

Effect of I-Deals, Psychological Safety, and Perceived Insider Status on the Sustainable Career of Female Employees in Service Sectors of Pakistan

Nosheen Pervaiz Awan^{*1}, Farooq Anwar Bajwa², Khyzer Bin Dost³

^{1*} PhD Scholar, Lahore Business School, The University of Lahore, Punjab, Pakistan.

² Pro Vice-Chancellor, Nur International University, Lahore, Punjab, Pakistan.

³ Associate Professor, Lahore Business School, The University of Lahore, Punjab, Pakistan.

Corresponding author: nosheenawan25@gmail.com

Keywords: Sustainable Career Development of Women, I-Deals, Psychological Safety, Perceived Insider Status, Perceived Organizational Support

DOI No:

<https://doi.org/10.56976/jsom.v4i2.242>

Academic researchers are growing increasingly aware of the positive effects that idiosyncratic deals, or I-deals, can have on an individual's life; however, little is known about the possible impact that idiosyncratic deals may have on the effort and work outcomes of employees, especially female employees, a neglected and understudied group. It emphasizes the idea that although gender discrimination could be a part of a person's identity, it does not define their abilities or potential. Their unique talents and skills—such as creativity, problem-solving ability, discipline, empathy, or any other admirable quality—should be highlighted. People are pushing for a paradigm change, recognizing people more for their accomplishments and abilities than for their disabilities. This dispels stereotypes and promotes an inclusive workplace where everyone's contributions are respected. To investigate how worldwide consensuses may affect the perceived job skills of women employees by decreasing deviant behavior and, consequently, their sustainable career in the company, the current study applies the self-categorization theory. Furthermore, this study is the first of its type to examine the experiences of female workers. Data gathered from 240 individuals employed in service sectors, particularly in Pakistan's educational sector, is used to test our hypotheses. The findings indicate that I-deals foster the sustainable career development of women employees. The relationship between I-deals and sustainable career development is mediated by psychological safety and perceived insider status. Perceived organizational support increases the impact of I-deals on perceived insider status. Furthermore, this study shows how service sectors may make use of I-deals' special qualities to highlight the range of skills among their women employees and improve their psychological well-being at the same time. women employees are then empowered to boldly suggest novel concepts and approaches, which stimulates the production of innovation.

1. Introduction

According to Baldrige & Kulkarni, (2017), Research is still ongoing to determine how impairment affects professional behaviors, including perceived work abilities and sustainable career. Very little study has been done on gender discriminate women employees, even though it is one of the most common and significant obstacles to professional environmental sustainability throughout one's lifetime. Women comprise more than one billion people, or 15% of the world's total population. The employment rates of people with disabilities are rising for several reasons. On the other side, these variables include population aging and the rise in the prevalence of age-related chronic health conditions (WHO, 2022) and, on the other hand, the increase in the age for retirement in many advanced nations (Baldrige & Kulkarni, 2017; George, 2021). According to Bayeck, (2021) research, Germany's job market participation rate for female employees increased by 31% between 2005 and 2015. Demographic changes have had a significant impact on the German labor market, as seen by the growing percentage of female workers among new generations.

Female employees, while working, are far more likely to abandon their jobs, lose their jobs, or leave the workforce prematurely, according to Baldrige & Kulkarni, (2017) female workers have an average work rate of the 75% employment rate (OECD, 2019). The negative effects of impairment on job retention are likely to be exacerbated by these unfavorable perceived declines in workability. Finding powerful tools that may end these harmful cycles between disability status and decreased work competence is a growing issue for experts and academics. To guarantee that female employees may continue and progress in their careers, this is being done. In this sense, idiosyncratic bargains, or i-deals, are a promising but unproven concept. "I-deals" are individually set up work arrangements that differ from those of colleagues, such as the option to work from home or flexible work schedules (Clark et al., 2020; Rosen et al., 2013).

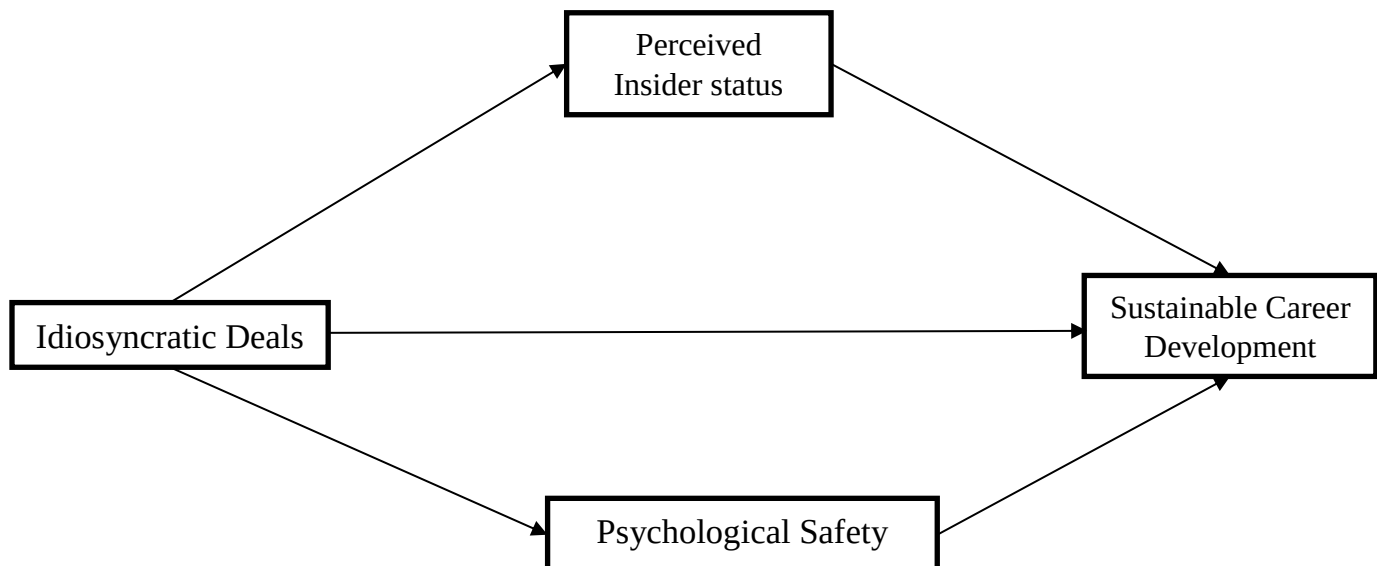
To the best of our knowledge, however, there is no experimental evidence about how I-deals affect the attitudes and outcomes of female employees concerning their jobs. This is a rather surprising outcome, considering it was said that I-deals are supposedly necessary changes for many female individuals (Kong et al., 2020). To address this information gap about the impact of I-deals in helping female employees improve their perceived work competence, job retention, and career sustainability, the current study focuses on the concept of self-conceptualization theory (J. Wang & Ma, 2022), the researchers in this study suggested that idiosyncratic bargains have a major influence on the long-term career development of female workers.

Meanwhile, bosses are hesitant to enter into such exceptional labor arrangements with anybody other than the organization's core members due to the high cost and unusual nature of I-deals. Female workers who are eligible for I-deals usually advance in their careers, have stronger relationships with their managers, and have more access to company resources. But the tallest tree would be broken by the wing (Rosen et al., 2013). Although the I-deals may present these workers with better prospects for growth, they might also have unfavorable effects. For example, the

adoption of I-deals may cause coworkers to feel envious of one another or increase employee perceptions of rivalry and dangers. This might then result in the contract signing personnel being excluded and resigning, which would hinder the process of self-categorization and innovative ability while also increasing employee indeterminacy. Supervisors should take proactive steps to reduce these dangers by making sure that employees participating in internal deals don't feel intimidated, jealous, or excluded. Organizations may foster a more creative and collaborative atmosphere by improving the psychological safety of their workforce (Afsar et al., 2016).

According to individual perspectives, psychological safety is the belief that one is in a secure setting and need not be concerned about potential dangers to one's standing or reputation at work (Bakker et al., 2008). According to current research, elements like access to resources, the sense of purpose of work, and perceived psychological safety can have a big influence on workers' engagement and good behaviors inside the company. Plester & Lloyd, (2023) by exhibiting trust and concern for their staff, leaders may promote psychological safety within the framework of the I-deals work paradigm. Leaders may foster an atmosphere where workers feel safe and appreciated by offering assistance and demonstrating respect. To put it another way, we think this is true (Newman et al., 2017). I-deals are suitable resources that improve the sustainability of female personnel. This is the main argument we are making. Additionally, we suggest that the degree of this indirect link depends on the individual's circumstances. By gathering self-administrative data from 300 female individuals employed in Punjab, Pakistan's service industries, we tested our hypotheses. Figure 1 displays our study's methodological paradigm.

Figure No 1: Hypothesized Research Model



2. Literature Review

2.1 I-deals and Sustainable Career Development:

Sustainable career performance is defined as the continuance of commercial, attaining, and Performance of individuals in society and the environment under any conditions (Baldrige & Kulkarni, 2017). The idea of sustainable career performance companies must find the best strategy to ensure that their manufacturing operations meet sustainability criteria, while also being aware of the harmful effects on the environment and society. One of the most important theoretical frameworks for comprehending conduct in the workplace is the social exchange theory (J. Wang & Ma, 2022). Its illustrious beginnings may be attributed to the intersection of fields like sociological “Social Exchange,” (2017), and social psychology (Keller et al., 2018). Despite the emergence of divergent perspectives on social trade, scholars agree that it entails a sequence of encounters that result in responsibilities (Emerson, 1976). According to the concept, social exchange is a process of negotiated interactions between parties where both parties are accountable to one another and significantly depend on one another for the functioning of the organization and individuals (Kong et al., 2020). By offering conservation of resources theory justification for why a worker's and a colleague's Idiosyncratic deals impact the employee's deviant behaviors, the current study complements and advances previous research on the coworker implications of Idiosyncratic deals. A key component of Idiosyncratic deals theory is that Idiosyncratic deals reflect desired job resources (Podsakoff et al., 1997; Rosen et al., 2013), which emphasizes the need to use a conservation of resources theory lens to examine stress-related consequences resulting from I-deals. A few earlier studies (Brzykcy et al., 2019; Rosen et al., 2013) discovered that I-deals lessened the psychological strain and work-related stresses experienced by I-dealers.

H1: I-deals have a positive and significant effect on sustainable career development.

2.2 Mediating Effect of Perceived Insider Status:

I-deals are tailored employment contracts for workers, as the name suggests. This type of labor contract demonstrates excellent communication between employers and workers, which can aid in keeping important personnel (L. Wang et al., 2010). Compared to ideas of leader-member exchange, social exchange, and psychological contract, I-deals provide a more tangible description of the relationship between firms and their workforce. This makes it clearer to workers how much their employers appreciate their work. Self and other-categorization will be positively impacted by the significance and validation of workers' work by their employer, as well as by their experiences, values, and cognitive processes (Stamper & Masterson, 2002). Hui et al., (2015) an individual's identity and cognitive self-concept might be influenced by their perception of their insider status inside an organization. According to (Zhou & George, (2001), this paper speculates that the positive correlation between Idiosyncratic deals and sustainable career development might be explained by perceived insider status. Xue et al., (2024) presented insider status perception, often known as employee self-evaluation. According to the self-categorization hypothesis, subordinates are assisted in self-categorization by superiors who show concern, support, and satisfy their intrinsic motivation to better themselves. Because of idiosyncratic deals, subordinates

will feel appreciated and handled differently by the company. Pakistan's internal and external corporate cultures differ; thus, it is very advantageous to create an atmosphere where employees, especially female employees, feel like insiders, focus on organizational issues, and put more effort into work that benefits the firm. I-deals, which create a positive relationship between the employee and the corporation, are therefore crucial to insider status.

Female Employees who can negotiate with their supervisors have several advantages. First of all, it shows a good working connection between the firm and its workers, indicating that the organization supports and invests in their professional growth, meeting their expectations for job duties and possibilities for growth that make the most of their specific skills. I-deals, which are costly, unique, and non-routine, might assist businesses in keeping top talent (Everard-Igweh et al., 2025). Making such agreements with superiors improves the relationship between the two parties, increases support, and may lead to career advancement. By providing them with preferential growth opportunities and strengthening their sense of insider status, this unique approach makes workers feel valued and supported by the organization. Additionally, insider status boosts positive emotional resources, according to the self-categorization theory. Employee morale is raised by positive feelings, which also motivate people to aggressively finish their tasks and come up with fresh ideas for achieving organizational objectives (Xuecheng et al., 2022). It then encourages employees to be more creative. Thus, the following hypothesis is put out by this study:

H2: I-deals have a positive and significant effect on perceived inside status.

H3: Perceived inside status has a positive and significant effect on sustainable career development.

H6: Perceived inside status mediates the relationship between I-deals and sustainable career development.

2.23 Mediating Effect of Psychological Safety:

Positive psychology emphasizes psychological security, or faith that work will accurately evaluate one's thoughts and expressions. It encourages workers to engage and express themselves by making them feel valued and respected (Roh et al., 2023). To urge workers to take initiative, psychological safety emphasizes the company's "safety atmosphere". Most early studies on psychological stability focused on societal elements, ignoring individual aspects. Psychological safety affects self-awareness and intrinsic desire, according to Plester & Lloyd, (2023). Psychologically safe employees are more proactive. This research focuses on individual psychological safety and how female employees' interactions based on psychological safety affect employee behavior (Xue et al., 2024). The study found that psychological safety, which influences I-deals' perceived insider status and employee creativity, is affected by employees' organizational environment. In particular, arranging I-deals between companies and employees helps match people with employment and advance their careers (J. Wang & Ma, 2022). However, this unconventional contract will make employees feel excluded, which will force them to resign, make

them less self-aware, and affect their self-categorization. I-deals have a higher impact on self-improvement in an environment with high psychological safety, enhancing the psychological bonds that connect key employees to their organizations (Sun et al., 2020). When workers know they can freely express their opinions and be themselves without fear of being rejected, psychological security might motivate them to reduce uncertainty.

I-deals will empower personnel to actively identify as insiders at this time. Low psychological safety can lead to harmful perceptions, alienation from the organization, and conflicting words and behaviors. This will make employees uncertain and alienate them from the organization. I-deals have minimal impact on workers, hindering their self-categorization. This undermines employees' insider status. Many recent studies of virtual teams and hybrid work have focused on psychological safety. Psychological safety is closely linked to leadership, company culture, trust, and perceived safety in the workplace. Xue et al., (2024) Psychological safety improves team performance, innovation, knowledge exchange, and adaptation in organizations, according to various scholars. Liu et al., (2019). This study will examine how psychological safety affects I-deals and the sustainable career of female employees. When psychological safety is strong, the female worker feels secure and their words and actions pose little risk. When negotiating I-deals with employers and handling personalized work arrangements, employees may now consider expanding their skills, enhancing productivity, and modifying their working methods (Brzykcy et al., 2019). After favorably categorizing themselves, they will engage more time and energy in the organization, clarify the direction of efforts, focus on goals and tasks, actively study fresh thoughts and ways to address issues, and improve their creativity. In conclusion, this study assumes the following using the Hypothesis.

H4: I-deals have a positive and significant effect on Psychological safety.

H5: Psychological safety has a positive and significant effect on sustainable career development.

H7: Psychological safety mediates the relationship between I-deals and sustainable career development.

3. Methodology

Data collection was part of research in the service sectors of Pakistan to investigate workplace health, inclusion, and job retention factors of disabled employees. Idiosyncratic deals were measured with a four-item scale developed by (Sun et al., 2020). Perceived insider status was measured by the scale of (Stamper & Masterson, 2002). Sustainable Career Development was measured by Chin et al. (2022). Psychological safety is measured by the scale of (Liang et al., 2012). The Likert scale had five points for each item, with 1 denoting "strongly disagree" and 5 denoting "strongly agree." Because their inclusion may taint results and correlations among constructs, we have chosen to employ variables like age, gender, experience, and education as control variables in this study. According to earlier studies, for example, age has a negative correlation with long-term professional growth (Van De Brake et al., 2020). According to a meta-analysis by (Baldrige & Kulkarni, 2017), women employees are evaluated worse than men for

promotions and long-term careers when it comes to job performance. It has been investigated that age and experience positively affect long-term professional development (Everard-Igweh et al., 2025). Gender, age, experience, and education are therefore used as control factors in this study.

4. Analysis

4.1 Descriptive Analysis

The researcher used a self-administered survey form and looked at data from 240 out of 300 female employees to test the hypotheses. First of all, researchers check the normality of the data by looking at its skewness and kurtosis. Table 1 shows the skewness and kurtosis values of the data. It shows that the data is normal.

Table No 1: Skewness and Kurtosis Statistics

	Gender	Age	Marital Status	Qualification	Employment status	Tenure
Std. Deviation	0.57	2.39	1.57	2.24	1.87	2.18
Skewness	2.87	2.21	2.61	2.41	2.65	1.16
Kurtosis	2.43	-2.06	-2.56	0.16	-1.64	-1.39

In this study, data were gathered from the female employees of the Pakistan service sectors. The demographic profiles of the respondents are shown in the below table 2.

Table No 2: Demographic Profile of the Respondents

		Frequency	Percentage
Gender	Female	240	100
	Male	0	0
Age	21-30 years	110	45.8
	31-40 years	78	32.5
	40-50 years	36	15.0
	50 above years	16	0.07
Qualification	Matric	28	11.6
	Intermediate	37	15.5
	Bachelor/Master	97	20.4
	MPhil/Ph.D.	78	32.5
Tenure	Below 1 year	71	29.6
	1-5 years	73	30.4
	6-10 years	42	17.5
	Above 10 years	54	22.5
	Total	240	100

4.3 Common method bias

The data for this study were only collected once using a cross-sectional design and the same questionnaire, which might have led to common procedure bias (Podsakoff et al., 2003). To find common method bias, this study examined several methods, such as Harman's one-factor,

single-factor CFA, and common latent factor. In Harman, (1976) Harman's one-factor analysis, only 30.5 % of the variation was explained by one factor. In the major component analysis, on the other hand, all items showed four independent factors that collectively explained 63% of the variance. Single-factor CFA also generated a model that didn't fit well. There was no chance of common method bias in common latent components for the data used in this study (Polonsky et al., 2010) Checking for authenticity and dependability, we used CFA to check the convergent and discriminant validity of all the items. We used the model re-specification method that Podsakoff et al. (2003) came up with in CFA. In the initial single-factor CFA, all of the components were loaded onto one latent factor. This model matched well with all of the indices.

4.4 Convergent and Composite Reliability

Convergent validity was assessed using factor loadings and average variance extracted (Little, 2023) The Composite Reliability of all variables was found to be above the recommended value of 0.70, and the factor loadings of all items on their corresponding variables were found to be greater than the recommended value of 0.50 (Kline, 2011).

Table No 3: Estimate and Composite Reliability

			Estimate	CR
SCD_7	<---	Sustainable career development	0.557	0.878
SCD_12	<---	Sustainable career development	0.819	
SCD_3	<---	Sustainable career development	0.786	
SCD_6	<---	Sustainable career development	0.613	
PIS_1	<---	Perceived Inside Status	0.793	0.789
PIS_2	<---	Perceived Inside Status	0.766	
PIS_3	<---	Perceived Inside Status	0.733	
PIS_4	<---	Perceived Inside Status	0.857	
PIS_5	<---	Perceived Inside Status	0.768	
PS_3	<---	Psychological Safety.	0.761	0.875
PS_4	<---	Psychological Safety.	0.813	
PS_5	<---	Psychological Safety	0.895	
PS_6	<---	Psychological Safety.	0.654	
IDEALS_1	<---	Idiosyncratic Deals	0.722	0.854
IDEALS_2	<---	Idiosyncratic Deals	0.836	
IDEALS_4	<---	Idiosyncratic Deals	0.871	
IDEALS_5	<---	Idiosyncratic Deals	0.789	
IDEALS_6	<---	Idiosyncratic Deals	0.755	
IDEALS_13	<---	Idiosyncratic Deals	0.689	
IDEALS_9	<---	Idiosyncratic Deals	0.636	

4.5 Correlation and Discriminate Validity

Lastly, all of the variables' Cronbach's α values exceeded the 0.70 threshold, suggesting strong dependability (Nunnally and Bernstein, 1978). Table 4 presents these values. The average square root of AVE was compared to intervariable correlations in discriminant validity analysis,

and it was found to be bigger than the corresponding correlations, indicating that all of the variables are likewise differentiated from one another (Fornell & Larcker, 1981) In Table IV, correlations and the square root of AVE are reported.

Table No 4: Correlation and Average Variance Extracted

Variables	1	2	3	4
Sustainable career development	0.735			
Idiosyncratic Deals	0.576**	0.765		
Perceived Insider Status	0.567*	0.691**	0.786	
Psychological safety	0.456**	0.105**	0.262**	0.739

*, Correlation is significant at the 0.05 level (2-tailed).

**, Correlation is significant at the 0.01 level (2-tailed).

4.6 Results

The structural equation modeling technique was used in the analytical approach for model testing (Fornell & Larcker, 1981). This approach is superior to simple regression analysis as it examines many equations simultaneously. It also provides a global model fit, which is shown by several fit indices. First, the validity and reliability of the constructs were assessed using confirmatory factor analysis (CFA). The suggested model was then tested in AMOS 22 (Hayes, 2017). The mediation was examined using a bootstrap approach with 5,000 bootstrap samples. Table 5 shows that the model fit of our proposed model showed an adequate match to the data based on many goodness-of-fit indices.

Table No 5: Model Fit Index

Measures	Estimate	Threshold Value	Detail
CMIN	436.89		
DF	167.00		
CMIN/DF	3.087	Between 1 and 3	Excellent
CFI	0.941	>0.95	Acceptable
SRMR	0.078	<0.08	Excellent
RMSEA	0.089	<0.06	Acceptable
PCLOSE	0.001	>0.05	Significant

To assess the hypotheses, researchers examined both direct and indirect impacts. In H1, there was a strong and positive correlation between idiosyncratic deals and the sustainable career development of female employees (0.893, $p < 0.001$). It suggests that H1 is suitable. Perceived insider status and I-deals were positively and significantly correlated in H2 (0.872, $p < 0.001$). It suggests that H2 is also appropriate. Perceived insider status and sustainable career development were shown to be positively and significantly correlated in H3 (.256, $p < 0.001$). It suggests that H3 is also acceptable.

Psychological safety and I-deals were positively and significantly correlated in H4 (0.921, $p < 0.001$). It suggests that H4 is also appropriate. Psychological safety and sustainable career development were shown to be positively and significantly correlated in H5 (.567, $p < 0.001$). It

suggests that H5 is also acceptable. H6 and H7 proposed that Perceived insider status and psychological safety serve as mediators in the association between I-deals and long-term professional progress of female employees, respectively. Through perceived insider status, idiosyncratic bargains were found to have a positive and substantial indirect influence on long-term career growth (0.012, $p < 0.05$). This suggests that perceived insider status increases with a rise in unique i-deal structures, hence improving the long-term career development of female employees. Psychological safety with I-deals and sustainable career development had a significant and positive indirect influence (.189, $p < 0.01$). These results are shown in Table 6. The proportion of mediation must be ascertained because our system incorporates mediation. Given the significance of both direct and indirect effects, the findings indicated that I-deals for long-term professional growth were partially mediated by perceived insider status. The results showed partial mediation. Thirty-seven percent of their connection was mediated. While psychological safety significantly increases sustained professional advancement (0.328, $p < 0.01$), it significantly aids the same aim (.023, $p > 0.05$).

Table No 6: Direct and Indirect Effect

Path	Value	Lower	Upper	P-Value	Mediation
Idiosyncratic deals --> Sustainable Career Development	0.893**	0.403	0.041	0.025	
Idiosyncratic deals --> Perceived insider status	0.872*	0.403	0.041	0.025	
Idiosyncratic deals --> Perceived insider status --> Sustainable Career Development	0.012*	0.490	0.048	0.027	Partial
Perceived insider status --> Sustainable Career Development	0.256*	0.490	0.048	0.027	
Idiosyncratic deals --> Psychological safety	0.921*	0.590	0.054	0.029	
Psychological safety --> Sustainable Career Development	0.567**	0.347	0.029	0.032	
Idiosyncratic deals --> Psychological safety --> Sustainable Career Development	0.189*	0.064	0.004	0.259	Partial

4.7 Discussion

The results of our study demonstrated that I-deals significantly influenced the sustainable career development of female workers in the service sector, suggesting that more I-deals had a direct effect on long-term career advancement. Second, via the mediation of perceived insider status and psychological safety, I-deals had a positive and considerable impact on the long-term career development of female workers. It demonstrates that I-deals reduce female employee misconduct, which enhances the long-term professional growth of impaired personnel. Our inquiry is built on the findings of the German study by (Brzykcy et al., 2019). Brzykcy et al., (2019) found that I-deals affected employability through the mediation of perceived workability. However, our research supports the preliminary findings of a study by (Xue et al., 2024) that demonstrated that I-deals had a direct, significant positive influence on the long-term career development of female workers with ability in the form of perceived insider status and psychological safety. It demonstrates that I-deals have an indirect influence on Pakistani culture, whereas they have a

direct and indirect impact on employability in German society. This study further built on the findings of (Xue et al., 2024) by incorporating perceived insider status as a novel mediational mechanism in the positive correlation between I-deals and the sustaining career of female workers.

They conducted this study in the retail sector, even though it was conducted in the education sector, which is very different from the retail sector. Furthermore, we compared the findings of our inquiry with a study conducted by (Plester & Lloyd, 2023). Their findings, which were framed by social exchange theory, demonstrated that distinctive arrangements facilitated sustained careers by mediating psychological safety. Our study extended these findings by including perceived insider status and psychological safety as new mediators between I-deals and the sustained career of female employees. Lastly, we conclude that I-deals directly affect female employees' capacity to continue their jobs, as well as through a number of mediating processes, based on the findings of our study and other research.

5. Conclusion

I-deals have drawn more attention and acknowledgment from academics as a novel approach to human resource management that better suits workers and businesses. Prior studies on the relationship between workers and organizations mostly concentrated on the psychological contract, social exchange theory, and leadership member exchange theory. The two sides' connection was unstable since it stayed at the psychological perception level without any concrete evidence or consensus. This paper embodies the degree of fit between the organizations and employees through the I-deals actively initiated by employees. This new and unconventional work arrangement is crucial for enhancing female employees' sense of insider status and the organization's support, which in turn increases female staff members' willingness to put in more time at work and fosters sustainable career development. Furthermore, psychological safety is a mediating factor in this process and a crucial boundary condition to encourage I-deals, which in turn influence female employees' sustainable career development indirectly through their perceived insider status. The research findings provide significant theoretical significance and practical enlightenment for the study of contemporary enterprise human resource management, indicating that a balance between organizational commonality and employee personality is necessary to successfully stimulate employees' creativity.

5.1 Implications

The current study examined the impact and sustainability of female employees' careers. Three additions to the literature are made by this study. First, it uses the framework of self-actualization theory to explain how I-deals impact the capacity of female employees to continue their jobs. According to the self-actualization theory, employees who receive various idiosyncratic deal arrangements have more opportunities to observe the factors that reduce their deviant behavior (emotional exhaustion and workaholism), which results in a decrease in their behaviors and an increase in their career.

Second, the present study was conducted in Pakistan, a poor country in South Asia,

whereas previous research was conducted in wealthy countries. According to Hoffmann and Soyezi (2010), Pakistan is very different from wealthy countries in a number of cultural areas. Third, this study is conducted in the education sector and focuses on female academic staff members who are considered knowledge workers. Because they differ from other technical workers, these employees may be easily identified based on their work characteristics, preferences, and the support they require to perform well and stay with the organization. The findings of the study have several management implications. In Pakistan's educational system, it provided a more thorough knowledge of how idiosyncratic deals support the development of sustainable careers, the decrease of deviant behavior, and the improvement of workability and sustainable careers. It is required of university female faculty members to perform a range of tasks, including teaching, research, student evaluation, and daily administrative tasks. Because they periodically feel unmotivated and disinterested in their professional objectives, they need supervisors to make particular preparations for them in this respect, setting goals for them and providing support (Kong et al., 2020). They require this assistance as it aids in their skill development, which enhances and maintains their employment while lowering deviant behavior. Therefore, we recommend that the feasibility of the construct be established by the organizational context.

5.2 Limitations and Future Research Directions

The results of this study are subject to several limitations. First, in this study, we employed the unidimensional Sustainable Career Development construct. There may be several aspects to employee quirks. For example, at-work supervisor assistance provides social and technical support (Wang & Ma, 2022). Therefore, future research may expand on the complex idea of unique contract arrangements and apply it to studies on workers' employability and performance in their roles. This study also used the unidimensional constructs of perceived insider status and psychological safety, which may be built and contextualized depending on the organizational situation. For example, a disabled employee's workability and deviant conduct differ from those of a non-disabled employee. Therefore, we propose that the organizational environment develop the viability of the concept. Another disadvantage of this study is its cross-sectional research design. Longitudinal study results could be more authentic and widely relevant. Therefore, we recommend that time-lag and longitudinal designs be used in future research. For this study, we selected a modest sample size from among the easily reachable respondents from public and private organizations in Pakistan's capital city. For next research, information from the other service sectors may be collected. Additionally, this study did not account for the role of moderators, which might influence these relationships; this can be done in other studies.

6. References

Afsar, B., Badir, Y., & Kiani, U. S. (2016). Linking spiritual leadership and employee pro-environmental behavior: The influence of workplace spirituality, intrinsic motivation, and environmental passion. *Journal of Environmental Psychology*, 45, 79–88. <https://doi.org/10.1016/j.jenvp.2015.11.011>

- Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work & Stress*, 22(3), 187–200. <https://doi.org/10.1080/02678370802393649>
- Baldrige, D. C., & Kulkarni, M. (2017). The shaping of sustainable careers post hearing loss: Toward greater understanding of adult onset disability, disability identity, and career transitions. *Human Relations*, 70(10), 1217–1236. <https://doi.org/10.1177/0018726716687388>
- Bayeck, R. Y. (2021). The Intersection of Cultural Context and Research Encounter: Focus on Interviewing in Qualitative Research. *International Journal of Qualitative Methods*, 20, 55–68. <https://doi.org/10.1177/1609406921995696>
- Brzykcy, A. Z., Boehm, S. A., & Baldrige, D. C. (2019). Fostering sustainable careers across the lifespan: The role of disability, idiosyncratic deals and perceived work ability. *Journal of Vocational Behavior*, 112, 185–198. <https://doi.org/10.1016/j.jvb.2019.02.001>
- Chin, T., Jawahar, I. M., & Li, G. (2022). Development and Validation of a Career Sustainability Scale. *Journal of Career Development*, 49(4), 769–787. <https://doi.org/10.1177/0894845321993234>
- Clark, M. A., Smith, R. W., & Haynes, N. J. (2020). The Multidimensional Workaholism Scale: Linking the conceptualization and measurement of workaholism. *Journal of Applied Psychology*, 105(11), 1281–1307. <https://doi.org/10.1037/apl0000484>
- Emerson, R. M. (1976). Social Exchange Theory. *Annual Review of Sociology*, 335–362.
- Everard-Igweh, Y., Chen, Z., & He, Q. (2025). From negotiation to integration: Mastering the art of idiosyncratic deals. *Organizational Dynamics*, 54(1), 101099. <https://doi.org/10.1016/j.orgdyn.2024.101099>
- Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39–55. <https://doi.org/10.2307/3151312>
- George, T. (2021, August 13). *Mixed Methods Research | Definition, Guide & Examples*. Scribbr. <https://www.scribbr.com/methodology/mixed-methods-research/>
- Harman, H. H. (1976). *Harman, H.H. (1976) Modern Factor Analysis. 3rd Edition, The University of Chicago Press, Chicago. - References—Scientific Research Publishing.* <https://www.scirp.org/reference/ReferencesPapers?ReferenceID=1464109>
- Hayes, A. F. (2017). *Introduction to Mediation, Moderation, and Conditional Process Analysis, Second Edition: A Regression-Based Approach*. Guilford Publications.
- Hui, C., Lee, C., & Wang, H. (2015). Organizational Inducements and Employee Citizenship Behavior: The Mediating Role of Perceived Insider Status and the Moderating Role of Collectivism. *Human Resource Management*, 54(3), 439–456. <https://doi.org/10.1002/hrm.21620>
- Keller, R., Krainovich-Miller, B., Budin, W., & Djukic, M. (2018). Predictors of nurses' experience of verbal abuse by nurse colleagues. *Nursing Outlook*, 66(2), 190–203. <https://doi.org/10.1016/j.outlook.2017.10.006>

- Kong, D. T., Ho, V. T., & Garg, S. (2020). Employee and Coworker Idiosyncratic Deals: Implications for Emotional Exhaustion and Deviant Behaviors. *Journal of Business Ethics*, 164(3), 593–609. <https://doi.org/10.1007/s10551-018-4033-9>
- Liang, J., Farh, C. I. C., & Farh, J.-L. (2012). Psychological Antecedents of Promotive and Prohibitive Voice: A Two-Wave Examination. *Academy of Management Journal*, 55(1), 71–92. <https://doi.org/10.5465/amj.2010.0176>
- Little, A. D. (2023). *Digital & Sustainability: The New Convergence*, Elsevier
- Liu, Y., Li, F., & Su, Y. (2019). Critical Factors Influencing the Evolution of Companies' Environmental Behavior: An Agent-Based Computational Economic Approach. *Sage Open*, 9(1), 155–169. 2158244019832687. <https://doi.org/10.1177/2158244019832687>
- Newman, A., Donohue, R., & Eva, N. (2017). Psychological safety: A systematic review of the literature. *Human Resource Management Review*, 27(3), 521–535. <https://doi.org/10.1016/j.hrmr.2017.01.001>
- OECD. (2019). *Oslo Manual 2018 | OECD The Measurement of Scientific, Technological and Innovation Activities*. https://www.oecd.org/en/publications/oslo-manual-2018_9789264304604-en.html
- Plester, B. A., & Lloyd, R. (2023). Happiness Is 'Being Yourself': Psychological Safety and Fun in Hybrid Work. *Administrative Sciences*, 13(10), Article 10. <https://doi.org/10.3390/admsci13100218>
- Podsakoff, P. M., Ahearne, M., & MacKenzie, S. B. (1997). Organizational citizenship behavior and the quantity and quality of work group performance. *Journal of Applied Psychology*, 82(2), 262–270. <https://doi.org/10.1037/0021-9010.82.2.262>
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879–903. <https://doi.org/10.1037/0021-9010.88.5.879>
- Polonsky, M., Grau, S., & Garma, R. (2010). *The new greenwash? Potential marketing problems with carbon offsets*. Elsevier, https://dro.deakin.edu.au/articles/journal_contribution/The_new_greenwash_Potential_marketing_problems_with_carbon_offsets/21013756/1
- Roh, T., Kim, M.-J., & Hong, Y. (2023). Does Servant Leadership Decrease Bad Behaviors? The Mediating Role of Psychological Safety and the Moderating Effect of Corporate Social Responsibility. *Sustainability*, 15(22), 15901. <https://doi.org/10.3390/su152215901>
- Rosen, C. C., Slater, D. J., Chang, C.-H. (Daisy), & 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. <https://doi.org/10.1177/0149206310394865>
- Social Exchange. (2017). In P. M. Blau, *Exchange and Power in Social Life* (1st ed., pp. 88–114). Routledge. <https://doi.org/10.4324/9780203792643-4>
- Stamper, C. L., & Masterson, S. S. (2002). Insider or outsider? How employee perceptions of insider status affect their work behavior. *Journal of Organizational Behavior*, 23(8), 875–894. <https://doi.org/10.1002/job.175>



- Sun, N., Song, H., Kong, H., & Bu, N. (2020). Development and validation of a hospitality idiosyncratic deals scale. *International Journal of Hospitality Management*, 91, 102416. <https://doi.org/10.1016/j.ijhm.2019.102416>
- Van De Brake, H. J., Walter, F., Rink, F. A., Essens, P. J. M. D., & Van Der Vegt, G. S. (2020). Multiple team membership and job performance: The role of employees' information-sharing networks. *Journal of Occupational and Organizational Psychology*, 93(4), 967–987. <https://doi.org/10.1111/joop.12326>
- 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. <https://doi.org/10.3389/fpsyg.2022.866423>
- Wang, L., Chu, X., & Ni, J. (2010). Leader-member exchange and organizational citizenship behavior: A new perspective from perceived insider status and Chinese traditionality. *Frontiers of Business Research in China*, 4(1), 148–169. <https://doi.org/10.1007/s11782-010-0007-1>
- WHO. (2022, December 2). *Disability Report By WHO*. WORLD HEALTH ORGANIZATION. <https://www.who.int/health-topics/disability>
- Xue, J., Wu, Y., & Chen, M. (2024). A Self-Categorization Perspective of Idiosyncratic Deals and Creativity: Mediating Role of Perceived Insider Status and Moderating Role of Psychological Safety. *Psychology Research and Behavior Management*, Volume 17, 1313–1327. <https://doi.org/10.2147/PRBM.S439404>
- Xuecheng, W., Ahmad, N. H., Iqbal, Q., & Saina, B. (2022). Responsible Leadership and Sustainable Development in East Asia Economic Group: Application of Social Exchange Theory. *Sustainability*, 14(10), 6020. <https://doi.org/10.3390/su14106020>
- Zhou, J., & George, J. M. (2001). When Job Dissatisfaction Leads To Creativity: Encouraging The Expression Of Voice. *Academy of Management Journal*, 44(4), 682–696. <https://doi.org/10.2307/3069410>