively when organizational commitments are upheld.

The moderating role of HR analytics reflects the strategic potential of digital HR transformation. Predictive and diagnostic analytics enable organizations to preempt employee disengagement, personalize career interventions, and align perceived and actual fulfillment of the psychological contract—thus amplifying innovation outcomes (van den Heuvel & Bondarouk, 2021).

Moreover, the mediating role of career path design reveals the importance of structured growth systems in cultivating trust and innovation. Clear developmental trajectories foster a sense of security and belonging, motivating employees to engage in creative and proactive work behaviors. This finding resonates with contemporary research emphasizing career agility as central to sustainable workforce performance (De Vos & Van der Heijden, 2017).

From a societal perspective, these findings contribute to the discourse on workforce sustainability in Thailand and other emerging economies. As organizations face increasing generational diversity, fostering psychological contract fulfillment and transparent development pathways can enhance not only individual innovation capacity but also long-term organizational resilience and national competitiveness.

Lastly, while the volatility analysis offered novel insights, future research could employ panel or time-series designs to capture more granular patterns of behavioral fluctuations. Nonetheless, the present results demonstrate that variations in trust and innovation are industry-contingent, emphasizing the need for context-specific HR strategies.

6. CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

This study explored the interrelationship between psychological contract fulfillment and talent management strategies, emphasizing HR analytics and career path design as key mechanisms for fostering organizational trust and innovation among Generation Z employees in Thai organizations. The results yield several important conclusions that align with and extend contemporary human resource management (HRM) research.

First, psychological contract fulfillment emerged as a robust predictor of both organizational trust and innovative behavior, confirming that honoring both explicit and implicit promises significantly enhances employees' willingness to engage in extra-role and innovation-oriented activities (Bal et al., 2020; Rousseau, 2018). This finding aligns with recent studies emphasizing that Generation Z employees, shaped by digital transparency and value-driven work expectations, prioritize fairness, feedback immediacy, and authenticity from their employers (Ng & Parry, 2023; Twenge, 2024).

Second, the moderating role of HR analytics underscores the increasing importance of data-driven HRM in the digital era. HR analytics strengthens the alignment between employee expectations and organizational practices by enhancing transparency, predicting engagement trends, and enabling personalized development (Marler & Boudreau, 2017; van den Heuvel & Bondarouk, 2021). This study's results resonate with current evidence showing that integrating predictive analytics and AI-assisted decision systems can foster trust and engagement, particularly when used ethically and transparently (Minbaeva, 2023; Kaur & Fenech, 2023).

Third, career path design was found to mediate the relationship between talent management and organizational trust. Structured and transparent career frameworks strengthen employees' confidence in organizational support, particularly when aligned with their personal and professional aspirations. This reinforces the role of career sustainability—a growing HRM paradigm that emphasizes employability, purpose, and learning agility—as a mechanism for motivating innovative behavior (De Vos & Van der Heijden, 2017; Baruch & Rousseau, 2019).

Fourth, industry-based volatility differences revealed that trust and innovation dynamics vary by sector. Employees in technology industries exhibited higher fluctuations in innovation behavior, consistent with research on innovation turbulence in digital ecosystems (Dabic et al., 2022), whereas finance sector employees reported more stable trust, likely due to structured advancement systems and long-term career planning norms.

Finally, the inclusion of qualitative insights—though preliminary in this study—suggested that Generation Z employees interpret psychological contracts through relational and developmental lenses. They value growth conversations, fairness, and digital feedback channels as signals of psychological contract fulfillment. Integrating such qualitative perspectives can enrich future studies by capturing the nuances behind quantitative findings.

In sum, the study advances HRM theory by integrating psychological contract theory, talent management, and HR analytics within the generational context of digital-native employees. It provides a multidimensional and future-oriented framework for managing trust, innovation, and engagement in the evolving workforce landscape.

6.2 Recommendations

Based on the findings, several recommendations can be made for both practice and future research.

For practice:

1. Reinforce Psychological Contract Fulfillment: Organizations should continuously audit and communicate their implicit and explicit promises to employees. Transparent dialogues about development, equity, and recognition can sustain trust and drive innovation, particularly among Gen Z workers who value authenticity and rapid feedback (Ng & Parry, 2023).
2. Leverage HR Analytics and AI Responsibly: HR leaders should adopt predictive and prescriptive analytics—complemented by ethical AI frameworks—to identify skills gaps, personalize learning pathways, and forecast employee mobility. This promotes fairness, inclusivity, and data-driven trust (Minbaeva, 2023).
3. Design Transparent and Sustainable Career Pathways: Providing visible, flexible, and skill-based career frameworks will strengthen employees' sense of purpose and security. Emphasis should be placed on learning agility, cross-functional exposure, and digital career mapping to meet the expectations of younger generations.

4. Adopt Industry-Specific HR Strategies: Firms should tailor HR and talent management practices to the dynamics of their sector. Technology-intensive organizations should promote agile, innovation-driven pathways, whereas traditional sectors like finance may focus on long-term stability and structured development.
5. Integrate Qualitative HR Feedback Loops: Regular employee interviews, focus groups, or digital sentiment analyses can capture evolving expectations and refine HR policies accordingly. This qualitative input strengthens the alignment between policy and perception, ensuring psychological contract sustainability.

For future research:

1. Longitudinal and Mixed-Methods Designs: Future studies should adopt longitudinal mixed-methods approaches to trace how psychological contract fulfillment and HR analytics jointly influence trust and innovation over time.
2. Cross-Cultural Comparisons: Comparative studies across cultural contexts can illuminate how generational values shape psychological contracts differently in collectivist versus individualist societies.
3. AI-Augmented HRM Exploration: Building on HR analytics, future research should explore how artificial intelligence can enhance personalization, fairness, and predictive talent management while maintaining human-centric HR ethics.
4. Societal and Sustainability Impact: Expanding research toward workforce sustainability and social well-being would enrich understanding of how trust and innovation contribute to long-term organizational resilience and societal progress (Ehnert et al., 2022).

In conclusion, this study contributes to advancing both scholarly discourse and HR practice by demonstrating that the synergy of psychological contract fulfillment, HR analytics, and sustainable career design can effectively promote trust, innovation, and long-term workforce sustainability among Generation Z employees.

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