

Idiosyncratic Deals: Understanding Effect of Intrinsic and Extrinsic Motivation I-Deals on Innovative Work Behaviour

Vani Menon, Aarth Chellasamy*

School of Business and Management, Christ University, Bangalore, India. *Corresponding Author's Email: aarth.c@christuniversity.in

Abstract

'I-deals' or Idiosyncratic deals are specialised, adaptable work patterns by mutual agreement between employees and their managers to meet demands of a dynamic work place. Innovative work behaviour also known as IWB is referred to as the employee behaviour that intends to create and introduce novel and valuable products, processes, innovations and ways of working within a job-role or work-group of an organization. This research discovers the connection between various types of intrinsic and extrinsic motivational deals such as the work responsibility idiosyncratic deals, flexibility deals and financial ones and innovative behaviour, specially within the purview of the working women. It also provides an overview on the outcome of these deals on innovation at a workplace. Our study adopted descriptive research to assess the association of Idiosyncratic deals with IWB using a quantitative study across 352 female employees of Indian Corporate sector. It was found that there exists a direct and positive association amid intrinsically and extrinsically motivated Idiosyncratic deals and an innovative mind-set, in the context of Indian IT sector. This study establishes the influence of idiosyncratic deals and the motivational factors within them in driving an innovative mind set. Thus, the study helps to recognize the value that I- deals brings in establishing an effective innovative environment for employees playing a vital role in the growth of the organization.

Keywords: Idiosyncratic Deals, India, Innovative Work Behaviour, Motivation, Women.

Introduction

Since the previous decade, there has been a greater focus of human resource management on practices which help in better individualization (1). The idea of I-deals is put forth by Rousseau and the terminology named I-deals came into being which encourages research on employment terms primarily negotiated by the workers (2). The primary motive of I-deals is for workforces to have poise among professional and personal lives, to feel secure in their professions and careers and in a broader sense to offer tailor made working environments to offer satisfaction of personal wants and goals (3). In previous research in a clinical setup, Rousseau introduced three types of customized measurements, namely "Development Idiosyncratic-Deals, Flexibility deals and Decreased work load" (4). Flexibility deals give the employee the option of personalized working hours which help the employee with work life balance. Developmental I-deals help proactive employees with opportunities that they can avail to increment their knowledge and help achieve

better career growth. Though I-deals can assume various forms, there is a single theoretical concept it outlines which clarifies how employees have succeeded in negotiating bespoke work measures with their employers across different facets and aspects which represent key scope of I-deals (5). Hornung *et al.* further established four dimensions of idiosyncratic deals namely general I-deal propensity, work and task oriented, flexibility and financial incentives (6). Social exchange theory is a fundamental theory used with respect to I-deals to help explain several relationships such as individual psychosomatic agreements and employee-employer contracts (7). The concept of leader-member exchange talks about the connection between an employee in an organization and their immediate supervisor (8). Kanter defines innovation in an organizational setting as the method of incorporating any fresh ideas that help to solve business problems (9). Amabile states that the creativity related skills for an organization are the various personalities

This is an Open Access article distributed under the terms of the Creative Commons Attribution CC BY license (<http://creativecommons.org/licenses/by/4.0/>), which permits unrestricted reuse, distribution, and reproduction in any medium, provided the original work is properly cited.

(Received 15th March 2024; Accepted 12th July 2024; Published 30th July 2024)

traits, social skills and special cognitive abilities (10). When the employees in an organization are engaged in their day-to-day work and looking forward to the ways it can be improved, it results in innovation. In such a scenario where the employees are not just working off a check list and adhering to bare minimum requirements but instead, they are wholeheartedly immersing themselves in their work and finding satisfaction in their work and it is more to them than just a means to a salary (11). Creativity has been shown to be linked to intrinsic factors such as motivation (12). Sansone concluded that extrinsically motivated factors result in improved sense of comfort and ability to perform, especially when the employee can identify with them and they are part of the core values of a person (13). Innovative work behaviour has become an important point of focus for organizations because of the increased competitiveness and efficiency. There are four key facets of ground-breaking work behaviour as identified by De Jong J and they named these as idea generation, exploration, generation, and idea campaigning and idea execution (14). Creativity is considered to be an important part of IWB which is mainly apparent at the start of the innovation cycle where the issues and improvement opportunities are identified and newer concepts are created to help promote innovation (15). Though in previous research the focus was entirely on the idea creation aspect of creativity, recent studies extend the scope beyond to include not just creation but also the application of those ideas (16). Mumford in their study led to concept of IWB which encompasses the entire spectrum of behaviour responsible for the generation, awareness creation and executing the ideas (17). The alignment to newer ways of working and to customer requirements are likely because of the exploration and implementation of new ideas generated by the employees involved in day-to-day processing of work (18). There have been studies on effect of intrinsic and extrinsic motivation Idiosyncratic deals on innovation and creativity which concluded that positive attitudes make employees invest in IWB (19). Consistent with social exchange theory, Eisenberger R *et al.*, (20) recommended that perceived organizational support (POS) elicits a sense of obligation from employees whereby employees "struggle to settle up the organization for a better support by enhancing their efforts to

help the work place to attain its goal" (20). Singh and Vidyarthi offered the view that higher levels of worker performance can be arrived at by using I-deals (21). His research suggested that such deals help to improve a worker's performance at work. Volery T in their study assessed the nature of employee to workplace relationships that encourage IWB (22). They found that consistent to social exchange theory when the organisation and leaders foster a constructive working environment; in turn the employees are motivated to reciprocate through IWB. Las Heras M *et al.* stress on the fact that not just task and development I-deals but even flexibility I-deals can result in a higher performance, since a better work-life balance and performance can be achieved as a benefit of receiving I-deals (23). Yet others Astriani postulate that when employees have requisite autonomy to perform activities, with flexible schedule and location options, it would lead to developing the employees' positive attitude towards innovation (24). Thus, providing there is a good work to life balance which can be provided through flexible working conditions, the employees are encouraged to adopt innovative behaviour at work. Srikanth P proposed that I-deals contributed to developing and enhancing valuable skills by use of the developmental route to achieve further growth (25). Pro activeness has been linked to intrinsic motivation and hence to boosting creativity and idea generation. Jiang *et al.* in their study noted that flexible working arrangements which give employees the freedom to choose their schedule and location of work contribute to developing an innovative mind-set and help in implementation of ideas (26). Al Essa HS in their study emphasize that innovative behaviour is a result of a combination of many factors like motivation and personal traits and that motivational aspects such as rewards and developmental work deals are crucial factors (27). Through their research, Anand S *et al.* confirm that its far more probable for workers to negotiate and get I-deals when the perception of their leader is positive (28). This is useful for our study as creativity has been shown to be increased in a positive work environment. Tomprou M concluded through their study that workers accepting development I-deals were considered more favourably for both pay increase and promotions, whereas employees with flexible I-deals and

reduced work load I-deals were not as likely to be considered for the same (29). Bal P analysed the benefits of idiosyncratic deals in context of older workers. Their study concluded that it is not only the organizational climate and the category of deal that determine the usefulness of these deals for older workers, but it is also influenced to a considerable degree by the psychology of the said older worker (30). Bos-Nehles organized HRM practices as per the motivation-ability-opportunity context (31). Factors like learning and development, job security, autonomy, rewards and recognition, task structure and job demand were found to be best practises for enhancing IWB. Messmann concluded that IWB is influenced by the dynamics of the processes as well as the tasks or activity that the worker undertakes (32). The results of the study by Aschenbrucker K imply that financial incentives need not necessarily contribute to innovation (33). Eskiler *et al.*, in their study propose that there is a correlation between organizational ethos and IWB (34). In their research, Bal *et al.* suggest that work experiences play an important role in employee motivation as per the work adjustment theory that postulates that when there is a high level of fit between the worker and job, the worker feels more positive (35). I-deals help in achieving this, generating a positive psychological level that enhances positive work attitudes and behaviour.

Authors Shams MS *et al.* stated that developmental I-deals and flexible I-deals contribute to a positive work ethic with psychological empowerment being a mediator (36). Since psychological empowerment encompasses the psychological conditions of the workers with regards to their work capabilities, the job significance aligned with the organization and the employee's personal goals and the autonomy to make work related decisions. Since I-deals encourage these aspects, they help to foster a sense of motivation, dedication and positive energy in the employee. The limitation of previous studies was that it was not specific to India's corporate companies or focussing exclusively on female employees. Also, there were separate studies to establish relationship for intrinsic and extrinsic motivation I-deals such as effect of flexible Ideals and task and responsibility I-deals in one study and development and financial deals in a separate study. This research hence aims to study the impact of various I-deals together on

innovative behaviour particularly amidst the female workforce in India. Thus, this study will understand the advantages offered by such deals in relation to creativity and innovation and its role in better employee growth and contribution to the organization.

This study was to understand the effect of Flexible deals on innovative work behaviour. Also to analyse the effect of developmental deals on IWB. It further aimed to understand how financial incentive I-deals influence IWB. Furthermore, to see if task and responsibility or flexibility I-deals have a greater impact on IWB. To address this, the hypotheses developed were:

Hypothesis 1: Task and work responsibility I-deals have a significant effect on IWB

Hypothesis 2: Financial incentive I-deals have a significant impact on IWB

Hypothesis 3: Flexibility I-deals significantly impact IWB

Hypothesis 4: The difference between impact of task and responsibility and flexibility I-deals on IWB is significant.

Material and Methods

As previous research has shown widespread adaptability of I-deals inside the IT industry this study finds it reasonable to explore the relationships of innovative behaviour in the same organizational milieu (37). The quantitative method and descriptive design has been selected for the research as it is objective and helps to systematically define and test relationships and understand the cause and effect relations among variables (38).

Research Population and Sampling

The population were the women working in the IT sector in Bangalore, this population was delimited using inclusion/exclusion criteria such as age and years of experience. The study employed a convenience-based sampling and snowball sampling as sampling technique. Around 400 employees were targeted for the study as per Krejcie and Morgan sampling matrix directive of minimum sample size of 384. Employees with minimum of 5 years of experience who were eligible for I-deals were targeted and hence samples in the age bracket of 25-55 were chosen as respondents. The age (25-30) and experience level were two of the exclusion criteria, since the participants should have availed I deals and cannot be fresher's.

Data Collection

A structured questionnaire adopted from Hartog and Rosen scales was administered to working women in software companies across Bangalore through Google Forms.

A 5-point Likert scale was used to measure all variables (1 to 5) with responses ranging from strongly agree, agree, neutral, disagree, strongly disagree (5 for strongly agree).

The variables defined for the study are outlined in Table 1 as:

Innovative work behaviour (Dependant variable): Measured using a 10- item scale (14).

I-deals (Independent variable): The I-deals were grouped into 3 major groups: Task and work, Flexibility (location and schedule and financial incentive. A scale developed by Rosen *et al.*, for this purpose as six items written to assess task and work responsibilities, five items to assess financial incentive, three items written to assess schedule flexibility and two items to assess location flexibility (39).

Table 1: Measurement Scale

Variable	Scale used	Source
IWB	10- item scale	De Jong J, Den Hartog D. Measuring innovative work behaviour. Creativity and innovation management. 2010 Mar;19(1):23-36.
I-deals	16 item scale	Rosen CC, Slater DJ, Chang CH, Johnson RE. Let's make a deal: Development and validation of the ex post i-deals scale. Journal of Management. 2013 Mar;39(3):709-42

Results

Demographics

It was found that most respondents (33.2%) belonged to the 25 to 30 age brackets. The majority (46.6 per cent) of them were married. The experience level of most participants was 5-10 years (48.9%) with Product managers being the dominant role (21.9%). Since the sample size of 384 participants was chosen so as to be representative of the larger infinite IT population as per sampling criteria, these demographics capture the essential characteristics of the population

Test for Sampling Adequacy

The KMO Bartlett's test was used to test for sampling adequacy (Refer Table 2). Value yielded through the Kaiser-Meyer-Olkin (KMO) test was 0.87 which is above the acceptable value of 0.5, thus considered. The Bartlett's test of sphericity was likewise significant since the p value was lesser than 0.05. The results of the factor loadings were greater than the threshold value of 0.5. This suggested that every component was relevant for additional investigation.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	
Bartlett's Test of Sphericity	0.879
Approx. Chi-Square	1337.173
Df	45
Sig.	.000

Validity and Reliability testing of instruments used

The Cronbach alpha test was used to test the reliability of scales for the variables IWB, Flexibility I-deals, Task and work responsibility and Financial

Incentives, values were between 0.634 and 0.850 (Table 3). Thus the scales used were validated and tested to establish reliability preceding the data analysis.

Table 3: Cronbach Alpha for Reliability

Factors	Cronbach's Alpha	No. of Items
Innovative work behaviour	0.850	10
Task and work responsibilities	0.827	6
Flexibility	0.634	5

Correlation testing was carried out to understand the relationship between innovative behaviour and various types of I-deals. The correlations were tested using Pearson's test. Results are as seen in Table 4. It showed that schedule flexibility I-deals were positively and significantly correlated to

IWB ($r = 0.146$, $p < 0.01$). Likewise, location flexibility I-deals were positively correlated with IWB ($r = 0.117$, $p < 0.05$). Financial incentive I-deals showed significant correlation ($p < 0.05$) and task and work responsibility I-deals also showed significant correlation ($p < 0.01$) at 95% confidence level.

Table 4: Pearson's correlation

		IWB	TWR	FI	SF	LF
IWB	Pearson Correlation	1	.154**	.110*	.146**	.117*
	Sig. (2-tailed)		.004	.040	.006	.029
	N	352	352	352	352	352
TWR	Pearson Correlation	.154**	1	-.010	.104	.055
	Sig. (2-tailed)	.004		.853	.050	.306
	N	352	352	352	352	352
FI	Pearson Correlation	.110*	-.010	1	-.002	.130*
	Sig. (2-tailed)	.040	.853		.976	.015
	N	352	352	352	352	352
SF	Pearson Correlation	.146**	.104	-.002	1	-.025
	Sig. (2-tailed)	.006	.050	.976		.634
	N	352	352	352	352	352
LF	Pearson Correlation	.117*	.055	.130*	-.025	1
	Sig. (2-tailed)	.029	.306	.015	.634	
	N	352	352	352	352	352

Table 5: Hypothesis 1

Model	SS	df	Mean Square	Beta	F	Sig.
Regression	2.68	1	2.68		8.478	.004
Residual	110.69	350	.31			
Total	113.37	351		.154		

Hypothesis Testing

A regression test to determine the effects of independent variables was done. Results of the hypotheses are as seen in Table 5, 6 and 7 below. The results of the tests ($b = 0.154$, $p = 0.004$) where Beta value is positive prove that there is a statistically significant positive impact of task

and responsibility I-deals on IWB, also as P value is less than 0.05 at 95% confidence and hence null hypothesis is rejected.

Table 6: Hypothesis 2

Model	SS	df	Mean Square	Beta	F	Sig.
Regression	1.36	1	1.36		4.26	0.040
Residual	112.01	350	.320			
Total	113.37	351		0.110		

a. Dependent Variable: IWB, b. Predictors: (Constant), FI

The results of the study ($b = 0.110$, $p = 0.040$) prove that there is a statistically substantial impact of financial incentives Idiosyncratic deals on IWB

as P value is less than 0.05(significance level) at 05% confidence and hence we reject the null hypothesis.

Table 7: Hypothesis 3 and 4

Model	SS	df	Mean Square	Beta	F	Sig.
Regression	4.057	2	2.028		6.475	.000
Residual	109.322	349	.313	.149		.005
Total	113.378	351		.121		.022

a. Dependent Variable: IWB, b. Predictors: (Constant), LF, SF

With regards to flexible deals, null hypothesis was that both schedule and location flexibility deals had no discernible impact on IWB around women IT employees in Bangalore. The study findings ($b = 0.149$, 0.121 , $p = 0.005$, $p=0.022$) prove that there is a statistically significant impact of flexibility I-deals on IWB as P value is less than 0.05(significance level) at confidence level 95% and hence null hypothesis is rejected.

To compare the impact of flexibility deals and work responsibility deals on IWB, null hypothesis was that there was no significant difference between impact of task and responsibility and flexibility I-deals on IWB. The results show that B value for schedule flexibility and location flexibility) are lower than that for Task and work responsibility at 95% confidence level.

Hence task and work responsibility I-deals have a higher impact on IWB as compared to each of the flexibility I-deals.

Discussion

The study confirms the relation between intrinsic I-deals and Innovative Behaviour. Here flexibility and developmental Ideals are considered under umbrella intrinsically motivated I-deals. The outcome exhibit flexible I-deals have a substantial association to IWB. This aligns with the prevailing theory and literature on location and schedule I-deals where it was hypothesized that innovative behaviour contributes to positive results in

companies (40). These types of I-deals also make workers develop constructive and beneficial approaches towards the companies that they are employed in and foster innovation in recognition to the flexibility offered (41). Flexible I-deals thus provide motivation to explore innovative ideas and encourage creativity and thus contribute positively to the organization. In effect, the inherent motivations resulting through such I-deals greatly influence the workers to stay more involved such that they become engaged in their role and thus such employees will greatly contribute towards the organization's progress (42). The above findings are in line with the study conducted by Akhtar which posit that emotional commitment, work environment and organizational culture all affect IWB (43). The study also found that work and developmental Ideals were significantly connected to IWB. This finding is reliable as it confirms the theory and supporting literature on I-deals that confirm that tasks and responsibility I-deals together contribute to the organizational success through an innovative attitude which can be attributed to the employee being more involved in their work due to the opportunities offered. Another finding is that financial incentives are significantly related to IWB. Financial incentives have always been an extrinsic motivation as they are important to the employee to improve their family's economic standing.

Conclusion

In contemporary business, where competitiveness is key it is imperative to get an understanding of how innovation works. This study offers evidence that the category of I deal negotiated contributes significantly to the employee's attitude towards innovation when applied in the context of Indian working women. These insights help to understand how innovation can be driven within organizations and what factors will contribute positively towards an innovative climate. This can be further useful in defining whether the use of particular type of I-deals for employees, women in particular, creates benefits for the organization on the whole in today's competitive environment.

Practical Implications

In a world where women face challenges in career growth, being innovative could be the key to success. Awareness of the role of I-deals and the flexibility it offers in promoting an innovative climate could help women achieve greater performance at workplace which would drive individual and organization growth. This study will further help employees to revisit their options and identify which idiosyncratic deals will help boost their motivation and in turn creativity and innovation. Since increasing employee engagement is a key strategy to foster an innovative climate and the flexibility offered by I-deals have been linked to increased employee engagement, it will be useful for organizations to understand role of I-deals in achieving better engagement and in turn boosting innovation.

Limitations

This study has only looked at the female employees who have received I-deals and their attitude towards innovation. It will be useful to compare this against male employees who have not availed I-deals. This will aid to further comprehend the tangible effect the I-deals have on the innovative climate of the firms.

Abbreviations

IWB: Innovative Work Behaviour
I-Deals: Idiosyncratic deals
FI: Financial Incentive
TWR: Task and Work Responsibility
SF: Schedule Flexibility
LF: Location Flexibility

Acknowledgement

Authors thank Christ University for its encouragement and support for research.

Author Contributions

Each author's contribution to the manuscript is as follows: Aarthy has significantly contributed the introduction, theoretical framework and literature review. Questionnaire preparation, research survey, research design and analysis was conducted by Vani Nair. Both authors have read and approved the final version of the manuscript.

Conflict of Interest

The authors declare that there are no conflicts of interest regarding the publication of this manuscript. We confirm that the research was conducted with utmost integrity and without any undue influence.

Ethics Approval

This research adhered to ethical guidelines and prepared the manuscript as per the journal requirements.

Funding

This research was not financially supported by any funding agencies.

References

1. Rousseau DM, Hornung S, Kim TG. Idiosyncratic deals: Testing propositions on timing, content, and the employment relationship. *Journal of Vocational Behavior*. 2009 Jun 1;74(3):338-48.
2. Rousseau DM, Ho VT, Greenberg J. I-deals: Idiosyncratic terms in employment relationships. *Academy of Management Review*. 2006 Oct 1;31(4):977-94.
3. Rogers MP, Warshaw MG, Goisman RM, Goldenberg I, Rodriguez-Villa F, Mallya G, Freeman SA, Keller MB. Comparing primary and secondary generalized anxiety disorder in a long-term naturalistic study of anxiety disorders. *Depression and Anxiety*. 1999;10(1):1-7.
4. Rousseau DM, Hornung S, Kim TG. Idiosyncratic deals: Testing propositions on timing, content, and the employment relationship. *Journal of Vocational Behavior*. 2009 Jun 1;74(3):338-48.
5. Liao C, Wayne SJ, Rousseau DM. Idiosyncratic deals in contemporary organizations: A qualitative and meta-analytical review. *Journal of organizational behavior*. 2016 Feb;37:S9-29.
6. Horning S, Rousseau DM, Glaser J, Angerer P, Weigl M. Employee-oriented leadership and quality of working life: Mediating roles of idiosyncratic deals. *Psychological Reports*. 2011 Feb;108(1):59-74.
7. Zhao HA, Wayne SJ, Glibkowski BC, Bravo J. The impact of psychological contract breach on work-

- related outcomes: a meta-analysis. *Personnel psychology*. 2007 Sep;60(3):647-80.
8. Liden RC, Sparrowe RT, Wayne SJ. Leader-member exchange theory: The past and potential for the future. *Research in personnel and human resources management*, 1997, pp. 47–119.
 9. Kanter RM. Challenge of organizational change: How companies experience it and leaders guide it. Simon and Schuster. 1992.
 10. Amabile TM. A model of creativity and innovation in organizations. *Research in organizational behavior*. 1988 Jan 15;10(1):123-67.
 11. Kahn WA. Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*. 1990 Dec 1;33(4):692-724.
 12. Deci EL, Ryan RM, Deci EL, Ryan RM. Conceptualizations of intrinsic motivation and self-determination. *Intrinsic motivation and self-determination in human behavior*. 1985:11-40.
 13. Sansone C, Tang Y. Intrinsic and extrinsic motivation and self-determination theory. *Motivation science*. 2021 Jun;7(2):113.
 14. De Jong J, Den Hartog D. Measuring innovative work behaviour. *Creativity and innovation management*. 2010 Mar;19(1):23-36.
 15. West MA. Sparkling fountains or stagnant ponds: An integrative model of creativity and innovation implementation in work groups. *Applied psychology*. 2002 Jul;51(3):355-87.
 16. Mumford MD. Where have we been, where are we going? Taking stock in creativity research. *Creativity research journal*. 2003 Jul 1;15(2-3):107-20.
 17. Janssen O. Job demands, perceptions of effort-reward fairness and innovative work behaviour. *Journal of Occupational and organizational psychology*. 2000 Sep;73(3):287-302.
 18. Duarte Alonso A, Bressan A. A resource-based view of the firm and micro and small Italian wine firms. *International Journal of Wine Business Research*. 2016 Nov 21;28(4):349-68.
 19. Kimwolo A, Cheruiyot T. Intrinsically motivating idiosyncratic deals and innovative work behaviour. *International Journal of Innovation Science*. 2018 Aug 14;11(1):31-47.
 20. Eisenberger R, Huntington R, Hutchison S, Sowa D. Perceived organizational support. *Journal of Applied psychology*. 1986 Aug;71(3):500.
 21. Singh S, Vidyarthi PR. Idiosyncratic deals to employee outcomes: Mediating role of social exchange relationships. *Journal of Leadership & organizational Studies*. 2018 Nov; 25(4):443-55.
 22. Volery T, Tarabashkina L. The impact of organisational support, employee creativity and work centrality on innovative work behaviour. *Journal of Business Research*. 2021 May 1;129:295-303.
 23. Las Heras M, Rofcanin Y, Matthijs Bal P, Stollberger J. How do flexibility i-deals relate to work performance? Exploring the roles of family performance and organizational context. *Journal of organizational behavior*. 2017 Oct;38(8):1280-94.
 24. Astriani I, Muafi M. The Influence of Flexible Work Arrangements toward Loyalty and Innovative Work Behavior Mediated by Work-Life Balance. *Telaah Bisnis*. 2023 Dec 31;24(2):102-15.
 25. Srikanth PB, Jomon MG, Thakur M. Developmental idiosyncratic i-deals and its influence on promotability decisions: the joint roles of proactive personality and developmental challenge. *The International Journal of Human Resource Management*. 2022 Apr 22;33(10):2083-108.
 26. Jiang L, Pan Z, Luo Y, Guo Z, Kou D. More flexible and more innovative: the impact of flexible work arrangements on the innovation behavior of knowledge employees. *Frontiers in Psychology*. 2023 Apr 26;14:1053242.
 27. Al Essa HS, Durugbo CM. Systematic review of innovative work behavior concepts and contributions. *Management Review Quarterly*. 2022 Dec;72(4):1171-208.
 28. Anand S, Meuser JD, Vidyarthi PR, Liden RC, Rousseau DM, Ekkirala S. A multi-level model of i-deals in workgroups: Employee and coworker perceptions of leader fairness, i-deals and group performance. *Journal of Management Studies*. 2022 Mar;59(2):489-517.
 29. Tomprou M, Simosi M, Rousseau DM. Managerial Pay Raise and Promotion Decisions for Workers with I-deals. *Group & Organization Management*. 2023 Feb;48(1):31-79.
 30. Bal PM, Jansen PG. Idiosyncratic deals for older workers: Increased heterogeneity among older workers enhance the need for I-deals. In *Aging workers and the employee-employer relationship* 2014 Aug 13 (pp. 129-144). Cham: Springer International Publishing.
 31. Bos-Nehles A, Renkema M, Janssen M. HRM and innovative work behaviour: A systematic literature review. *Personnel review*. 2017 Oct 16;46(7):1228-53.
 32. Messmann G, Mulder RH. A short measure of innovative work behaviour as a dynamic, context-bound construct. *International Journal of Manpower*. 2020 Nov 28;41(8):1251-67.
 33. Aschenbrücker K, Kretschmer T. Performance-based incentives and innovative activity in small firms: evidence from German manufacturing. *Journal of Organization Design*. 2022 Jun;11(2):47-64.
 34. Eskiler E, Ekici S, Soyer F, Sari I. The relationship between organizational culture and innovative work behavior for sports services in tourism enterprises. *Physical culture and sport. Studies and research*. 2016 Mar 1;69(1):53-64.
 35. Bal PM, Chudzikowski K, Jansen P, Wawoe K. Individualized work arrangements and socio-economic factors in relation to motivation to continue working: A multilevel study of municipal influences. *The International Journal of Human Resource Management*. 2022 Oct 11;33(18):3629-61.
 36. Shams MS, Mei TS, Adnan Z, Niazi MM, Khan K. The relationship among idiosyncratic deals, psychological empowerment, and internal locus of control: A moderated mediation model. *Frontiers in psychology*. 2022 Nov 16;13:923874.
 37. Rousseau D. I-deals: Idiosyncratic deals employees bargain for themselves. Routledge; 2015 Feb 12.

38. Gray JR, Grove SK, Sutherland S. Burns and grove's the practice of nursing Research-E-book: Appraisal, synthesis, and generation of evidence. Elsevier Health Sciences; 2016 Aug 10.
39. Rosen CC, Slater DJ, Chang CH, Johnson RE. Let's make a deal: Development and validation of the expost i-deals scale. *Journal of Management*. 2013 Mar;39(3):709-42.
40. Hodgkinson GP, Ford JK. Reflecting on the past and looking to the future. *Journal of Organizational Behavior*. 2016 Feb;37:S3-8.
41. Vidyarthi RP, Chaudhry A, Anand SC, Liden R. Flexibility i-deals: how much is ideal? *Journal of Managerial Psychology*. 2014 Mar 14;29(3):246-65.
42. Agarwal A U. Examining the impact of social exchange relationships on innovative work behaviour: Role of work engagement. *Team performance management*. 2014 Jun 3;20(3/4):102-20.
43. Akhtar F, Khan H, Suleman A. The impact of psychological capital, supervisor support and risk tolerance in managers on innovative work behavior. *European Online Journal of Natural and Social Sciences*. 2018 Sep 29;7(3):632.