

UNIVERSITY OF TWENTE

MASTER THESIS

ANTECEDENTS OF IDIOSYNCRATIC DEALS' ACCEPTANCE BY CO-WORKERS

A STRUCTURED LITERATURE REVIEW

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Executive summary

This structured literature review has the purpose to work out antecedents which make co-workers more likely to accept another idiosyncratic deal (in short I-deal). The thought behind this research goal is that there needs to be more understanding regarding the wider effects of this special work arrangement since I-deals do not only affect the employer and the recipient of the I-deal but also other stakeholders like co-workers. By conducting a thorough literature review where 20 academic articles regarding idiosyncratic deals and their antecedents for acceptance are examined it has become clear that there are basically three antecedents which have an influence on co-workers' acceptance of another idiosyncratic deal. These are namely the co-workers' perception of the relation with the recipient of the I-deal, the relation with the leader but also the overall perceived organizational justice. The analysis of the literature results in propositions, which are up to further empirical testing, and a subsequent conceptual model regarding idiosyncratic deals' acceptance and its antecedents. Additionally there are guidelines derived from the analysis which can be applied by HR managers when planning to implement idiosyncratic deals as an HR practice. However the analysis and recommendations of this review must be read with caution since it is still up to the individual employee to what extent s/he accepts another idiosyncratic deal and furthermore there are global trends which have an influence on workplace management practices which in turn are likely to influence the level of I-deals acceptance.

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Chapter 1: Introduction

1.1 Background information

There has been a trend towards more individualization within the society. People become aware of their own preferences and their ability to act more independently (Veenhoven, 1999). The global development to be more individualistic has also its impact on work (Bal & Lub, 2015). Looking back traditional models of workplace management tend to focus on comparable conditions for workers in the same organizational positions. However, due to the individualized society, rapid technological changes and the strategic need to attract and retain a qualified workforce (Hornung et al, 2009; Ryan & Wessel, 2015) there is also a rising need for more individualization in human resource management practices (Rousseau, 2001). This development and the involved changes have also an impact on the relationship between the employee and the organization (Ryan & Wessel, 2015).

Rousseau and colleagues (2006) first coined the term of idiosyncratic deals which they define as 'voluntary, personalized agreements of a nonstandard nature negotiated between individual employees and employers regarding terms that benefit each party'. Due to the reduction of collective bargaining and greater initiatives by employees in negotiating work arrangements this form of special work arrangement comes into play (Hornung et al, 2010). I-deals can be described as an opportunity for the personalization of work arrangements that provide the employees with jobs and careers that suit their abilities, needs and wishes (Bal & Lub, 2015). Furthermore I-deals are said to becoming an important human resource strategy for enhancing employee loyalty and performance (Ng & Lucianetti, 2015) and to fulfil the need of organizations to be more flexible (Anand et al, 2010).

When looking at the definition of idiosyncratic deals it is stated that it should benefit each party, namely the individual employee and the employer. However the phenomenon of such a work arrangement does not only affect these two but also other stakeholders like co-workers. In this context the question comes up of how fair and justified these deals are in general and especially how and to which extent these are seen as fair by co-workers (Rousseau et al, 2006).

1.2 Problem statement

In order to advance the understanding of the wider effects regarding idiosyncratic deals there needs to be more insights gained concerning the perception by others like co-workers (Lai et al, 2009; Greenberg et al, 2004). Until now there has been a lot of research regarding idiosyncratic deals at the individual level with respect to the antecedents and positive but also negative outcomes for the specific recipient of such an I-deal (Hornung et al, 2010; Liu et al, 2013; Rousseau et al, 2009). However, since the introduction of I-deals as an HR practice implies that there is an increase in the non-standardization of human resource management practices, co-workers might question the fairness of the I-deals (Ryan & Wessel, 2015).

There is a lack of understanding how these deals affect co-workers. The co-workers' view on I-deals has an impact on the likelihood of the co-workers' acceptance. It needs to be further clarified what conditions for instance are necessary that co-workers accept these I-deals since the level of acceptance has in turn an effect on the respect and esteem regarding the recipient of the I-deal (Lai et al, 2009). It should be one of the goals that I-deals are managed in a way that they are not perceived to be unfair which otherwise in turn might result in negative work attitudes and outcomes. Considering third parties of I-deals, such as co-workers, can be valuable since they can offer information about potentially unintended behavioural effects by the employer and the recipient of the I-deal (I-dealer) regarding these stakeholders (Greenberg et al, 2004).

1.3 Theoretical and practical contribution

As already mentioned above there has been at present a lot of idiosyncratic deals research at the individual level with respect to the specific recipient of the I-deal (Liao et al, 2014). For instance it has been found out that developmental I-deals are related to higher work engagement and that flexibility I-deals are related to lower work-family conflicts (Hornung et al, 2008). However, to understand the broader role and larger consequences of this specific work arrangement between an employee and the employer, there needs to be more understanding about how these deals affect other stakeholders (Bal & Lub, 2015). There has been some work on justice perceptions and possible negative reactions of co-workers towards I-deals like the article by Greenberg et al (2004) and some work is done by Lai et al (2009) who already investigate conditions which make co-workers more likely to accept other I-deals. These articles build a good starting point for this review which will be extended by other contributions which deal with consequences of I-deals and with the antecedents which are expected to influence co-workers' acceptance. With these articles this structured literature review aims at building a new conceptual model that can describe these antecedents in more detail. Among others Liao et al (2014) and Bal et al (2012) call for more investigation regarding idiosyncratic deals, especially the perception by others like co-workers, since the issue of fairness and justice comes up in this context (Bal & Lub, 2015). This is further supported by Ng & Lucianetti (2015) and Anand et al (2010) who claim that a full understanding of the effects of I-deals must be reached and with that one must consider both, the recipient of the I-deal and the co-worker.

This review further helps researchers but also practitioners to work with the new conceptual model and to understand how these individual work arrangements affect other stakeholders. This is essentially important to know because co-workers and other parties are important stakeholders regarding I-deals as special work arrangements. The interest of all parties involved should be considered to find a good balance between flexibility and fairness (Rousseau, 2001). Furthermore there are guidelines derived as an additional tool which can be used by practitioners to see what needs to be considered in the context of other stakeholders like co-workers when planning to implement I-deals as an HR practice in their organization.

1.4 Research goal and research question

The goal of this study is to enrich the existing literature regarding the link between idiosyncratic deals and their acceptance by other important stakeholders like co-workers. To be more precise this structured literature review aims at figuring out antecedents that makes co-workers likely to accept someone else's I-deal. The way these antecedents work should be known and understood by researchers and practitioners to be aware of the broader impact of I-deals. In order to achieve this goal the following research question will guide this literature review:

Which antecedents can lead to co-workers' acceptance of idiosyncratic deals?

1.5 Outline of the thesis

After the introduction of the research question the remainder of the paper is structured as follows: Next attention is paid to the definition and characteristics of idiosyncratic deals and how and why the antecedents for I-deals acceptance have been chosen. After that the method which helps to search, sort and analyse relevant literature in order to find an answer to the research question is outlined. Having clarified this the literature is presented via an author-centric and two concept-centric matrices. On the basis of this the literature is analysed and synthesized. This analysis results in propositions about the antecedents which are up to further empirical testing. Drawing from this a new conceptual model is developed where the antecedents are set into relation with co-workers' acceptance of another I-deal. A discussion about the findings is following this section. Next to that there are guidelines and practical implications for managers and HR practitioners presented who are planning to implement I-deals as an HR practice. In the concluding section there are some limitations of the study, suggestions for further research and an answer to the research question presented.

Chapter 2: Idiosyncratic deals and their acceptance

2.1 Definition and characteristics of idiosyncratic deals

Idiosyncratic deal

Rousseau and colleagues (2006) first coined the term 'idiosyncratic deals' (I-deals) which they define as 'voluntary, personalized agreements of a nonstandard nature negotiated between individual employees and employers regarding terms that benefit each party'. In the following the main characteristics of I-deals are presented in more detail.

Individually negotiated

The first characteristic of I-deals refers to the fact that the employer negotiates with an employee or a prospective employee individually about specific arrangements that differ from the corresponding arrangements of the individual's co-workers. Here it depends on the market power of the employee and the value given to them by the employer to which extent the employees can successfully demand certain compensations and perquisites. Such I-deals can be shaped by both parties. In other words the employee can be the initiator of the negotiation but also the employer who sets the terms of the employment (Rousseau et al, 2006; Hornung et al, 2008).

Heterogeneous

Secondly I-deals are said to be heterogeneous in nature. This means that several terms of such an agreement differ from conditions which are created for other employees in similar positions or in the same workgroup. Therefore these heterogeneous deals have to be seen from two sides. On the one hand these can be seen as incentives in forms of rewards depending on the individual performance. On the other hand such arrangements can cause a potential source of inequity and injustice on behalf of the co-workers depending on what they perceive as reasons for these differences (Rousseau et al, 2006; Liao et al, 2014).

Benefiting both employer and employee

Thirdly these agreements should serve the interests of both parties involved. It should end up in an 'ideal' situation for both sides (Greenberg et al, 2004). To be more precise I-deals should result in an organization that attracts, motivates or retains the services of a valued employee. In return the valued employee receives his/her desired resources from the organization. If this special treatment is based on market value of the employee or the strategic advantage for the organizations co-workers are more likely to accept such arrangements. However they are not likely to accept these deals if they are based on favouritism. More attention to favouritism is drawn below (Rousseau et al, 2006; Hornung et al, 2009).

Varied in scope

Lastly I-deals can vary from a single idiosyncratic element in a larger standardized employment package to a completely idiosyncratic package. The decision about the number of elements depends on the negotiation between the employer and the employee. Differences can be in terms of flexible work hours but at the same time they still have the same pay structure than their co-workers. However even the pay structure and other duties could be individualized for one specific worker. This would reflect a relative high proportion of idiosyncratic-to-standard conditions (Rousseau et al, 2006). There is a relatively wide range of idiosyncratic elements which an employee can negotiate and combine.

Types of I-deals

Regarding the content of I-deals there are mainly six different types which are frequently studied in the literature. First of all an individual element in a work arrangement can take the form of more flexibility regarding working hours for the employee which gives him more freedom to manage his/her time. Secondly special developmental opportunities to enhance the employees' knowledge can be granted. Thirdly an employee needs or wants a workload reduction in terms of work demand and hours. Fourthly idiosyncratic elements can refer to tasks and the employees' wish to create and alter their own job content (Rousseau, 2006; Liao et al, 2014). Fifthly flexibility could refer to the working place meaning that the employee can do his/her work outside the office wherever s/he wants. Lastly there could be I-deals with different pay structures to give financial incentives for working more productively (Rosen et al, 2013).

Timing of negotiating I-deals

Another important feature of I-deals is the time when the arrangements are negotiated. I-deals can be either negotiated prior to the employment (ex ante) or they can be discussed once on the job (ex post). It depends on the individual worker him/herself to what extent they can successfully discuss individual agreements. One has to recognize the own potential and the value for the organization. Whereas standard employment arrangements display trust and cooperation to all employees, organizations are sometimes forced by labour market conditions to offer special employment conditions to attract highly valued workers (Rousseau et al, 2006; Rousseau et al, 2009).

When there is a high demand and short supply of valuable employees on the labour market it is more common that these employees are in a better position to discuss and negotiate I-deals. In contrast to that I-deals negotiated ex post are a sign of the quality relationship with the employer (Rousseau, 2006; Rosen et al, 2013).

Differentiating I-deals from favouritism

As already explained in the previous section the negotiation of I-deals can lead to the questioning of fairness by the co-workers (Rousseau et al, 2006). However it is important to make a distinction between I-deals and favouritism.

What I-deals are and what they imply has already been explained above. Nevertheless another employment practice is the so called favouritism which should be differentiated from I-deals. Favouritism is a preferential treatment which is based on relational factors like personal relations and political ties. Since these arrangements are predicated on connections it does not really consider the individual capabilities which in turn does not guarantee an added value to the organization (Rousseau et al, 2006). Moreover decisions based on favouritism might only benefit the recipient (Anand et al, 2010). Given these circumstances it becomes obvious that the consistency and fairness of these employment practices are questioned. In the case that co-workers tend to recognize favouritism they are more likely to mistrust the employer and the I-dealer since they regard the process as unfair (Rousseau, 2001).

Comparing the consequences of both employment practices for co-workers it can be said that the effects of I-deals depend on the content, timing and processing for creating an I-deal. In contrast to that special work arrangements based on favouritism are said to reduce trust and also the perception of fairness (Rousseau et al, 2006).

Having outlined the characteristics of idiosyncratic deals it is further outlined how and why antecedents are chosen for the acceptance of another I-deal.

2.2 Choice of antecedents for I-deals' acceptance

The definition of acceptance for this review is adopted from a study by Lai et al (2009) who uses a network approach to investigate co-workers likelihood of accepting another idiosyncratic deal.

Acceptance is hence referred to "giving one's assent or approval to another person's I-deal" (Lai et al, 2009, p. 548). It is important that co-workers accept the other I-deal since a lack of acceptance can reduce respect and esteem for the colleague holding the I-deal which in turn might have a negative influence on the overall organizational climate and with that on the individual but also organizational performance.

Furthermore the ultimate effectiveness of I-deals as an HR practice is likely to depend on co-workers' acceptance (Lai et al, 2009). In this context I-deals have to be regarded as fair by co-workers to let them psychologically accept these deals. Potential negative perceptions of fairness might result in lowered job performance, various forms of employee withdrawal and deviant behaviour (Greenberg et al, 2004). Consequently it is important to properly manage I-deals as an HR practice where it is indispensable to get the co-workers' approval to this special and individual human resource management practice.

For this review the following antecedents which are expected to influence co-workers' acceptance of another I-deal are selected: The co-worker perception of his or her relation with the I-dealer, his or her relation with the leader and the perceived organizational justice.

There are several reasons why these antecedents have been chosen.

First of all it has to be considered that, by implementing idiosyncratic deals as an HR practice, organizational resources are going to be unequally distributed. According to one of the characteristics of I-deals it is said that scarce resources are more likely to be given to more valuable employees and/or to employees which have better political skills (Rousseau et al, 2006). However, in line with the principles of the equity theory, employees expect that it can only be fair if the rewards are proportionally distributed to the contribution of the people (Li & Cropanzano, 2009). With this inconsistency in an HR management practice employees start questioning the fairness of this kind of resource distribution (Ryan & Wessel, 2015).

Furthermore the distribution of valuable, organizational resources like information, opportunities and trust involves several parties which are said to be affected by but also responsible for this. In this context the I-dealer plays an important role since s/he is the one who is likely to get preferable resources. Next to that the leader is in charge of deciding how to distribute these resources. However it has also to be taken care of that the organizational justice makes it possible that every employee has the chance to get an I-deal (Lai et al, 2009; Greenberg et al, 2004)

Given the fact that organizational resources are no longer equally distributed this has an effect on the direct colleagues since these might get disadvantaged and with that they start comparing themselves with the I-dealer and might question the fairness of the resource allocation (Ng & Lucianetti, 2015). This is one of the main reasons why it is important that the relation between the co-worker and the I-dealer should be more investigated since the allocation of the I-deal to one employee has an impact on the resources the co-worker can get which in turn influence the likelihood of acceptance (Lai et al, 2009).

Next to that it is important to further investigate the relation between the co-worker and the leader since the leader is the one who decides how and why an employee gets an I-deal or not. The kind of relationship the co-worker has with the leader is also influencing the extent to which s/he is able to negotiate an I-deal. In the case of perceived unfair treatment the co-worker might suspect that deals are made based on favouritism (Rousseau et al, 2006). Thus it can be assumed that the co-workers' perception of the relation with the leader has an impact

on how likely a co-worker accepts another I-deal since s/he might feel treated unfair by the leader.

Last but not least it is important that the organizational justice makes it possible for every employee to get an I-deal. Given the different types of organizational justice (distributive, procedural and interactional) there should be the chance for every employee to get the same amount of resources as a colleague, that the organizational procedures to get an I-deal allows everyone to be able to get one and that every employee is treated equally by colleagues but also by the leaders (Li & Cropanzano, 2009). Therefore, the non-compliance of these kind of justice might co-workers feel treated unfair and with that their likelihood of accepting another I-deals is decreasing (Greenberg et al, 2004).

Based on this view it can be assumed that the antecedents selected for this review reflect relevant conditions which can be regarded as influencing variables on the co-workers' acceptance of other I-deals. The relation between the antecedents and the co-worker acceptance of another I-deal is depicted in the illustration below.

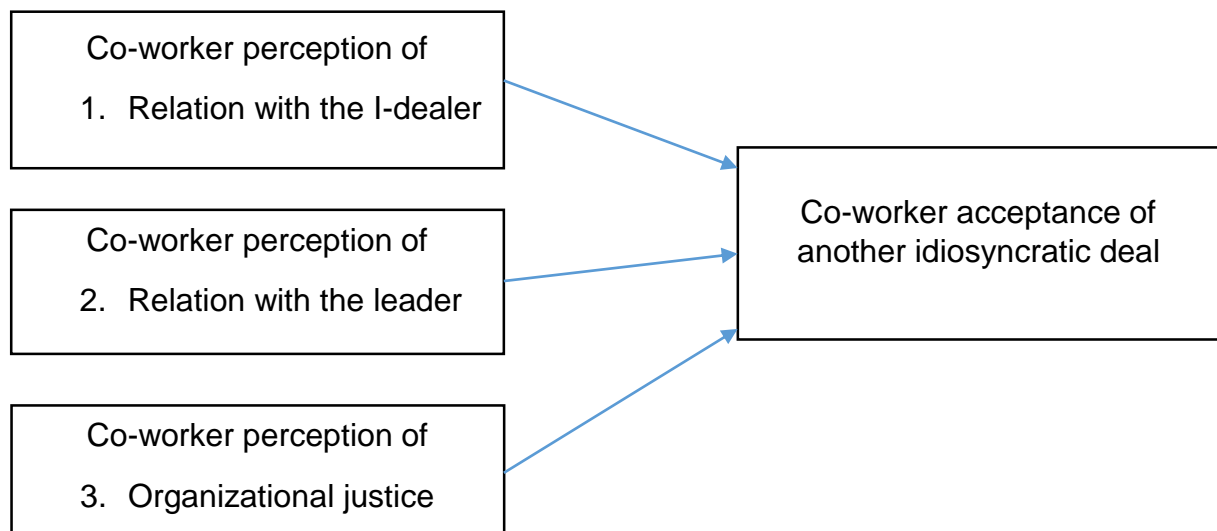


Figure 1: Antecedents of co-workers' acceptance of another I-deal

Chapter 3: Methodology

The chosen research design for this study is based on a thorough literature review in which the key antecedents are identified and analysed in order to investigate their influence on I-deals acceptance by co-workers. The literature review as a kind of research design has been chosen to advance empirical studies like the one by Lai et al (2009) who already investigate co-workers' acceptance of idiosyncratic deals. For this purpose further conceptual and empirical articles which deal with I-deals and the identified antecedents are taken. Here consequences and wider effects of I-deals are further investigated and comparable gained insights regarding co-workers' perception and acceptance of other I-deals are combined and synthesized to provide more evidence for the chosen antecedents.

3.1 Data collection: PRISMA statement

To get a thorough picture of the literature available regarding the field of idiosyncratic deals and their perception and acceptance by co-workers the guideline of preferred reporting Items for systematic reviews and meta-analysis (in short PRISMA) is applied. This statement will help to improve the reporting of the systematic review (Moher et al, 2010). In the figure below the four phases from the identification of relevant literature to the final dataset which will be included and analysed are presented.

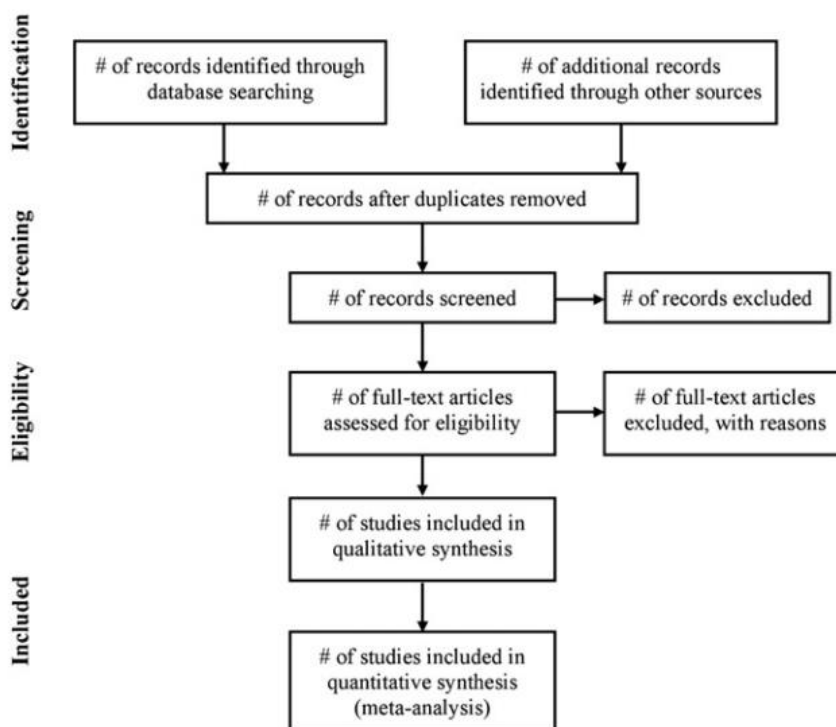


Figure 2: Flow of information through the different phases of a systematic review (Moher et al, 2010)

When doing research regarding the topic under study there have been several online databases used which are namely the online university database of the University of Twente, web of Science and Google Scholar. In the following the items for which have been searched for in these databases are presented. These items include the main concepts, similar terms but also singular and plural forms in order to grasp all relevant articles and not to neglect important ones. The combinations of the items below result in 105 queries (7 x 15) for which is searched for with the 'and' function in the databases.

Variable 1	Variable 2
Idiosyncratic deal	Fairness
Idiosyncratic deals	Fairness perception
I-deal	Co(-)worker
I-deals	Co(-)worker perception
Idiosyncratic work arrangement	Acceptance
Idiosyncratic employment arrangement	Stakeholder
Special work arrangement	Justice
	Trust
	Organizational justice
	Justice climate
	Social justice
	Unit climate
	Supervisor
	Leader
	LMX

Table 1: Multiple search items for getting the most relevant literature regarding the topic under study

After having searched for all combinations in the databases a preselection based on titles has been made. Here one criteria has been that there are at least two key concepts from the list above are mentioned in the title.

In order to enhance the database searching suggested by the identification phase in the PRISMA statement there are more relevant articles searched by the technique of snowball sampling (Webster & Watson, 2002). There are actually two sources for this kind of referencing. First of all the articles already found in the first database searching round, based on title screening, are taken. Secondly useful references manually searched and used for the research and the proposal, and which have not already been found by the other search round, are taken. Here it has been looked at the title for two or more relevant concepts from above which are mentioned in the title. Its references are further investigated (forward and backward) for screening them based on the titles for eligibility for the study purpose. Using two techniques is recommended and makes the data collection more reliable since more, possible relevant articles can be found and further investigated (Jalali & Wohlin, 2012).

After this selection possible duplications have been removed. The remaining literature has been further selected in a way that it has been looked at the abstract, the results and the conclusion of the article where it has been important that there is a connection to either idiosyncratic deals or to one of the antecedents to be further progressed. Having done this the full texts have been read in order to judge whether or not these articles can contribute to the discussion regarding the antecedents of co-workers' acceptance of another I-deal.

Due to the focus on the database search and the snowball reference technique attention has only been paid to these available articles and not to non-published articles. This methodological limitation has to be considered. However, in the case where the abstract of an inaccessible article could be reached and if there have been interesting insights for the topic under study, the authors have been contacted through mail and it has been asked for access to this article.

The following table shows the selection process where, at the end, 20 articles have been eligible for the purpose of the study:

Selection process

Results based on database searching and the snowball reference technique	212
- Duplicates	176
= Results after duplication	36
- Number of records screened	2
= Result after the screening	34
- Number of articles excluded which are not eligible	14
TOTAL NUMBER OF INCLUDED ARTICLES	20

Table 2: Selection process to arrive at the final dataset

3.2 Data analysis: Constant comparative analysis

After having identified the relevant literature for the review there needs to be a structuring in order to be able to synthesize the literature for the analysis. As a first step an author-centric approach is taken to summarize the relevant articles. This kind of matrix is helpful to get a first and rough overview of the data. To make a transition from author- to concept-centric two concept matrices are compiled to be able to synthesize the literature. With that similar concepts in each article and relations to co-workers' acceptance can be recognized and applied in the analysis (Webster & Watson, 2002). The matrices can be found in the next chapter before the antecedents for I-deals acceptance are explained and analysed in more detail.

Since one of the aims of this literature review is to derive at a conceptual model which illustrates the relation between the antecedents and co-workers' acceptance of another I-deal, the articles and their results are constantly compared to figure out complementing and/or contradicting conclusions (Babbie, 2010).

When applying this constant comparison analysis in the context of documents the reviewer will chunk the information read and gained into smaller, meaningful parts. In this case it is looked at given concepts and study results, which are also presented in the author-centric matrix, and which should be of help to discover relevant relations and explanations to answer the research question. After that the reviewer labels each chunk with a descriptive label or code. Here the three antecedents are used respectively to build a basis for the assignment of the parts. Next every each new chunk of data will be systematically compared with previous codes so that similar chunks are labelled with the same code. After every chunk is coded the codes are clustered by similarity and a theme is identified and described based on each cluster (Onwuegbuzie et al, 2012). In this case clusters are searched in terms of complementing and/or contradicting statements about the antecedents applied in this study. Having identified these similarities based on the cluster there will be a new conceptual model derived from the findings which helps to understand the role of idiosyncratic deals in relation to other important stakeholders like co-workers and their acceptance of I-deals.

3.3 Characteristics of the dataset

Regarding the characteristics of the dataset it can be recognized that first of all key papers which are dealing with idiosyncratic deals have been found and used for analysis. Here influential authors are for instance Rousseau, Greenberg and Hornung who published numerous research papers in this field. Next to these key papers it is notable that a lot of recent papers are used for the review. Most of the papers are dated from the year 2008 to this year, 2015. The recentness of data is probably due to the fact that the term of idiosyncratic deals has only been coined by Rousseau and her colleagues about a decade ago (Rousseau, 2001; Rousseau et al, 2006) and only after that more attention has been paid to this individual work arrangement. The very current research regarding idiosyncratic deals build a good basis for analysis since a number of these recent papers go beyond the individual benefits for the I-dealer and draw attention to wider effects of I-deals. Furthermore it has been taken care of that the articles are published in well-known HRM journals. Examples are the Human Resource Management Review, the Journal of organizational behaviour but also the journal of applied psychology and the journal of management studies. Moreover there is a mixture of purely theoretical and empirical studies which are examined. Considering both types can advance the theoretical discussion by empirical evidence to either further confirm or contradict propositions. Furthermore some studies cover the Western but also the Chinese population. Here it can be seen that I-deals are studied all over the world and with that it might be interesting to look at cultural characteristics. All in all the characteristics show that the selected dataset covers a wide range of articles and furthermore represents idiosyncratic deals from different perspectives which is synthesized in the following chapters to be able to give an answer to the research question.

Chapter 4: Antecedents of idiosyncratic deals' acceptance by co-workers

4.1 Author-centric matrix and concept-centric matrices

In the following the literature under study is presented via an author- and two concept centric matrices. The author-centric matrix with the presentation of the relevant concepts, the main (data collection) methods and key results of the studied literature helps to first of all get an overview of the data. Furthermore, with the help of the concept-centric matrices, it becomes easier to identify similar concepts which can be related to co-workers' acceptance to be able to synthesize the literature (Webster & Watson, 2002).

After the presentation of the author-centric and the concept-centric matrices the antecedents and the likelihood of co-workers' acceptance of another I-deal are discussed in more detail. More precisely there are three main parts, which reflect the classification of the antecedents. Within these parts there are first of all the definitions and the main characteristics of the antecedents given. Next to that underlying theories, if applicable, and hypotheses related to these concepts are presented and discussed. This is complemented by empirical studies which either supplement or contradict theoretical assumptions. Based on this evaluation it is figured out in the end what can be learned and done in order to enhance the likelihood of co-workers' acceptance of another I-deal which in turn helps to find an answer to the research question. At the end of each part these gained insights are then reflected in developed propositions.

The author-centric matrix gives a first and rough overview of the data under study:

NR	Author and title (alphabetically ordered by author)	Main and relevant concepts dealt within the article	(Data collection) Method	Main study results / Purpose and/or contribution of theoretical paper
1	Anand et al (2010): Good citizens in poor-quality relationships: Idiosyncratic deals as a substitute for relationship quality	Idiosyncratic Deals (I-deals) Organizational Citizenship Behaviour (OCB) Leader – member – exchange (LMX) Team – member – exchange (TMX) Perceived organizational support (POS) Social exchange theory (SET)	Sending out surveys to 246 employee-manager dyads in five organizations in the Indian software and design and development industry to ask about TMX, LMX and POS	Strong positive relations between I-deals and OCB for employees with low rather than high LMX or TMX
2	Al – Shammari & Ebrahim (2015): Leader-Member Exchange and Organizational Justice in Bahraini Workgroups	LMX and its differentiation (LMX diff) Organizational justice (OJ) Organizational justice climate (OJC)	Sending out questionnaires to 173 employees in Bahraini Workgroups (individual level is aggregated to group level data) to ask about the perceived organizational climate and LMX	The individual and group perception of organizational justice are positively related to their perception of leader- member exchange
3	Bal et al (2012): Motivating Employees to work beyond retirement: A multilevel study of the role of I- deals and unit climate	Idiosyncratic deals Unit climate, UC (accommodative and developmental)	1083 employees in the Dutch health care sector filled in a questionnaire regarding their I-deals and the perceived climate	Flexibility I-deals relate positively to motivation to continue working; unit climate moderates the relation between development I-deals and motivation to continue working
4	Bal & Lub (2015): Individualization of work arrangements: A contextualized perspective on the rise and use of I- deals	Idiosyncratic deals Social exchange theory Co-worker (CW)	A conceptual article which relates individualization to the concept of I-deals and its impact on workplace management	This chapter concludes that societal trends like individualization will have an impact on workplace management practices where I-deals get more common and required
5	Colquitt (2001): On the Dimensionality of Organizational Justice: A Construct Validation of a Measure	Organizational justice (OJ)	Study 1: 301 undergraduate management students filled out surveys regarding justice of an education context, the grade Study 2: 337 employees in two plants in a leading automobile parts manufacturing company filled in surveys regarding their outcomes they receive from the job	Explores dimensionality of organizational justice and validates a new justice measure by two studies with the dimensions distributive, procedural, interpersonal and informational justice

6	Greenberg et al (2004): Fairness in idiosyncratic work arrangements: justice as an I-deal	Idiosyncratic deals Organizational justice Fairness (F) LMX Co-worker Acceptance (A)	A conceptual article which takes into account the fairness issue in the context of I-deals	The authors analyse the issue of fairness through the lens of organizational justice. Here they look at three principal stakeholders of I-deals, namely the manager, the recipient of the I-deal and the co-worker
7	Hornung et al (2008): Creating flexible work arrangements through idiosyncratic deals	Idiosyncratic deals Organizational Factors (OF) Personal Influences (PI)	By sending out surveys to 887 employees in a German government agency antecedents and consequences of I-deals are tested	Part-time work, telecommuting and personal initiative are positively related to I-deal negotiation. Flexibility I-deals are negatively and developmental I-deals are positively related to work-family conflict and working unpaid overtime. Developmental I-deals are positively related to increased performance expectations and affective organizational commitment
8	Hornung et al (2009): Why supervisors make idiosyncratic deals: antecedents and outcomes of i-deals from managerial perspective	Idiosyncratic deals Employee initiative (EI)	Data is gathered from surveys among 263 supervisors which manage telecommuting employees in the German public administration. Among others it is asked about employee initiatives and supervisors' authorization of I-deals	Supervisors distinguish between development, flexibility and workload reduction I-deals. Employee initiative influence the granting of development I-deals. These I-deals are said to enhance employee motivation and performance. Type of work influenced the granting of flexibility I-deals. These deals can enhance work-life balance. In the case of unfilled organizational obligations workload reduction I-deals are likely to be granted
9	Huo et al (2014): Idiosyncratic deals and good citizen in China: the role of traditionality for recipients and coworkers	Idiosyncratic deals Organizational citizenship behaviour Co-worker	Based on in-depth qualitative interviews with 18 employees in nine Chinese organizations in the software design and high-tech industry surveys have been established which measure recipients' perceived visibility and co-worker's perceived knowledge of other I-deals.	Recipients of I-deals are positively associated with their OCB-I. This relation is strongest for individuals with high perceived visibility and low traditionality Co-workers believe to obtain future I-deals is strongest for individuals with high perception of

			Furthermore semi-structured interviews were held with 43 supervisors who made decisions about I-deals their employees receive	other I-deals and low traditionality
10	Lai et al (2009): Idiosyncratic deals: Coworkers as interested third parties	Idiosyncratic deals Acceptance Interpersonal relationships (IR) Employment relationship (LMX) Organizational Justice Co-worker	In an American high-tech R&D firm semi-structured interviews were held with 13 research managers and 7 directors. Interview data was used to create survey questions regarding interpersonal relationships, LMX and organizational justice	Co-worker acceptance of I-deals is greater for group members who are close personal friends. Social exchange relation with the leader is positively related to acceptance where an economic exchange relation is not. Co-workers belief in obtaining comparable future opportunities is positively related to I-deal acceptance. The relation of economic and social exchange with acceptance is likely to be mediated by comparable future opportunities
11	Liao et al (2014): Idiosyncratic deals in contemporary organizations: A qualitative and meta analytical review	Idiosyncratic deals Organizational citizenship behaviour Leader-member-exchange Social exchange theory Social Comparison (SC)	A qualitative review of I-deals theory and research complemented by a meta-analysis of 23 empirical studies	Review examines conceptualization and measurement of I-deals. Meta-analysis tests the moderating effect of societal cultures on the predictors and consequences of I-deals investigated until now. Furthermore suggestions for future I-deals research are given
12	Li & Cropanzano (2009): Fairness at Group Level: Justice climate and intraunit justice climate	Organizational justice Justice climate Intraunit justice climate (IJC) Fairness	Review of organizational justice literature at the group level	The authors identify justice climate and intraunit justice climate as two viable treatments at the of unit level justice. Furthermore these two types are both useful predictors for work attitudes and behaviour
13	Ng & Feldman (2010): Idiosyncratic deals and organizational commitment	Idiosyncratic deals Organizational commitment (OC)	375 Managers, who are employed at American research companies, filled in an online survey at two points in time where contract idiosyncrasy, core self-evaluation, age and	The relation between idiosyncratic deals and affective organizational commitment is stronger for those managers with low core self-evaluations. The strongest relationship between I-deals and

			affective commitment are tested	organizational commitment is found for older workers who have low core self-evaluations
14	Ng & Feldman (2012): Idiosyncratic deals and voice behaviour	Idiosyncratic deals Social exchange theory Voice behaviour (VB)	466 managers and professionals from the US and China filled in online surveys at three points in time over a 10 month period where they were asked about scheduling flexibility and development I-deals, flexible work role orientation, networking behaviour, organizational trust and voice behaviour	All three factors, flexible work role orientation, social networking behaviour and organizational trust, mediated the relation between I-deals and voice behaviour. The mediating effect is generally stronger for professional development I-deals than for scheduling flexibility I-deals and are generally stronger in the China than in the US sample
15	Ng & Lucianetti (2015): Goal striving, idiosyncratic deals and, job behavior	Idiosyncratic deals Job behaviour (JB) Co-worker Social comparison	82 managers from 59 organizations from different industries in Italy filled in survey where there are asked to assess their motivational goals, their own I-deals and their perceptions of whether their co-workers were receiving I-deals. Supervisors were asked to assess their employees' job behaviour.	Employees' motivational goals are positively related to the levels of I-deals they receive. These I-deals are also positively related to supervisors' assessment of voice behaviour and interpersonal citizenship behaviour. High perceptions of the extent to which co-workers received I-deals further strengthened the relation between status striving and employees' perception of their own I-deals
16	Rosen et al (2011): Let's make a deal: Development and validation of ex post I-deals scale	Idiosyncratic deals Social exchange theory Leader-member-exchange	Study 1: 257 participants are asked whether they had negotiated an I-deal in the past and if yes what the content has been using the dimensions identified. Study 2: 412 participants filled in surveys to assess the dimensionality and internal consistency of I-deals scale Study 3 and 4: Participants completed surveys at two points in time where they are asked about I-deals, antecedents and outcomes	A 16-item measure of I-deals has been established and validated. The purpose of the four studies is to verify specific domains where I-deals are negotiated, to confirm the reliability of the developed measure and to examine antecedents and outcomes of I-deals. Four types of I-deals are identified: schedule flexibility, location flexibility, task and work responsibilities and financial incentives
17	Rousseau (2001):	Idiosyncratic deals Trust	A conceptual article where the author investigates the	The author discusses the complexity to maintain

	The Idiosyncratic deal: Flexibility vs Fairness?	Fairness	concepts of I-deals regarding the challenge between flexibility and fairness	fairness within an organization and to provide flexibility through customized work arrangements at the same time. She provides explanations what I-deals are and what they are not. Furthermore strategies and conditions for promoting I-deals that work are presented
18	Rousseau et al (2006): I-deals: Idiosyncratic terms in employment relationships	Idiosyncratic deals Leader-member-exchange Co-worker	Propositions are formed on the basis of the literature available with respect to how I-deals are formed and how they impact workers and co-workers	A distinction is made between I-deals and their dysfunctional counterparts. Furthermore evidence of I-deals in past research is highlighted. Another aspect here is how co-workers respond to another I-deal
19	Rousseau et al (2009): Idiosyncratic deals: Testing propositions on timing, content, and the employment relationship	Idiosyncratic deals LMX	Employees from an American hospital filled in surveys at two points in time where the I-deal timing, I-deal content and the employment relationship are asked for	I-deals made after hiring have greater impact on the employment relationship than those made ex ante. Developmental I-deals are positively related to perceive the employment relationship as rather social than economic exchange
20	Ryan & Wessel (2015): Implications of changing workforce and workplace for justice perceptions and expectations	Organizational Justice Fairness	A conceptual article where the concept of fairness and its changing nature is discussed	The authors describe four global trends which are likely to impact current HRM practices. These trends may also change the fairness perception of workers

Table 3: Author-centric matrix

After the presentation of the data via an author-centric approach, the data is now illustrated via a concept-centric matrix that shows which concepts but also theories come up in every article.

Art. No.	Concepts																						
	I - d e a l s	O C B	L M X	L M X d i f f	T M X	P O S	O J	(O) J C	U C	S E T	T	F	O F	P I	E I	A	I R	S C	I J C	O C	V B	J B	C W
1	x	x	x		x	x				x													
2			x	x			x	x															
3	x								x														
4	x									x													x
5							x																
6	x		x				x					x				x							x
7	x												x	x									
8	x														x								
9	x	x																					x
10	x		x				x									x	x						x
11	x	x	x							x								x					
12							x	x				x							x				
13	x																			x			
14	x									x											x		
15	x																	x				x	x
16	x		x							x													
17	x										x	x											
18	x		x																				x
19	x		x																				
20							x					x											

Table 4: Concept-centric matrix

Legend:

I-deals = Idiosyncratic deals	UC = Unit climate	IR = Interpersonal relationships
OCB = Organizational citizenship behaviour	SET = Social exchange theory	SC = Social comparison
LMX = Leader-member-exchange	T = Trust	IJC = Intraunit justice climate
LMX diff = LMX differentiation	F = Fairness	OC = Organizational climate
TMX = Team-member-exchange	OF = Organizational factors	VB = Voice behaviour
POS = Perceived organizational support	PI = Personal influence	JB = Job behaviour
OJ = Organizational justice	EI = Employee initiative	CW = Co-worker
(O)JC = Organizational justice climate	A = Acceptance	

Table 5: Abbreviations used in the two concept matrices

In order to be more specific about the concepts dealt within the articles and their relation with co-workers' acceptance of another I-deal, the following concept matrix has been established. The matrix lists the articles included and presents relevant concepts which can be related to co-workers acceptance. Given a plus (+) in the matrix shows that this particular concept can be positively related to co-workers' acceptance of another I-deal. In contrast to that the minus (-) means that this concept is likely to be negatively related to co-worker acceptance. There is also an (o) which means that this concept is neutral in relation to I-deals acceptance. In the last column it will be suggested in how far it will relate to I-deals acceptance, based on the judgements of the concepts. Presenting the concepts in this way makes it even more understandable in which way the articles can relate to I-deals acceptance. The matrix below shows that overall the concepts in the articles can be positively related to co-workers' acceptance. However some are neutral in relation to co-workers' acceptance.

The upcoming analysis section discusses the concepts illustrated below in more detail which gives also more hints about how the different concepts are related to co-workers' acceptance.

Art No	Concepts																			Acceptance
	O C B	L M X	L M X d if f	T M X	P O S	O J	(O) J C	U C	T	F	O F	P I	E I	I R	I J C	O C	V B	J B	C W	
1	+	o		+	o															+o
2			-			+	+													+o
3								+												+
4																			o	o
5						o														o
6		o				+				+										+
7											+	+								+
8													o							o
9	+																		+	+
10		+				+								+					+	+
11	+	o																		+o
12						o	o			+					o					o
13																+				+
14																	o			o
15																		+	+	+
16		o																		o
17									+	+										+
18		o																	+	+o
19		o																		o
20						+				+										+

Table 6: Concept-centric matrix where relevant concepts are related to co-workers' acceptance

4.2 Co-worker perception of relation with the I-dealer

In the context of co-workers' acceptance of other I-deals the relation between the I-dealer and the co-worker itself should be investigated in more detail since this relation is said to have a direct impact on how the co-worker perceives another I-deal (Lai et al, 2009; Greenberg et al, 2004). The interpersonal relationship between the co-worker and the I-dealer can be characterized as either close and friendly or distant and formal. Close and friendly relationships among employees tend to be based on personal affinity, care and liking. This relational nature evokes a sense of the expanded self where the benefits of a friend are also enriching the own personality. Contrary to that formal relations lack these factors and it is more likely that a sense of injustice comes up more frequently. By executing a field study Lai et al (2009) gathered data from 65 employees in 20 American research and development groups in order to test their hypothesis that the extent to which a co-worker considers an I-dealer as a personal friend is positively related to his or her willingness to accept another I-deal. The results support this hypothesis. Thus it can be assumed that a close and friendly relationship to a colleague is preferable when I-deals should be accepted within a work unit.

The construct of interpersonal relationships investigated by Lai et al (2009) can be related to another concept applied in the study by Anand et al (2010). Among others the authors investigate the concept of Team-member-exchange (TMX) and its effect on the relationship between I-deals and organizational citizenship behaviour (OCB). TMX refers to the overall quality of the relationship between an individual team member and fellow team members. Low quality TMX is based on limited resource exchanges whereas high quality extends the resources exchange by mutual sharing, cooperation and social rewards. Furthermore TMX is positively related to job satisfaction and citizenship behaviour. In the case of high TMX co-workers can provide instrumental support in form of work-relevant expertise and feedback and emotional in a sense that they listen to problems or showing understanding. In line with the social exchange theory peer support is likely to create a feeling of obligation resulting in focal employee's willingness to engage in OCB. Since co-workers support can increase an individual's obligations under high-quality TMX conditions, this kind of OCB is directed at individuals (OCB-I). By sending out surveys to 246 employee-manager dyads in five organizations in the Indian software and design and development industry Anand et al (2010) found support for their claim that TMX moderates the relation between I-deals and OCB-I. In line with the argumentation of Lai et al (2009) that good interpersonal relationships relate positively to co-workers' acceptance of another I-deal the study by Anand et al (2010) can complement these findings in a way that a high quality TMX implies that colleagues already have a good relation with each other where there is mutual support and where employees behave like good citizens. Therefore it can be expected that it is advantageous for the acceptance of another I-deal to have a high quality TMX.

However, assuming that employees with high quality TMX tend to already engage in OCB, I-deals may have minimal influence on their level of OCB. Contrary to that employees with low TMX are likely to engage in lower OCB. This relation may change in the case that low-quality TMX employees receive I-deals since this signifies an important form of support. Thus it is likely that employees with low TMX value I-deals more. In this context it is hypothesized that I-deals will compensate for the absence of co-worker support in low-TMX employees, motivating their reciprocation in the form of OCB. The study result of Anand et al (2010) show that the positive relation between I-deals and OCB-I is stronger for employees with low quality TMX than for those with high quality TMX. Thus, in the case of low quality TMX, it is still the chance that employees engage in OCB when they have the chance to get an I-deal. If an employee with no I-deal get this chance s/he feels valued by the organization and with that is more likely to agree upon another I-deal (Rousseau et al, 2006). Continuing the discussion that comparable future opportunities enhance the likelihood of co-workers to accept another I-deal

Ng & Lucianetti (2015) assume that an employee's perception of whether a co-worker is receiving an I-deal is a direct positive predictor of the employees' own I-deals. This relationship can be explained by the equity theory since individuals who perceive that their co-workers are receiving more rewards and resources than oneself are motivated to correct the unfair distribution by increasing their own rewards and resources. By using surveys Ng & Lucianetti (2015) collected data from Italian organizations in different industries where they found support for their hypotheses that employees' perception of whether their co-workers are receiving I-deals are positively related to their perceptions of their own I-deals. Huo et al (2014) also state that the acceptance of an idiosyncratic deal of others is depending on their own future opportunities to get comparable deals. By conducting qualitative interviews and sending out surveys asking about recipients' perceived visibility and co-worker's perceived knowledge of other I-deals Huo et al (2014) found support for their hypotheses that co-workers belief in obtaining future idiosyncratic deals is positively related to their OCB-I. Furthermore their perceived knowledge of others' idiosyncratic deals moderates the relation between co-workers' belief in obtaining future I-deals and OCB-I such that the relation is stronger when their perceived knowledge is higher. This idea is further supported by Rousseau et al (2006) who state that I-deals are likely to be seen as fair by co-workers if these individuals believe that they have opportunities to make similar arrangements themselves.

Besides the relation the co-worker can have with the recipient of the I-deal there are several antecedents for negotiating I-deals which have an impact on the positioning of employees in the organization. By positioning employees differently these antecedents have also an influence on the relation among employees (Hornung et al, 2008).

More specifically it is said that employee tenure, political skills and LMX are antecedents of successful I-deal negotiation. By sending out surveys at two different points in time to employed undergraduate students Rosen et al (2013) measure antecedents and outcomes of I-deals. Among others they found partial support for the hypothesis that employee tenure is positively related to I-deal negotiation. Furthermore employees with higher political skills were more likely to successfully negotiate I-deals and that having a better relationship with the employer also leads to better negotiation positions. Complementary to this study is the contribution by Hornung et al (2008) who investigate the antecedents and consequences of I-deals. Among others one claim they make is that, in order to assert their preferences, employees have to recognize their own value to the company and the individual needs that differ from their peers. Employees have to voice their needs and request to bargain for them. It is hypothesized that employees' personal initiative is positively related to negotiation of flexibility and developmental I-deals. By sending out surveys to 887 employees in a German government agency they could prove that, due to the different personal positions employees can have, employees also have different initial situation to be able to successfully negotiate an I-deal. Furthermore Ng & Feldman (2010) draw attention to individual differences of employees which might have an effect on the relationship between I-deals and affective commitment. Core self-evaluation (CSE), for instance, describes the view people held about themselves. Individuals who have high CSE tend to have positive assessments of their self-worth and more emotional stability to withstand setbacks. Contrary to that individuals with low CSE may not believe that they will get idiosyncratic work contracts. Another moderating effect is age where it is stated that older workers may react differently to I-deals than their younger counterpart. As people age there are changes in their self-concepts and identities. 375 American and Chinese managers filled out a survey where they were asked about these moderating effects. It turned out that there is a stronger relation between I-deals and organizational commitment among older managers and for those who have low CSE.

The timing of negotiating an I-deal also plays a role regarding their acceptance. I-deals negotiated ex ante do have another effect on co-workers than ex post I-deal negotiation. More

specifically in the case that ex ante I-deals are based on the market value of a prospective employee co-workers may accept differences in employment conditions. The market value is a more legitimate basis for ex ante rather than ex post I-deals and co-workers acknowledge the better and more valuable position of the prospective employee (Rousseau et al, 2006).

Having these results in mind it can be assumed that there is only one small group who is conscious about their negotiation skills and which are more likely to get an I-deal. Contrary to that there is also a group with workers who do not have the abilities to negotiate these special work deals. Thus winners and losers are created in this case. To balance these two groups it is important that the dignity of the parties involved are not violated. Involved parties include not only the employee and the I-dealer but also co-workers. If there are resources which are withheld from other workers situations of unfairness are likely to come up (Bal & Lub, 2015) which in turn influence co-workers' perception of other employment relationships (Greenberg et al, 2004).

In view of the individual personal characteristics which position the employees differently within an organization and which are likely to influence successful negotiation of I-deals there is already a tendency that employees compare themselves with each other and that these differences might cause some constraints regarding the relation with each other (Ng & Lucianetti, 2015).

The social comparison theory can be related to the fact that employees look around and build perceptions of what their co-workers have and do not have. People tend to engage in such a comparison which help them to verify and to enhance their self-concepts. Employees are likely to make social comparisons between their own contract and the contracts they perceive their co-workers receive. In some cases this comparison lead to situations where employees have less favourable perceptions of justice in the workplace (Ng & Feldman, 2010). With the introduction of I-deals as an HR practice employees tend to even more compare themselves with their colleagues. This in turn makes them more likely to question the justice within an organization. Given the greater inconsistency introduced by I-deals it is also more likely that the justice perceptions of those who did not get an I-deal is decreasing (Ryan & Wessel, 2015). Especially the lack of standardization can lead to employees' misperceptions about the deals their colleagues receive. These non-standardizations can lead to unfavourable consequences for the co-worker (Ng & Feldman, 2010). One example of possible negative consequences of a flexible I-deal of a colleague may be that the co-worker have to take on increased workloads. Another example would be if the I-dealer gets career development opportunities and with that leaves no chance for the co-worker for this development possibility if the budget of the organization for this HR policy is limited (Lai et al, 2009; Huo et al, 2014). Employees are not likely to accept another I-deal if this results in extra costs for themselves. Thus it has also to be considered that there will be no one who loses due to another I-deal negotiated (Rousseau et al, 2006).

Furthermore individuals tend to compare their treatment and outcomes to others when deciding whether or not something is fair. Moreover an individual also identifies with a social identity. Thus the individual might not only be self-interested but also stands up for the social identity group. When social comparisons of treatment and outcomes are made individuals with a strong group identity may not only compare personal outcomes and treatments to other outcomes but they also make intergroup comparison. If a process that is perceived as unfair for a particular group it may be that individuals within this group view the system as unfair (Ryan & Wessel, 2015). Having this in mind it can be transferred to the case of I-deals in a way that, given the likelihood that individuals tend to identify with a certain social group, they are also likely to judge systems as unfair which discriminate this kind of group. With that the co-worker is also judging the procedures applied by the leader and how s/he is treating

members of the own social identity group (Greenberg et al, 2004). Therefore it can be assumed that the perception by more than one employee regarding unfair procedures governing the negotiation of I-deals is influencing the whole picture and likelihood of accepting it as fair.

However organizational citizenship behaviour (OCB) might help to make co-workers more likely to accept another I-deal. Generally OCB describes a behaviour that is exhibited by employees that goes beyond the call of duty and contributes to organizational functioning. It refers to a situation where others are helped or where it is volunteered for additional assignments. Individuals behave like good citizen because of their own principles of reciprocity. It is assumed that recipients of idiosyncratic deals may increase their contribution to the organizations by demonstrating extra effort. Furthermore they try to mitigate potentially negative attitudes to their co-workers (e.g. the sense of differential treatment). If the I-dealer engages in OCB this behaviour may eventually be rewarded with positive appraisals in terms of consequent awards since the organization and the co-worker prefer selfless behaviour. Co-workers contribute their efforts voluntarily according to their personal expectation (Huo et al, 2014). In order to remediate any guilt the I-dealer may have they could assist the co-worker with problems and helping them to meet deadlines. Furthermore colleagues should have supportive relations in order to let I-deals work smoothly as an HR practice, especially in the case that workers are interdependent with other (Rousseau, 2001). The more they can identify with the co-worker the more they are likely to engage in OCB. The recipient of the I-deal can be sensitive and acknowledge the extra work done by the co-worker. Being honest and providing the co-worker with necessary information about the I-deal helps the co-worker to understand the underlying need for this special arrangement and with that s/he is more likely to accept this deal (Greenberg et al, 2004).

Conclusion

This section has drawn attention to the relation between the I-dealer and the co-worker. Based on the analysis section above this relation can be assumed to be an antecedent for the co-worker acceptance of another I-deal. First of all it is beneficial if the recipient of an I-deal has a close, friendly and mutual supporting relationship with the co-worker. This kind of relation is important since co-workers are then more likely to identify themselves with the I-dealer and they consider this I-deal as justified and made according to given rules which makes them in turn likely to accept it (Lai et al, 2009; Anand et al, 2010). Furthermore the chance for co-workers of getting comparable future opportunities for an I-deal makes them more likely to accept another I-deal as fair (Anand et al, 2010; Huo et al, 2014; Rousseau et al, 2006). However these chances might be reduced by the different organizational positions, personal skills of the individual employees and the timing of I-deal negotiation since these have an impact on how likely it is for every employee to get such an I-deal (Rosen et al, 2013; Ng & Feldman, 2010). Looking at the relationship between the I-dealer and the co-worker the social comparison theory states that employees tend to compare themselves with each other and look around what the others have and get (Ng & Lucianetti, 2015). If the I-deal of someone else results in negative outcomes for his/her colleagues, like extra work to be done since the I-dealer is allowed to leave earlier, the co-worker is less likely to regard the I-deal as fair (Lai et al, 2009; Ng & Feldman, 2010). Furthermore employees tend to identify themselves with a social group. If this group is procedurally disadvantaged by the organization the individual employee is also likely to include this negative experience in his/ fairness perception (Ryan & Wessel, 2015). However the I-dealer might mitigate negative outcomes for the co-worker by engaging in organizational citizenship behaviour. The recipient of the I-deal should be candid with the co-worker which makes him/her more likely to accept the I-deal (Greenberg et al, 2004).

Based on the analysis section above the following propositions with respect to the co-workers' perception of his/her relation with the I-dealer have been formulated:

Proposition 1: *If the co-worker has a rather social than an economic relation with the I-dealer, the co-worker is more likely to accept another I-deal*

Proposition 2: *If there is a rather high than low level of Team-member-exchange (TMX), the co-worker is more likely to accept another I-deal*

Proposition 3: *If the co-worker has the same chance to get comparable future opportunities for the I-deal as the recipient, the co-worker is likely to accept another I-deal*

Proposition 4: *If co-workers are aware of personal differences and with that tend to engage more in social comparison, the co-worker tend to be less likely to accept another I-deal*

Proposition 5: *If another I-deal does not result in negative work outcomes for the co-worker, s/he is likely to accept another I-deal*

Proposition 6: *If the co-worker identifies with a social group which is treated fairly, the co-worker is likely to accept another I-deal*

Proposition 7: *If the recipient of the I-deal engages in a high level of OCB-I, the co-worker is likely to accept another I-deal*

4.3 Co-worker perception of the relation with the leader

Next to the relationship between the co-worker and the I-dealer the relation between the co-worker and the leader is supposed to have an influence on co-workers' acceptance of another I-deal (Lai et al, 2009). According to the Leader-member-exchange (LMX) theory the relations leaders form with employees are the cornerstone of leadership. Generally the relation with the leader can be categorized as either based on economic or on social exchange. Relations based on economic exchange can be characterized by financial resources such as wages and bonuses and it contains little interpersonal involvement between the employer and the employee. These relations are further expected not to be long term (Cropanzano & Mitchell, 2005; Lai et al, 2009). Contrary to this relation is the one based on social exchange. The social relation is based on interpersonal attachment, trust and loyalty which is typically repeated through reciprocal exchange and which has a long-term employment focus (Cropanzano & Mitchell, 2005; Lai et al, 2009). These two types of exchange are not mutually exclusive meaning that any employment relationship can contain elements of each where the degree varies (Rousseau et al, 2009).

Whether an employee has an economic or social exchange relation with the leader has an impact on the likelihood that this worker accepts another I-deal (Lai et al, 2009). It is hypothesized that, if oneself experiences the relation with the leader as based on social exchange, this kind of relation downplays possible negative reactions to differential treatment. Furthermore, given the supportive nature of the social exchange relation, this relation is characterized by high perceived organizational support which makes co-workers more likely to accept another I-deal (Lai et al, 2009). In contrast co-workers with an economic based relation to the leader are said to be less likely to accept another I-deal. This has to do with the fact that this relation is characterized by a limited time horizon and absence of interpersonal concern. By using a network approach Lai et al (2009) found confirmation for their hypotheses. Putting it differently the study revealed that social exchange had a positive effect on acceptance whereas an economic exchange to the leader had a negative effect on acceptance.

The development of a different exchange relationship with each subordinate can be referred to LMX differentiation (Anand et al, 2010). LMX differentiation is defined as the degree of within-group differentiation when a leader has a different (high/low) quality relationship with an employee. This differentiation can be related to the research vein that has shifted toward understanding the implications of high and low-quality exchanges that coexist within the same workgroup. Research has shown that employees are aware of the differentiated relationships their leader form (Erdogan & Bauer, 2010).

When a high level of LMX differentiation is given resources such as information, influence and rewards will be unequally distributed. There is a group of workers who enjoy a higher level of trust and with which they have more freedom regarding duties and responsibilities. This reflects a high responsiveness by the leader to the needs and wishes of the employees. Contrary to this group there is the other group which is denied this special treatment.

In context of I-deals it can be assumed that workers which enjoy a high LMX are more likely to get these deals which in turn might result in the fact that co-workers with low LMX are not likely to get an I-deal. Here the perception might come up that these deals are based on preferential treatment (Rousseau et al, 2006).

As already mentioned Rosen et al (2013) investigate individual differences which are said to influence successful I-deal negotiation. Employee tenure is positively related to I-deal negotiation and that having a better relation with the leader also leads to better negotiation positions to get an I-deal. Combining these results with the contribution of Rousseau et al (2006) it can be assumed that employees who do not possess these negotiation skills or which do not enjoy a longstanding employment relationships, these employees are said to have a

rather economic exchange relation with the leader and with that they are also less likely to get an I-deal and they do not regard this resource allocation as fair. This corresponds to the argumentation of Lai et al (2009) who state that the employees, having an economic relation respectively a low level of LMX, are less likely to accept another I-deal.

Having these two types of leader-employee relations and the involved inequality perception in mind it becomes clear that the practices of a leader have a considerable impact on individuals and workgroup perceptions of workplace (Al-Shammari & Ebrahim, 2015). In order to improve the situation between the leader and the co-worker there might be some advices. One aim of the study by Al-Shammari & Ebrahim (2015) is to measure the individuals' and work groups' perceptions of the quality of leader-follower exchange (LMX) and their differentiation. By sending out surveys to 173 employees in Bahraini workgroups asking about their perception they get the result that the participants have an average to high level of LMX. Furthermore there is also a low level of LMX differentiation. These results show that these leaders care for the relations with their workgroup members and that they are fair with them. Having these results in mind it becomes clear that the higher the number of high quality relationships within a workgroup the more that members would share positive views on the leaders' treatment with each other which in turn creates a sense that the whole group is treated with high quality. Sharing positive views makes co-workers more likely to neglect possible negative views on work outcomes where one example is the non-standardization of I-deals. Hence they would be more likely to accept another I-deal if they have an overall positive view.

When talking about LMX in the context of idiosyncratic deals it is also important to consider how the supervisors see these special work arrangements and what, from their perspective, the antecedents and outcomes of these I-deals are since they act as the primary bargaining partner for I-deals. Here Hornung et al (2009) make another contribution in a way that they look from the supervisor perspective. By interpreting survey data from supervisors in the telecommuting sector they found out that supervisors distinguish between different types of I-deals and furthermore that the authorization of I-deals is shaped by employee initiative. Another finding is that supervisor grant workload reduction I-deals in connection of unfilled organizational obligations. Looking at the role of the supervisor it has also to be admitted that the size of the groups has an influence on the supervisors' decision how much I-deals will be granted. In larger groups there is more pressure for comparability since employees might be concerned in terms of fairness (Hornung et al, 2009). Furthermore different exchange relations between the leader and the employee are also due to the scarcity of the leaders' time and resources. Having these different exchange relations it is likely that there are different levels of trust which have also an influence how employees perceive their employment relationship (Rousseau et al, 2006). Here it has also to be considered that every employee has its own psychological contract with the employer. That is to say that there is a specific manner in which each party in an exchange relation interprets his or her obligations and agreements with the others. The psychological contracts may differ among co-workers doing similar jobs in the same work group. This might be due to different times of hiring or exchange relations. In the context of I-deals these can form part of an individual's psychological contract along with features that are shared with co-workers (Rousseau et al, 2006).

To balance the two views attention can be drawn to Rousseau (2001) who discusses the complexity of balancing flexibility and fairness when granting idiosyncratic deals in an organizations. On the one hand these idiosyncratic deals give the individual manager more latitude in the way they can motivate their employees. On the other hand it has to be considered that, with the increase of inconsistency in HR practices which come into play with the introduction of I-deals as an HR practice, trust and motivation by employees might erode. It is the challenge for the leader to promote fairness, cooperation and efficiency where co-workers

are more likely to accept another I-deal if they are based on legitimate reasons (Rousseau et al, 2006).

When looking at the relationship between the leader and the co-worker it can be traced back to the social exchange theory which is the most influential conceptual paradigm in organizational behaviour (Cropanzano & Mitchell, 2005). I-deals are said to be initially grounded in the social exchange theory. The basic principle of social exchange theory is that individuals tend to reciprocate contributions and favours with a partner in a relationship even if it is not otherwise requested to do so (Liao et al, 2014; Bal & Lub, 2015).

Connecting the theory with I-deals it is expected that employees with I-deals feel obligated to reciprocate through positive work attitudes and behaviours which will in the end also benefit the employer (Liao et al, 2014). In other words I-deals serve here as an indicator for the relation between the two parties with which they strengthen the relationship over time (Hornung et al, 2008; Bal & Lub, 2015).

It is also said that recipients of idiosyncratic deals tend to engage in high levels of OCB which directly benefits the organization (Huo et al, 2014). However the level of reciprocity also depends on the type of I-deals. Developmental I-deals are said to increase the need to reciprocate whereas workload reduction I-deals are more likely to have an effect in the other direction (Liao et al, 2014). In connection to this result I-deals that reduce an employees' workload have been found to negatively relate to social exchange and positively related to economic exchange which has been found out by Rousseau et al (2009) who sent out surveys to a hospital located in the North of US to test hypotheses regarding the timing and content of I-deals.

Given the norm of reciprocity as a basic principle of the social exchange theory (Cropanzano & Mitchell, 2005) co-workers are also reciprocating the amount of resources they get from his/her leader. However, given the fact that co-workers who do not have an I-deal are more likely to only have an economic relation with their leader (Rousseau et al, 2006) there is also a greater likelihood that there reciprocate less and that there engagement in OCB and the positive view about I-deals is decreased.

However this tendency is to a certain degree counteracted by the study from Anand et al (2010) who investigate the link between idiosyncratic deals and organizational citizenship behaviour. More specifically it is stated that employees with high LMX, with their corresponding negotiability of work and benefits, are less likely to value I-deals for their additional negotiability. I-deals may not motivate further OCB among high LMX employees beyond what has already been enjoyed with their high quality relation. In contrast to that employees with low LMX relationships suffer from lower support and expectations from the leader. Here I-deals could counteract these negative relation characteristics by inducing perceptions of support by the recipients. Anand et al (2010) gathered data for their study via survey and they indeed found support for their hypotheses that the relationship between I-deals and OCB is stronger for employees with low LMX relationships.

Hence it can be assumed that, due to the norm of reciprocity grounded in the social exchange theory, co-workers with no I-deal are likely to reciprocate less. However empirical evidence indicate that I-deals could be an incentive for co-workers to engage in OCB (Anand et al, 2010). Therefore employees with no I-deal feel valued by their leader if they get the same chances for I-deals. This in turn makes them more likely to accept another I-deal (Lai et al, 2009). Here it becomes clear that the leader needs to fair towards every employee to let them accepting another I-deal. This can be done by the offering of comparable future opportunities (Rousseau et al, 2006).

Greenberg et al (2004) analyse the issue of fairness which arises between the manager, the I-dealer and the co-worker in the context of I-deals through the lenses of organizational justice.

The organizational justice perception by the co-worker will be dealt with in the next section. For this part it is important to understand the relation between the manager and the co-worker with respect to the fairness perception by the co-worker since this perception has a direct impact on the likelihood of I-deals' acceptance.

It is the responsibility of the manager to justify the fairness of these special work arrangements to the co-workers in the work unit. The leader has to be sincere about his intentions regarding his offer. This does not only relate to the I-dealer but also to the co-worker since s/he also has to perceive the deal as fair as well. It is advisable for the leader to be open regarding the basis for I-deals to both, the I-dealer and the co-worker which reduces concerns that the I-deals are made "under the table". For the creation of trust it is important to ensure the visibility of the leader's behaviour (Greenberg et al, 2004). This thinking is also supported by Ryan & Wessel (2015) who state that there have to be general principles for the negotiation of I-deals. Treatments and outcomes need to be justified and explained to the co-worker. I-deals are likely to have effects on the nature and degree of resources available by the leader to allocate to the co-worker. Given the likelihood that valuable resources are allocated to the I-dealer, the leader may feel guilty and therefore s/he may take steps to make amends toward co-worker. However the leader has also to be aware of the possible perceived unequal distribution since s/he is the one who just implemented a new HR practice. Nevertheless it is also still up to the co-worker to which extent s/he actually feels disadvantaged by another I-deal. In the case of such a feeling the leader has to respond to the co-worker and sometimes has to deliver compensation for the co-worker in order to mitigate possible perceptions of injustice. However negative feelings of the I-deals by co-workers could be eased by considering co-workers opinion regarding the introduction of I-deals (Greenberg et al, 2004).

Conclusion

As this section has shown the relation between the leader and the co-worker has also direct impact on how likely it is that the co-worker accepts another I-deal. It becomes clear that the leader has to take into account several issues.

Due to the different forms which the leader-employee relation can take, employees' perception of their treatment vary. This in turn has an influence on their likelihood of accepting another I-deal where social relations with the leader are positively related to acceptance (Lai et al, 2009). It is more likely that an I-dealer has a high LMX whereas a co-worker with no I-deal might have a low LMX. In this situation the co-worker has a less trusted relation with the leader and that s/he gets less valuable resources. However, in the case of having a low level of LMX differentiation, this might help to mitigate negative views since more positive views are shared among others (Al-Shammari & Ebrahim, 2015). Here it has to be especially considered that this special work arrangement is not perceived to be based on favouritism (Rousseau et al, 2006) since the issue of fairness would come up then (Greenberg et al, 2004).

In this context it has also to be looked at the supervisor position and his freedom and resources to grant such an I-deal and how the employees' psychological contract looks like. If the co-worker understands the reasoning behind the leaders' decisions, s/he is more likely to accept another I-deal. Furthermore the leader-employee exchange relation is rooted in the social exchange theory which entails the norm of reciprocity. Co-workers having an economic relation with their leader are less likely to get an I-deal since this relation lacks trust and opportunities. However the chance to get similar I-deals are said to increase their engagement in OCB since they feel valued by the leader. Feeling values makes them also likely to accept another I-deal. In this context some recommendations are given which refer to the challenge that the leader has to balance the given flexibility with the perceived fairness of other employees (Rousseau, 2001). The leader has to support the whole work unit and furthermore s/he has to be open, honest and transparent regarding other I-deals that they do not seem to be made 'under the table' (Greenberg et al, 2004).

Based on the analysis section above the following propositions with respect to the co-workers' perception of his/her relation with the leader have been formulated:

Proposition 8: *If the co-worker enjoys a rather social than an economic relation with the leader, the co-worker is more likely to accept another I-deal*

Proposition 9: *If there is a rather low than high level of LMX differentiation, the co-worker is more likely to accept another I-deal*

Proposition 10: *If the co-worker perceives the I-deal to be made on a legitimate basis, the co-worker is likely to accept another I-deal*

Proposition 11: *If a leader provides similar I-deals to the co-worker, the co-worker is likely to accept another I-deal*

Proposition 12: *If a leader is honest, open and provide necessary information to the co-worker about another I-deal, the co-worker is likely to accept another I-deal*

4.4 Co-worker perception of organizational justice

Having discussed the relationships with two important stakeholders in the context of accepting another I-deal attention must also be drawn to a more comprehensive perspective on this issue. Not only do the relations a co-worker has with other stakeholders affect the level of acceptance but also the overall organizational climate where the employees work in has a considerable influence on co-workers perception (Greenberg et al, 2004). Generally climate can be described as the perception of formal and informal organizational policies, practices and procedures (Bowen & Ostroff, 2004). Connected to this is the definition of organizational justice which refers to what working individuals believe to be fair, as well as their responses to (in) justice (Li & Cropanzano, 2009). Initially there have been four different types of organizational justice. These are namely distributive, procedural, interpersonal and informational (Greenberg et al, 2004). However the latter two have been combined in later years into interactional justice which results in three different types of organizational justice identified in the literature. Distributive justice is related to the fairness of the outcomes every employee receives (Greenberg et al, 2004; Lai et al, 2009). This traditional approach to justice has its roots in the equity theory which states that the fairest allocations are those where the reward is proportionally distributed to the contribution of the people (Li & Cropanzano, 2009). Traditionally distributive justice can be measured by the perception of the justified rewards based on the individual contribution of an employee for the organization (Colquitt, 2001). Procedural justice can be referred to the perception regarding the fairness of the procedures used to determine an outcome (Greenberg et al, 2004). There are six attributes which are linked to a fair process. These are consistency, freedom from bias, accuracy, representativeness of all stakeholders, correctability and consistency with ethical standards (Li & Cropanzano, 2009). Furthermore this kind of justice includes the opportunity for workers to raise their voice and have a say in decision making (Lai et al, 2009). Workers should also be able to appeal decisions and should be provided with accurate information guiding to this decision (Greenberg et al, 2004).

Informational and interpersonal justice are combined into interactional justice which is referred to the fairness of the interpersonal treatment one receives from others. This kind of justice includes dignity and respect with which stakeholders treat each other. Furthermore it is also important to share resources and provide necessary information with regard to important decisions (Li & Cropanzano, 2009). Overall employees should be treated respectfully and they concerns should be listened to (Lai et al, 2009; Greenberg et al, 2004).

Relating these definitions and dimensions to idiosyncratic deals it can be stated that co-workers' attitudes about idiosyncratic deals are influenced by their experiences relating to organizational justice. The perceived knowledge of idiosyncratic deals by co-workers, more specifically the knowledge about recipients' idiosyncratic deals refers to one of the basic foundations of organizational justice (Huo et al, 2014). Linking organizational justice to I-deals and their acceptance by co-workers Lai et al (2009) investigated via a network approach if the opportunity of workers to get a comparable future opportunities mediates the social exchange's positive relationship or the economic exchange's negative relationship with acceptance of co-workers' I-deals. They investigated this fact since it is hypothesized that co-workers are likely to be supportive of another I-deal if they believe themselves to have opportunities for comparable arrangements in the future. With the confirmation of the hypotheses it can be assumed that the chance of getting comparable future opportunities is a good predictor that other I-deals are more likely to be accepted. The study by Lai et al (2009) is therefore an illustrative example which shows that the chance of receiving I-deals through organizational justice enhances the likelihood of co-workers' acceptance of another I-deal.

Greenberg et al (2004) looks at the triangle relationship between the employer and the I-dealer, the employer and the co-worker and the I-dealer and the co-worker. They investigate these relationships within the perspective of organizational justice. When looking at these three different types of justice within the organization there are several examples where organizational justice issues can be recognized. Having the likelihood of co-workers fairness perception in connection with an overall positive organizational picture in mind there are also likely to accept another I-deal. More specifically Greenberg et al (2004) give the example of the negotiation of an I-deal where the co-worker is informed comprehensively about the conditions of and procedures leading to such an I-deal in advance and therefore s/he could might raise concerns before the I-deal comes into existence. With that the I-deal is seen as procedurally fair since the co-workers' opinion is considered and s/he is provided with necessary information. Furthermore the leader has also fulfilled his obligations by considering the co-workers opinion. Providing the co-worker with necessary information about the coming negotiation of I-deals makes this HR practice also interactional just in a way that the co-worker is treated fairly and respectful by providing enough information about the deal which makes it more plausible for the co-worker. In the case that the co-worker gets comparable amounts of resources like the I-dealer this results in a fair distribution. All in all this way of negotiating I-deals promotes the psychological acceptance by the co-worker.

How important it is to have an overall perceived high level of organizational climate in terms of fairness perception can be recognized by the study from Al-Shammari & Ebrahim (2015). Their aim is to measure work groups' perception of organizational justice climate in Bahraini workgroups. By sending out surveys in Bahraini workgroups they found out that the obtained levels of organizational justice and organizational climate are higher than the scales midpoint. This indicates that employees are treated fairly. Furthermore since the employees perceived implementing procedures and the distribution of information and resources as fair they are likely to share these perceptions with each other. With that a common belief of the overall fairness is achieved which is said to also overwhelm the whole group.

Given the fact that employees share their perception among each other one can refer to the group level phenomenon of justice climate. More precisely, when considering the group level, it can be recognized that members of a group interact, that they learn how each member of the group is treated and that they engage in collective sense making where situations of injustice come up. Such a group approach considers the social context within which justice perception is shaped. Justice climate comes up because members discuss their experiences which in turn affects co-worker perception of fairness (Li & Cropanzano, 2009).

Given the fact that the group interacts and that they share experiences among each other they also share negative experiences like LMX differentiation. However this experience is likely to stand in contrast to the overall perceived justice climate if positive. Here Greenberg et al (2004) state that high perceived level of justice is associated with positive responses to negative outcomes. Having this connection in mind it can also be assumed that this perceived positive climate might also outweigh possible negative feelings about other I-deals since the overall high level of justice climate can outweigh the negative employee outcomes which in turn increases the likelihood of accepting this other I-deal (Greenberg et al, 2004).

How different kinds of organizational climates can moderate relationships between I-deals and HR outcomes is demonstrated by the contribution from Bal et al (2012). They investigate the role of I-deals in the motivation of employees to continue working after retirement. They claim that specific types of I-deals enhance this motivation. However this effect is said to be dependent upon the unit climate. Unit climate is the geographical entity within a larger organization. It can be referred to the shared perceptions, by employees within the unit, of the policies, procedures and practices that a unit rewards and expects. This climate is primarily shaped by colleagues, HR practices, organizational culture and the managers' leadership

style. There are also different types of unit climates, namely developmental and accommodative. An accommodative climate encourages gradual withdrawal from work demands to prepare aging workers for retirement. Contrary to that a development climate emphasizes continuous development of employees to improve functioning and performance (Bal et al, 2012). By conducting a multi-level study among about 1000 employees at two health-care organizations in the Netherlands they found support for their hypotheses. More specifically unit climate moderates the relationship between development I-deals and motivation to continue working

Special about the phenomenon of unit climate is the fact that perceptions are shared among employees and that it is particularly shaped by the leadership style and the organizational culture. With that it is important to have a high level of the perceived unit climate in order to let the I-deals function as a motivator to continue working.

Given the probability that there are co-workers who do not negotiate such an I-deal, these employees might in turn feel treated unfair by the leader. However, in order to enhance the effectiveness of I-deals, there needs to be co-workers support which can be for instance reached via a developmental justice climate. It can be assumed that this support can be enhanced in the case that organizations openly explain why they negotiate I-deals with employees and to offer employees who are less likely to ask for I-deals possibilities for I-deal negotiation (Bal et al, 2012). This way of involving the co-worker also demonstrates that procedural and interactional justice are maintained. More specifically, due to the fact that co-workers are informed about the reasons of the negotiated I-deal and that they have the chance to get comparable opportunities indicates that the organizations pay attention to the adherence of organizational justice (Greenberg et al, 2004).

In connection with the employees' perception of organizational justice it is also important to what extent employees assume that they get supported by the organization which in turn influence their reciprocation toward the organization. Here a link can be made to the study by Anand et al (2010) who investigate the relationship between I-deals and OCB. Among others they hypothesize that this relation depends on the quality of workplace relationships with their organization which they measure via perceived organizational support. Perceived organizational support (POS) can be referred to favourable organizational treatment, such as providing attractive job conditions, developmental training, and health care benefits. Getting these offers by the organization makes it more likely that employees have more positive attitudes and behaviours towards the organization. It shows the willingness by the organization to support the employees. In turn employees are more likely to commit themselves to the organization. Thus, POS is positively related to job satisfaction and organizational commitment. This is supported by Cropanzano & Mitchell (2005) who state that the benefits of POS are often understood in terms of reciprocity. In other words employees who sees the employer as supportive is likely to return the effort by the employer. Given a high level of POS workers tend to engage more often in OCB.

By gathering data from organizations in the Indian software design and development industry Anand et al (2010) tested the propositions that POS moderates the relationship between I-deals and OCB. It is stated that this positive relation is stronger for employees with low POS than for those with high POS. However the results of the study did not confirm this hypothesis. The authors try to explain this disconfirmation by drawing attention to the fact that in their context the organization is seen as a distal entity compared with their supervisor or co-worker which might lead to the result that POS had no relationship with OCB here. Nevertheless it can still be learned from this study that a high level of POS might moderate the relationship between I-deals and OCB which should be tested in another setting to validate the hypothesis. Furthermore, given relations that is characterized by high level of perceived organizational support, employees tend to have positive views on work outcomes (Lai et al, 2009).

How important it might be that the employee feels supported by the organization can also be reflected in their organizational trust since employees feel obligated to reciprocate this support to some extent to the organization. Ng & Feldman (2012) investigate whether I-deals are related to employees' flexible work role orientation, social networking behaviour and organizational trust over time which in turn would be positively related to employees' use of constructive voice behaviour. Data has been collected from 466 American and Chinese managers which supported the hypothesis that organizational trust mediates the relationships of scheduling flexibility I-deals and partial support for professional development I-deals with voice behaviour. What can be learned from this result is organizational trust also plays a considerable role in employees' perception and their use of constructive voice. Given the interplay between POS and organizational trust it can be assumed that POS precedes organizational trust. Therefore it is advantageous to have a relatively high POS which in turn makes employees more likely to trust the organization. Given the trust by the employee and the support by the organization (Rousseau, 2001) employees tend to view organizational systems and outcomes as fair which in turn makes them likely to accept organizational practices like I-deals (Greenberg et al, 2004).

Conclusion

This last analysis section takes into account the broader perspective regarding co-workers perception and their likelihood of accepting another I-deal.

Co-workers are likely to be supportive of another I-deal if the procedures of and the interaction within an organization make it possible for them to also negotiate such an I-deal (Lai et al, 2009). Generally all three forms of organizational justice should be maintained in order to make co-workers more likely to see the distribution of resources and the involved procedures as fair (Greenberg et al, 2004).

Moreover it is advantageous if the organization has a high level of organizational climate and organizational justice since these perceptions are shared amongst the employees (Al-Shammari & Ebrahim, 2015). Given these shared perspectives negative outcomes are also exchanged. However an overall good climate can mitigate these experiences (Greenberg et al, 2004). Another group level phenomenon, namely the unit climate, can in some cases also help to improve the employees' view. More precisely developmental unit climate can enhance the effectiveness of I-deals. However here it is also important that co-workers are supportive of these I-deals. This can be achieved by a rather developmental than an accommodative unit climate (Bal et al, 2012). Having this kind of unit climate makes co-workers more supportive of organizational decisions.

Acceptance of another I-deal can also be enhanced by the perceived organizational support since employees first of all feel committed to the organization but also obligated to reciprocate something to the organization (Anand et al, 2010). Organizational trust can be linked to organizational support in a way that POS precedes organizational trust and it makes employees more committed to the organizations and their decisions.

All in all the perception of the overall organizational climate can also be described as another important component in the context of employees' acceptance of another I-deal since their views about I-deals are shaped by their perception of organizational justice, shared perceptions among employees but also their perceived organizational support.

Based on the analysis section above the following propositions with respect to the co-workers' perception of organizational justice have been formulated:

Proposition 13: *Given the forms of organizational justice that allow co-workers to have comparable chances for I-deals, the co-worker is likely to accept another I-deal*

Proposition 14: *If all three forms of organizational justice are maintained and respected, the co-worker is likely to accept another I-deal*

Proposition 15: *If the level of justice climate can mitigate negative employee treatment like LMX differentiation, the co-worker is likely to accept another I-deal*

Proposition 16: *Having a rather developmental than accommodative unit climate, the co-worker is more likely to accept another I-deal*

Proposition 17: *If the co-worker enjoys a rather high than low level of perceived organizational support (POS), the co-worker is more likely to accept another I-deal*

Chapter 5: Findings and its discussion

5.1 Conceptual model

Based on the analysis of the antecedents and its propositions in the chapter before the following conceptual model has been established. Divided by the three broad categorized antecedents of co-workers' acceptance of another I-deal this figure presents antecedents which are likely to influence the accepting of another I-deal.

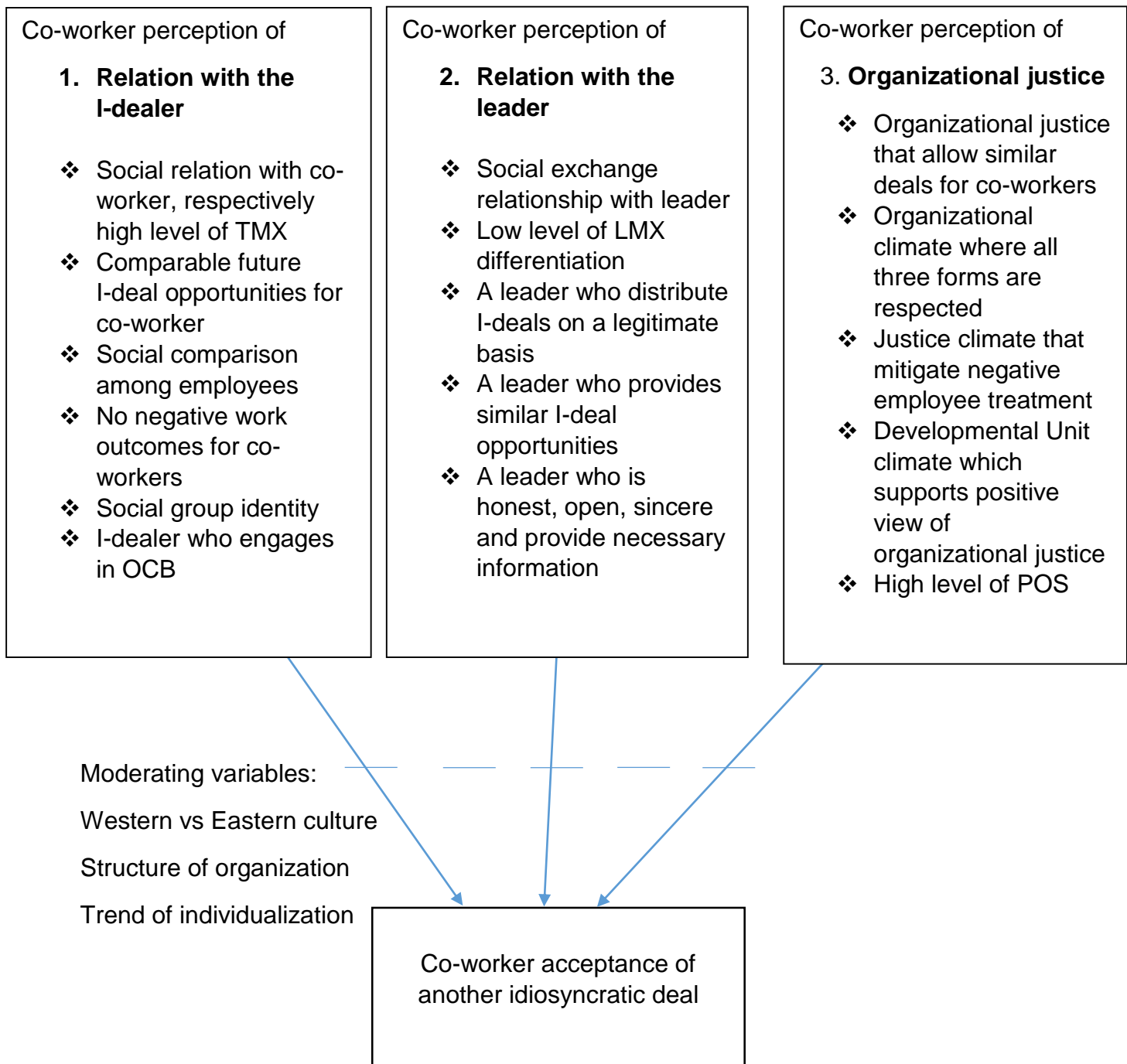


Figure 3: Identified antecedents for the acceptance of another I-deal

Besides the identified three antecedents which are said to have an influence on the co-workers' acceptance of another I-deal there are also some contextual factors which might moderate the relation between the antecedents and co-workers' acceptance.

Given the likelihood that Western cultures tend to be more individualistic and that Eastern cultures place greater emphasis on collective effort (Liao et al, 2014) there might be differences in the likelihood of accepting another I-deal. The collective sense can be for instance reflected by the low level of LMX differentiation in Bahraini workgroups (Al-Shammari & Ebrahim, 2015). It might be that there are more organizations in an individualistic society where they have already implemented more I-deals as an HR practice. With that it becomes more common and also more likely that co-workers accept another I-deal.

Another influencing variable with respect to the acceptance of another I-deal are organizational factors which might make co-workers more likely to accept another I-deal. More specifically organizational factors are related to the structure of an organization which can take the form of more or less flexible structures (Hornung et al, 2008; Hornung 2009). Given the likelihood that it is more suitable and common to have I-deals in a more flexible organization it might be that the employees in such kind of organizations are also more likely to accept another I-deal.

Related to the tendency of organization to get more flexible there is also the global trend of individualization which also has an impact on workplace practices. If this trend is going to increase in the future the workplace perception of employees also change in a sense that individual HR practices are getting more common and with that it is also likely that co-workers see these I-deals as more justified (Ryan & Wessel, 2015).

With respect to these three factors the following propositions have been formulated:

Proposition 18: *In a Western culture rather than in an Eastern culture, it is more likely that co-workers accept another I-deal*

Proposition 19: *If employees work in a more flexible and less structured organization, it is more likely that co-workers accept another I-deal*

Proposition 20: *Given the global trend of individualization it is likely that co-workers accept another I-deal in the long run*

5.2 Theoretical discussion of the results

There are several conditions which make co-workers more likely to accept another I-deal but likewise there are situations where they are not likely to do so. In this context it has to be considered that the three antecedents should not solely be explored in isolation. Since the perceived justice climate is for instance shaped by colleagues, HR practices, organizational culture but also the leadership style of the manager (Bal et al, 2012), it is worthwhile to discuss several scenarios in order to figure out which situations are likely to exist and with that which are likely to have an influence on co-workers' acceptance.

It seems reasonable to assume that, in the case that the co-worker has a high quality and social relation with the I-dealer but also with the leader and moreover s/he perceives a high level of organizational justice, s/he might be more likely to accept another I-deal. This is due to the fact that the co-worker can identify him/herself with the I-dealer and s/he feels supported by the leader and the organization which in turn makes them more likely to agree upon organizational decisions and therefore on other I-deals (Lai et al, 2009; Greenberg et al, 2004).

Another possible scenario might be that there is a high level of organizational justice but a low level of LMX, respectively a high level of LMX differentiation. The study by Erdogan & Bauer (2010) investigate the effects of LMX differentiation on the employee outcomes of work attitudes, co-worker relations and employee withdrawal behaviour which is said to be contingent upon the level of procedural and distributive justice climate. They used a dataset of about 300 employees in a Turkish retail chain which mostly supported their hypotheses.

More precisely they found support for their hypotheses that procedural and distributive justice climate moderate the relationship between LMX differentiation and organizational commitment. Only in the case that justice climate is low this relation is negative. This is further supported by Al-Shammari & Ebrahim (2015) with their finding that the perception of organizational justice is positively related to their perception of LMX. Additionally a high level of perceived organizational justice climate can support the perception that I-deals are not undermining workplace relationships and that they are not made under the table. Here it can be helpful that I-deals are distinguished from favouritism and cronyism. It is important to distinguish since co-workers might be concerned with fairness issues (Rousseau et al, 2009). With these results it can be assumed that a low level of LMX, respectively a high level of LMX differentiation, can be mitigated by a high perceived organizational justice which in turn makes co-workers more likely to overall think positive about the organization and their decisions.

Furthermore LMX differentiation had a negative influence on co-worker relations in the case that justice climate was low. The relationship the employees have with the leader is influencing the relationship between the I-dealer and co-worker in a way that resources such as information and rewards but also trust are unequally distributed among employees which may result in a threat between co-worker and I-dealer (Erdogan & Bauer, 2010). Given these circumstances the co-worker has even less reasons to regard the deals as fair which in turn makes him/her not likely to accept another I-deal.

However it might also be possible in other settings that co-workers are likely to accept another I-deal. Despite of the fact that co-workers have a formal and/or an economic relation with the I-dealer, having comparable future opportunities to get such an I-deal makes them also likely to accept another I-deal since this comparable future opportunity makes them feel equal and valued by the leader and the organization (Huo et al, 2014; Rousseau et al, 2006). Research has shown that especially co-workers with no I-deal tend to engage in OCB since the chance of getting a comparable I-deal works as an incentive here for them (Anand et al, 2010). Hence these valued co-workers might also be more likely to accept another I-deal.

Furthermore, even if a co-worker has only an economic relation with the leader, the co-workers' perception of the overall organizational justice might still be positive if there is a low level of LMX differentiation since this low level corresponds to an overall good organizational climate where positive views are shared among others (Erdogan & Bauer, 2010) and with that possible negative employee treatments might be mitigated. In addition an I-dealer who engage in OCB can try to mitigate negative effects for co-workers by acknowledging the extra work the co-worker has due to the I-deal and by explaining carefully the conditions of his/her I-deal to them in order to make the deal more understandable and with that more acceptable (Greenberg et al, 2004).

The discussion so far has revealed that it is preferable that there are at least two antecedents which should be positively related to co-workers' acceptance to be still positively related when all three antecedents are combined. However there are some scenarios left where there is only one positive predictor for co-workers' acceptance. In these cases it is not likely that the combinations will lead to co-workers' acceptance of another I-deal. An example here would be that the I-dealer is a personal friend but the co-worker does not get any support from the leader or the organization. This might imply that the chance to get comparable future opportunities is also low. This in turn means that the co-worker is more likely to have a negative view on the organization which makes them not likely to accept another I-deal (Greenberg et al, 2004). In another case the co-worker might have a good relation to the leader but s/he does not want to agree upon an I-deal to a formal colleague since s/he might feel disadvantaged or less valued due to his/her (lower) position (Ng & Lucianetti, 2015). If on top of that the support of the organization is missing the co-worker starts questioning the fairness of the distribution of the I-deals which makes him/her not likely to accept it (Rousseau et al, 2006).

Turning back to the discussion that the organizational climate is shaped by several stakeholders like the employees and leaders it becomes clear that two situations are not likely to exist. If the co-worker has a personal relation to the I-dealer on top of that a high level of LMX, s/he should be likely to also have positive perception of the overall organizational justice. Therefore it is not likely that they will have a negative perception regarding organizational justice. In contrast to that it is also not likely that the co-worker perceives a high level of organizational justice if there is a personal relation to the I-dealer and a high level of LMX missing. This is due to the fact that employee interpretations of the work climate are shaped by HRM practices and procedures but also by employee attitude and behaviour (Bowen & Ostroff, 2004). Thus there needs to be a logical interplay between the three antecedents.

Based on the discussion and argumentation above the following propositions regarding the different scenarios for the antecedents have been formulated:

Proposition 21: Having a personal relation with the I-dealer, a high level of LMX and a high level of organizational justice, the co-worker is likely to accept another I-deal

Proposition 22: Having a low level of LMX but a high a level of organizational justice, the co-worker is likely to accept another I-deal

Proposition 23: Having a low level of organizational justice, a low level of LMX and a distant relation with the I-dealer, the co-worker is not likely to accept another I-deal

Proposition 24: Having a distant relation with the I-dealer but a high level of LMX and a high level of organizational justice, the co-worker is likely to accept another I-deal

Proposition 25: Having a low level of LMX but a personal relation with the I-dealer and a high level of organizational justice, the co-worker is likely to accept another I-deal

Proposition 26: Having a personal relation with the I-dealer, a low level of LMX and a low level of organizational justice, the co-worker is less likely to accept another I-deal

Proposition 27: Having a distant relation with the I-dealer, a high level of LMX and a low level of organizational justice, the co-worker is less likely to accept another I-deal

What becomes clear from the formulated propositions above is that the organizational justice has a great influence on co-workers' acceptance. This is also due to the fact that the justice climate is shaped by, for instance, the I-dealer and the leader in a way that the leader decides who gets what and that the I-dealer is maybe preferred by the leader (Greenberg et al, 2004; Rousseau et al, 2006).

5.3 Further theoretical directions

Overall one aim of this literature review has been to enrich current literature regarding I-deals research at the individual level with respect to the perception by other stakeholders like co-workers. The thought behind this is to give the researchers and managers a better understanding of the effects of I-deals at a broader scale. This is due to the fact that not only the employee and the recipient of the I-deal are affected by this arrangement but also the co-worker (Rousseau et al, 2006) which has been discussed in detail in this review. Thus this study can be seen as another theoretical contribution in this research area to enrich knowledge on possible wider effects of I-deals where further research is encouraged to extent this research and to also look at this phenomenon through different theoretical lenses to get a more thorough picture of it.

For this reason it should be looked at the phenomenon of I-deals acceptance by co-workers from a broader perspective and here it should be considered that these levels of acceptance are rather dynamic than static. More specifically there is a recent contribution by Ryan & Wessel (2015) who discuss four global workplace trends in relation to justice perceptions and expectations. Here they also go into more detail of the individualization and flexibility in employment relationships and fairness. One main point they make is that the global trend of individualization will have an impact on workplace management practices. This perspective corresponds to the discussion by Greenberg et al (2004) who argue that the nature of fairness perception changes when times passes. More specifically perceptions that employees have at one point may change over time due to the accumulation of experiences. This changing nature is also shaped by global workplace trends mentioned by Ryan & Wessel (2015). In the case of idiosyncratic deals it means that, with the increase in granting I-deals, there is also a shifting in terms of justice perceptions (Greenberg et al, 2004). Thus it can be assumed that, if the global workplace trends will increase even further in the future, it is likely that I-deals get more common and thus also more acceptable (Ryan & Wessel, 2015).

With regard to equity it has already been explained that it would be perceived as fair if an employee get rewards according to his contribution. However, according to the need perspective, an outcome could also be seen as fair if one gets the most if s/he has the greatest need for it (Ryan & Wessel, 2015). Furthermore Hornung et al (2009) and Ryan & Wessel (2015) draw attention to the challenge of organizations to be more flexible and probably they have to offer these I-deals to attract and retain a qualified workforce.

Thus there is a need for other theoretical perspectives which influence to what extent one regards the outcomes of an I-deal negotiation as fair. In this review the allocation of rewards via I-deals have been mostly regarded through the lens of the equity, social exchange and social comparison theory. However other perspectives, like the need perspective, could bring in new insights which will undoubtedly have an influence on the results of this literature review in a way that I-deals get more required and with that also more common which probably change the level of acceptance.

5.4 Guidelines for managers and HR practitioners

Next to the conceptual model and the propositions which should depict and suggest in which way the antecedents relate to co-workers' acceptance of another I-deal there are several guidelines and behaviours for HR professionals and managers derived from the analysis of the literature under study which are advised to be followed in order to sustain an overall good working environment where I-deals are implemented as an HR practice.

	Behaviour, guidelines and conditions that can lead to co-workers' acceptance of another I-deal
Co-workers' interpersonal relationship with the I-dealer	<ul style="list-style-type: none"> ❖ Favourable if the co-worker has a close and friendly relation with the recipient of the I-deal ❖ Try to avoid negative work outcomes for the co-worker which is due to your own I-deal ❖ Engage in OCB ❖ Trust and honesty towards the co-worker
Co-workers' relationship with the leader	<ul style="list-style-type: none"> ❖ Favourable if co-worker has a social exchange relation with the leader ❖ Avoiding treatment that seems to be based on differential treatment like favouritism ❖ Trying to treat all employees with same respect ❖ Openness, transparency, sincerity
Co-workers' perception of organizational justice	<ul style="list-style-type: none"> ❖ Fairness perceptions are enhanced if all three forms of organizational justice are respected ❖ Keeping a high level of a justice climate can mitigate negative practices like LMX differentiation ❖ Try to keep a developmental unit climate ❖ High level of perceived organizational support (POS) can enhance OCB of employees

Table 7: Guidelines derived from the literature analysis that should be followed to make employees likely to accept another I-deal

5.5 Practical implications

The findings of this review have also some practical implications for HR professionals and managers. As already mentioned in the theoretical and practical contribution part of this review in the beginning there can also be some new insights gained for managers. When planning to implement idiosyncratic deals as an HR policy in their organizations the persons in charge should not only think about their own benefits and the ones of the I-dealer but they should also take into account how these arrangements affect other stakeholders like co-workers (Rousseau et al, 2006). It is important to manage co-worker perceptions to workplace justice but also to I-dealers' subsequent peer relationships (Anand et al, 2010). As this review has shown there are some conditions which makes co-workers more likely to accept another I-deal. Going beyond the acceptance of another I-deal it has also to be considered that (non-) acceptance has a considerable impact on the HR performance of employees since the lack of this kind of approval reduces the respect and esteem for the I-dealer (Lai et al, 2009).

When looking at and planning to use these guidelines it has also to be taken into account that the grouping of antecedents should not be looked at in isolation. Based on the theoretical discussion of the results above it can be assumed that all three antecedents interact with each other. The discussion reveals that overall the organizational climate has a great influence on how employees perceive the organization and their treatment since this climate is mostly made up and shaped by employees and leaders (Bal et al, 2012). This in turn influences their perception about fairness and with that it influences their acceptance of another I-deal.

Therefore managers and HR practitioners have to be aware of the fact that all antecedents influence each other and it is not enough, for instance, to work on a good relation between the leader and the co-worker in order to let them be more likely to accept another I-deal. There needs to be a balanced mixture between good relations among the stakeholders and organizational procedures which makes it possible for every employee to raise their voice and concerns regarding decisions.

Furthermore, when using these guidelines for the own organizations, it has to be considered that they should not be seen as the best practice for everyone. In other words it is depending on several contextual factors how individual organizations can make sense of these guidelines. For instance it needs to be considered how standardized HR practices are in an organization (Hornung et al, 2008). In the case of more flexible and less structured organizations, the guidelines above may be more applicable than in organizations with standardized practices. Additionally there are differences in organizational climates and cultures which make these guidelines more or less compatible with and useful for the individual organization.

Moreover there are individual and societal factors which have an impact on the level of I-deals acceptance by every employee (Rosen et al, 2013). These perceptions and factors can change over time (Ryan & Wessel, 2015). Hence these guidelines have to be applied with careful consideration since individual and societal factors make them more or less useful for an organization.

When thinking about the purpose of the study, to figure out antecedents of I-deals acceptance by co-workers, it should also be seen in a broader context and especially that I-deals should be beneficial for all stakeholders and not only for the employee and the I-dealer. Creating a workplace which is perceived as fair and objective employees are more likely to accept other special treatment and some unequal distribution of resources. Here managers and HR practitioners can come back to the presented guidelines of this review in order to keep in mind important issues when implementing I-deals as an HR practice.

Chapter 6: Conclusion

6.1 Limitations of the study and suggestions for further research

One of the main methodological limitations of a literature review is the researcher's subjectivity which has an influence on the results of this analysis. According to Babbie (2010) the threat of the reviewer subjectivity entails that another observer or analyst might reach a different judgement of the same situation. With respect to this literature review attention should be drawn to the selection of articles under study. It is up to the researcher which articles are relevant for him/her and which s/he chooses for investigation. Furthermore it is also a matter of choice in which way to synthesize the literature. However the careful selection of key search terms, the application of the PRISMA statement, the synthesizing of the data via the matrices and the consideration of the research goal should counteract this limitation.

Given the amount of literature under study it has to be admitted that there could be more studies to be included. This is partly due to the fact that the focus has been on available academic articles and to the decision that non-published papers are not included in this review. Nevertheless this study has been one among some others (Greenberg et al, 2004; Lai et al, 2009) to enrich the literature regarding co-workers fairness perception and acceptance of another I-deal. By advancing this area of research a better understanding of the effects of I-deals at a broader scale has been achieved. This review has been one attempt among some others to do so where further and similar studies are needed.

Due to the nature of literature reviews this kind of study can only give interpretations of the literature analysed. Therefore this kind of study lacks the empirical testing of the suggested relations and propositions. Given this limitation other researchers are encouraged to empirically test the suggested relations. This could be done for instance via surveys among employees and in different settings to figure out how they perceive the overall fairness and justice in their organization and how likely they are to accept another I-deal. Surveys and questionnaires as a kind of data collection have also been used quite frequently and regarded as useful in the articles under study to assess co-workers' perceptions.

Another interesting direction in this context could be to test the different level of acceptance for different types of I-deals, which has not been the focus of this review, to figure out if some types are more likely to be accepted and which consequences this might have for the whole organization. Furthermore it has to be admitted that this study assumes that the co-worker has no I-deal and that this has been the standpoint of investigation. Thus other studies could examine whether co-workers with an I-deal are rather likely to accept another I-deal.

Other studies could investigate the group and team dynamics and which effect these have on I-deals acceptance (Liao et al, 2014). More studies are needed to verify these results. When testing results of this study researchers may also come up with other antecedents which might be at least as important as the ones which have been selected for this study.

Another limitation refers to the fact that, even if this is a thorough literature review where many aspects are taken into account, it is still up to the individual co-worker when and to what extent s/he accepts another I-deal. As Ryan & Wessel (2015) put it the fairness assessment of the same organization can vary from employee to employee. With that the point when someone is likely to accept another I-deal is also varying. This can be due to personality and other contextual factors. Some differences in individuals, for instance age (Ng & Feldman, 2010), have already been discussed in the analysis section. Therefore this review cannot be generalized in that sense and thus is more supposed to give an overall tendency when employees are likely to accept another I-deal.

6.2 General conclusion

The aim of this literature review has been to figure out antecedents which make co-workers likely to accept another I-deal. It has been revealed that there are basically three broad antecedents which relate to the co-worker perception of his/her relation with the I-dealer, his/her relation with the leader but also the overall perceived organizational climate which all interplay with each other and which influence the likelihood of accepting another I-deal.

Among others it is advantageous if the I-dealer has a close and friendly relationship with the co-worker, that the I-dealer engage in organizational citizenship behaviour and that s/he tries to avoid negative work outcomes for the co-worker which could be traced back to the I-deal (Lai et al, 2009; Rousseau et al, 2006). Furthermore the leader should be interested in having social relationships with his/her employees irrespective of who has an I-deal or not. In the case that s/he grant I-deals to specific employees, it is only fair if the leader is honest and sincere to all employees about the way deals are negotiated in order to avoid deals which look like to be made under the table (Anand et al, 2010; Greenberg et al, 2004).

These two relationships are complemented by the overall perceived organizational climate. More specifically a high level of perceived organizational support makes co-workers more likely that they also feel valued and with that they are also more likely to accept another I-deal (Anand et al, 2010). In the case that the overall organizational climate is perceived as fair where all three forms of organizational justice are respected co-workers tend to agree on other I-deals. The discussion of the results has shown that it is important to manage all three antecedents properly and that the organizational justice has a great influence on how employees view organizational decisions and distribution of resources.

With this review the idiosyncratic deals research that goes beyond the individual benefits and outcomes of the specific recipient of the I-deal is advanced by drawing attention to wider effects of I-deals, especially the effect on co-workers. This implies that there is a better understanding of how I-deals function at a broader scale which has been one of the theoretical aims of this literature review (Liao et al, 2014). HR practitioners can use the presented guidelines when they are planning to implement I-deals as an HR practice to be able to balance the benefits of the organization and the I-dealer with the fairness perceptions of co-workers (Rousseau, 2001). It is important to consider the view of co-workers since the effectiveness of I-deals depends on their perception (Lai et al, 2009).

All in all more research in this area is required to understand what effects I-deals can have and with this understanding the effectiveness of these I-deals can be enhanced. It will be interesting to see how global trends like the individualization will shape the practice of I-deals in an organization (Ryan & Wessel, 2015) and with that how the acceptance of I-deals will be shaped.

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