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## FAIR DEALS, LOYAL HEARTS: HOW I-DEALS DRIVE COMMITMENT AMONG BALINESE WORKERS

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**Abstract:**

Idiosyncratic deals (i-deals) refer to personalized negotiations between employees and their organizations that have been shown to influence employee performance positively. This study aims to extend the research context by examining the effects of i-deals on organizational justice, organizational trust, and organizational commitment, which collectively play a vital role in achieving organizational success. The study makes two key contributions to the literature. First, it advances research in the fields of organizational behavior and performance management. Second, it focuses on a sample that has received limited attention in existing performance management literature: permanent employees, who represent an ideal employment type for implementing i-deals. The study employs an empirical approach by testing a theoretical model using survey data collected online in Bali. The results reveal several important findings. I-deals have a significant influence on perceptions of organizational justice, which in turn affects organizational trust and commitment. Theoretically, this study contributes to the development of literature on organizational behavior, performance management, and human resource management strategies, particularly in the context of permanent employees, which remains relatively underexplored. From a practical standpoint, the findings provide valuable insights for organizations seeking to design adaptive and inclusive work policies that foster mutually beneficial relationships between individuals and the organization.

**Keywords:** I-deals, OCB, Trust, Commitment, Justice

## INTRODUCTION

Organizational Citizenship Behavior (OCB) gains increasing scholarly attention because of its proven contribution to organizational effectiveness and long-term success (Sholikhah & Wolor, 2024). In today's constantly changing work environment, keeping employees engaged, committed, and trusting the organization is one of the main challenges employers face (Hidayat & Patras, 2022).

Drawing upon social exchange theory, mutual and intensive social relationships between employees and organizations are essential in fostering trust and commitment. These relationships, in turn, promote discretionary behaviors such as OCB (Ababneh, 2016). Organizational justice is a key determinant among various predictors of such positive organizational outcomes (Adams, 1965). Employees who perceive fairness in organizational processes and treatment (Albreiki & Abu, 2025) are more likely to reciprocate with higher commitment, trust (Ambrose & Schminke, 2009), and extra-role behavior. Alongside this, flexible HR management practices and virtual work arrangements have become more common. These trends, combined with evolving workforce demographics, have led to the rise of idiosyncratic deals (i-deals): personalized work arrangements negotiated between employees and supervisors that benefit both parties (Becker, 1960).

The success of these i-deals is largely contingent upon the employee's contributions and perceived value to the organization (Biswas & Kapil, 2017). Interestingly, perceptions of



organizational justice are not limited to individual experiences (Brislin, 1980) but are also shaped by how employees observe their colleagues being treated (Cropanzano et al., 2017), reflecting the growing importance of third-party justice in workplace dynamics.

Building upon these theoretical and practical foundations, this study proposes an integrative conceptual framework that connects i-deals, organizational justice, and OCB within the lens of social exchange theory. By positioning i-deals as a central mechanism that influences justice and strengthens employee engagement and commitment, this study advances previous research by introducing the novel dimension of third-party justice as a key factor in understanding how fairness perceptions and individualized negotiations shape cooperative and citizenship behaviors within organizations.

**Employee i-deals.** Concepts in the human resource management literature, such as new work arrangements, indicate that employees continuously interact with their environment and actively shape their own work arrangements (Lee et al., 2022). Individuals do not merely react to what the organization offers but are actively involved in constructing their own work environments (Lee et al., 2022). According to Garg & Sinha (2022), I-deals are categorized into two types. The first type, ex-ante i-deals, refers to deals negotiated at the time of joining the organization, which may include negotiations on financial incentives or work location. The second type, ex post i-deals, denotes individualized employment arrangements negotiated subsequent to organizational entry, encompassing negotiations over work location, project assignments, and other aspects of workgroup arrangements. The primary objectives of i-deals include enhancing employee job satisfaction, motivating employees to contribute more, and helping organizations retain valuable talent (Rousseau, 2006).

I-deals became increasingly prominent as organizations began to systematically develop work-family balance conditions and policies for their workforce (Vizcaino et al., 2023). I-deals might include requests to leave early on Mondays to coach a daughter's soccer team, to be excused from participating in a training seminar, or to take a leave of absence to enroll in a master's program; they can also include negotiations pertaining to job duties (Vizcaino et al., 2023). Several studies indicate that successfully negotiated i-deals generate positive outcomes for organizations.

Employees who obtain such individualized arrangements tend to show higher organizational commitment, greater work engagement, and increased initiative (Vizcaino et al., 2023). It means that because i-deals are inherently personal and tailored to individual needs, organizations can strategically leverage them to achieve specific objectives such as negotiating compensation or benefits, retaining a high-value talent, or enhancing employee morale (Vizcaino et al., 2023).

**Organizational Justice.** Organizational justice refers to individuals' subjective perceptions of fairness within an organization, particularly with respect to decision-making processes, operational procedures, performance evaluation systems, and incentive mechanisms (Alviano & Febrian, 2024; Chen et al., 2024). Regarding its dimensions, distributive justice focuses on fairness in the distribution of resources (Parmentier & Fischer, 2021). Procedural justice emphasizes fairness in decision-making processes and policy implementation (Under & Gerede, 2025), while interactional justice highlights fairness in interpersonal relationships during policy implementation (Patnaik et al., 2023). When an organization fails to uphold justice in its practices, it can negatively affect employees' ability to innovate and perform effectively (Agustini et al., 2025; Putri et al., 2025), ultimately reducing cost efficiency and overall organizational effectiveness (ALBreiki & Elanain, 2025).

**Organizational Trust.** Trust develops through social exchange processes over time via repeated interactions and ongoing observation (Biswas & Kapil, 2017; Dewi & Amalia, 2024).



Employees who perceive organizational outcomes, procedures, and interactions as fair are more likely to experience psychological security and develop trust in both supervisors and the organization (Pathardikar et al., 2023).

Organizational trust reflects employees' confidence in the honesty and reliability of organizational leaders and systems, strengthening commitment while reducing absenteeism and turnover intentions (Ababneh, 2020; Dai et al., 2022). When trust is high, employees are more willing to maintain long-term relationships with the organization and invest greater time and effort in their work roles (Mubashar et al., 2022).

**Organizational Commitment.** Organizational commitment is a psychological state that characterizes employees' relationship with the organization and influences their decision to remain a member of it (Pathardikar et al., 2023). Employees with a high level of commitment are more likely to stay with the organization under both favorable and unfavorable conditions (Setyorini et al., 2022; Septyanto et al., 2023).

Continuance commitment reflects a calculative intention to remain with the organization based on perceived costs of leaving, with limited affective attachment. In contrast, normative commitment represents a sense of moral obligation and responsibility to stay, arising from internalized norms or reciprocal agreements between the employee and the organization. .

**Perceived Level of Coworker Idea.** Coworkers' i-deals can serve as salient signals of organizational fairness, indicating that individualized arrangements are granted based on equal opportunity rather than favoritism (Lee et al., 2022). The presence of successfully negotiated coworker i-deals, therefore, strengthens the positive relationship between employees' own i-deals and their overall perceptions of organizational justice (Lee et al., 2022).

In addition to signaling effects, coworker i-deals may generate positive spillover outcomes, such as reduced workload, more efficient work processes, lower frustration, and improved team functioning (van der Heijden et al., 2021). Coworkers' evaluations of i-deals depend on the quality of their relationship with the i-deal recipient, perceived access to similar arrangements, and broader perceptions of distributive and procedural justice. Acceptance of i-deals is further enhanced in transparent and supportive organizational environments (van der Heijden et al., 2021).

Accordingly, i-deals are most effective in contexts characterized by trust, supportive climates, open dialogue, and high organizational commitment, which reduce jealousy and foster coworker acceptance. When implemented fairly, transparently, and strategically, i-deals can benefit not only individual recipients but also coworkers and work units (van der Heijden et al., 2021).

**Individual Job Performance.** Individual job performance refers to the total expected value of an employee's task-related contribution to the organization. It is viewed as a strategic component that enhances organizational effectiveness and competitiveness. Job performance is influenced by internal factors (employee abilities, motivation, and well-being as well as external system factors (organizational structure, work conditions, and environment) (Soroya et al., 2021). Refer to Koopman et al., (2011) model, individual job performance divide into four major dimensions, first is task performance this refers to how effectively employees complete core job tasks, it includes completing tasks with quality and accuracy, productivity and timely work, problem-solving and decision-making, staying updated in job-related knowledge, staying updated in job-related knowledge, and communication.

Second is contextual performance, which refers to behavior that can support the work environment and contribute to organizational culture. It includes taking on additional responsibilities, showing enthusiasm and commitment, and demonstrating creativity, cooperation, and communication. Third is adaptive performance, which refers to the ability to adjust to change



and manage unexpected situations. It includes creative and flexible thinking, modifying plans based on new conditions, being open-minded, quickly analyzing, and acting appropriately. Last is counterproductive work behavior, which refers to negative behaviors that harm organizational performance. It includes procrastination and delays, complaining and gossiping, aggression or negative attitudes, taking long breaks, and allowing personal issues to disrupt work.

I-deal negotiation is a voluntary and personal process between employees and employers, characterized by its individual negotiation nature, heterogeneity, mutual benefit, and variability in scope (Lee et al., 2022). Since i-deals stem from individual needs and preferences, factors such as personality, ethnicity, gender, and age are believed to influence the types of i-deals negotiated (Liao et al., 2016). There is a positive relationship between employees' receipt of i-deals and their perception of overall organizational justice (Lee et al., 2022). In addition to fostering positive attitudes and affective commitment toward employers, accommodation through i-deals—which may include flexibility and interpersonal support—also contributes to positive evaluations of fairness in employees' personal work experiences. In other words, employees who receive i-deals tend to believe that they are being treated fairly (Lee et al., 2022).

H1: Employee I-Deals influence Organizational Justice.

The positive relationship between receiving i-deals and employees' perceptions of organizational justice is particularly pronounced among high-performing employees. Such employees tend to perceive higher levels of organizational justice when provided with customized working conditions that align with their requests (Lee et al., 2022). High performers often exert greater effort and feel entitled to commensurate rewards; failure to recognize their contributions can therefore lead to perceptions of injustice (Lee et al., 2022). They are also more likely to pursue developmental or educational opportunities to maintain their performance levels and enhance their skills (Guerrero et al., 2014). Opportunities for professional growth or more challenging assignments can serve as fair compensation for their contributions, reinforcing their value within the organization (Pestotnik & Süß, 2021). Compared to lower-performing employees, high performers are more sensitive to the absence of i-deals, viewing unavailability or unsuccessful negotiations as a significant form of injustice.

H2: Individual Job Performance moderates the relationship between Employee I-Deals and Organizational Justice.

To broaden the understanding of the influence of i-deals on organizational justice, this study employs the role of coworkers as a moderating variable. Employees may interpret their coworkers' i-deals alongside their own—both symbolically and heuristically—in forming their overall judgments of organizational justice (Lee et al., 2022). Several studies have explored what is known as third-party justice (Ellard & Skarlicki, 2002), suggesting that individuals not only pay attention to how they are treated personally but also actively observe how others are treated within the organizational environment (Skarlicki & Kulik, 2005).

The i-deals received by employees, as well as their perceptions of the i-deals received by coworkers, jointly influence their perceptions of organizational justice (Lee et al., 2022). On the other hand, alternative justice approaches highlight the signaling role of how others are treated in shaping one's own perceptions of justice (Skarlicki & Kulik, 2005).

H3: Perceived Level of Coworker I-Deals moderates the relationship between Employee I-Deals and Organizational Justice.

The concept of organizational justice was developed to explain organizational members' perceptions regarding the fairness of the treatment they receive as well as the attitudes and behaviors that emerge in response to these perceptions (Ha & Lee, 2022). In this context, the theory



of relative deprivation suggests that job satisfaction does not necessarily deteriorate when individuals receive lower rewards or experience less favorable working conditions, provided that they perceive their group to be in a relatively better position compared to the relevant reference group (Crosby, 1976).

Accordingly, organizational justice emphasizes the importance of individuals' relative evaluations of treatment, rewards, and working conditions in comparison with other groups within or outside the organization (Ha & Lee, 2022). Organizational justice can be defined as the extent to which decision-making procedures related to individual treatment are implemented in an ethical, transparent, and democratic manner (Ha & Lee, 2022). The perceived fairness of formal organizational procedures is commonly assessed based on principles such as consistency, accuracy, information, bias suppression, correctability of decisions, and adherence to ethical standards.

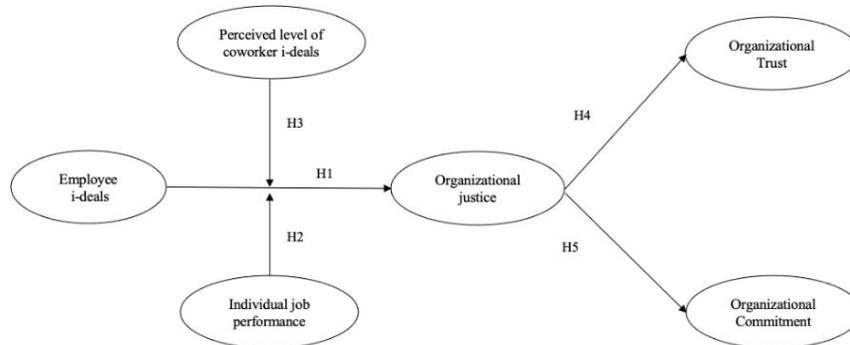
Extant literature further indicated that organizational justice plays a critical role in shaping organizational trust (Aqil & Dahri, 2025). Organizational trust refers to employees' belief that the organization will act in their best interest and will not engage in actions that may be detrimental to them. This trust is cultivated through continuous and reciprocal interactions between the organization and its members. When organizational members develop a high level of trust, the organization is better positioned to function effectively, sustain growth, and enhance performance. Consequently, organizational trust constitutes a strategic asset and an important source of competitive advantage (Ha & Lee, 2022; Aqil & Dahri, 2025).

H4: Organizational Justice influences Organizational Trust.

Organizational commitment has been extensively examined within the field of organizational behavior as a critical mechanism for enhancing organizational performance, particularly through the attitudes and behavior of organizational members (Halilintar & Soribin, 2022). Commitment reflects an individual's psychological attachment to the organization, manifested in their willingness to exert effort and align their behavior with organizational (Ha & Lee, 2022). In this regard, organizational commitment can be defined as members' desire to contribute to the organization and to support the achievement of its goals (Becker, 1960).

Prior studies indicate that organizational commitment is shaped by various organizational factors, including job characteristics, leadership practices, and perceptions of organizational justice, and that it exerts a positive influence on organizational performance (Septyanto et al., 2023). Perceived unfairness within the organization tends to weaken employees' commitment, as individuals are less inclined to maintain attachment and loyalty when they feel inequitably treated (Setyorini et al., 2022; Putri & Berliyanti, 2025). Conversely, employees who exhibit a high level of organizational commitment are more likely to develop a strong sense of belonging, demonstrate sustained dedication, and remain with the organization over time (Ha & Lee, 2022).

H5: Organizational Justice influences Organizational Commitment.



**Figure 1.** Conceptual Model

**METHODS**

The research design was developed from a perspective that focuses on permanent employees with a minimum of one year of work experience residing in Bali. This focus is particularly relevant in the context of an increasingly dynamic world of work, especially with regard to flexibility and the evolving nature of the employment relationship between employees and organizations. The selection of permanent employees as the research subjects was based on several considerations. First, empirical studies examining the dynamics of employment relationships involving permanent employees warrant special attention, as they provide valuable insights into how long-term employment arrangements shape employees' perceptions of their organizations over time. Second, permanent employees are often engaged in employment relationships that allow for a certain degree of flexibility through individualized or informal agreements based on mutual needs between employees and organizations. Consequently, this group represents a relevant context for examining contemporary job design practices.

The study employed a non-probability sampling method using a purposive sampling technique, whereby respondents were selected according to predetermined criteria to ensure the relevance and validity of the data collected. In line with the research objectives and questions, the target sample consisted of individuals holding permanent employment positions for at least one year and residing in Bali. Data were collected through an online questionnaire administered via the Populix online survey platform, resulting in a total of 542 valid responses. Prior to data analysis, the measurement items were carefully reviewed, revised, and back-translated to ensure linguistic accuracy and conceptual equivalence.

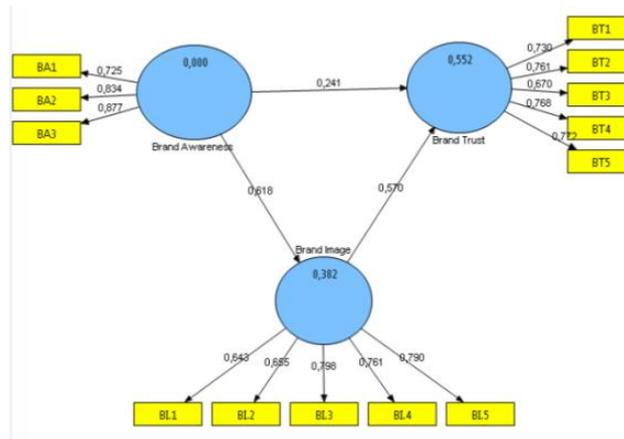
The questionnaire served as the primary data collection instrument and was distributed electronically through the internet with the assistance of the Populix platform. For data analysis, Structural Equation Modeling (SEM) was employed due to its capacity to examine complex relationships among multiple latent constructs simultaneously comprehensively and systematically (Tarka, 2018). Specifically, this study utilized the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, implemented using SMART PLS version 3.0.

**RESULT AND DISCUSSION**

Based on the research data, a total of 503 respondents participated in this study, representing a range of demographic and occupational characteristics. With respect to work experience, the largest proportion of respondents reported having more than five years of tenure (40.2%). This distribution indicates a substantial number of participants possessed extensive experience within



their organizations, enabling them to develop a deeper understanding of organizational processes and dynamics. Consequently, their responses are expected to provide reliable and meaningful reflections of actual workplace conditions.



**Figure 2.** Model Analysis

Meanwhile, respondents with 1–3 years of experience (23.5%) and less than one year (18.1%) also formed a significant portion, providing a balanced mix of perspectives from both new and experienced employees. Regarding employment type, the majority were private-sector employees (65%), followed by entrepreneurs (14.1%) and civil servants (12.1%). This proportion indicates that the study predominantly represents the private workforce, while still including participants from the public sector. Based on job level, most respondents were staff or non-managerial employees (84.1%), while managerial/supervisory respondents made up 15.1%. This distribution suggests that the measurement instrument tested in this research primarily reflects the experiences of operational workers who constitute the majority in most organizations. From a demographic perspective, the dominance of staff-level respondents (84.1% or 423 individuals) emphasizes that most participants were operational workers directly involved in daily organizational activities. Meanwhile, 76 respondents (15.1%) were in supervisory or managerial positions, serving a strategic role as intermediaries between management policies and staff-level execution. Insights from this managerial group offer valuable perspectives on how the instrument functions as a tool for monitoring, supervision, and human resource development.

Additionally, a small number of respondents came from other categories – students, business owners, professionals, and unemployed individuals – each representing 0.2% of the sample. In terms of personal demographics, female respondents (56.3%) slightly outnumbered male respondents (43.7%), showing a relatively balanced yet female-dominant gender representation. Age distribution was also diverse, with the largest groups being 25–30 years old (35%) and 31–40 years old (26%), indicating that most respondents were within the productive age range, which is particularly relevant for evaluating workforce performance instruments. Regarding educational background, most respondents held a bachelor’s degree (38.8%), followed by diploma holders (27.4%), high school/vocational graduates (23.5%), and master’s degree holders (10.3%). Based on job divisions or departments, respondents were distributed across several key organizational functions: administration/general affairs (25.6%), human resources (27.2%), finance/accounting (20.1%), marketing (14.9%), and production/operations (8.5%). This distribution demonstrates that

the study involved participants from various relevant functional areas within organizations. Consequently, the diversity of respondents enhances the validity and generalizability of the research findings, as the measurement instrument was tested among employees with varying experiences, functional roles, and career levels.

**Outer Model Analysis.** In the outer model analysis section, there are three types of analyses within the measurement model (outer model), namely convergent validity, discriminant validity, and reliability.

**Convergent Validity.** Table 1 presents the results of the convergent validity test, as indicated by the loading factor values for each latent variable and its corresponding indicators, with a reference threshold of greater than 0.7.

**Table 1.** Outer Loadings

Item	Outer loadings
E1 <- Employee i-deals	0.836
EI10 <- Employee i-deals	0.769
EI2 <- Employee i-deals	0.810
EI3 <- Employee i-deals	0.835
EI4 <- Employee i-deals	0.801
EI5 <- Employee i-deals	0.820
EI6 <- Employee i-deals	0.828
EI7 <- Employee i-deals	0.804
EI8 <- Employee i-deals	0.791
EI9 <- Employee i-deals	0.823
IJ1 <- Individual Job Performance	0.888
IJ2 <- Individual Job Performance	0.904
OC1 <- Organizational Commitment	0.852
OC2 <- Organizational Commitment	0.874
OC3 <- Organizational Commitment	0.873
OC4 <- Organizational Commitment	0.869
OJ1 <- Organizational Justice	0.840
OJ2 <- Organizational Justice	0.816
OJ3 <- Organizational Justice	0.827
OJ4 <- Organizational Justice	0.816
OJ5 <- Organizational Justice	0.857
OJ6 <- Organizational Justice	0.841
OT1 <- Organizational Trust	0.865
OT2 <- Organizational Trust	0.861
OT3 <- Organizational Trust	0.865
OT4 <- Organizational Trust	0.862
OT5 <- Organizational Trust	0.845
OT6 <- Organizational Trust	0.840
OT7 <- Organizational Trust	0.841
PC1 <- Perceived level of coworker i-deals	0.885
PC2 <- Perceived level of coworker i-deals	0.900

Source: Data analysis, 2025

The validity test for the indicators was conducted using the correlation between the item scores and their respective construct scores. An indicator is considered valid if the loading factor value exceeds the recommended threshold of 0.7. Based on the table above, all indicators show loading





factor values greater than 0.7, indicating that the indicators are valid; therefore, no constructs were eliminated from the model. In addition to the loading factor values, convergent validity can also be assessed through the Average Variance Extracted (AVE) values.

**Table 2. AVE**

Variable	Average variance extracted (AVE)
Employee i-deals	0.659
Individual Job Performance	0.802
Organizational Commitment	0.752
Organizational Justice	0.694
Organizational Trust	0.730
Perceived level of coworker i-deals	0.796

Source: Data analysis, 2025

The criteria for validity and reliability can also be assessed through the reliability value of each construct and the Average Variance Extracted (AVE) value of each construct. A construct is considered to have high reliability if its reliability value is greater than 0.70 and its AVE exceeds 0.50. The following table presents the Composite Reliability and AVE values for all variables. The Average Variance Extracted (AVE) table shows that all variables in this study have AVE values above the minimum threshold of 0.50, indicating good convergent validity.

**Discriminant Validity.** The results of the cross-loading values for each indicator are presented. The cross-loading values indicate the degree of correlation between each variable and its corresponding indicators, as well as with indicators of other variables. Ideally, the correlation between a variable and its own indicators should be higher than the correlation between that variable and indicators of other variables. Based on the results in Table 3. It is shown that the Fornell-Larcker values for each variable are greater than the correlations with other variables' Fornell-Larcker values. It indicates that the research model demonstrates good and adequate discriminant validity.

**Table 3. Fornell-Larcker Criterion**

	EI	JP	OC	OJ	OT	PC
Employee i-deals	0.812					
Individual Job Performance	0.174	0.896				
Organizational Commitment	0.383	0.054	0.867			
Organizational Justice	0.405	0.212	0.248	0.833		
Organizational Trust	0.388	0.097	0.379	0.244	0.854	
Perceived level of coworker i-deals	-0.011	0.005	-0.111	0.195	-0.061	0.892

Source: Data analysis, 2025

**Reliability Test.** Table 4 presents the Composite Reliability and Cronbach Alpha values for all variables. Table 5 shows that the Cronbach Alpha and composite reliability values for each variable are greater than 0.7, indicating that all constructs in this study are reliable.

**Table 4. Composite Reliability and Cronbach's Alpha**

	Cronbach's alpha	Composite reliability (rho_c)	Description
Employee i-deals	0.943	0.951	Reliable
Individual Job Performance	0.754	0.890	Reliable





Organizational Commitment	0.890	0.924	Reliable
Organizational Justice	0.912	0.931	Reliable
Organizational Trust	0.939	0.950	Reliable
Perceived level of coworker i-deals	0.744	0.887	Reliable

Source: Data analysis, 2025

**Inner Model Analysis.** In assessing the model using PLS, the evaluation begins by examining the R-square value for each dependent latent variable. The R-square value for the Organizational Justice variable was found to be 0.245, indicating that 24.5% of the variance in Organizational Justice can be explained by the Employee I-Deals variable. The table above also shows that the R-square value for Organizational Trust is 0.060, meaning that 6.0% of the variance in Organizational Trust can be explained by Organizational Justice. Similarly, the R-square value for Organizational Commitment is 0.061, suggesting that 6.1% of the variance in Organizational Commitment can be explained by Organizational Justice. In addition, the significance of the estimated parameters provides highly valuable information regarding the relationships among the research variables. The results of the hypothesis testing are presented as follows:

**Table 5.** Hypothesis Testing

No	Hypothesis	O	M	STDEV	T statistics	P values	Description
1	Employee i-deals -> Organizational Justice	0.345	0.346	0.042	8.216	0.000	H1 Supported
2	Individual Job Performance x Employee i-deals -> Organizational Justice	0.092	0.093	0.040	2.304	0.021	H2 Supported
3	Perceived level of coworker i-deals x Employee i-deals -> Organizational Justice	0.078	0.076	0.035	2.235	0.025	H3 Supported
4	Organizational Justice -> Organizational Trust	0.244	0.247	0.045	5.471	0.000	H4 Supported
5	Organizational Justice -> Organizational Commitment	0.248	0.251	0.046	5.413	0.000	H5 Supported

Source: Data analysis, 2025

## CONCLUSION

Based on the results of the data analysis, this study provides clear answers to the research objectives and hypotheses by demonstrating the pivotal role of idiosyncratic deals (i-deals) in shaping key organizational outcomes. The findings confirm that i-deals significantly influence employees' perceptions of organizational justice, which subsequently affect organizational trust and organizational commitment. These results underscore the importance of personalized employment arrangements in fostering positive employee attitudes toward the organization.



Furthermore, this study reveals that individual job performance and the perceived level of coworker i-deals function as important moderating variables in the relationship between i-deals and organizational justice. These moderators either strengthen or weaken the perceived fairness of i-deals, highlighting the critical role of social comparison and performance-based evaluations in interpreting individualized work arrangements. As such, the findings extend existing perspectives on organizational justice by emphasizing the interpersonal and contextual nature of fairness perceptions.

From a theoretical standpoint, this research contributes to the literature on organizational behavior, performance management, and human resource management by integrating i-deals with justice, trust, and commitment mechanisms. In particular, the study enriches prior research by examining these relationships within the context of non-traditional employment arrangements, which remain relatively underexplored. From a managerial perspective, the findings provide practical implications for organizations in designing flexible yet fair HR policies that accommodate individual needs while maintaining perceptions of equity among employees. Future research may further explore longitudinal designs or alternative employment contexts to deepen understanding of the long-term effects of i-deals on organizational sustainability.

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