



Idiosyncratic or idealistic arrangements?

Negotiation of I-deals and their implications

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Abstract

Idiosyncratic deals (I-deals) refer to personalized arrangements that employees negotiate in regard to the terms and conditions of their employment. As the focal point of researches to date has been successfully negotiated I-deals, the present study aims to provide an insight to unsuccessfully negotiated I-deals and their consequences. Hypotheses on the link among I-deals, organizational citizenship behavior and engagement are tested, introducing perceptions of organizational justice as a moderator. Results reveal a moderating effect of employees' perceptions of distributive justice on the relationship between I-deals and organizational citizenship behavior towards individuals. The study is concluding with implications for both research and practice.

Keywords: idiosyncratic deals, negotiation, organizational justice

I. Introduction

Human resource management (HRM) theories have been criticized for portraying employees as a generic category, failing to successfully acknowledge the vast disparity in interests and needs of different employees (Benschop, 2001; Dickens, 1998). One of the reasons for this criticism is the countless words that have been written proposing that HRM policies should be standardized and applied uniformly across employees, in order to achieve an efficient and fair way of management in the workplace (Greenberg, Roberge, Ho & Rousseau, 2004). A concept recently introduced in the academic literature of HRM which proposes a different approach in employees' management, is the concept of idiosyncratic deals (I-deals). I-deals represent individualized arrangements that individual workers have bargained for and that differ to some extent from the standard employment conditions (Rousseau, Ho & Greenberg, 2006). The focal point of this paper is to research the impact of successful and non successful negotiated I-deals on an aspect of employees' performance (organizational citizenship behavior) and well being (engagement), as well as the influence of perceptions of organizational justice on these outcomes. Recipients of I-deals are expected to engage in organizational citizenship behaviors (OCB) as a way to reciprocate for their advantageous individualized arrangements (Anand, Vidyarthi, Liden & Rousseau, 2010), while the motivating nature of their new working conditions can lead to increased levels of engagement, which is a state characterized by energy, involvement, and efficacy (Hornung, Rousseau, Glaser, Aangerer & Weigl, 2010). Given the intimation of differential treatment, perceptions of fairness and justice lay intrinsically in the concept of I-deals (Rousseau, Ho & Greenberg, 2006). These perceptions have a great power in shaping individuals' beliefs, feelings and reactions (Tyler & Lind, 1992) and as such, they are expected to moderate the above described relationships. In that respect, employees who were refused an individualized arrangement may still maintain their constructive behavior towards their organization in condition of positive organizational justice perceptions. Succeeding the aforementioned propositions, the following research question is formulated:

“To what extent is (un)successful negotiation of idiosyncratic deals related to organizational citizenship behavior and engagement and how is this relationship moderated by perceptions of organizational justice?”

I-deals are a relatively new construct. This study contributes to research by testing the theoretical assumptions concerning their beneficial effects for both employees and organizations. As the focal point of researches to date has been successfully negotiated I-deals, the present study provides an insight to the consequences of unsuccessful attempts to negotiate an I-deal, an approach also recommended by previous research papers (Hornung, Rousseau & Glaser, 2008; 2009). Finally, this study addresses a new approach to I-deals theory by introducing organizational justice in the role of the moderator between (un)successfully negotiated I-deals and positive organizational outcomes.

I-deals entail practitioners to reflect upon traditional approaches regarding management. The basic premise of such arrangements is that no policy fits all circumstances. It is therefore in the organizations' best interest to realize under which circumstances these idiosyncratic deals are beneficial for all parties involved (Hornung, Rousseau & Glaser, 2009).

II. Theoretical framework

Idiosyncratic deals

Employment trends indicate that individualized jobs are a rising phenomenon in contemporary organizations (Rousseau, 2001). Changing labor market conditions and increasing market pressures to attract and retain a qualified workforce, motivate a broader range of employees to bargain for conditions that meet their personal needs and preferences (Rousseau, 2001, 2005). In search of an alternative approach to job redesign that could combine employee initiative and employer authorization (Rousseau, 2005; Hornung, Rousseau & Glaser, 2009), Rousseau introduced the concept of idiosyncratic deals (I-deals). Idiosyncratic deals refer to *“voluntary, personalized agreements of a nonstandard*

nature, negotiated between individual employees and their employers, regarding terms that benefit each party” (Rousseau et al., 2006, p. 978).

I-deals are categorized in two types according to their time of negotiation, with ex-ante I-deals referring to arrangements negotiated by prospective employees, in order to determine the future employment conditions, while ex-post I-deals are negotiated by employees as an attempt to redesign existing terms of employment (Greenberg, et al., 2004).

These arrangements can vary in content and range from a single aspect to the entire set of terms comprising the employment conditions (Rousseau, 2005). Most commonly researched types of I-deals are flexibility and developmental I-deals (Anand et al., 2010; Hornung et al., 2008; 2009). Flexibility I-deals represent arrangements regarding flexible working hours while developmental I-deals offer opportunities for skill and career development. Other types of I-deals include task I-deals referring to negotiations concerning job content redesign (Hornung et al., 2010) and workload reduction I-deals (Hornung et al., 2009). Outcomes of the above arrangements include features such as motivation, performance and work-life balance (Hornung et al., 2009), while co-workers’ reactions to these I-deals (Lai et al., 2009) have the potential of altering these outcomes. Context is also an important variable to be taken into account when researching I-deals, with past studies indicating that job constraints, unit and group size were negatively related to authorization of I-deals (Hornung et al., 2009) and that work structures can encourage as well as restrain these negotiations (Hornung et al., 2008).

The present study focuses on two categories of employees: those who have successfully negotiated an I-deal and those who did not succeed to receive what they have bargained for. On the basis of social exchange theory, employees who enjoy the benefits attached to a successfully negotiated I-deal, will feel the obligation to reciprocate with behaviors directed at the benefit of the organization like organizational citizenship behavior (OCB) (Anand et al., 2010) and increased levels of engagement (Saks, 2006). In contrast, employees who were refused an I-deal will feel less inclined in displaying such behaviors, a feeling that is expected to be influenced by the perceptions of organizational justice they experience. The above proposed relationships will be further elaborated in the succeeding sections.

Organizational citizenship behavior (OCB)

In accordance with social exchange theory and the norm of reciprocity, individuals incline to feel obligated to repay for a benefit they received (Emerson, 1976; Gouldner, 1960). Based on the above premise, conforming on the value an employee attaches to his or her I-deal will be his willingness to act at the benefit of the parties involved in this exchange. The findings of a recent study reinforce this argument by providing evidence that I-deals are positively related to organizational citizenship behavior (OCB) namely, helping behaviors directed towards their co-workers and the organization in general (Anand et al., 2010).

OCB is defined as *“individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the effective and efficient functioning of the organization”* (Organ, 1988, p. 4). OCB includes among others, altruistic and conscientiousness behaviors that help both individuals and organizations (Tjosvold, Hui, Ding & Hu, 2003). Examples of such behaviors are the willingness to take new responsibilities, the initiative to help new employees and perform more than the minimum required (Kidwell, Mossholder & Bennett, 1997; Tjosvold et al., 2003). Although OCB is not included in the traditional definitions and measures used for job performance (van Dyne, Graham & Dienesch, 1994), its contribution to organizational effectiveness is evidently supported by previous researches which have found confirmation for unit level outcomes like productivity, efficiency and profitability (Podsakoff & MacKenzie, 1997; Podsakoff, Whiting, Podsakoff & Blume, 2009).

In their research Anand, et al., (2010), found support on their hypotheses that I-deals are positively related to employees' interpersonal helping behaviors intended to benefit their co-workers (OCB-I) as well as their organization (OCB-O). Employees who have successfully negotiated an I-deal are more likely to demonstrate in return increased levels of OCB, since such a behavior is not explicitly determined or required and therefore not limited by their abilities (Anand, et al., 2010).

Thus, employees who have received an I-deal are expected to engage in citizenship behaviors towards their co-workers who might experience extra burdens as a result of this I-deal. Moreover, since the ultimate context where an I-deal was received is the organization which hosts such arrangements, recipients of an I-deal may also feel obligated to reciprocate with citizenship behaviors that in the long run will benefit the organization (Anand, et al., 2010). Following the same line of thought, employees who negotiated but did not receive an

I-deal are less likely to feel obligated to act in the benefit of either their co-workers or their organization. Therefore, the following hypothesis is formulated:

Hypothesis 1: Employees who have negotiated but not received an I-deal will be less inclined to display organizational citizenship behavior towards their co-workers (OCBI) as well as their organization (OCBO), than recipients of I-deals.

Engagement

Besides the influence that I-deals have on behaviors directed towards other employees or the organization, such arrangements are also expected to have a direct influence on the receiver's well-being. A successful negotiation of an I-deal is hypothesized to increase the fit between an employee's personal needs or interests and his working conditions. As a response to these improved working conditions, employees are expected to display higher levels of engagement which is a work-related state of well-being that emerged from burnout research (Schaufeli & Bakker, 2004b). Engaged employees feel strongly identified with their job and display high levels of energy (Hornung, et al., 2010).

Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002) define engagement as “*a positive, fulfilling, work-related state of mind that is characterized by vigor* (high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence in the face of difficulties), *dedication* (a sense of significance, enthusiasm, inspiration, pride, and challenge) *and absorption* (being fully concentrated and engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work)” (p. 74).

Working conditions, according to Herzberg's two factor theory, include two broad categories of job characteristics that can determine the presence or absence of employee's satisfaction and motivation, factors that can lead to engagement. The first category is comprised by job characteristics that are called “*motivators*” (i.e. personal growth or recognition) while the other category includes “*hygiene*” factors such as rate of payment and working conditions (Herzberg, 1968). I-deals often represent arrangements concerning various types of working conditions included in both categories. However, according to this theory, only conditions that fall in the first category are able to enhance motivation and job satisfaction, while “*hygiene*” factors have no influence in employees' motivation (Herzberg, 1968).

An alternative model studying employees' motivation is the Job Demand-Resources (JD-R) model of work engagement, created by Bakker and Demerouti (2008). According to this model, employees' performance and well-being is related to two general categories of work characteristics, namely, job demands and job resources. Two main relationships can be derived from this model: high job demands are expected to increase levels of strain, which in turn can lead to negative organizational outcomes, while job resources are expected to lead in positive organizational outcomes through the mediation of motivation (Bakker & Demerouti, 2008). According to the propositions of the JD-R model, the benefits derived from an I-deal, irrespective of its content, can act as job resources which can in turn enhance feelings of engagement. Engaged employees are likely to be more creative and productive resulting in greater financial returns for the organization (Bakker & Demerouti, 2008).

In support of the above, a recent research has found evidence suggesting that I-deals directed to customize job content (task I-deals) can lead to enhanced engagement through intrinsically motivating and less stressful work characteristics (Hornung et al., 2010). More specifically, Hornung et al., (2010) propose that recipients of I-deals experience more motivating and developmental working conditions, which in turn can lead to increased levels of well being in the workplace. In contrast, employees who were denied such benefits and resources are more likely to perceive work as being more stressful and less controllable. As a result, these employees may choose to withdraw and disengage themselves from their roles (Hornung et al., 2010).

As a response to the benefits and resources accompanying a successfully negotiated I-deal, employees who obtain such benefits may experience higher levels of engagement. Contrariwise, employees who were denied such benefits are less likely to feel engaged towards their work. Therefore:

H2: Employees who did not succeed in receiving an I-deal will exhibit lower levels of engagement than employees with a successfully negotiated I-deal.

Organizational Justice

According to the engagement model proposed by Maslach, Schaufeli and Leiter (2001), certain situational factors can determine the level of burnout or work engagement for an employee. One of these factors is perceptions of fairness and justice in the workplace. Justice in organizational settings is described as individuals' subjective perceptions regarding the fairness of distribution or allocation of outcomes and the fairness of the procedures used to determine these outcomes (Colquitt, Conlon, Wesson, Porter & Ng, 2001). Lai, Rousseau and Chang (2009), indicated that the acceptance of an idiosyncratic deal by colleagues may ultimately depend on the assessment of a comparable opportunity for themselves, an assessment which is mostly determined by perceptions of organizational justice. Perceptions of organizational justice are an extensively researched construct with its two primary distinctions, procedural justice and distributive justice receiving the greatest interest (Hauenstein, Mc Gonigle & Flinder, 2001).

Procedural justice refers to *"the perceived fairness of procedures used in decision making about the distribution of outcomes"* (Hauenstein et al., 2001, p.39). In an attempt to explain why procedural justice is prominent for individuals, Tyler and Lind (1992) introduced the relational model. According to this model, procedures acquire considerable importance as symbols of group values (Tyler & Lind, 1992). Therefore, perceptions of unfair procedures might be dealt with greater concern than perceptions of outcomes, since the former might be seen as a manifestation of the authority's long lasting values instead of a single decision resulting in an unfair outcome (Tyler & Lind, 1992).

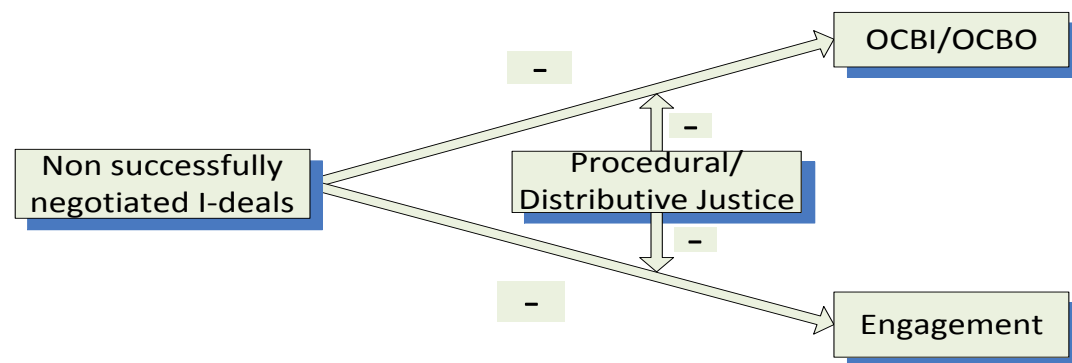
Distributive justice is defined as *"the perceived fairness of the distribution of outcomes"* (Hauenstein et al., 2001, p.39). Distributive fairness theories advocate that individuals evaluate the fairness of an outcome they received compared to the outcomes others obtained (Tyler & Lind, 1992). Relative deprivation approach suggests that perceived unfair reward distributions will lead to feelings of deprivation, causing a variety of unconstructive behavioral reactions (Greenberg, 1987).

Although the stream of thought suggests that employees who were denied a desired outcome will experience feelings of frustration and deprivation, the latter may be avoided if this decision can be considered as defensible. Supplementing to this view are the findings of a research by Choi (2008), who supported that perceptions of organizational justice can moderate the relationship between an unfavourable for the employee decision and

otherwise detrimental reactions resulting from this decision. It is therefore proposed that employees who did not succeed in receiving an I-deal, may maintain high levels of engagement and citizenship behavior if they perceive the procedure used to reach this decision as being fair and the denial of this arrangement to be partially justified.

H3: Perceptions of organizational justice will moderate the relationship between I-deals and levels of OCB and engagement, so that when perceptions of justice are positive non successful negotiated I-deals will lead to enhanced OCB and engagement.

The conceptual model researched in this study is presented below (Figure 1).



Note: Control variables: age, gender, education, job tenure, innovative and formalized HR system

Figure 1. *Conceptual model*

III. Method

Design and Procedure

The present paper was designed as a deductive cross-sectional study with a questionnaire research. The applied questionnaires were intended for several research projects; therefore one questionnaire was designated for employees and one for their managers, with a variety of different variables included. Questions addressed to the employees contained scales concerning individualized human resource arrangements as well as behaviors, dispositions and job characteristics; while those intended for the managers included questions with

reference to the organization and its performance measures. Both questionnaires were formulated in Dutch and were distributed by students of Tilburg University to organizations operating in the Netherlands. The questionnaires were filled in on a paper-pencil form. Participation in the study was voluntary and confidentiality was guaranteed.

Population and sample

The sample used in the research consisted of organizations employing at least 50 employees, with departments of minimum seven people. The total sample included 400 questionnaires, however, for the purposes of this study only those employees who have negotiated for an I-deal were studied resulting in a sample size of 100 employees. 58 of the participants were women and the majority of the participants had a middle or high educational level. The mean age was 39 years and the average employee had been employed in the organization for 10 years. 36 organizations comprised the final sample of which 22% were operating in the industry sector; 12% in transport, storage and communication; 11% in environmental services, culture, recreation and other services and 10% in education. Since most of the companies were selected based on the contacts that the students had available, the sample can be characterized as convenient.

Measures

For the purpose of this study which is conducted at the individual level, the data were collected from the employee questionnaire. The content validity of the items used to measure each construct has been tested with a factor analysis. Catell's scree test was used to determine the number of factors that comprise each variable. This approach has been chosen as it takes into consideration only the factors whose eigen value is substantially different from the next, thus resulting in a more conservative and pragmatic number of factors. Both Varimax and Oblimin rotation have been used to determine which method is the clearest and easiest to interpret the factors (Pallant, 2007). Internal consistency of each of the resulting scales was assessed with a reliability test. Cronbach's alpha (α) is the most common reliability measure and has also been used in this research. All scales satisfied the conditions for the use of one factor, nevertheless resulting in some cases in a decreased number of items. The

factor loadings of the scales used for this research can be found in appendix 1. These scales are described in greater detail below:

Idiosyncratic Deals: The two categories of employees used in the present study were derived from two items assessing the successful negotiation of an I-deal. More particularly the first question *“Did you ever ask your supervisor to change your employment conditions to match your personal needs?”* reduced the sample to the 100 employees in the sample who have ever asked for an ideal. The second question *“Did you make an arrangement with your supervisor about personalized employment conditions other than the standard terms and conditions?”* determined whether an employee had succeeded in receiving this I-deal, defining the variable according to the focal point of this research and resulting in a sample of 43 successfully negotiated I-deals. The answers were dummy coded, where 0 represents a successfully negotiated I-deal while 1 stands for an unsuccessfully negotiated I-deal.

Organizational Citizenship Behavior: OCB was measured using a short version of the scale developed by Williams and Anderson (1991). For the purposes of this study the items were translated in Dutch and addressed to the employees. This measurement was chosen since it is one of the most popular conceptualizations and it captures most of OCB's related constructs found in literature. The scale is organized into categories on the basis of the addressee of the behavior, resulting in a four-item OCBI component (behaviors directed toward the benefit of other individuals) and a three-item OCBO (behaviors directed toward the benefit of the organization). A sample item from each category is, *“I help others who had been absent”* and *“Great deal of time spent with personal phone conversations”*(R). Items were operationalized using five point Likert-type scales ranging from “strongly disagree” to “strongly agree” with reliabilities of .76 for OCBI and .65 for OCBO.

Engagement: Engagement was captured using the short version of Utrecht Work Engagement Scale (UWES) developed by Schaufeli and Bakker (2004a). The measure included nine items. An example item of the scale is *“My job inspires me”*. Participants indicated on a Likert scale from 1 “never” to 7 “every day” how often they experienced these feelings. The reliability test of the scale resulted in a value of α equal to .93.

Justice: A translation in the Dutch language of a short version of the procedural and distributive justice scales developed by Colquitt (2001) were used for this variable, consisting of three and four items respectively. Reliabilities of the scales were .66 for procedural justice and .95 for distributive justice. Sample items included *“Have you been able to express your views and feelings during those procedures?”* and *“Are your terms and conditions of employment justified, given your performance?”* In the questionnaires, the term “outcome” of the original items has been replaced by “my terms and conditions of employment”. The answer scale provided five answering categories ranging from “completely disagree” to “completely agree”.

Control variables: Control variables were added in the analyses in order to identify the existence of a potential spurious relationship. Common control variables in the I-deals literature are age, gender, education and job tenure in organization (Anand et al., 2010; Hornung et al., 2008; 2010). Results of previous studies indicated that gender was the most influential demographic variable for I-deals negotiation, improving the fit for the proposed models (Anand et al., 2010; Hornung, et al., 2010; Lai et al., 2009). In the study of Hornung et al., (2008) women were significantly more likely to negotiate I-deals while age was found to be negatively related to both flexibility and developmental I-deals. Inclusion of organizational tenure lead to a significant model fit improvement in two studies (Anand et al., 2010; Hornung, et al., 2010) while education was included in the study of Hornung et al (2010) without providing significant results. As the sample of this study is comprised of participants with a variety of demographic characteristics, education as well as the other aforementioned control variables were included in the analysis.

Based upon an adaptation of the organization climate questionnaire by Patterson et al., (2005) the level of formalization and innovation of the HR climate were also included as control variables. Formalization of HR climate was measured by a scale comprised of four items with a reliability of .887. A sample item of the scale is *“All employment conditions must be implemented under the same rules here”*. The measure for innovative HR climate included three items with “Proposals of employees to adapt their working conditions are easily accepted here” being an example. Reliability test of the scale resulted in a value of .797.

Formalization and innovation of HR climate have not been studied previously in I-deals literature. Formalized HR climate stands for a work environment where employment conditions are highly standardized and deviation from formal rules and procedures is highly

frowned upon. Innovative HR climate on the other hand, represents a more flexible environment where support for new approaches and employee initiative is the norm.

These variables have been introduced in the present study as they reflect the context in which an I-deal was negotiated, the significance of which has been stressed out in past studies (Hornung et al., 2008; 2009). Hornung et al., (2008) suggested that I-deals are less likely to be negotiated in standardized work structures as they raise issues of fairness. In a later study however, the same authors (Hornung et al., 2009) warned against substituting standardized benefits with idiosyncratic arrangements, as they are also likely to lead to assessments of unfairness and mistrust.

IV. Results

Descriptive statistics

The SPSS software (version 17.0) has been used to conduct the analyses needed to test the proposed conceptual model. Descriptive statistics have been conducted including means, standard deviations and correlations of all the variables included in the research. A Pearson correlation analysis has been carried out, in order to disclose basic relations between the variables and reveal potential multicollinearity problems. Table 1 presents the means, standard deviations and correlations.

As it can be depicted by the table's values, I-deals had no significant correlation with any of the studied variables, a result that will be further elaborated in the discussion section. The highest significant correlation noted is the one between the variables OCBO and OCBI. The relationship was positive, and in the expected direction, with a value of $r=.402$, $p<.01$. Another high positive correlation is the one between innovative HR climate and distributive justice ($r=.351$, $p<.01$), as well as the one between engagement and OCBI ($r=.297$, $p<.01$). Innovative organizational climate also correlated with OCBI significantly, resulting in a value of $r=.216$, $p<.05$.

Table 1. Means, Standard Deviations, Reliabilities and Correlations

		Mean	SD	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.
1	Unsuccessful I-deals	.43	.497												
2	Engagement	3.84	1.127	.011	(.93)										
3	OCBI	3.95	.558	.030	.297**	(.76)									
4	OCBO	4.14	.637	-.139	.174	.402**	(.65)								
5	Distributive justice	3.29	.915	-.040	.259*	.242*	-.008	(.95)							
6	Procedural justice	2.98	.700	-.043	.294**	.136	-.072	.151	(.66)						
7	Innovative HR climate	2.85	.774	-.001	.188	.216*	.150	.351**	.065	(.72)					
8	Formalized HR climate	3.09	.689	.151	.075	-.079	-.106	.113	-.167	-.106	(.61)				
9	Organizational tenure	10.28	8.693	.050	.177	-.043	-.009	.013	.018	.013	.109				
10	Year of birth	1972	10.741	.074	-.038	.132	.065	.066	.032	.034	-.181	-.744**			
11	Educational level			.182	-.108	-.040	-.200*	.025	-.068	.173	.175	-.161	-.175		
12	Women			.166	.063	.081	-.014	-.004	.062	-.048	-.154	-.156	.222*	.000	

* $p < .05$, ** $p < .01$.

Note: N=100; (1)Successfully negotiated I-deals=0/unsuccessfully negotiated I-deals=1; (9)in years; (11)high or higher educational level=0/middle or basic education=1; (12)woman=0/man=1

Engagement is strongly related with organizational justice as it is salient by its correlation coefficient with procedural ($r=.294$, $p<0.1$) and distributive justice ($r=.259$, $p<.05$) respectively. Men were significantly younger in this sample (mean= 1972). Educational level correlated significantly with OCBO ($r=-.200$, $p<0.5$) with its negative sign indicating that employees with high or higher education presented higher levels of citizenship behavior with respect to their organization.

Regression analyses

The proposed conceptual model is comprised of three dependent variables and two moderators, ensuing six interaction models. Sequential multiple regression analyses have been used to test these models, with each analysis been carried out in three steps: In the first step the explanatory variables have been introduced, while in the second one the interaction product of these variables has been added. In the final step the former steps were repeated adding the control variables (Pallant, 2007). The acceptance of the moderation effect has been determined by the existence of a statistically significant improvement in the explained variance (ΔR^2) of the model (where sig F change $< \alpha$).

The conceptual model presented in this study suggested a moderation effect of procedural and distributive justice between (un)successfully negotiated I-deals and outcomes such as engagement and organizational citizenship behavior toward individuals and organizations. However, after running the regression analyses for the six interactions, only one interaction turned out to be significant: the interaction effect of ideals and distributive justice on OCBI (see Table 2).

I-deals and distributive justice were entered at step 1, explaining 6% of the variance on OCBI. The percentage of explained variance for the second model where the interaction term was added, was equal to 10,3 % , $F(3,94) = 3.590$, $p < 0.5$ revealing a modest improvement of explained variance ($\Delta R^2 = .042$) in the model. The interaction plot of the above described relationships is presented in Figure 1.

Table 2. Sequential multiple regression analysis on dependent variable OCBI

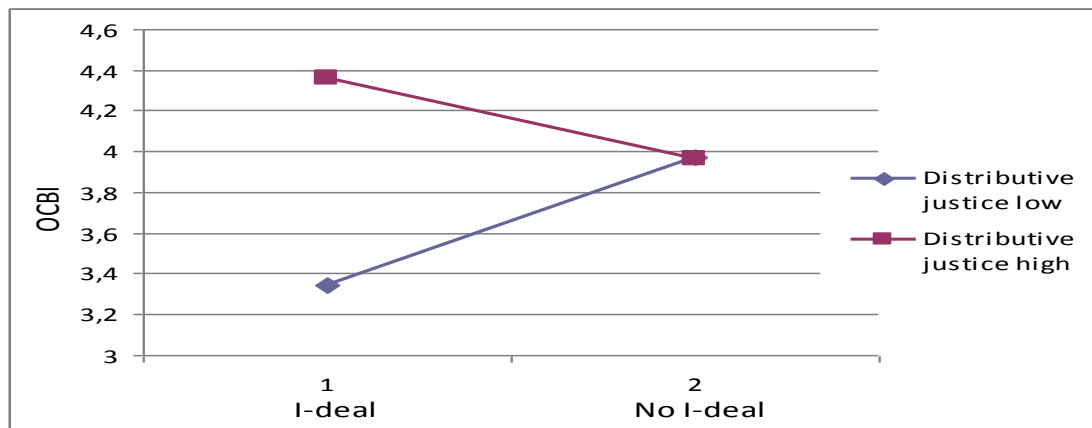
Variable	Model 1		Model 2			
	<i>B</i>	<i>SE</i>	<i>B</i>	<i>B</i>	<i>SE</i>	<i>B</i>
Unsuccessful I-deals	,045	,112	,040	,881	,411	,785*
Distributive justice	,149	,061	,244*	,254	,078	,416*
Unsuccessful I-deals * Distributive justice				-,256	,121	-,785*
R^2			,060			,103
F			3,049*			3,590*
ΔR^2						,042
ΔF						4,451*

Note: N=100; successfully negotiated I-deals=0/unsuccessfully negotiated I-deals=1

* $p < .1$; * $p < .05$, ** $p < .001$

The presence of a significant interaction indicates that the effect of the independent variable on the dependent variable is modified by different values of the proposed moderator. As it can be depicted by the slopes of the interaction plot, the differentiation between high and low levels of distributive justice appear to have an impact on levels of OCBI for successfully negotiated I-deals. More particularly, high distributive justice leads to higher levels of organizational citizenship behavior towards individuals for employees who have successfully negotiated an I-deal while perceptions of low distributive justice lead to lower levels of OCBI. However, distributive justice levels seem to have no impact on the levels of OCBI for no successfully negotiated I-deals, as OCBI values remain stable.

Figure 1. Interaction plot



No additional significant relationships were revealed for the proposed variables and therefore are not presented in this section. The control variables of education and innovative HR climate that were found to correlate significantly with some of the studied variables, as well as an alternative model including all the control variables were also added as a final step in the hierarchical regression; however the F change was proven insignificant for both models. These results can be found on appendix 2.

After completing the necessary analyses to confirm the hypotheses, extra analyses were carried out in order to test whether dividing the I-deals into two different types, namely motivational and hygiene I-deals would reveal significant results for the tested model. 12 extra analyses took place, the results of which can be found on the regression tables of appendix 3.

V. Discussion

The focal point of this research has been to reveal to what extent are (un)successful negotiation of idiosyncratic deals related to organizational citizenship behavior and engagement and whether this relationship is moderated by perceptions of organizational justice. Analyses have not disclosed significant results for the first part of the model. In this

respect the acquirement or denial of an I-deal had no significant influence on levels of organizational citizenship behavior or engagement. However, when the interaction effect was added in the analysis, a significant result has been detected. Perceptions of distributive justice were found to significantly moderate the relationship between successfully negotiated I-deals and organizational citizenship behavior. Nonetheless in contrast with expectations, such an effect was not present in not successfully negotiated I-deals. A striking outcome of this study has been that I-deals had no significant direct effects in relation to the dependent variables studied in this research. More particularly, on the basis of social exchange theory, the norm of reciprocity (Emerson, 1976; Gouldner, 1960) and the results of a previous research (Anand et al., 2010), a direct positive relationship between successfully negotiated I-deals and high levels of OCBI and OCBO was expected. Nevertheless, according to this study's results, I-deals had no direct influence on neither of the categories of organizational citizenship behavior, therefore, hypothesis 1 stating "Employees who have negotiated but not received an I-deal will be less inclined to display organizational citizenship behavior towards their co-workers (OCBI) as well as their organization (OCBO) than recipients of I-deals" was rejected.

Building on the theoretical propositions of social exchange theory (Emerson, 1976), the willingness to act at the benefit of the parties involved in the negotiation of an I-deal, will be relative to the value that an employee attaches to this I-deal. The absence of significant results may indicate the different value, employees ascribe to I-deals. As proposed by Hornung et al., (2009) contextual factors may determine the value of an I-deal, with I-deals yielding more positive results when they complement organization's human resource practices instead of replacing them. As a case in point, a monetary based I-deal arriving after high performance is likely to be less treasured, since it can be perceived as an outstanding compensation for past contributions rather than an individualized arrangement (Anand et al., 2010). Following this reasoning, employees who received a personalized agreement which they did not value adequately may feel less inclined in reciprocating for this arrangement with increased levels of organizational citizenship behavior. Furthermore, depending on the I-deal context and the level of interdependence among employees, co-workers may not be directly involved and influenced by these idiosyncratic arrangements. As a result, the gratitude or the frustration that stems from this negotiation will not necessarily be directed towards fellow employees.

Hypothesis 2 suggesting that “Employees who did not succeed in receiving an I-deal, will exhibit lower levels of engagement than employees with a successfully negotiated I-deal”, was built on the propositions of the JD-R model by Bakker and Demerouti (2008). According to the propositions of this model, employees as a response to the resources arriving after an individualized arrangement are expected to experience increased levels of motivation and engagement. Possible explanations for the absence of significant results for this hypothesis could be offered by an alternative theory, the theory of two factors by Herzberg (Herzberg, 1968). Herzberg proposes that job characteristics are divided in two broad categories: The first category is comprised by job characteristics that are called “motivators” and includes factors such as personal growth, recognition, responsibility and advancement which are hypothesized to lead to employee satisfaction and motivation. The second category includes job characteristics such as company policies, rate of payment and working conditions, characteristics that have the potential to lead to dissatisfaction when they are not sufficient but not to enhance motivation on the reverse condition (Herzberg, 1968).

Idiosyncratic deals in this research included arrangements falling into both categories, with flexibility of working hours, bonus and salary development, training and education opportunities as well as expansion of duties and responsibilities offering some examples. If the two factor theory holds true one could argue that the disparity in types of I-deals had cancelled out the potential motivational role of such arrangements, leading to insignificant results between I-deals and engagement. Extra analyses were carried out, dividing the I-deals in two categories according to Herzberg’s propositions. In the first category I-deals of training, education and expansion of duties and responsibilities comprised the motivator I-deals, while in the second category representing hygiene I-deals, extra salary, flexibility in working hours and possibility to work elsewhere than office were added. The analyses did not confirm Herzberg’s theory; however since the sample size for each category was 27 and 60 respectively, future research with a more appropriate sample size may be able to reveal a significant difference between the outcomes of these categories and give support to this theory.

Regarding hypothesis 3 proposing that “Perceptions of organizational justice will moderate the relationship between I-deals and levels of OCB and engagement, so that when perceptions of justice are positive non successful negotiated I-deals will lead to enhanced OCB and engagement” regression analysis results pointed to a relationship conflicting with expectations, hence, hypothesis 3 was not confirmed. Procedural justice yield no significant

results as a moderator, whereas no relationship was found for both types of organizational justice regarding engagement and OCBO, an outcome that is in agreement with the lack of direct effects for these variables and which possibly highlights the aforementioned interpretations.

Contrary to expectations, levels of OCBI remained stable for employees who did not succeed to receive what they have bargained for, irrespectively of different perceptions of distributive justice. The implications of this outcome become clearer when we examine the reverse relationship's results: Levels of distributive justice had a significant influence for receivers of I-deals regarding the latter's expression of organizational citizenship behavior towards their colleagues.

Distributive fairness theories advocate that individuals evaluate the fairness of an outcome they received compared to the outcomes others obtained (Tyler & Lind, 1992). Drawing on comparative evaluation, it can be argued that idiosyncratic deals may be harder to legitimate in low justice settings, as they can easily be interpreted as preferential treatment or favoritism (Hornung et al., 2008). Such an interpretation can undermine workplace relationships and evoke tensions that may justify the denial of receivers of I-deals to engage in OCBI behaviors. Contrariwise, when perceptions of distributive justice are high, co-workers can evaluate that they have the same probability to achieve comparable arrangements in the future, leading to the conclusion that helping behaviors among colleagues need not to be discontinued (Lai et al., 2009). The above can be further intensified in jobs with high levels of interdependence where the presence of unique agreements for some employees can give rise to social comparisons (Anand et al., 2010).

Control variables did not alter the aforementioned results, yet some interesting outcomes may give directions for future research. The high positive correlation of innovative HR climate and distributive justice may suggest that innovative HR climates are perceived by the employees, as more unbiased regarding the distribution of outcomes. This outcome is contradicting to theories suggesting that formalization and standardization of working procedures are the proponents of equal and fair treatment among groups of people (Konrad & Linnehan, 1995), while the significant correlation with OCBI may indicate that innovative cultures provide a more supportive environment, promoting exceptional workplace relationships.

As a conclusion to the above findings, the lack of significant results for the proposed hypotheses may be a result of the restrictions of the present research. However, the current

study has been the first attempt to assess the consequences of unsuccessful attempts to obtain an idiosyncratic arrangement, hence the lack of previous studies to support or reject the results of this study lead to inconclusive assessments.

In this research, a new questionnaire designed to include both categories of successfully and not successfully negotiated I-deals has been used. This measure has been selected in an attempt to determine the outcomes of not successfully negotiated I-deals and to examine whether having such an arrangement is a sufficient condition to verify these outcomes irrespectively of its content. The theory of I-deals suggests that these personalized arrangements have positive outcomes for both employees and organizations. Results of this study however, possibly denote that not all types of I-deals yield such positive outcomes. Further research on diverse aspects of I-deals may be able to shade more light on these interpretations.

Limitations

As it was mentioned in the methods section due to the character of the questionnaires distribution, the sample can be characterized as convenience sample, a factor that may have an influence on the study's results. Nevertheless, the wide range of organizations and occupations comprising the sample distribution, offers a robust argument regarding the generalizability power of the results among a variety of settings.

The absence of significant results confirming the proposed conceptual model may be a manifestation of the restricted power of a moderate sample size. However, the resulting number of 100 negotiated I-deals relatively to the total 400 participants in the research is consistent with sizes in previous researches (Hornung et al., 2008; Lai et al., 2009), underlying the variable's non standard and idiosyncratic nature.

The cross sectional research design does not allow deterministic causal inferences regarding the described relationships; nonetheless, this design is widely used in academic research due to the time limitations and complexity that accompany a longitudinal design, constraints that were beyond the scope of this paper.

Another potential limitation of the current study could be its measurement instruments. The data were collected through self-reported questionnaires a method that is giving rise to concerns of common method bias. However, intense care to reassure the participants'

anonymity has been taken, ensuring that the answers given were representative of their real attitudes and opinions.

As a final remark, as the initiative for the negotiation for a more individualized arrangement has been assessed through one question, it might be the case that respondents did not successfully recognize the concept of I-deals. Nonetheless, this questionnaire has been designed as an answer to the shortcomings of former scales assessing the existence of I-deals and therefore has not been tested in prior research.

Research implications

The theory of I-deals is a newly introduced theory in the academic literature, a concept that is in need of further research in order to consolidate its position in the academic firmament. This research is the first modest attempt to estimate the consequences of non-successfully negotiated I-deals. Future studies should further research this aspect of I-deals in order to develop a more holistic knowledge of this notion and its outcomes. The moderation effect of distributive justice as well as additional conditional variables should be further researched in order to determine under which conditions the negotiation of an I-deal can lead to beneficial outcomes for all parties.

Due to the limited scope of this research not an extensive list of variables was included, variables that if examined could reveal additional relationships and insights. A possible fruitful area deriving from the results of this research would be the research of contextual factors influencing I-deal outcomes. “Is the perception of an innovative HR climate so powerful as to inspire organizational citizenship behaviors and engagement to its employees?”, “What is the influence of work context and job structure on co-workers’ reactions to idiosyncratic deals?” and “What are the most appropriate organizational settings for an I-deal to be considered legitimate?” are some of the questions that remain to be answered.

The results of this research raise questions concerning whether idiosyncratic arrangements can be regarded as a generic category including various types with comparable outcomes. Types of I-deals can be comparatively researched in future studies in order to expand our knowledge regarding the value that employees ascribe to certain categories of I-deals and the outcomes of such arrangements. The most commonly negotiated types of I-deals in this

sample were flexibility of working hours, training and education opportunities, possibility to work elsewhere than office, bonus and salary development as well as expansion of duties and responsibilities, categories that can aid in the design of future research.

As I-deals include employee initiative and employer authorization, future studies should incorporate data from both sources. Such a design will reduce the common method bias and will give an answer to the question regarding which employees are (not) assigned such a deal and for which reasons, providing a more in depth understanding of their consecutive outcomes.

Future research should include a larger sample that can enhance the generalization of the findings. A longitudinal research design as well as an inclusion of different settings and professions is more appropriate in giving insights concerning the outcomes of idiosyncratic deals as well as the conditions under which these are manifested.

Practical implications

The context under which an I-deal is negotiated is essential for the effective use of these arrangements. According to this study's results, beneficial outcomes of I-deals may be undermined, if the latter are established in a low justice environment. Co-workers are potentially a party that can influence in great extent the outcomes of I-deals, thus efforts to manage perceptions of fairness may be crucial for their effects. Although no significant results were found for the direct relationships of I-deals with organizational citizenship behavior and engagement, interpretations regarding the non beneficial effect of I-deals should be made with caution.

Conclusion

I-deals provide a promising research area for future studies. Employees through negotiation of I-deals have the opportunity to redesign their jobs in a way that meets their personal needs and interests. According to the results of the current study, I-deal receivers can contribute to higher levels of organizational citizenship behavior towards individuals in condition of high distributive justice. This result possibly underlines the power of social exchange relationships within organizations, while the lack of significant direct associations

with the studied variables may highlight the different value employees can ascribe to different categories of I-deals. Many questions arise concerning the role of I-deals in organizational effectiveness and as this concept is yet understudied the golden recipe remains to be discovered.

VI. Reference List

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VII. APPENDICES

Appendix 1. Factor analyses loadings

OCBI

Table 1. Component matrix ($\alpha=.758$); eigen value= 2,245

	Oblimin Rotation
42. Ik help anderen die afwezig zijn geweest.	.820
43. Ik help anderen die veel werk te doen hebben.	.750
45. Ik neem de tijd om te luisteren naar de zorgen en problemen van collega's.	.704
48. Ik geef informatie door aan mijn collega's.	.717

OCBO

Table 2. Component matrix ($\alpha=.650$); eigen value= 1,701

	Oblimin Rotation
R51. Ik neem vaak lange pauzes tijdens mijn werk.	.796
R52. Ik voer op het werk lange privé gesprekken per mail of telefoon.	.812
R53. Ik kan doorzeuren over onbelangrijke dingen.	.638

Procedural justice

Table 3. Component matrix ($\alpha = .659$); eigen value= 1.688

	Oblimin Rotation
119. Was het mogelijk om uw standpunten en gevoelens duidelijk te maken tijdens het bepalen van uw arbeidsvoorwaarden?	.811
120. Had u inspraak op de procedures voor het bepalen van uw arbeidsvoorwaarden?	.828
124. Was het voor u mogelijk om tegen de beslissingen over uw arbeidsworwaarden in beroep te gaan?	.587

Distributive justice

Table 4. Component matrix ($\alpha = .948$), eigen value= 3.421

	Oblimin Rotation
126. Mijn arbeidsvoorwaarden zijn passend voor de inspanningen die ik lever op mijn werk.	.921
127. Mijn arbeidsvoorwaarden doen recht aan het werk dat ik heb verzet.	.965
128. Mijn arbeidsvoorwaarden weerspiegelen de verantwoordelijkheden die ik heb.	.896
129. Mijn arbeidsvoorwaarden zijn gerechtvaardigd gezien mijn werkprestaties.	.916

Formalized HR climate

Table 5. Component matrix ($\alpha = .653$), eigen value= 1.975

	Oblimin Rotation
101. In deze organisatie vindt men het belangrijk om voor iedereen dezelfde standaard arbeidsvoorwaarden toe te passen.	.676
R102. Mensen kunnen hier van de standaard procedures en regels voor arbeidsvoorwaarden afwijken als dat nodig is om het werk gedaan te krijgen.	.448
103. Alle arbeidsvoorwaarden moeten hier volgens dezelfde regels worden uitgevoerd..	.874
R104. De regels voor arbeidsvoorwaarden hoeven in deze organisatie niet tot op de letter te worden nageleefd.	.744

Innovative HR climate

Table 6. Component matrix ($\alpha = .797$); eigen value= 2.067

	Oblimin Rotation
105. Voorstellen van medewerkers om hun arbeidsvoorwaarden aan te passen worden hier makkelijk geaccepteerd.	.801
107. Leidinggevend in deze organisatie reageren snel als het nodig is om dingen anders te regelen voor medewerkers.	.802
108. Deze organisatie is erg flexibel als het gaat om arbeidsvoorwaarden; men verandert makkelijk afspraken met mensen om tegemoet te komen aan problemen of veranderende omstandigheden.	.884

Engagement

Table 7. Component matrix ($\alpha=.928$); eigen value= 5.931

	Oblimin Rotation
33. Op mijn werk bruis ik van energie.	.772
34. Als ik werk voel ik me fit en sterk.	.818
35. Als ik 's morgens opsta heb ik zin om aan het werk te gaan.	.800
36. Ik ben enthousiast over mijn baan.	.875
37. Ik ben trots op het werk dat ik doe.	.833
38. Mijn werk inspireert mij.	.867
39. Ik ga helemaal op in mijn werk.	.764
40. Mijn werk brengt mij in vervoering.	.764
41. Wanneer ik heel intensief aan het werk ben, voel ik mij gelukkig.	.804

Appendix 2. Regression analyses tables

Table 1. Sequential multiple regression analysis on dependent variable OCBI

Variable	Model 1			Model 2		
	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β
Unsuccessful I-deals	,040	,114	,036	,750	,499	,668
Procedural justice	,110	,081	,138	,208	,105	,261 ⁺
Unsuccessful I-deals * Procedural justice				-,239	,164	-,656
R^2			,020			,042
F			,959			1,357
ΔR^2						,022
ΔF						2,132

Note: *N*=100; successfully negotiated I-deals=0⁺*p*<.1; **p*<.05, ***p*<.001

Table 2. Sequential multiple regression analysis on dependent variable OCBO

Variable	Model 1			Model 2		
	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β
Unsuccessful I-deals	-,182	,130	-,142	-1,444	,559	-1,126*
Procedural justice	-,071	,092	-,078	-,245	,118	-,269*
Unsuccessful I-deals * Procedural justice				,426	,184	1,021*
R^2			,025			,078
F			1,231			2,649 ⁺
ΔR^2						,053
ΔF						5,371

Note: *N*=100; successfully negotiated I-deals=0⁺*p*<.1; **p*<.05, ***p*<.001

Table 3. Sequential multiple regression analysis on dependent variable OCBO

Variable	Model 1			Model 2		
	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β
Unsuccessful I-deals	-,178	,130	-,139	-,196	,491	-,153
Distributive justice	-,010	,071	-,014	-,012	,093	-,017
Unsuccessful I-deals * Distributive justice				,005	,145	,014
R^2			,019			,019
F			,940			,620
ΔR^2						,000
ΔF						,001

Note: $N=100$; successfully negotiated I-deals=0

* $p<.1$; * $p<.05$, ** $p<.001$

Table 4. Sequential multiple regression analysis on dependent variable Engagement

Variable	Model 1			Model 2		
	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β
Unsuccessful I-deals	,054	,224	,024	-,193	,989	-,085
Procedural justice	,476	,159	,295*	,441	,208	,274*
Unsuccessful I-deals * Procedural justice				,083	,325	,113
R^2			,087			,088
F			4,485*			2,983*
ΔR^2						,001
ΔF						,066

Note: $N=100$; successfully negotiated I-deals=0

* $p<.1$; * $p<.05$, ** $p<.001$

Table 5. Sequential multiple regression analysis on dependent variable Engagement

Variable	Model 1			Model 2		
	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β
Unsuccessful I-deals	,050	,226	,022	,995	,845	,439
Distributive justice	,320	,123	,260*	,439	,160	,357*
Unsuccessful I-deals * Distributive justice				-,289	,249	-,440
R^2			,068			,081
F			3,409*			2,730*
ΔR^2						,013
ΔF						1,349

Note: N=100; successfully negotiated I-deals=0

* $p < .1$; * $p < .05$, ** $p < .001$

Table 6. Sequential multiple regression analysis of significantly correlated control variables on dependent variable OCBI

Variable	Model 1			Model 2			Model 3		
	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β
Unsuccessful I-deals	,045	,113	,040	,881	,416	,785*	,810	,420	,722 ⁺
Distributive justice	,149	,061	,244*	,254	,079	,416*	,215	,084	,353*
Unsuccessful I-deals *				-,256	,123	-,785*	-,231	,124	-,710 ⁺
Distributive justice									
Education							-,066	,114	-,059
Innovative HR climate							,100	,078	,138
<i>R</i> ²			,060			,103			,120
<i>F</i>			2,985 ⁺			3,514*			2,453 ⁺
ΔR^2									,017
ΔF									,877

Note: *N*=100; successfully negotiated I-deals=0/unsuccessfully negotiated I-deals=1; education: high or higher educational level=0/ middle or basic education=1

⁺*p*<.1; **p*<.05, ***p*<.001

Table 7. Sequential multiple regression analysis of control variables on dependent variable OCBI

Variable	Model 1			Model 2			Model 3		
	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β
Unsuccessful I-deals	,045	,114	,040	,881	,420	,785*	,787	,436	,701 ⁺
Distributive justice	,149	,062	,244*	,254	,079	,416*	,213	,087	,350*
I-deals * Distributive justice				-,256	,124	-,785*	-,231	,129	-,711 ⁺
Women							-,047	,121	-,042
Year of birth							,008	,008	,161
Education							-,039	,121	-,035
Organizational tenure							,007	,010	,114
Innovative HR climate							,090	,082	,125
Formalized HR climate							-,039	,089	-,048
R^2			,060			,103			,138
F			2,921 ⁺			3,438*			1,498
ΔR^2									,035
ΔF									,576

Note: N=100; successfully negotiated I-deals=0/unsuccessfully negotiated I-deals=1; gender: woman=0/man=1; education: high or higher educational level=0/middle or basic education=1; organizational tenure: in years.; * $p < .1$; ** $p < .05$, *** $p < .001$

Appendix 3. Regression analyses tables

Table 1. Sequential multiple regression analysis on dependent variable OCBI

Variable	Model 1			Model 2		
	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β
Motivational I-deals	,066	,216	,035	-1,372	,904	-,733
Procedural justice	,106	,092	,133	,026	,103	,033
Motivational I-deals *Procedural justice				,473	,289	,806
R^2			,020			,054
F			,745			1,401
ΔR^2						,035
ΔF						2,679

Note: N=27

$p < .1$; * $p < .05$, ** $p < .001$

Table 2. Sequential multiple regression analysis on dependent variable OCBI

Variable	Model 1			Model 2		
	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β
Motivational I-deals	,088	,211	,047	,067	,815	,036
Distributive justice	,148	,069	,242*	,147	,083	,240 ⁺
Motivational I-deals *Distributive justice				,006	,234	,012
R^2			,061			,061
F			2,402 ⁺			1,580
ΔR^2						,000
ΔF						,001

Note: N=27

$p < .1$; * $p < .05$, ** $p < .001$

Table 3. Sequential multiple regression analysis on dependent variable OCBO

Variable	Model 1			Model 2		
	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β
Motivational I-deals	,463	,243	,217 ⁺	-,360	1,029	-,168
Procedural justice	-,083	,104	-,091	-,129	,118	-,142
Motivational I-deals *Procedural justice				,271	,329	,404
R^2			,052			,060
F			2,018			1,565
ΔR^2						,008
ΔF						,677

Note: *N*=27

p<.1; **p*<.05, ***p*<.001

Table 4. Sequential multiple regression analysis on dependent variable OCBO

Variable	Model 1			Model 2		
	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β
Motivational I-deals	,445	,243	,208 ⁺	-,242	,936	-,113
Distributive justice	-,006	,079	-,009	-,047	,096	-,067
Motivational I-deals *Distributive justice				,205	,269	,338
R^2			,044			,051
F			1,683			1,308
ΔR^2						,008
ΔF						,579

Note: *N*=27

p<.1; **p*<.05, ***p*<.001

Table 5. Sequential multiple regression analysis on dependent variable Engagement

Variable	Model 1			Model 2		
	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β
Motivational I-deals	,849	,410	,225*	2,143	1,738	,567
Procedural justice	,441	,175	,274*	,513	,199	,319*
Motivational I-deals *Procedural justice				-,425	,555	-,359
R^2			,137			,144
F			5,856*			4,078
ΔR^2						,007
ΔF						,586

Note: N=27

 $p < .1$; * $p < .05$, ** $p < .001$

Table 6. Sequential multiple regression analysis on dependent variable Engagement

Variable	Model 1			Model 2		
	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β
Motivational I-deals	,942	,410	,249*	1,928	1,580	,510
Distributive justice	,319	,134	,259*	,377	,162	,306*
Motivational I-deals *Distributive justice				-,294	,454	-,275
R^2			,129			,134
F			5,492*			3,772
ΔR^2						,005
ΔF						,418

Note: N=27

 $p < .1$; * $p < .05$, ** $p < .001$

Table 7. Sequential multiple regression analysis on dependent variable OCBI

Variable	Model 1			Model 2		
	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β
Hygiene I-deals	,032	,242	,015	-,299	1,297	-,144
Procedural justice	,110	,093	,138	,077	,158	,096
Hygiene I-deals *Procedural justice				,110	,424	,163
R^2			,019			,020
F			,697			,481
ΔR^2						,001
ΔF						,067

Note: N= 60
 $p < .1$; * $p < .05$, ** $p < .001$

Table 8. Sequential multiple regression analysis on dependent variable OCBI

Variable	Model 1			Model 2		
	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β
Hygiene I-deals	-,148	,244	-,071	-,037	,981	-,018
Distributive justice	,160	,072	,262*	,167	,094	,273 ⁺
Hygiene I-deals *Distributive justice				-,032	,271	-,059
R^2			,252			,252
F			2,472 ⁺			1,630
ΔR^2						,000
ΔF						,014

Note: N= 60
 $p < .1$; * $p < .05$, ** $p < .001$

Table 9. Sequential multiple regression analysis on dependent variable OCBO

Variable	Model 1			Model 2		
	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β
Hygiene I-deals	,616	,268	,261*	1,231	1,439	,520
Procedural justice	-,039	,103	-,043	,022	,175	,024
Hygiene I-deals *Procedural justice				-,205	,470	-,266
R^2			,072			,075
F			2,842*			1,937
ΔR^2						,002
ΔF						,189

Note: *N*= 60
 $p < .1$; * $p < .05$, ** $p < .001$

Table 10. Sequential multiple regression analysis on dependent variable OCBO

Variable	Model 1			Model 2		
	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β
Hygiene I-deals	,684	,276	,289*	-,072	1,108	-,030
Distributive justice	-,061	,081	-,087	-,109	,106	-,156
Hygiene I-deals *Distributive justice				,216	,306	,354
R^2			,077			,084
F			3,065*			2,194
ΔR^2						,006
ΔF						,496

Note: *N*= 60
 $p < .1$; * $p < .05$, ** $p < .001$

Table 11. Sequential multiple regression analysis on dependent variable Engagement

Variable	Model 1			Model 2		
	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β
Hygiene I-deals	1,428	,440	,341*	5,105	2,322	1,221*
Procedural justice	,535	,169	,332*	,900	,282	,559*
Hygiene I-deals *Procedural justice				-1,224	,759	-,899
R^2			,202			,230
F			9,224*			7,150
ΔR^2						,028
ΔF						2,599

Note: N= 60

$p < .1$; * $p < .05$, ** $p < .001$

Table 12. Sequential multiple regression analysis on dependent variable Engagement

Variable	Model 1			Model 2		
	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β
Hygiene I-deals	1,058	,476	,253*	-1,741	1,883	-,416
Distributive justice	,234	,140	,190*	,057	,181	,046
Hygiene I-deals *Distributive justice				,799	,520	,741
R^2			,126			,154
F			5,280*			4,371
ΔR^2						,028
ΔF						2,357

Note: N= 60

$p < .1$; * $p < .05$, ** $p < .001$