

Unlocking Innovativeness through the Idiosyncratic Deals of University Teachers in Pakistan. The Empirical Mediating Role of Attitude Toward Performing Wells.



Khalil Nasir Khan	PhD scholar in management Lincoln University College Malaysia khalilnasir9161@gmail.com
Dr Mutahir Hussain Shah	Engineering Management, Lincoln University College, Malaysia mutahir5@gmail.com
Muhammad Arif	MBA from Bahauddin Zakariya University Multan sub campus Layyah muhammadarifpk2025@gmail.com
Fahad Saddique	PhD Scholars, Institute of Management Science, Lahore. fahad.sadique@gmail.com

Abstract: *When implemented as individualized work arrangements, idiosyncratic deals can inspire teachers' energy levels, influencing their innovative performance. This study aimed to investigate attitudes toward performing well as a mediating role in associations among innovative teacher performance and idiosyncratic deals; for this study, data were gathered from a sample of 375 university teachers. The study's findings suggest that the positive influence of Idiosyncratic deals with innovative teachers' performance. Additionally, the attitude towards performing well is partially mediated between innovative teachers' performance and idiosyncratic deals. This study supports the cognitive theory to examine how job and work responsibilities inspire teachers' positive energy and subsequently impact their innovative performance. This study is helpful for the regularities and policymakers most relevant to Pakistan's education sectors*

Keywords: Idiosyncratic Deal, Attitude Towards Perform Wells, Innovative work performance, University Teachers, Pakistan.

1. Introduction

As the information economy progresses, knowledgeable labor is merely recognized as crucial for universities to gain and effectively sustain their competitive edge (Bos-Nehles & Veenendaal, 2019). Innovative ideas aim to gain a competitive advantage compared to other institutions (Van de Ven, 1986). Therefore, the promotion of creativity is essential for the long-term growth of the institution. Teachers are encouraged to innovative new ideas for institutional growth. This idea-growing process requires significant cognitive, emotional, and energetic resources. Therefore, the teacher should be able to actively regulate their energy based on their requirements, preferences, and work schedules. They should also be able to

organize energy more efficiently and foster creativity (Bakker et al., 2020). Moreover, Higher education institutions worldwide face challenges in developing and retaining the academic growth of students through positive contributions toward institutions in a very competitive and dynamic environment (Nazir & Islam, 2017; Aboramadan et al., 2020). Academic institutions need highly positive attitudes, loyalty and psychological commitment for better performance for the growth of student success in the educational and corporate world (Raina & Khatri, 2015; Lovakov.,2016; Shams et al., 2018). Higher education institutions are complicated and resource-constrained (Macey & Schneider, 2008). So, due to a lack of resources, the idiosyncratic deal seems

preferable. In the post-pandemic period, conventional work relationships are undermined, leading to employers and employees seeking flexible methods to meet their demands (Huang & Chen, 2021). However, teachers do not seem good with previous agreements and like these diverse types of idiosyncratic deals (Rudolph et al., 2021). As (Rousseau et al., 2006) also define idiosyncratic deals as non-standard agreements between employers and employees that benefit both parties. Since they strongly influence attitudinal and behavioural results, they are considered inherently motivating (Wang & Ma, 2022). Idiosyncratic deals positively influence work engagement, positive attitude, institution-strong commitment and creative performance (Saddique et al., 2023). As (Rosen et al., 2013) describe, idiosyncratic deals help employees perform extra duties and obligations to develop skills, personalities, and distinctive job talents. Moreover, as (Demerouti et al., 2014) describe, the idiosyncratic deals include negotiated work schedules, assignments, off-site work, and flexible work hours between workers and management. One term for this flexible approach to work is "new ways of working". Innovative work idea encompasses several current technologies and arrangements, including flexible techniques of hours, video conferencing, home workings, and online collaboration (Blok et al., 2011). Moreover, these agreements often have advantageous conditions for both parties involved. Many previous studies have examined the link between ideals and the individual results of teachers. As (Liao et al., 2016) posited, the mediating attitude toward performing significantly influences performance during working. as previous studies, there is a positive influence of idiosyncratic deals on creativity. Specifically, there is a lack of emphasis on investigating mediating roles of self-efficacy (Wang et al., 2018). As (Wang et al., 2018), implementing idiosyncratic deals has improved employees' internal motivation levels, stimulating their creativity and innovation in the workplace. This indication could enhance an employee's confidence in tackling additional challenges with greater confidence. As (Gilson

et al., 2011), this increases intrinsic motivation and facilitates novel learning prospects to augment innovativeness. Moreover, psychological satisfaction significantly impacts job performance and the experience of raised self-perception. Based on social comparison, employees who receive idiosyncratic deals may perform well during work (Saddique et al., 2023). These employees are highly enthusiastic about discovering novel techniques to perform their tasks in innovative ways to resolve issues (Pratt et al., 2016). The attitude towards job performance is stated that all job evaluations consistently meet all job requirements. The concept of "growth rate requires strength at work" holds significant importance in enhancing an employee's innovative performance, leading to a positive outcome in their job activities. Moreover, employees who engage in idiosyncratic deals exhibit a professional attitude towards work and demonstrate satisfactory job-innovative performance (Saddique et al., 2023). Our study made several contributions based on the arguments. Initially, idiosyncratic deals have a significant influence a innovative performance. Secondly, Idiosyncratic deals have significant toward attitudes toward performing well. Thirdly, attitude toward performance has a significant relationship with innovativeness. Lastly, attitude toward performing well mediates between idiosyncratic deals and innovativeness.

2. Literature Review:

2.1 Idiosyncratic-deals and innovative employee's performance

As (Rousseau & Heinz, 2003) defined, idiosyncratic deals are agreements between employers and employees. They introduced three types of idiosyncratic deals: developmental, flexibility and workload-minimized idiosyncratic-deals. As (Hornung et al., 2008) distinguished, developmental and flexibility idiosyncratic deals nevertheless disregarded workload-reduced idiosyncratic deals. (Hornung et al. (2010) introduced task idiosyncratic deals as a result of job design in the workplace. (Rosen et al., 2013) have additionally developed the theory of idiosyncratic deals by examining the

resources and contents associated with various forms of idiosyncratic deals. They included developmental, task idiosyncratic deals, suggested task and job duties idiosyncratic deals, flexibility idiosyncratic deals and incentives idiosyncratic deals. Task and work responsibility idiosyncratic deals include supplementary duties and task-oriented tasks that align more suitably with the worker's aptitudes and capabilities. Moreover, these helps increase the skill, knowledge and talent to manage the work-life balance (Bal & Dorenbosch, 2015). The previous studies support the linkage between job duties and tasks and have positive result results at job (Liu et al., 2013; Hornung et al., 2019). The flexibility of idiosyncratic deals helps to redesign their schedules to maintain their work-life balance (Wang et al., 2022). Moreover, task idiosyncratic deals help prioritize the work to support professional development. The innovative performance of workers refers to the thoughtful creation and implementation of unique ideas during work to improve the overall organizational performance (Janssen & Van Yperen, 2004). At job, tasks and job duties are strategically expressed to foster the growth and enhancement of individuals' knowledge, skills, and capacities. Possessing knowledge and abilities in the field is advantageous for people as it facilitates the generation of unique ideas, hence enhancing their innovative performance. It'sIt also demonstrates that an individual has a keen aptitude for engaging in innovative tasks in enhanced innovative performance (Ho & Kong, 2015). Furthermore, it has been shown that job responsibilities in idiosyncratic deals contribute to developing characteristics at work (Hornung et al., 2010). These attributes have been found to have a satisfactory association innovativeness of employees (Dediu et al., 2018). Moreover, the idiosyncratic deals increase abilities, make them fit for jobs, and enhance innovativeness (Bal & Dorenbosch, 2015). Idiosyncratic deals are lessening conflicts and enhancing work optimization (Las Heras et al., 2017; Wang et al., 2019; Halbesleben et al., 2014). Moreover, it's also helps to overcome the work-family conflict, reduce stress and increase positive energy to enhance performance (Kelly et al., 2020). It

adopted an optimal environment for workers to sustain their innovative work. Additionally, idiosyncratic deals allow workers to exercise autonomy in managing hours at work and effectively spend positive energy and time. Engaging in this activity may enhance their positive thinking, expedite innovation and implementation unique ideas to enhance the innovativeness. As per the above discussion, Hypothesis H1: There is a significant influence of idiosyncratic deals on innovative university teachers' performance.

2.2: Idiosyncratic deals, attitude toward performing wells and the innovative performance

There is an association between idiosyncratic deals and positive attitudes, wherein tasks, flexibility, and responsibilities are crucial in organizational performance. Idiosyncratic deals enable the use of positive skills (Saddique et al., 2023). As (Budhiraja et al., 2021) have shown, intrinsic motivation may improve performance by encouraging the adoption of challenging work behaviours. As (Kimwolo et al., 2018) describe that idiosyncratic-deals may increase motivation and performance regarding worker's attitudes, talents, personalities, and skills. As (Janssen et al., 2004) found, employees establish enhanced performance compatible with individual preferences and attitudes. As (Ajzen et al., 2018) found, the concept of "growth needs strength at work" significantly improves an employee's ability to think innovatively, resulting in favourable results in their professional tasks (Wittenauer et al., 2015). Using intrinsic motivation, an innovative and cognitive approach is essential in augmenting an individual's attitude towards work performance (Ajzen et al., 2018). As (Amabile et al., 1996) have suggested, generating novel ideas for growth requires resilience and should be favourably associated with innovative productivity. (Hackman et al., 1980) a growth-oriented attitude may improve innovative performance (Saddique et al., 2023). As (Groen et al., 2017), highly obsessed workers tend to be more productive. Therefore, improving the skills and abilities of employees and their work performance leads to favourable outcomes in

job-related activities (Mashhadi et al., 2016). The intrinsic drive, innovative personality, and cognitive style are crucial for achieving optimal performance in the workplace (Saddique et al., 2023). Previous research includes a favourable association between attitudes towards performing well and innovative outcomes inside the workplace (Hackman et al., 1980). Using idiosyncratic deals has effectively enabled workers to optimize their workspace operation. Intrinsic motivation may improve performance by encouraging challenging job behaviours. Implementing idiosyncratic deals led to high employee engagement and a positive relationship with their abilities, attributes, and skill sets (Saddique et al., 2023). As mentioned above, a discussion following the hypothesis was generated.

H2: Idiosyncratic-deals have positive relation with Attitude toward performing well.

H3: Attitude toward performing well have positive relation with innovative performance.

H4: There is positive mediating relationship of attitude toward performing well with Idiosyncratic-deal and innovative performance

1. Methodology:

The present study is based on primary source data from university teachers in Pakistan (Saddique et al., 2023; Sharif et al., 2021, 2023). Data was collected on idiosyncratic deals, attitudes towards performance well, innovative work behavior, and demographics. The sample group consisted of 375 teachers at the University of Pakistan.

3.1 Table #, 1:

“Variables”	“Items”	“Reference”
Idiosyncratic deals	9	(Hornung et al., 2008)
Attitude Toward Performing Well	3	(Fishbein et al., 2018)
Innovative work behavior	5	(Cao et al., 2014)

Results and Findings: The study encompasses several analysis techniques, such as descriptive, inferential, reliability, correlation, and

regression analysis, to provide the results and conclusions. Below, we will determine the comprehensive findings.

3.2 Table 2: Descriptive Analysis

“Characteristics”	“Frequency”	“Percentage”
“Gender”		
“Male”	241	64.3
“Female”	134	35.7
“Age Group”		
“Less than 25”	181	48.3
“26-35”	155	41.3
“36-45”	33	8.8
“46-55”	5	1.3
Above 56	1	0.3
“Qualification”		
“Masters”	169	45.
“Post Graduation”	135	36
“PhD’s”	71	18.9

Explanation: The present study surveyed 375 teaching staff of Pakistani universities, as shown in Table 2. The research data is categorized by gender, with 241 participants being male and 134 individuals being female. The data is categorized according to age categories, including 181 teachers aged less than 25, 155

teachers aged between 26 and 35, 33 teachers aged 36 to 45, 5 teachers aged between 46 and 55, and one teacher aged above 56. According to the qualification of teachers, the data groups are as follows: Masters (169), postgraduate (135) and PhD 71, as shown in the above table.

3.4 Table 4: “Reliability Analysis”

“Variable”	“No of Items”	“Cronbach’s Alpha”
I – Deals	9	0.883
Innovative Performance	5	0.830
Attitude toward performing wells	3	0.868

Explanation: The reliability of all scales in this research was assessed using Cronbach's alpha test, as shown in Table 4. This suggests that all

scales have satisfaction levels of reliability above 0.70.

3.5 Table 5: Correlation Analysis:

Sr. No	Items	Values	Values
1	Idiosyncratic Deals	1	
2	Attitude toward performing wells	.803**	
3	Innovative work performance	.840**	.780**

“*Correlation = 0.05. ** Correlation = 0.01”.

Explanation: A correlation analysis was performed, as seen in Table 5. The I-deal and innovative performance have a significant positive link, as shown by a correlation coefficient of $r = 0.840$ and a significance level below 0.05. There is a significant link between I-deal and the attitude towards effective

performance ($r = 0.803$, $p < 0.05$). Moreover, a notable and favorable association ($r = 0.780$, $p < 0.05$) exists between an individual's attitude towards performing well on innovativeness in the workplace. The results suggest that all the factors examined in the research had significant performance outcomes.

3.6 Table 6: “Regression Analysis”:

“Variable”	“R ² ”	“β”	“F”	“Sign”
Idiosyncratic Deals	0.642	0.603	13.501	0.00
Attitude toward performing wells	0.229	0.296	6.663	0.00

Dependent Variable: Innovative Performance * $p < 0.05$

3.7 Table 7: Mediating Analysis:

Variable	R ²	β	F	F-Sign
----------	----------------	---	---	--------

I-deal → Innovative Performance	0.896	0.840	29.94	0.00
I-deal → Attitude toward performing wells	0.10	0.42	26.063	0.00
I-deal → Attitude toward performing wells → Innovative Performance	0.737	0.603	1350	0.00

“Note *p<0.01, **p<0.05”**

Explanation: Regression analysis of mediating role attitude towards doing well about the link between innovative performance and idiosyncratic deals, as shown in the above Tables. The notable result is the direct correlation between I-deals and innovative job performance (" $\beta = 0.840$, $p = 0.00$ "). Therefore, Hypothesis H1 has been accepted. Statistical analysis reveals a significant association between idiosyncratic deals and the attitude towards doing well, as shown by a coefficient of ($\beta=0.42$) "p-value of 0.000". Therefore, Hypothesis H2 has been accepted. The statistical analysis reveals a substantial relationship between attitude towards doing well and innovative performance ($\beta=0.603$, $p =0.000$). Therefore, Hypothesis H3 has been confirmed. Hence, the association between idiosyncratic deals and innovative performance are partially mediated by the attitude towards doing well. The acceptance of Hypothesis H4 has been accepted. In brief, the teacher's work performance was enhanced by the positive attitude towards achieving high performance and implementing idiosyncratic deals. Moreover, the findings establish that the level of innovative performance in the workplace is enhanced when teachers provided with personnel provide duties, flexibility, and career advancement opportunities with a great positive attitude.

4. Discussion

The current study examines the influence of idiosyncratic deals on innovative work performance in Pakistani university teachers. It also checks the role of mediating attitudes toward performing well in innovative performance and idiosyncratic deals. The results show that I-deal positively influences the innovative work performance of the teachers at the University of Pakistan. There is a positive

impact of I-deal on Attitude toward performing well. Furthermore, attitude toward performing well positively impacts innovative work performance. Moreover, there is a partial positive mediating role of attitude toward performing well among the Innovative work performance and idiosyncratic deals of university teachers in Pakistan. The study is helpful for the education sector. Suppose the teacher has a significant relationship with their Employers and the Higher Education Commission of Pakistan provides good facilities based on an I-deal. In that case, their performance is seen as good at the workplace. Moreover, they have I-deals and gain a positive attitude at the workplace. An attitude toward performing well seems reasonable; it significantly results in innovative behavior. This study helps enhance teacher performance for the growth of education sectors.

5.1 Theoretical Aspects

The following characteristics indicate the study's theoretical implications. This study supports the impacts of workplace tasks and duties of teachers. It adds to the literature on task and job responsibility and employee innovation concerning university teachers in Pakistan. I-deals may boost employee innovation in the workplace. These agreements may boost professional success by improving family performance (Las et al., 2017). Attitude toward performing wells also promotes worker innovation. This study analyzes how cognitive theory affects workers' innovative performance, focusing on I-deals. The results will affect their progress and innovative performance (Lee et al., 2015). Therefore, our results show that duties and job obligations affect innovation performance more in workplace.

5.2 Practical Implication

The rapid rise of information technology drives organizations in a new economy. I-deals may improve research and development relative to staff ideas innovation. This helps people achieve work-life balance. This may increase teachers' innovation and also increase university performance. This seems helpful in gaining competitive advantages by giving I-deals against other institutes. Our research also helps universities, firms, and managers with the use of I-deals. During these responsibilities, the teachers' agreements help to improve tasks and work efficiency.

5.3 Limitation

This current study may be based on multi-source data types. Multistage longitudinal research may be used in future studies. This study also evaluated the operational process of I-deals among different professionals. In future studies, expand the sample range. The Ideas may be studied with more variables. I-deals may also be affected by organizational policies.

6. Conclusion

This study contributes to I-deals with a positive attitude toward the innovative performance of teachers in Pakistani universities. The findings of our studies indicate that I-deals with an attitude toward performing well have significant impacts on the innovative performance of teachers. The provision of tasking, flexibility, and career development opportunities for teaching staff might boost their innovative performance in the workplace, hence increasing their internal motivation. This helps enhance management practices inside the universities of Pakistan.

7. Reference

Aboramadan, M., Dahleez, K., & Hamad, M. (2020). Servant leadership and academics' engagement in higher education: Mediation analysis. *Journal of Higher Education Policy and Management*, 42(6), 617-633.

Ajzen, I., Fishbein, M., Lohmann, S., & Albarracín, D. (2018). The influence of attitudes on behavior. *The handbook of attitudes, volume 1: Basic principles*,

197-255.

Amabile, T. M. (1996). CONTI, R.; COON, H.; LAZENBY, J.; HERRON, M. *Assessing the work environment for creativity. Academy of Management Journal*, 39(5), 1154-1184.

Amabile, T. M., & Pratt, M. G. (2016). The dynamic componential model of creativity and innovation in organizations: Making progress, making meaning. *Research in organizational behavior*, 36, 157-183.

Bakker, A. B., Petrou, P., Op den Kamp, E. M., & Tims, M. (2020). Proactive vitality management, work engagement, and creativity: The role of goal orientation. *Applied Psychology*, 69(2), 351-378.

Bal, P. M., & Dorenbosch, L. (2015). Age-related differences in the relations between individualised HRM and organisational performance: A large-scale employer survey. *Human Resource Management Journal*, 25(1), 41-61.

Blok, M., Groenesteijn, L., Van Den Berg, C., & Vink, P. (2011). New ways of working: a proposed framework and literature review. In *Ergonomics and Health Aspects of Work with Computers: International Conference, EHAWC 2011, Held as Part of HCI International 2011, Orlando, FL, USA, July 9-14, 2011. Proceedings* (pp. 3-12). Springer Berlin Heidelberg.

Bos-Nehles, A. C., & Veenendaal, A. A. (2019). Perceptions of HR practices and innovative work behavior: the moderating effect of an innovative climate. *The International Journal of Human Resource Management*, 30(18), 2661-2683.

Budhiraja, S. (2021). Can continuous learning amplify employees' change-efficacy and contextual performance? Evidence from post-merger Indian organization. *International Journal of Manpower*, 42(6), 1144-1158.

- Cao, Y.; Xiang, Y. Study on the relationship among knowledge governance, knowledge sharing and employee innovation based on the mediating of social capital and the moderating of absorptive capacity in enterprises. *Stud. Sci. Sci.* 2014, 32, 92–102.
- Dediu, V., Leka, S., & Jain, A. (2018). Job demands, job resources and innovative work behaviour: a European Union study. *European Journal of Work and Organizational Psychology*, 27(3), 310-323.
- Demerouti, E., Derks, D., Ten Brummelhuis, L. L., & Bakker, A. B. (2014). New ways of working: Impact on working conditions, work–family balance, and well-being. *The impact of ICT on quality of working life*, 123-141.
- Gilson, L. L., & Madjar, N. (2011). Radical and incremental creativity: Antecedents and processes. *Psychology of Aesthetics, Creativity, and the Arts*, 5(1), 21.
- Groen, B. A., Wilderom, C. P., & Wouters, M. J. (2017). High job performance through co-developing performance measures with employees. *Human Resource Management*, 56(1), 111-132.
- Hackman, J. R. (1980). Work redesign and motivation. *Professional psychology*, 11(3), 445.
- Halbesleben, J. R., Neveu, J. P., Paustian-Underdahl, S. C., & Westman, M. (2014). Getting to the “COR” understanding the role of resources in conservation of resources theory. *Journal of management*, 40(5), 1334-1364.
- Ho, V. T., & Kong, D. T. (2015). Exploring the signaling function of idiosyncratic deals and their interaction. *Organizational Behavior and Human Decision Processes*, 131, 149-161.
- Hornung, S., Höge, T., Seubert, C., Glaser, J., & Rousseau, D. M. (2019). Creating positive work experiences through task self-redesign. *Behavioral Sciences*, 9(12), 140.
- Hornung, S., Rousseau, D. M., & Glaser, J. (2008). Creating flexible work arrangements through idiosyncratic deals. *Journal of applied psychology*, 93(3), 655.
- Hornung, S., Rousseau, D. M., Glaser, J., Angerer, P., & Weigl, M. (2010). Beyond top-down and bottom-up work redesign: Customizing job content through idiosyncratic deals. *Journal of Organizational Behavior*, 31(2-3), 187-215.
- Huang, Y., & Chen, X. (2021). A moderated mediation model of idiosyncratic deals and innovative performance of R&D employees: roles of vitality. *Chinese Management Studies*, 15(4), 785-800.
- Huang, Y., & Chen, X. (2021). A moderated mediation model of idiosyncratic deals and innovative performance of R&D employees: roles of vitality. *Chinese Management Studies*, 15(4), 785-800.
- Janssen, O., & Van Yperen, N. W. (2004). Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction. *Academy of management journal*, 47(3), 368-384.
- Kelly, C. M., Rofcanin, Y., Las Heras, M., Ogbonnaya, C., Marescaux, E., & Bosch, M. J. (2020). Seeking an “i-deal” balance: Schedule-flexibility i-deals as mediating mechanisms between supervisor emotional support and employee work and home performance. *Journal of Vocational Behavior*, 118, 103369.
- Kimwolo, A., & Cheruiyot, T. (2018). Intrinsically motivating idiosyncratic deals and innovative work behaviour. *International Journal of Innovation Science*, 11(1), 31-47.
- Las Heras, M., Rofcanin, Y., Matthijs Bal, P., & Stollberger, J. (2017). How do flexibility i-deals relate to work performance? Exploring the roles of family performance

- and organizational context. *Journal of organizational behavior*, 38(8), 1280-1294.
- Las Heras, M., Rofcanin, Y., Matthijs Bal, P., & Stollberger, J. (2017). How do flexibility i-deals relate to work performance? Exploring the roles of family performance and organizational context. *Journal of organizational behavior*, 38(8), 1280-1294.
- Liao, C., Wayne, S. J., & Rousseau, D. M. (2016). Idiosyncratic deals in contemporary organizations: A qualitative and meta-analytical review. *Journal of organizational behavior*, 37, S9-S29.
- Liu, J., Lee, C., Hui, C., Kwan, H. K., & Wu, L. Z. (2013). Idiosyncratic deals and employee outcomes: The mediating roles of social exchange and self-enhancement and the moderating role of individualism. *Journal of applied psychology*, 98(5), 832.
- Lovakov, A. (2016). Antecedents of organizational commitment among faculty: an exploratory study. *Tertiary Education and Management*, 22(2), 149-170.
- Macey, W. H., & Schneider, B. (2008). Engaged in engagement: We are delighted we did it. *Industrial and Organizational psychology*, 1(1), 76-83.
- Mashhadi, S. F., Hamid, S., Roshan, R., & Fawad, A. (2016). HEALTHCARE IN PAKISTAN—A SYSTEMS PERSPECTIVE: Healthcare in Pakistan. *Pakistan Armed Forces Medical Journal*, 66(1), 136-42.
- Nawaz, M., Khan, S. A., Rana, S. L., & Saddique, F. (2020). Role Of Human Resource Best Practices To Improve Quality Education Of Pakistani Schools. *International Journal of Management (IJM)*, 11(11).
- Nazir, O., & Islam, J. U. (2017). Enhancing organizational commitment and employee performance through employee engagement: An empirical check. *South Asian Journal of Business Studies*, 6(1), 98-114.
- Raina, K., & Khatri, P. (2015). Faculty engagement in higher education: prospects and areas of research. *On the Horizon*, 23(4), 285-308.
- Rosen, C. C., Slater, D. J., Chang, C. H., & Johnson, R. E. (2013). Let's make a deal: Development and validation of the ex post i-deals scale. *Journal of Management*, 39(3), 709-742.
- Rousseau, D. M., & Kim, T. (2004). Idiosyncratic deals: How negotiating their own employment conditions affects workers' relationships with an employer. *Unpublished manuscript, Carnegie Mellon University, Pittsburgh, PA*.
- Rousseau, D. M., Ho, V. T., & Greenberg, J. (2006). I-deals: Idiosyncratic terms in employment relationships. *Academy of management review*, 31(4), 977-994.
- Rudolph, C. W., Allan, B., Clark, M., Hertel, G., Hirschi, A., Kunze, F., ... & Zacher, H. (2021). Pandemics: Implications for research and practice in industrial and organizational psychology. *Industrial and Organizational Psychology*, 14(1-2), 1-35.
- Saddique, F., Fatima, H., Muzammil, M. H., & Mushtaq, N. (2023). Impact of Ethical Leadership on Creative Work Performance: The Empirical Mediating Roles of Work Engagement and Attitude Toward Performing Wells in Construction Organizations in Pakistan. *Journal of Social Sciences Review*, 3(1), 607-622.
- Saddique, F., Mushtaq, N., Abbas, Z., & Nawaz, M. (2023). Creative Performance of Healthcare Professionals (Nurses) in Hospitals Lahore, Pakistan. *Traditional Journal of Law And Social Sciences*, 2(01), 60-72.

- Saddique, F., Patel, K. R., Niaz, M., Chukwu, M. U., & Nwagwu, U. (2023). Impact of Supply Chain Transformation on Supply Chain Performance: The Empirical Study that bases on Mediating Role of Supply Chain Resilience on Construction Organization on Pakistan. *Asian Journal of Engineering, Social and Health*, 2(9), 1072-1086.
- Saddique, F., Ramzan, B., Sanyal, S., & Alamari, J. (2023). Role of digital leadership towards sustainable business performance: A parallel mediation model. *Journal of Infrastructure, Policy and Development*, 7(3).
- Saddique, F., Usman, M., Nawaz, M., & Mushtaq, N. (2020). Entrepreneurial orientation and human resource management: The mediating role of Artificial Intelligence. *Ilkogretim Online*, 19(4), 4969-4978.
- Shams, M. S., Mei, T. S., & Niazi, M. M. (2022). The relationship among idiosyncratic deals, psychological empowerment, and internal locus of control: A moderated mediation model. *Frontiers in Psychology*, 13, 923874.
- Sharif, S., Lodhi, R. N., Iqbal, K., & Saddique, F. (2022). Gender disparity in leadership boosts affective commitment and tacit knowledge sharing about libraries. *International Journal of Organizational Analysis*, 30(5), 1212-1234.
- Sharif, S., Lodhi, R. N., Siddique, F., & Munir, M. A. (2021). Service quality of higher education digital library (DL) and loyalty behaviors: Testing the mediating role of student satisfaction. *Library Philosophy and Practice*, 1-22.
- Van de Ven, A. H. (1986). Central problems in the management of innovation. *Management science*, 32(5), 590-607.
- Wang, J., & Ma, J. (2022). When do coworkers' idiosyncratic deals trigger social undermining? —the moderating roles of core self-evaluations and conscientiousness. *Frontiers in Psychology*, 13, 866423.
- Wang, L., & Long, L. (2018). Idiosyncratic deals and taking charge: The roles of psychological empowerment and organizational tenure. *Social Behavior and Personality: an international journal*, 46(9), 1437-1448.
- Wittenauer, J., Ludwick, R., Baughman, K., & Fishbein, R. (2015). Surveying the hidden attitudes of hospital nurses towards poverty. *Journal of Clinical Nursing*, 24(15-16), 2184-2191.