



UNDERSTANDING THE NEGOTIATION AND PERFORMANCE EFFECTS OF IDIOSYNCRATIC DEALS: TEST OF A MODERATED MEDIATION MODEL

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As individualized work arrangements designed to meet the needs and expectations of employees, idiosyncratic deals (i-deals) have increasingly been shown to benefit both employees and their organizations. Despite the flurry of research on this adaptive strategy for managing an increasingly diverse workforce, the questions of what drives i-deals, how they are negotiated and implemented, and why they lead to their documented outcomes are not well understood. Drawing on an integration of social cognitive and resource-based theories, this study addressed the interrelated questions of whether and when subordinate-supervisor dyadic factors influence the negotiation and implementation of i-deals (task and career), and whether personal skill development accounts for the relationship between i-deals and service creativity. Results of multi-level structural equation modelling based on multi-source and multi-wave data reveal three key findings: (i) the hitherto unexamined dyadic factors of employee approach motive and supervisor political skill relate to i-deals; (ii) high-commitment HR system moderates the relationship between supervisor political skill (but not employee approach motive) on i-deals such that this relationship is stronger when high-commitment HR system is high but not low; and (iii) personal skill development mediates the relationship between i-deals and service-creativity. These findings have a number of implications.

First, for employees, i-deals represent a strategy for enhancing their employability, while the influence of supervisor political skill underscores the role of line managers in the implementation of HR strategy. Second, the moderating role of high-commitment HR system suggests that i-deals do not function in a vacuum but are shaped by the organization's orientation to managing its employees. Lastly, the mediating role of skill development not only provides a human capital (relative to the predominantly





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motivational) explanation of service creativity. Taken together, these findings highlight the mutuality underpinnings of i-deals and the ecosystem that facilitates their effective implementation.

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