



EAWOP CONGRESS

The Future is Now:
the changing world of work

24-27 May 2023 • Katowice, Poland



Looking for the i-deal climate: scale development and validation

Martínez-Corts, I.* , Elgoibar, P.** , Di Marco, D.* , and Medina, F.J.*

| *University of Seville, ** University of Barcelona (Spain)

Looking for the i-deal climate: scale development and validation



Overview



Introduction

Relevance of the study

Method

Preliminary results

Introduction

- Increased individualization of the world of work, drives us towards a focus on I-deals (Simosi et al. 2023).
- Benefits of this managerial practice for the employees and the organizations have been shown, such as job performance (Rofcanin et al., 2021), wellbeing (Villajos et al., 2019), and motivation (Bal et al., 2012) or faster career advancement (Hornung et al., 2009), including also some criticism to the phenomena (Conway and Coyle-Shapiro, 2016).
- However, not many employers and employees utilize them (Van der Heijden et al., 2021), and we wonder if there are barriers at organizational level which hinders this practice. Thus, we aim to answer the following questions:

How can we measure the I-deal climate?

Organizational climate and I-deals

- Organizational climate is defined as : *"The meanings people attach to interrelated bundles of experiences they have at work"* (Schneider, Erhart and Macey, 2013).
- To be granted with an I-deal you need to request it (Ho & Tekleab, 2016; Wong et al 2022) and to request it you evaluate if you have a favorable and supportive climate for it (Liao et al., 2016b).
- I-deals initiation are considered a pro-active behavior (Hornung et al., 2008) and among the situational factors that constrain or cultivate proactive behavior we find the organizational climate (Grant and Ashford, 2008).

"For management practices, such as I-deals, to have an effect, an appropriate organizational climate is necessary" (Bal and colleagues, 2012, p. 312).

"I-deal" climate

- We introduce the concept of “I-deal climate” and investigate its role as a contextual variable on the relationship of organizational factors with I-deals negotiation.
- The I-deal climate should drive positive employees’ perceptions of the way I-deal negotiations are accepted, promoted and managed in their organizations.
- Based on Schneider et al. 2013 definition, the I-deal climate is defined as *"The meanings people attach to interrelated bundles of perceptions about their organization, leaders and co-workers leading to the negotiation of I-deals"*.
- We build on previous literature on I-deals and qualitative data to develop the scale.



Why should we develop this scale?

"It is difficult to advance scientific understanding of an organizational phenomenon without sound measurement" (Beus et al., 2019, p.2004)

1. Lack of focus at organizational level when we approach the I-deals phenomena
2. Need to explore the antecedents of I-deals negotiation
3. Beneficial tool for organizations

1. Lack of focus at organizational level when we approach the I-deals phenomena

- Previous research has been mostly focusing at the individual or group level, however the organizational level is less explored (Simosi et al 2023).
- I-deals are context dependent (Rofcanin et al..2018) and context drives the function of I-deals (Wong et al., 2022), however, context has been rarely studied.
- I –deals operate in an organizational space, and research calls for further investigations on organizational contextual factors that are likely to impact how individuals negotiate I-deals (Liao et al, 2016a).
- In the pre-negotiation phase of I-deals (Gascoigne and Kelliher, 2017), employees assess among other aspects the relationship with their supervisors, previous experiences with I-deals and existing policies in the organization.

2. Need to explore the antecedents of I-deals negotiation

- Research on I-deals has focused on the consequences of i-deal requests, and spillover effects on coworkers (Marescaux et al., 2021; Simosi et al., 2023), however research considering the antecedents of i-deals is an incipient phase, limited and strongly suggested by some authors (Bal et al., 2012; Knering et al., 2019; Liao et al., 2016a).
- Some antecedents have been described at organizational (i.e. distributive justice, Marescaux and De Winne, 2016) , leader (i.e. LMX, Erdogan and Bauer, 2010; Liao et al., 2016b) and co-workers (i.e. fairness, Lai et al., 2009) level.

Which are the facilitators that promote I-deals negotiation and make the organization "I-deals friendly" (Anand and Vidyarthi, 2016), and which are the barriers that hinders I-deals?

3. Beneficial tool for organizations

- Attract and retain talent (GenZ): strong aspirations to flexible work arrangements (Shostak, 2019) and self-management motivations (Thomas, 2019).
- Having an I-deal climate can become a way to classify organizations as "I-deal friendly organizations", much like "family/friendly workplaces" or "great place to work" (Lawrence & Phillips, 2019; Simosi et al., 2023).
- Buffer the negative effect of I-deals (i.e. Matthew effect, favoritism) (Bal and Rousseau, 2016; Hornung, 2011) and having an I-deal climate will favour the negotiation of i-deals of all employees favouring inclusion and dignity.



Qualitative study



16 Andalusian SMEs

- Service sector (65.0%)
- Industrial sector (10.%)
- Agricultural sector (10.0%)
- Other sectors (15.0%)



- 16 employers (25% women)
- 44 employees (52% women)



At least 1 year working for the organization (Rousseau et al., 2016)



Interviews = 45 – 60 minutes

Organizational i-deal facilitators



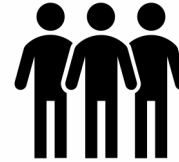
Organization

- 1.Voice climate
- 2.Psychological safety
- 3.Flexibility
- 4.Innovation
- 5.Support
- 6.Goal oriented
- 7.Distributive justice
- 8.Informative justice



Leader

- 9.Trustworthiness
Abilities,
Benevolence,
Integrity
- 10.Affective trust
- 11.LMX
- 12.Openess to negotiate



Coworkers

- 13.Support
Emotional
Instrumental
Informational
Appraisal
- 14.Interdependency
- 15.I-deal transparency

Quantitative study:

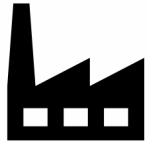


Literature review- validated measures- at least 2 items: factor loading/ fit with the concept



Online questionnaire. Qualtric + Prolific
68 items-scale +4 control items (e.g. During a year there are four seasons) (non-serious respondent)

Organizational i-deal facilitators Cronbach's α .93



vv	Scale	Selected Items/ total items
1.Voice climate (.85)	Knoll et al., (2021) based in Morrison et al., (2011)	3/3
2.Psychological safety (.89)	Liang et al., (2012)	3/5
3. Rules (.71)	Organizational Culture Assessment Instrument. (OCAI, Cameron & Quinn, 2006). Clan, ad hoc, Market and Hierarchy.	24 /24
Innovation (.85)		
Support (.85)		
Goal oriented (.82)		
Distributive justice (.94)	Colquitt (2001)	4/4
Informative justice (.90)		5/5

Leader i-deal facilitators

Cronbach's α .95



<i>VV</i>	<i>Scale</i>	<i>Item</i>
Trustworthiness (.91) Abilities, Benevolence Integrity (3) Affective (.87)	Mayer et al., (1995) McAllister (1995)	7/16 2/5
LMX (.87)	LMX Graen & Uhl-Bien, 1995	3/7
Openess to negotiate (.76)	Spencer (1986) Adapted from voice to negotiate	2/10

Coworkers i-deal facilitators



Cronbach's α .85

VV	Scale	Selected items/ total items
Support (.87)/Emotional/Instrumental/Informational Appraisal	Peeters, M et al., (1995)	8/8
Interdependency (.90)	Self developed	My colleagues can do my tasks when I am not there. My colleagues know how to do my tasks when I am not there My colleagues do my task when I am not there.
I-deal transparency (.87)	Self developed	My colleagues share information about the agreements they reach with the organization regarding their individual working needs. My colleagues share information about the negotiation processes they are carrying out with the organization regarding their individual working needs. My colleagues share information about the negotiations which they initiated but that they didn't reach an agreement

Participants:




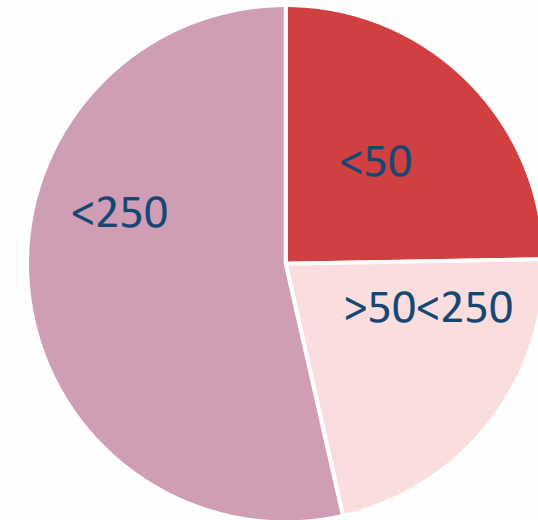
- 1011 answer
- Delete: N= 27 answer in less than 5'; N=9 atypical values
- N=975



- Diverse Professional sector



- Age: 32,84 (SD= 9.9)
- Gender : 58,3%  1,3 no binary
- Seniority: 2,02 (SD=2, 3)
- Type of contract: 75% full-time
- Position: 82,3% emmployee



Number of employees

CFA

- $\chi^2 (8, N = 356) = 7.44, p = .49$
- RMSEA= .04
- SRMR = ..05
- CFI= .91
- TLI= .90
- NNFI=.93
- NFI=.87

Latent	Indicator	Std. Error	Standardized
Factor1	V_1	lambda_1_1	0.805
	V_2	lambda_1_2	0.802
	V_3	lambda_1_3	0.844
Factor2	PSaf_1	lambda_2_1	0.834
	PSaf_2	lambda_2_2	0.877
	PSaf_3	lambda_2_3	0.882
Factor3	DC_1	lambda_3_1	0.513
	OL_1	lambda_3_2	0.787
	ME_1	lambda_3_3	0.763
	OG_1	lambda_3_4	0.706
	SE_1	lambda_3_5	0.778
	CS_1	lambda_3_6	0.729
Factor4	DC_2	lambda_4_1	0.713
	OL_2	lambda_4_2	0.762
	ME_2	lambda_4_3	0.722
	OG_2	lambda_4_4	0.758
	SE_2	lambda_4_5	0.739
	CS_2	lambda_4_6	0.559
Factor5	DC_3	lambda_5_1	0.644
	OL_3	lambda_5_2	0.575
	ME_3	lambda_5_3	0.758
	OG_3	lambda_5_4	0.565
	SE_3	lambda_5_5	0.775
	CS_3	lambda_5_6	0.679
Factor6	DC_4	lambda_6_1	0.270
	OL_4	lambda_6_2	0.664
	ME_4	lambda_6_3	0.554
	OG_4	lambda_6_4	0.578
	SE_4	lambda_6_5	0.740
	CS_4	lambda_6_6	0.450
Factor7	DJ_1	lambda_7_1	0.886
	DJ_2	lambda_7_2	0.940
	DJ_3	lambda_7_3	0.929
	DJ_4	lambda_7_4	0.836
Factor8	IJ_1	lambda_8_1	0.723
	IJ_2	lambda_8_2	0.875
	IJ_3	lambda_8_3	0.871
	IJ_4	lambda_8_4	0.832
	IJ_5	lambda_8_5	0.797



Latent	Indicator	Std. Error	Standardized
Factor9	STrust_1	lambda_9_1	0.682
	STrust_2	lambda_9_2	0.781
	STrust_3	lambda_9_3	0.803
	STrust_4	lambda_9_4	0.844
	Strust_5	lambda_9_5	0.820
	STrust_6	lambda_9_6	0.712
	STrust_7	lambda_9_7	0.827
Factor10	SONeg_1	lambda_10_1	0.609
	SONeg_2	lambda_10_2	0.786
	SONeg_3	lambda_10_3	0.778
Factor11	SAfTrust_1	lambda_11_1	0.887
	SAfTrust_2	lambda_11_2	0.884
Factor12	LMX_1	lambda_12_1	0.866
	LMX_2	lambda_12_2	0.805
	LMX_3	lambda_12_3	0.857

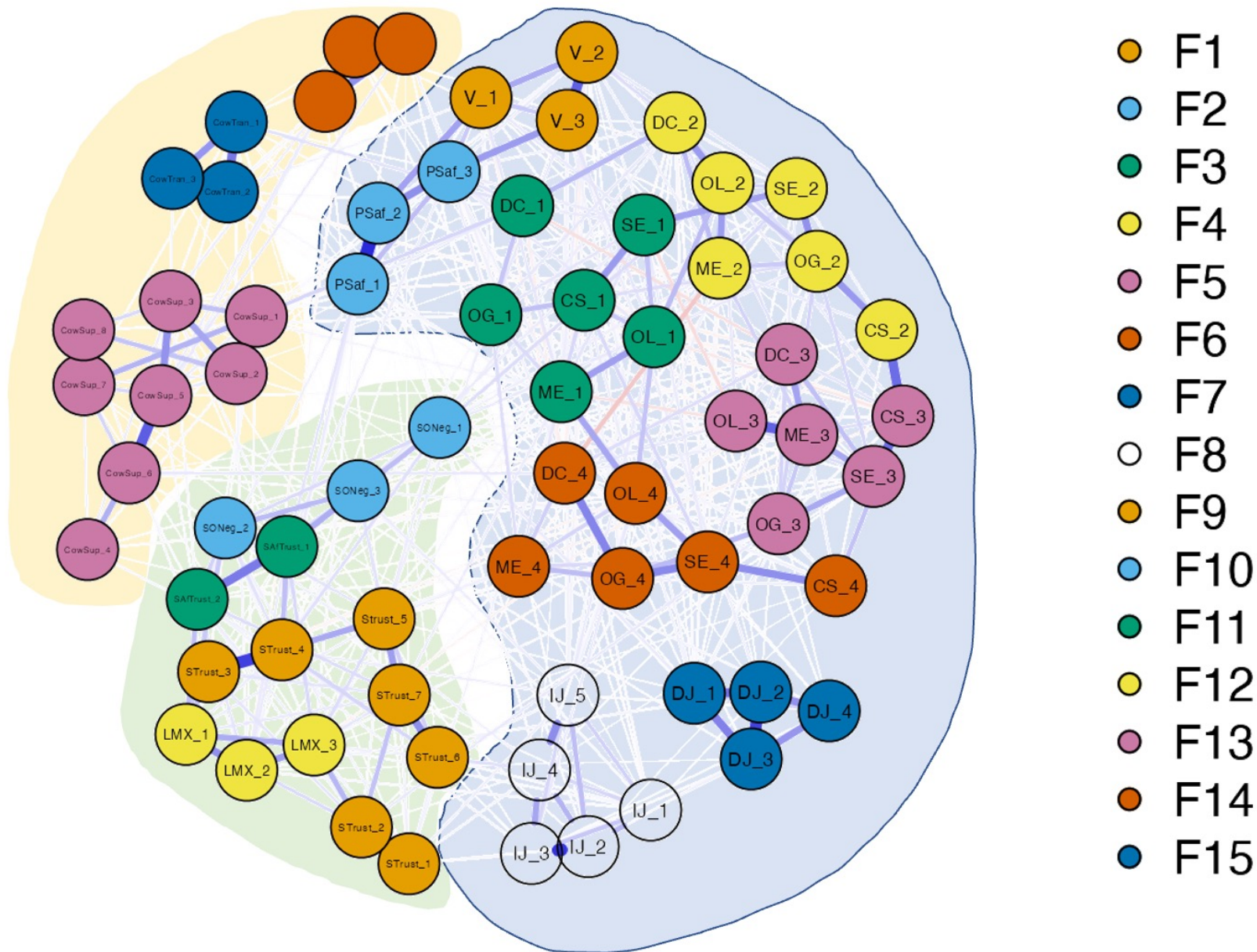


Latent	Indicator	Std. Error	Standardized
Factor13	CowSup_1	lambda_13_1	0.789
	CowSup_2	lambda_13_2	0.791
	CowSup_3	lambda_13_3	0.741
	CowSup_4	lambda_13_4	0.366
	CowSup_5	lambda_13_5	0.705
	CowSup_6	lambda_13_6	0.564
	CowSup_7	lambda_13_7	0.804
Factor14	CowSup_8	lambda_13_8	0.767
	CowInterdepe nd_1	lambda_14_1	0.927
	CowInterdepe nd_2	lambda_14_2	0.895
Factor14	CowInterdepe nd_3	lambda_14_3	0.815
Factor15	CowTran_1	lambda_15_1	0.748
	CowTran_2	lambda_15_2	0.907
	CowTran_3	lambda_15_3	0.868



CFA

Latent	Indicator	Std. Error	Standardized
SecondOrder1	Factor1	gamma_1_1	0.747
Organizational	Factor2	gamma_1_2	0.760
	Factor3	gamma_1_3	0.938
	Factor4	gamma_1_4	0.682
	Factor5	gamma_1_5	0.699
	Factor6	gamma_1_6	0.589
	Factor7	gamma_1_7	0.743
	Factor8	gamma_1_8	0.678
SecondOrder2	Factor9	gamma_2_9	0.924
Leader	Factor10	gamma_2_10	1.149
	Factor11	gamma_2_11	0.834
	Factor12	gamma_2_12	0.896
SecondOrder3	Factor13	gamma_3_13	0.811
Coworker	Factor14	gamma_3_14	0.669
	Factor15	gamma_3_15	0.740



Got a challenge

			mi
CowSup_7	~	CowSup_8	312.687
STrust_1	~	STrust_2	264.363
Factor3	=~	OL_4	155.334
STrust_3	~	STrust_4	147.564
SecondOrder1	=~	OL_4	135.755
CowSup_5	~	CowSup_6	131.284
CS_2	~	CS_3	127.837
CowSup_1	~	CowSup_2	125.478



Thank you!



Ines Martínez-Corts & Patricia Elgoibar

corts@us.es

patriciaelgoibar@ub.edu