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IMPACT OF HR PRACTICES AND IDIOSYNCRATIC DEALS ON EMPLOYEE
OUTCOMES: DOES EMPLOYEE HR PRACTICE SALIENCY MATTER?

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A dissertation submitted to the

Graduate School-New Brunswick

Rutgers, The State University of New Jersey

In partial fulfillment of the requirements

For the degree of

Doctor of Philosophy

Graduate Program in Industrial Relations and Human Resources

Written under the direction of

Patrick F. McKay and David P. Lepak

And approved by

New Brunswick, New Jersey

May 2017

ABSTRACT OF THE DISSERTATION

Impact of HR Practices and Idiosyncratic Deals on Employee Outcomes: Does Employee

HR Practice Saliency Matter?

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Strategic human resource management (HRM) scholars have recognized that employee perceptions and reactions to HR practices are consequential. However, the reasons for variance in employee perceptions and reactions to HR practices are not yet fully understood. In order to enhance the impact of HR systems on employee and organizational outcomes, researchers need to understand and address the reasons for this variance in employee perceptions and reactions to HR practices. To attend to this research need, the current study empirically tests the idea of employee HR practice saliency. Moreover, using the social cognition and social comparison perspectives, the current work integrates strategic HR literature with the work on idiosyncratic deals to develop a better understanding of the reasons for variance in employee perceptions of HR. A review of the current literature leads to discussion of the model, data collection, analyses, and results. Lastly research and practical implications of this work are highlighted.

ACKNOWLEDGMENTS

As a person who became interested in research because of fascination with the work on psychological contracts, first all of all I would like to thank Rutgers University. Thank you for believing in me and taking care of me. I love you Rutgers. Next I would like to thank current and former PhD program directors who made this association with my school such a wonderful experience by trusting and supporting me all these years. I am grateful to you Professor Douglas Kruse, Professor Patrick McKay, Professor Ingrid Fulmer, and Professor Mingwei Liu. I would also like to thank my dissertation committee members - Professor Patrick McKay, Professor David Lepak, Professor Ingrid Fulmer, and Professor Denise Rousseau for their patience and insights in making this work possible. My advisers have been a great source of support and inspiration. Thank you Patrick and Dave for inspiring me by being great scholars and wonderful human beings. My PhD experience would have been very different had I not met Ingrid. Working with her was one of the most enjoyable and learning experiences of my PhD student life. Ingrid, a big thank you. Professor Stan Gully changed the way I look at the world with his course on multi-level theory and research. Thanks Stan. Also, thanks to Professor Jessica Methot for teaching me a lot about navigating the academic world.

I have no words to thank my PhD student colleagues at Rutgers, so I won't even try. I would have never been able to make it had it not been for their support and love. The administrators made my years at Rutgers so smooth. Thanks to Shetal, Beth, and Rebecca.

I would also like to thank my family - daddy, mummy, and my brother Shubham, for facilitating my way to the doctoral degree. I want to thank my husband, Pratyusa. This PhD was an ordeal for us and I thank you for coming this far with me. Lastly I hope that years later when my son reads this acknowledgement, he learns that his mother believed in persistence, hard work, and magic.

– New Brunswick, New Jersey, May 17, 2017

DEDICATION

Dedicated to my North Star - Denise Rousseau

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INTRODUCTION

Strategic human resource management (HRM) scholars have focused on human resource (HR) systems consisting of a bundle of HR practices (Wright & McMahan, 1992) and examined how these practices impact business effectiveness. Most commonly, bundles of HR practices have been conceptualized as high performance, high commitment, or high involvement work systems. Empirical investigations have revealed a positive relationship between these bundles of HR practices (e.g. high performance work systems or HPWS) and organizational outcomes (e.g. Arthur, 1994; Batt, 2002; Huselid, 1995; MacDuffie, 1995). More recently, work in strategic HRM has explored the mediating mechanisms through which these HR practices impact organizational performance (Gong et al., 2009; Sun, Aryee, Law, 2007; Takeuchi, Lepak, Wang, Takeuchi, 2007).

One dominant approach in understanding the mediating mechanisms is the behavioral perspective (Jackson & Schuler, & Rivero, 1989; Schuler & Jackson, 1987). This perspective posits that employees play a considerable role in mediating the impact of an HR system on organizational performance. Drawing from this employee-based perspective, research has considered the notion that it is employees' perceptions and attributions of HR practices that influences their attitudes and behaviors (Nishii, Lepak, & Schneider, 2008). Empirical studies have found evidence that variations in employee perceptions of and reactions to HR practices exist and these variations are consequential as they impact employee outcomes (Liao, Toya, Lepak, & Hong, 2009; Nishii et al.,

2008; Whitener, 2001; Wright et al., 2001). However the reasons for these variations in perceptions and reactions to HR practices have not yet been fully explored (Nishii & Wright, 2008; Wright & Boswell, 2002).

This study aims to address several limitations of strategic HRM research to understand the reasons for variations in employee perceptions and reactions to HRM. A presumption of strategic HRM scholars is that employees are passive participants with no discretion in what they attend to and how they respond to HR practices (with the exception of work on employee attributions by Nishii et al., 2008). I assert that employees are active consumers of organizational stimuli and form individualized perceptions of an HR system based on their preferences, needs, goals, etc. Further, strategic HRM scholars take a systems approach and assume that all HR practices have equal effect on employee outcomes, which might not necessarily be true. I argue that while assessing the impact of an HRM system on employee outcomes, scholars should take into account the differential effect of HR practices on employees. This is because HR practices differ in terms of their meaningfulness for an employee.

Next, in this work, I draw scholarly attention to the concurrent presence of HR practices and non-standard, personalized employment arrangements or idiosyncratic deals (i-deals) (Rousseau, 2005; Rousseau, Tomprou, & Simosi, 2016) in organizations. There is a growing body of literature on these customized employment arrangements at the workplace (Liao, Wayne, & Rousseau, 2016). I-deals are used by organizations to attract talented individuals, retain valuable employees, motivate existing employees, and to respond to special needs of certain employees (Rousseau, 2004). Organizations allocate monetary and non-monetary resources among employees as standardized (available to all

workers), position based (available to certain group of employees based on job classification, occupation, or role) or idiosyncratic resources or i-deals (Rousseau, 2005). Standardized and position based resource allocation is achieved by HR practices in an organization that focus on consistency in distribution of these resources. In contrast to HR practices, idiosyncratic deals are mostly employee initiated and arise due to negotiation between an employee and employer. Moreover, the decision to grant them is at the organizational agent's discretion. I-deals are indicative of flexibility or customization in an organization's employment practices and are selectively granted as exceptions to HR policy. They can work as supplements or substitutes to standard HR practices (Rousseau, 2005). Further, they can give rise to variability in employee perceptions of and reactions to HR practices and thus impact the HRM system's effectiveness.

Presence of i-deals in an organization is likely to impact employee perceptions of the HRM system in the following ways. First, i-deals by their very nature engender social comparison between those who possess i-deals and those who do not. Co-workers of an i-deal beneficiary are likely to compare the resources they receive through the standard HR practices with what an i-deal recipient gets. If the co-workers perceive that resources sought by them are limited to a selected few who negotiate i-deals, it will negatively influence their perceptions of an HR system as inadequate in meeting their requirements or needs. This co-worker perception can in turn influence the effectiveness of an HRM system by adversely impacting this individual's attitudes and behaviors.

Secondly, i-deals can also influence employee perceptions of the HR practices and subsequent employee outcomes because of their potential to expand an employee's

view of the composition of an HR system. If the co-workers perceive i-deals granted to their colleagues as a sign of organization's interpersonal sensitivity to accommodate an employee need they will positively view the i-deal as an expression of flexibility of the HR system. Thus those employees who have/or are aware of i-deals can have very different perceptions of their HR system than those who do not. Furthermore, employee perceptions of HR practices could be influenced by whether i-deals were developed as a slight variation of an HR practice as a supplement to it or in the absence of HR practice as a substitute for it. It sends messages to employees about an organization's high concern for employee well-being or the organization valuing an employee enough to allow for modification or replacement of an HR practice by an i-deal for its employees.

Limited work has concurrently examined HR practices and i-deals. Examining the joint impact of i-deals and HR practices can generate valuable insights. Scholars have argued that increasing the number and range of HR practices can make the practices more visible resulting in common interpretation of the HRM system. This similar interpretation of HR practices leads to consistent employer-expected employee outcomes (Bowen & Ostroff, 2004). I assert that this perspective needs to take into account the proactive employee and the current workplace reality of individualized work arrangements (Grant & Parker, 2009; Taskin & Devos, 2005). Personalized work arrangements in the form of i-deals can function as a contextual factor and lead to variance in collective level employee understanding of the HRM system and employee outcomes. This variance in perceptions will result due to an employee's fairness assessment of the HRM system based on the information he or she has about an i-deal. I-deals normally entail organizational investment of resources for a selected few, highly valuable employees in

the organization (Rousseau, 2005). Ideally, information about employer-negotiated i-deals should be available to all (Rousseau, 2004), but managers might keep these i-deals a secret (for example: if i-deals are granted for personal reasons like health issues) or if the resource allocation decision can result in criticism and pressure from other group members (Leventhal, 1972, 1976). Thus awareness or secrecy of i-deals can impact employee perceptions of an HRM system as i-deals can be seen as employee negotiated exceptions to accommodate employee needs (when co-workers are aware of such deals) or as unfair manifestations of HR practices (when co-workers have incomplete information about the i-deals or are misinformed about the rationale or process for granting i-deals). Also, researchers are yet to explore the factors that can accentuate or attenuate the individual and combined effect of HR practices and i-deals on employee outcomes.

The current study advances the strategic HRM research in the following ways. First, though researchers have discussed employee HR practice saliency as a psychological construct that can explain differential impact of HR practices (Lepak & Boswell, 2012; Garg & Lepak, 2013), there is currently no empirical support for this idea. Employee HR practice saliency implies that, a salient practice (internally) immediately draws employees attention, is more prominent in the individual's mind and thus influences employees outcomes more intensely (Garg & Lepak, 2013). Accordingly, I test the relative impact of different HR practices on employee outcomes due to differences in employee HR practice saliency. Moreover, I investigate the impact of salience with a positive or negative valence.

Second, this study also extends the conceptual and empirical work in both strategic HRM and i-deals literature by integrating the two streams of research. This is possible in the current work by concurrently examining availability of HR practices and employee perceptions of availability of i-deals to self and/or co-worker and the impact of these two factors on employee outcomes. I further posit that employee HR practice saliency can enrich one's understanding of variations in the impact of HR practices and i-deals on employee outcomes.

To ground this research in existing literature, I first review the relevant literature related to employee perceptions of and reactions to HR practices. Next I discuss employee HR practice saliency, and the relationship between HPWS, i-deals and employee outcomes that are being investigated in this study. Then, a model is developed that explains how employee HR practice saliency can play a role in the relationship between employee's perception of HPWS and employee outcomes. Further, I discuss its impact on an employee's perceptions of availability of i-deals (to self and/or co-workers) and employee outcomes relationship. Later, I discuss how perceptions of availability of an i-deal to self/co-workers can influence the employee's perception of HPWS and employee outcomes relationship. Lastly, I discuss my data collection and analyses, results, and I end by a discussion highlighting the research and practical implications of this work.

LITERATURE REVIEW

In the last two decades, strategic HRM researchers have discovered the significance of bundles of HR practices (HR systems) for organizational performance.

They have identified some mediating mechanisms (e.g. human capital, social capital etc.) for HR – organizational performance relationship. Moreover, they have recognized the importance of employee perceptions of HR practices and found disconnects between employer intended, manager implemented, and employee perceived HR practices (Batt, 2002; Combs, Liu, Hall, Ketchen, 2006; Huselid, 1995; Jiang, Lepak, Hu, & Baer, 2012; Jiang, Takeuchi, & Lepak, 2013; Khilji & Wang, 2006; Liao, et al., 2009; Truss, 2001). Strategic HR scholars' interest in employee perceptions is also spurred by advancements in multi-level research. These scholars previously primarily focused on the unit-level of analysis. Now they show an increasing regard for viewing the impact of HR system on organizational outcomes as a multi-level phenomenon (Jiang, Takeuchi, & Lepak, 2013). One reason for this multi-level approach is that though conceptualized at an organizational level, HR systems achieve their strategic objectives by relying on HR practices to direct employee behaviors (e.g., Jiang et al., 2012; Sun, Aryee, & Law, 2007; Takeuchi et al., 2007).

HR practices have a signaling function as they communicate to employees what the employer expects from them and thus drive employee responses to organizational stimuli (Bowen & Ostroff, 2004; Den Hartog et al., 2013; Guzzo & Noonan 1994; Nishii et al., 2008, Ostroff & Bowen, 2000; Rousseau 1995). It is when employees experience the HR practices consistently in employer-intended ways that HR practices bring about desired employee outcomes (Kehoe & Wright, 2013). However, research confirms that even when exposed to the same HRM system, variations in employee perceptions of and reactions to HR practices exist (Aryee, Walumbwa, Seidu, & Otaye, 2012; Jensen, Patel, & Messersmith, 2012; Liao et al., 2009; Nishii et al., 2008). These variations have

implications in terms of individual and organizational outcomes. In a study, Piening, Baluch, and Salge (2013) found that over a time frame of five years, changes in employees' perceptions of HRM systems were related to changes in customer satisfaction as mediated by changes in employee job satisfaction. Even though these effects reduced over time, the results of this study highlight the impact of employee perceptions on more distal outcomes. These distal outcomes like customer satisfaction are relevant to firm performance.

Variations in employee perceptions of and reactions to HR practices can exist for various other reasons as well. One reason could be the existence of varying different HR configurations for different groups of employees (e.g. Lepak & Snell, 1999, 2002). These variations could also be a function of the line manager's differential implementation of HR practices. Managers play a role in explaining the HR practices to their subordinates (Kulik & Bainbridge, 2006; Perry & Kulik, 2008). They impact employee perceptions by implementing the HR practices, explaining these practices, or directing employee attention to specific practices. Managers can differ in implementation of HR responsibilities because HRM implementation is a function of manager communication quality with subordinates (Den Hartog et al., 2013), manager training, interest, work overload, self-serving behaviors, and the relationship between HR and line managers (Piening, Baluch & Ridder, 2014). But there is empirical evidence that even in the same unit differences exist even between employee and manager perceptions of HR practices (Liao et al., 2009).

Two approaches have been taken to understand variations in employee perceptions and reactions to HR practices. One focuses on the features of the HR system

(Bowen & Ostroff, 2004) whereas the other emphasizes the individual, group, and job level factors that influence perceptions of HR practices (Nishii & Wright, 2008). In their work, Bowen and Ostroff (2004) discuss two inter-related features of an HRM system that are the system's content and process. Content refers to the specific HR practices adopted by the organization and process refers to the "the features of an HRM system that send signals to employees that allow them to understand the desired and appropriate responses and form a collective sense of what is expected" (Bowen & Ostroff, 2004: 204). Bowen and Ostroff (2004) theorize that a strong HRM system has the following characteristics: distinctiveness, consistency and consensus. With the presence of these features a strong HRM system perpetuates an organizational climate that supports HRM implementation. In the absence of a strong HRM system, there is likely to be variability in how different employees view the HRM system.

By contrast, Nishii and Wright (2008) have focused on the individual level, and contextual factors that may cause gaps among employer intended, manager implemented, and employee perceived HR practices. According to the authors, variability in employee perceptions of HR practices can be explained by individual differences in employee values, personalities, needs, goals, social identities, past experiences, competencies, and expectancies. They argue that these differences can also be driven by contextual factors like leaders, work teams, co-workers. As an example, someone who enjoys a higher quality relationship with his manager based on trust i.e. high leader member exchange (LMX) (Graen, & Uhl-Bien, 1995) is likely to have access to valued resources and enjoy opportunities not enjoyed by others with low-quality exchange relationships. Accordingly this individual will form a more positive impression of the HRM system.

To date, little empirical work has examined the characteristics of the system or individual and contextual factors impacting employee perceptions and reactions. As an exception, Nishii, Lepak and Schneider (2008) used attribution theory to understand causal explanations that employees make about the reasons why the organization adopts HR practices and subsequently the study results confirmed that there are varying attributions and they have consequences for employee attitudes and behaviors, and ultimately, unit performance. This work supports the notion that employee perceptions of HR practices are meaningful in organizations and employees play an active role in forming their perceptions and attributions. The results of the Nishii et al., (2008) study supports the idea central to this work, i.e. employees form idiosyncratic perceptions and interpretations of an HRM system and these perceptions impact employee outcomes valued by employers.

Insert Figure 1 about here

THEORETICAL BACKGROUND AND HYPOTHESES

Extending the idea of the employee as an active agent in an organization, Lepak and Boswell (2012) and Garg and Lepak (2013) introduced and developed the construct of employee HR practice saliency. Social cognition literature highlights that individuals do not pay equal attention to everything in their environment. They have limited capacity to process large amounts of information (Fiske & Taylor, 1991; Miller, 1956; Simon,

1957), which makes them selective consumers of stimuli (Markus & Zajonc, 1985).

Individuals focus on a salient stimulus i.e. a characteristic of the environment that attracts perceiver's attention by standing out relative to other stimuli in the perceiver's environment (Fiske & Taylor, 1991).

But social perception is a product of the object being perceived and the perceiver (Bruner, 1957). Salience of an object can be both external (due to the characteristics of the object) and internal (due to its prominence/meaningfulness in an individual's mind). Research confirms that information for a stimulus for which one is pre-disposed, due to various reasons like goal relevance, can be easily accessed in the mind and can strongly influence employee judgment (Henle, 1955; Taylor & Fiske, 1978). Similarly, within organizations, different environmental stimuli such as HR practices may attract employee's attention to varying degrees. This variation can be driven by properties of the practice itself, for example: an organization adopting a new training program might make the practice salient to employees so that they can learn about the new practice. This salience can also be driven by temporal reasons like time of the year when an HR practice is prominent such as performance appraisal practice being conspicuous at the end of the year. An HR practice can also be salient internally for an employee because of its relevance for that individual. Differences in employee needs for HR practices or variations in how much they value different HR practices drive employee's attention to different HR practices. For example, a new employee might value training more than performance-based incentives valued by someone who has worked in the organization and already has the necessary skills to perform the job. These variations in employee valuation of a particular HR practice can be driven by factors like employee life stage,

employee tenure in the organization, any pressing needs in employees life such as aging parents, and hence the need for flexibility for their care, etc. The stronger effect of an HR practice in drawing employee attention relative to other practices can be understood in terms of it being a salient stimulus for the employee.

Employee HR practice saliency is an employee's internally-motivated attention-driven salience. Thus an HR practice high in employee HR practice saliency will be one that, in the mind of the employee, possesses properties of a salient stimulus. A salient stimulus stands out relative to other stimuli (Fiske & Taylor, 1991), draws differential attention (Taylor & Thompson, 1982), elicits disproportional amount of attention relative to its context (Pryor & Kriss, 1977). Further, a salient stimulus enters the thoughts readily and is more frequently verbalized (Krech & Crutchfield, 1948:163). A salient stimulus influences judgments (Taylor & Thompson, 1982). Accordingly employee HR practice saliency has been defined as follows:

In an organization, when an employee is exposed to multiple HR practices (an HRM system), an HR practice is salient (internally) for the employee at that time in comparison to other HR practices when it draws immediate and more attention of the employee (Garg & Lepak, 2013).

In their work, Bowen and Ostroff (2004) have discussed saliency as a property of the stimulus (Higgins, 1996) i.e. the HR practice itself that makes it more visible and is a necessary element in building a strong HR system where employees develop shared meanings about the practices. They focus on salience of the entire HR system and argue for the usefulness of increasing the number and range of HR practices to increase salience

and visibility of HR practices. Employee HR practice saliency differs from salience of HR practices as conceptualized by Bowen and Ostroff's (2004). Bowen and Ostroff (2004) focus on characteristic of the stimulus (HR practices). Their conceptualization of salience is based on employer objectives; therefore, it is external to the employee as it depends on employer objectives and not employee needs. Further, it is targeted to influence perceptions of all employees to result in consistency in employee perception of HR. In contrast, employee HR practice saliency as elaborated in this work is internal to the employee, driven by employee needs and preferences. Employee HR practice saliency is idiosyncratic and results in variability in employee perceptions of HR practices. Employee HR practice saliency is not a planned effort on the part of the employee, various factors such as life stage, tenure in the organization, changing needs, preferences etc., can increase the employee HR practice saliency for an employee. Thus a practice that is highly salient at a point in time can change to becoming less salient with time.

Employee HR practice saliency can be positive or negative. Positive employee HR practice saliency implies that the employee likes a practice, needs it, or wants it. In contrast to positive employee HR practice saliency, negative employee HR practice saliency is marked by an employee's aversion for an HR practice. Negative employee HR practice saliency suggests that the employee does not like the practice or does not want the practice. For example, if an employee wants flexibility at work, a practice like compressed work week will have positive employee HR practice saliency. Similarly, if an employee dislikes performance based pay, it will imply that performance based pay is negatively salient to him or her.

High Performance Work Practices (HPWPs)

For the purpose of this study, I examined employee HR practice saliency as a moderator of the relationship between employee perceptions of HR practices i.e., of High performance work system (HPWPs) and employee outcomes. Also, I considered whether employee HR practice saliency as a moderator has implications for employee perceptions of availability of i-deals (to self and/or co-workers) and employee outcomes relationship. HPWPs are a set of HR practices that organizations use for increased operational and financial performance (e.g. Arthur, 1994; Batt, 2002; Huselid, 1995; MacDuffie, 1995; Sun Aryee & Law, 2007). These practices enhance employee productivity, capability, and commitment (Posthuma et al., 2013). Instead of a strategically targeted HRM system like that for service (Chuang & Liao, 2010; Liao et al., 2009), or safety (Zacharatos, Barling, & Iverson, 2005), I focus on a general HRM system or HPWS for various reasons. One, it can provide a wider range of practices to compare while trying to understand the impact of employee HR practice saliency. Also, high involvement or high commitment HRM systems might have practices already redundant with i-deals. Examining practices in HPWS along with i-deals will give a better opportunity to assess the unique impact that an i-deal can have on employee outcomes.

Idiosyncratic Deals

By their very nature, HR practices are standardized and ideally available to all employees for efficient organizational functioning (Spender & Kijne, 1996). In comparison, idiosyncratic deals or i-deals are negotiated by or available to a few employees. I-deals are “voluntary, personalized, agreements of a non-standard nature

negotiated between individual employees and their employers regarding terms that benefit each party” (Rousseau et al., 2006, p. 978). These are mutually beneficial to the employee and the employer. The prevalence of i-deals has been attributed to various factors such as recent trends like advancements in technology, decline of collective bargaining, a sluggish economy, diversity and mobility of the workforce, and the new entrepreneurial employee (Gratton, 2011; Hollister, 2011; Lawler & Finegold, 2000).

I-deals can range from an employee having a completely idiosyncratic relationship with an employer or having one or more such individualized features in the employment relationship. Most often i-deals are available to knowledge workers, or those employees who are highly marketable based on their knowledge and skills, those who are willing to negotiate, or people who work in smaller firms or startups (Rousseau, 2005). In certain cases, i-deals can also be given to “problem employees” to assist them to improve task performance (as an example, by means of sending them to a specific training program) and elicit other employer desired attitude and behaviors (Belser, 2011; Nebenzahl, 2011).

I-deals can be negotiated during the recruitment stage (ex-ante i-deals) or during the process of employment (ex-post i-deals). Ex-ante i-deals are granted on the basis of an individual’s market value in terms of knowledge, skills, abilities etc. (Rousseau et al., 2006). Ex-post i-deals are based more on the quality of exchange relationship between the employee and the employer. I-deals content i.e. the particular arrangement or resources exchanged in an i-deal (Liao et al., in press) can include but not be restricted to work schedule flexibility, task, location flexibility, developmental i-deals, and financial incentives (Rosen, Slater, Chang, & Johnson 2013). Thus the content of i-deal can

correspond to specific HR practices and act as substitutes for or supplements to these HR practices.

Perceptions of Availability of I-deals

In the current study I focus on employee perceptions of availability of i-deals to self and/or co-workers. Perception of availability of i-deals implies that an employee foresees the possibility of securing an i-deal. I also elicit responses on employee's perceptions of availability of i-deals to co-workers. I conceptualize co-workers as individuals who are structurally equivalent to the employee in focus. By structurally equivalent I imply individuals who "share a similar pattern of relationship with others and thus occupy the same position in a network" (Shah, 1998: 249). The focus is on structurally-equivalent individuals because individuals select social referents based on similarity, availability, and relevance (Festinger, 1954; Goodman, 1974; Kulik & Ambrose, 1992), features that co-workers possess. Also, individuals most commonly use structurally-equivalent referents when it comes to assessing their work-relevant attributes (Shah, 1998). Researchers have found evidence that co-workers serve as a prime, convenient, and compelling source of information for employees (Kulik & Ambrose, 1992) and are a more integral part of an employee's work life with today's flatter organizational structures and team-based work (Chiaburu & Harrison, 2008). Monitoring among structurally-equivalent individuals is conceptualized as a main method of information gathering (Shah, 1998). Thus employees use monitoring to develop perceptions of availability of i-deals to co-workers.

Variance in employee perceptions of availability of i-deals to self and/or co-workers exists because of employee characteristics (a proactive employee is more likely to initiate i-deal negotiation), the leader (managers can be more or less open to i-deals as it can lead to resentment from other group members not getting the benefits), or work characteristics (certain i-deals in highly interdependent work cannot be possible). Other reasons can include a more or less supportive organizational climate/culture, group characteristics, nature and the structure as well as kind of work arrangement (Ho & Tekleab, 2013; Hornung et al., 2008; Hornung et al., 2010; Hornung, Rousseau, & Glaser, 2009; Liao et al., 2016)

Understanding these variations in employee perceptions of i-deals availability is important for various reasons. First, i-deals will give rise to social comparison. Social comparison is a ubiquitous human tendency (Festinger, 1954; Corcoran, Crucius, & Mussweiler, 2011) and is defined as the “.....process of thinking about information about one or more other people in relation to the self” (Wood, 1996: 520). In an organizational context with its social workplace dynamics, social information is easily accessible for the purpose of making comparisons (Greenberg, Ashton-James, Ashkanasy, 2007). Further, it is more dominant among group members (Ho, 2005) due to availability or easy accessibility of relevant social referents for the purpose of comparison. One can compare oneself with someone better off than oneself (upward comparison) or worse off than oneself (downward comparison). These comparisons give rise to negative and positive affect respectively. As per the affect-infusion perspective (Forgas, 1995), emotions influence one’s judgment, decision-making, and behavior. Thus via the emotions they generate, social comparisons can impact employee outcomes. Research confirms that

social comparisons have been known to give rise to cognitive, affective, and behavioral outcomes (Goodman & Haisley, 2007). In a study by Brown, Ferris, Heller, & Keeping (2007), they found that upward social comparison was negatively related to job satisfaction and affective commitment and positively related to job search behaviors. The reason for negative effect of social comparison can be explained in terms of employee's experiencing negative self-image due to this comparison process (Mussweiler & Strack, 2000). In contrast to upward comparison, downward comparison generates positive affect in individuals (Wheeler & Miyake, 1992). These positive feelings are known to enhance self-image (Greenberg, Ashton-James, Ashkanasy, 2007) and thus positively influence employee outcomes. Taken together, previous research leads to the assertion that i-deal related comparison and resulting affect can impact employee outcomes.

Second, i-deals influence equity as well as justice perceptions and corresponding outcomes (Greenberg, Roberge, Ho, & Rousseau, 2004). Third, i-deals themselves impact employee outcomes like job satisfaction, affective commitment, and work-life balance (e.g., Hornung, Rousseau, & Glaser, 2008; Ng & Feldman, 2010; Rose et al., 2013) by fulfilling employee's needs, desires, and giving them opportunities to use or display their strengths.

Employee Perceived HR Practices (HPWPs), Employee Perceived Availability of I-deals, and Employee Outcomes

Past work in strategic HR literature has theorized the link between HPWPs practices and organizational performance through employee attitude and behaviors (Delaney & Huselid, 1996; Guest, 1997, 1999; Huselid, 1995; MacDuffie, 1995; Paauwe

& Richardson, 1997). The intended HR practices act as signals to the employee of an organization's intentions towards him or her (Den Hartog, Boselie, & Paauwe, 2004, Rousseau, 1995). Employees derive the psychological meaning of their employment relationship by attending to these signals (Rousseau, 1995). Drawing from signaling theory (Casper & Harris, 2008) and social exchange theory (Blau, 1964; Eisenberger, Huntington, Hutchison, & Sowa, 1986), I foresee a positive relationship between (1) employee perceptions of HR practices (HPWS) and employee outcomes, and (2) employee perceptions of i-deal availability and employee outcomes. The employee outcomes I focus on for this study are (a) perceived organizational support (POS) (b) organizational citizenship behaviors and (c) job satisfaction (d) turnover intentions. I chose these variables because of their high significance for employee and organizational outcomes.

(a) Perceived organizational support (POS). Employees have a tendency to anthropomorphize the organization (Eisenberger, Huntington, Hutchison, & Sowa, 1986). They view how they are treated by the organization as a sign of organizational favor or disfavor (Rhodes & Eisenberger, 2002). POS has been defined as an individual's global beliefs about an organization's commitment to them and the extent to which the organization cares about their well-being and values their contribution (Eisenberger et al., 1986). According to social exchange theory (Blau, 1964) and the norm of reciprocity (Gouldner, 1960), employees who perceive high support and caring are likely to recompense the employer by exhibiting employer desired attitudes and behaviors (Coyle-Shapiro & Conway, 2004; Eisenberger, Fasolo & Davis-LaMastro, 1990). For example, POS has been linked to organizational commitment (Eisenberger et al., 1990; Shore &

Tetrick, 1991; Shore & Wayne, 1993), in-role performance (Eisenberger et al., 1986; 1990), organizational citizenship behavior (Moorman, Blakely & Niehoff, 1998; Shore & Wayne, 1993; Wayne, Shore & Liden, 1997) and a negative relationship with absenteeism (Eisenberger et al., 1986).

Fairness, supervisor support, organizational rewards and job conditions have been identified as antecedents to POS (Rhodes & Eisenberger, 2002). Wayne et al., (1997) identified HR practices as an additional antecedent to POS. Past research has found evidence for the argument that perceptions of supportive HR practices like participation in decision making, fairness of rewards, and growth opportunities contribute to the development of POS (Allen et al., 2003). In their meta-analysis, Rhodes and Eisenberger, (2002) also found a positive relationship between human resource practices and POS. Thus employee perceptions of organizational practices that are indicative of employer's investment in the employee or signal to the employees that their contributions are valued and rewarded will engender POS. In the context of HPWPs scholars have found evidence that HPWPs are positively related to employee perceptions of concern for employee climate. Concern for employee climate is also built on the concept of care and support offered by an organization to its employees. Consistent with this rationale, I argue that HPWPs, sends signals to the employees about the organization's concern for its employees (Takeuchi, Chen, & Lepak, 2009). For example, extensive training signals that the organization invests in and is supportive of an employee's development (Takeuchi et al., 2009).

Rousseau and Kim (2006) found evidence of i-deals enhancing POS. Since most often employees initiate i-deal negotiation (Rousseau, 2005) in order to satisfy their need

or desire, an organizational agent's action of granting i-deals is likely to signal organizational support. Employees can also perceive i-deals as an organizational reward or favor. Depending on the content of an i-deal for example, task i-deals (when employee can participate in designing one's job to suits ones strengths, interests and or needs) and process of i-deal negotiation (with clear criteria for granting i-deals), an i-deal can also influences employee's fairness perceptions as well as modify his or her job conditions. Thus i-deals can positively influence all antecedents of POS.

(b) Organizational citizenship behavior (OCB). OCB is defined as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective functioning of the organization" (Organ, 1988: 4). OCBs are critical to organizational performance (Podsakoff & MacKenzie, 1997). An employee can direct OCB towards different targets in an organization (Ladd & Henry, 2000; Smith, Organ, & Near, 1983; Williams & Anderson, 1991). These behaviors can be directed towards the organization in the form of OCB-O or towards specific individuals or OCB-I (Williams and Anderson, 1991).

HR systems create an environment where employees might be more willing to display OCBs (Morrison, 1996). Taking a social exchange perspective, employees reciprocate by means of OCBs in response to the favorable environment that is fostered by beneficial HR practices (Sun, Aryee, & Law, 2007). For example, if the employer offers extensive training and thereby increases the skill set of the employee, the employee will feel obliged to reciprocate based on the norm of reciprocity. In high social exchange relationships that result due to HR practices, instead of engaging in actions that could benefit themselves and not their organizations (for e.g. social loafing), employees are

more likely to engage in extra-role behaviors (Leana & Van Buren, 1999). Greenberg (1980) posits that in order to reduce the feelings of indebtedness employees can engage in behavioral reciprocation. I argue that the behavioral reciprocation can take the form of OCBs.

Specific to HPWPs, theoretical arguments and empirical research support the idea that HPWPs signals to the employees that an organization is interested in a long term exchange relationship with them which motivates them to reciprocate with OCBs (Sun, Aryee, Law, 2007; Kehoe & Wright, 2013). Also, HPWPs are argued to facilitate OCBs because of they create an environment marked by lower task routinization, higher cohesiveness, and perceptions of procedural justice (Evans & Davis, 2005). Similarly when i-deals are negotiated, fulfilled needs create a sense of obligation toward the employer which compels the employees to reciprocate with discretionary behaviors like OCBs. Specifically, flexibility and developmental i-deals show a positive relationship with OCBs (Anand, Vidyarthi, Liden, & Rousseau, 2010; Greenberg et al., 2004).

(c) Job satisfaction. Job satisfaction refers to employees' overall satisfaction with their job (Judge et al., 2001). Job satisfaction can result from HR practices because they can enhance an employee's sense of control over one's work by empowering that person (e.g., Butts et al., 2009; Liao et al., 2009), giving the employee job autonomy, or making resources available to the employee to enhance that person's knowledge and skill through comprehensive training (Guest, 1999, 2004). Strategic HRM research has shown that job satisfaction is an outcome of HR practices in the (e.g., Appelbaum et al., 2000; Butts, et al., 2009; Kooij, Jansen, Dikkers, & De Lange, 2010; Takeuchi et al., 2009). Specifically, since HPWPs increase employees' KSAs, empower them, motivate them (Combs, Liu,

Hall, & Ketchen, 2006), they are linked with job satisfaction (Takeuchi et al., 2009).

More importantly, HR practices and i-deals signal that the employer trusts the employee enough to make an investment in him or her. Trust is seen as an intervening variable between organizational practices and employee attitudes (Guest & Conway, 1999). Accumulating empirical evidence supports the idea that HR practices enhance trust leading to increased job satisfaction (Gould-Williams, 2003).

Similarly, empirical evidence confirms a positive relationship between flexibility and developmental i-deals and job satisfaction (Ho & Takleab, 2013; Rosen et al., 2013). Preceding arguments discussed with regards to the relationship between HR practices and job satisfaction applies to the relationship between i-deals and job satisfaction. Customized work arrangements are likely to enhance an employee's control over one's work through task i-deals or offer flexibility to help balance non-work related commitments through flexibility i-deals, or offer individualized compensation arrangements that specifically motivate the employee through financial i-deals. Further trust is an integral part of i-deals because they follow joint negotiation between the employee and the employer and lead to mutual benefits to each party. Trust is implicit in these arrangements because both parties might not accrue benefits simultaneously. For example, an employee might get a special training assignment through an i-deal but it might take a while for the organization to benefit through the i-deal (by assigning that employee to a critical project where his or skills can be used). Increased trust due to i-deals is bound to lead to job satisfaction as theorized in the case of HR practice and job satisfaction relationship (Gould-Williams, 2003).

(d) Employee turnover intentions. Turnover intentions are a form of job related withdrawal (Hanisch & Hulin, 1991) and precede an employee's organizational exit (Mai, Ellis, Christian, & Porter, 2016). Employee perceptions of HR practices are negatively related to turnover intentions (Allen, Shore, & Griffeth, 2003). HPWPs signal an organization's investment in employees and in their development and enhance employee retention thus are negatively related to organizational turnover rates (Huselid, 1995). Similarly I-deals have been negatively related to turnover intentions (Ho & Tekleab, 2016). Since employees negotiate i-deals which allow for customization of the employment arrangement as per their liking or need, i-deal recipients might be averse to letting go of the status quo or exhibit status quo bias (Kahneman, Knetsch, & Thaler, 1991; when an i-deal is present in an employment relationship) and thus be disinclined to leave the organization (Ho & Tekleab, 2016).

Employee Outcomes and the Role of HR Practice Saliency, Employee Perceived HR Practices (HPWPs) and Employee Perceived Availability of I-Deals

Ideally, properly designed and implemented HRM systems are expected to have consistent impact on all employees. But as discussed earlier, variability in employee perceptions and reactions to HR practices exist. Employees form their own idiosyncratic interpretations of HR systems and one reason for it can be employee HR practice saliency. Salient HR practice implies the prominence of an HR practice in an employee's mind. As an example, for an employee focusing on rising up the corporate ladder, training might be salient. For him or her training can facilitate the move to a higher level by taking on additional responsibilities or working on more challenging projects whereas for another employee flexibility might be more pronounced to balance demands at home.

Thus this positive salience of an HR practice could be driven by employee need, preference or desire at a particular point in time. Henle (1995:426) posited “a need or attitude may operate as a vector, pointing in one direction rather than another. It is sometimes possible, under the influence of a need or attitude, to find an item which would otherwise be unnoticed in the perceptual field”. These differences in need, preference or desire influence variability in the practices that are salient for different individuals at a point in time. Pay for performance or team based rewards are examples of HR practices that can hold negative salience for some employees such that they dislike and do not want these practices. Thus, these practices can also be prominent in an employee’s mind and thus drive his or her perceptions and reactions.

In social cognition literature, Taylor & Fiske, (1978:249), discuss that salience can produce the “top of the head phenomenon”, which in this study implies that considerable thought on an employee’s end does not precede his/her reaction to an HR system in the organization. Rather, an employee evaluates and responds to an HRM system based on the relevant stimulus that occupies his or her mind. This argument has its theoretical grounding in the properties and effects of a salient stimulus. Salient stimuli are seen as more representative of their group (HRM system in this case) (Taylor et al., 1979). Salience of a stimulus affects its availability in memory and mediates attributions because more is learned about a salient stimulus (Pryor & Kriss, 1977) Moreover as Henle (1955) argued, due to need or attitude driving stimuli to become salient for an individual, these needs and attitudes towards the stimulus can also influence the attribution process because “the stimulus for which we are pre-disposed requires less time than a like stimulus, for which we are unprepared, to produce its full conscious effect”

(Henle, 1955). Evaluative judgments are extreme for salient than non-salient stimuli (Taylor & Fiske, 1978). Thus it is this salient stimulus that comes first to an employee's mind, which in the current study, I argue is the salient HR practice. The moderating effect of employee HR practice saliency on the relationship between HR practices and employee outcomes occurs through driving an employee's attention. By drawing attention to the salient HR practice that psychologically arouses the employee, less cognitive resources will be left for paying attention to other less salient HR practices. Thus, in the examples mentioned above, the employee with a focus on training will pay more attention to training in comparison to compensation or any other practice.

Another reason for employee HR practice saliency moderating effect could be understood in terms of heuristics. On exposure to a lot of information, employees might use heuristics or shortcuts because they cannot pay attention to or process all the information simultaneously (Kahneman & Tversky, 1973). Due to factors such as information overload, and task difficulty, individuals rely on the use of heuristics in social information processing (Bodenhausen, Kramer, & Susser, 1994). As per availability heuristics, since a salient stimulus is easily accessible in the mind, it is likely to influence employee judgment. Related, in attitude and belief literature, a salient belief is shown to impact employee attitude (Ajzen & Fishbein, 1975). I posit that employee HR practice saliency will drive an employee's perceptual process in such a way that internally, an employee's attention will focus on an HR practice salient to that individual. And it is that particular HR practice that will be noticed easily, more information related to that HR practice is collected and, this salient HR practice will steer employee reactions to an HR system.

The impact of employee HR practice saliency will vary depending on its positive or negative valence. Since positive salience implies that the employee likes and/or wants and/or needs the practice, the presence of a highly positively salient HR practice will influence the HR practice perceptions and employee outcomes relationship favorably by eliciting more positive (or organization desired) attitudes and reactions from employees. Thus I propose the following.

Hypothesis 1a: Positive employee HR practice saliency will moderate the positive HR practice availability-perceived organizational support relationship such that the relationship will be more strongly positive when positive employee HR practice saliency is high rather than low.

Hypothesis 1b: Positive employee HR practice saliency will moderate the positive HR practice availability-organizational citizenship behavior (OCB-O & OCB-I) relationship such that the relationship will be more strongly positive when positive employee HR practice saliency is high rather than low.

Hypothesis 1c: Positive employee HR practice saliency will moderate the positive HR practice availability-job satisfaction relationship such that the relationship will be more strongly positive when positive employee HR practice saliency is high rather than low.

Hypothesis 1d: Positive employee HR practice saliency will moderate the negative HR practice availability–turnover intentions relationship such that the relationship will be more strongly negative when positive employee HR practice saliency is high rather than low.

When an employee does not like and/or want an HR practice, the HR practice is negatively salient for that individual. Presence of a highly negatively salient HR practice will adversely impact the organization expected outcomes from HR practices such that when an employee perceives the availability of a negatively salient HR practice he or she will display less positive (or organization desired) attitudes and behaviors.

Hypothesis 1e: Negative employee HR practice saliency will moderate the HR practice availability–perceived organizational support relationship such that the relationship will be more strongly negative when negative employee HR practice saliency is high rather than low.

Hypothesis 1f: Negative employee HR practice saliency will moderate the HR practice availability–organizational citizenship behavior (OCB-O & OCB-I) relationship such that the relationship will be more strongly negative when negative employee HR practice saliency is high rather than low.

Hypothesis 1g: Negative employee HR practice saliency will moderate the HR practice availability–job satisfaction relationship such that the relationship will be more strongly negative when negative employee HR practice saliency is high rather than low.

Hypothesis 1h: Negative employee HR practice saliency will moderate the HR practice availability–turnover intentions relationship such that the relationship will be more strongly positive when negative employee HR practice saliency is high rather than low.

In the context of i-deals, not all i-deals will be equally desired by all employees. Depending on the kind of HR resource involved, employee HR practice saliency for i-

deals will vary. Some employees value flexibility more and thus will be more driven to explore the possibility of getting workplace flexibility i-deals, others could value financial incentives more and thus be more captivated by the possibility of securing financial i-deals. If the employee HR practice saliency for an i-deal is high, that particular i-deal will most strongly drive employee attention and subsequent reactions in comparison to i-deals for which employee HR practice saliency is low. This is because on an employee desired i-deals hierarchy, an i-deal high on employee HR practice saliency will occupy a prominent position. An employee will collect more information about that i-deal, seek opportunities to secure that particular i-deal, and on getting that i-deal respond more favorably towards the organization. Below I develop hypotheses for the moderating role of positive employee HR practice saliency in the relationship between employee perceptions of i-deal availability to self and employee outcomes.

Hypothesis 2a: Positive employee HR practice saliency will moderate the positive employee perceptions of availability of an i-deal to self–perceived organizational support relationship such that the relationship will be more strongly positive when positive employee HR practice saliency is high rather than low.

Hypothesis 2b: : Positive employee HR practice saliency will moderate the positive employee perceptions of availability of an i-deal to self–organizational citizenship behavior (OCB-O & OCB-I) relationship such that the relationship will be more strongly positive when positive employee HR practice saliency is high rather than low.

Hypothesis 2c: Positive employee HR practice saliency will moderate the positive employee perceptions of availability of an i-deal to self–job satisfaction relationship such that the relationship will be more strongly positive when positive employee HR practice saliency is high rather than low.

Hypothesis 2d: : Positive employee HR practice saliency will moderate the negative relationship between employee perceptions of availability of an i-deal to self and turnover intentions relationship such that the relationship will be more strongly negative when positive employee HR practice saliency is high rather than low.

Employee Perceived I-Deals Availability, Social Comparison and Employee Outcomes

As discussed earlier there can be variance in employee perceptions of availability of i-deals. Variability in perceptions of availability of i-deals is likely to engender social comparison among employees (people comparing with one another). According to Festinger (1954) people engage in social comparison to gain information to evaluate their selves in comparison to another. Social comparison in organizations is likely in case of i-deals because transparency is an essential component of functional i-deals (Rousseau, 2005). I-deals have been differentiated from preferential treatment and unauthorized arrangements (Rousseau, 2004). Preferential treatment is based on relationship between two parties and the process for this form of arrangement is favoritism or politics (Rousseau, 2004). In comparison to politics or favoritism, the basis for i-deals is an employee's value to the organization and the process involves negotiation. The beneficiary in preferential treatment is the employee and the organizational agent i.e. the

boss. However in i-deals the beneficiary is the organization and the employee. Moreover, in work groups in organizations where task interdependence is high (Cohen & Bailey, 1997) social comparison is likely as i-deal related information is easily available or the i-deal itself is salient.

Thus I discuss an employee's perception of i-deals availability taking into account the social context, by which I imply the employee's perceptions of availability of i-deals to self and/or co-workers. I examine scenarios where an employee perceives that the i-deal is available (1) only to co-workers (2) only to self because in these two scenarios social comparison is most likely possible due to presence or absence of an i-deal. Since i-deals are personalized arrangements and create differentiation in the workplace, they are likely to arouse the interest and have implications for third parties (Rousseau, 2005) especially the colleagues of an i-deal recipient. Social comparisons due to i-deals can lead to upward contrast effects (when the target of comparison has an i-deal and the individual engaging in comparison does not have it) or downward contrast effect (when the target of comparison does not have an i-deal but the individual engaging in comparison has it respectively). Upward contrast comparisons are known to be demoralizing whereas downward contrast comparisons lead to positive feelings (Brown et al., 2007).

In the context of i-deals, if an employee perceives that i-deals are available only to co-workers and not to that individual, the demoralizing effect can be understood using social comparison and relative deprivation theories. The relationship between upward comparison and negative affective reaction (like feelings of relative deprivation) has been established in the social comparison literature (Wheeler & Miyake, 1992). Relative

deprivation is a negative affective reaction, a state of discontent marked by resentment, anger, dissatisfaction, and disappointment (Crosby, 1976; 1984). This state arises when individuals feel that they are not treated reasonably or fairly compensated compared to others. In order for feelings of relative deprivation to arise, individuals need to desire the outcome in question and feel a sense of entitlement towards it (Tyler et al., 1997). Smith, Pettigrew, Pippin, Bialosiewicz (2012) identified three steps for feelings of relative deprivation to arise: (1) individuals engage in social comparison, (2) there needs to be a cognitive appraisal that makes an employee develop perceptions of one's disadvantaged situation, (3) the perceived disadvantage must be considered unfair.

In the presence of perceptions of unavailability of i-deals to self but availability or perceptions of availability to i-deals co-workers, the employee is likely to cognitively appraise and view the situation as a disadvantaged interpersonal comparison (Smith et al., 2012). Following comparison, Smith et al. (2012), suggest that justice related affect follows where a sense of deservingness or principles about what "ought to be" gives rise to outcomes like anger and resentment. This feeling is likely because of human inclination to be more sensitive to one's loss than one's gain (Kahneman & Tversky, 1973).

Relative deprivation theory has been used in management research in the context of pay (Sweeney, McFarlin, & Inderrieden, 1990), LMX relationships (Bolino, & Turnley, 2009), repatriate career satisfaction (Ren, Bolino, Shaffer, Kraimer, 2013), and distributive injustice (Martin, 1981). Past research work demonstrates that relative deprivation is associated with negative attitudes and behaviors (Buunk & Janssen, 1992; Martin, 1981; Toh & DeNisi, 2003). Relative deprivation results in an employee's

intentionally sabotaging job performance (e.g. Olson, Roese, Meen & Robertson, 1995), employee absence from work (Geurts, Buunk, & Schaufeli, 1994), employee's lowered organizational commitment (e.g. Feldman, Leana, & Bolino, 2002), employee stress, depression, and altered self-evaluations (Goodman et al., 2001; Hafer & Olson, 1993). Withdrawal behaviors that result due to relative deprivation (Toh & Denisi, 2003) can also impact an employee's turnover intentions, task performance and organizational citizenship behaviors.

Further negative affect caused by relative deprivation (Bernstein & Crosby, 1980) will reduce job satisfaction. This is because as per the affect-infusion perspective (Forgas, 1995), emotions influence one's judgment, decision-making, and behavior. From information processing perspective, negative affect will result in affect congruent memories, constructs, and associations that individuals use to produce a reaction. Affect can influence the quality and valence of information used to interpret events or influence behavior (Fiedler, 1991). Thus I argue that relative deprivation related negative affect will reduce perceived organizational support by priming information that confirms lack of support from the organization.

This impact will be stronger when employee HR practice saliency for that corresponding i-deal is high. This follows the logic that because of the personal relevance of that i-deal at that particular time, any negative employee reaction to the perceptions of i-deal availability only to co-workers will be magnified. Moreover, since monitoring has been proposed as the prime information collecting mechanism among structurally equivalent actors in a network (Shah, 1998), an employee cannot always closely monitor every i-deal negotiated by his or her co-workers. An employee is most likely to pay close

attention to i-deals for which employee HR practice saliency is high for that individual. I propose that this will impact employee reaction more strongly to an i-deal for which employee HR practice saliency is high.

In the scenario when an employee perceives availability of an i-deal only to self but not to co-workers, an employee is likely to experience downward contrast effect of social comparison that generates positive feelings (Brown, et al., 2007). These positive feelings enhance self-image (Greenberg, Ashton-James, Ashkanasy, 2007). These positive emotions are called the “hedonic consequences of social comparison” by Lyubomirsky and Ross (1997:1141). Empirical evidence confirms that individuals feel better after downward comparison (Wheeler & Miyake, 1992). These positive feelings can be linked to feelings of relative gratification. (Guimond & Dambrun, 2002). Thus, when the outcomes of social comparison are positive, it gives rise to feelings of relative gratification (Martin, 1981; Smith, Spears, & Oyen, 1994; Vanneman & Pettigrew, 1972).

Positive attitudes and behaviors have been associated with relative gratification (Adams, 1965; Stouffer et al., 1949). Favorable social comparison is likely to give rise to positive feelings or mood (Guimond & Dambrun, 2002). Applying the affect-infusion perspective (Forgas, 1995), when individuals experience positive affect, it is likely to influence their judgment, decision-making, and behavior. Accordingly, with a social exchange theory lens (Blau, 1964), I argue that on experiencing feelings of relative gratification, employees might feel the obligation to reciprocate to the organization in the form of higher task performance and organizational citizenship behaviors. Due to priming induced by positive emotions, employees might recall more instances of organizational

support and hence perceive it more in their employment relationship and thus have lower turnover intentions. Positive affect also increases feelings of well-being and hence result in increased job satisfaction.

Another argument for these relationships is that when people are happy, they are more likely to use biases in processing information (Bodenhausen, Kramer, & Susser, 1994). This is also because happiness is associated with more “more superficial or cursory styles of thinking” in social information processing (Bodenhausen, Kramer, & Susser, 1994:622). Due to mood-congruency effect (Bower, 1991; Forgas & Moylan, 1987) one’s emotions or mood determine the judgment that an individual will render. I argue that the positive feelings induced by i-deals only for self and not for co-workers and subsequent feelings of relative gratification are likely to induce more heuristic processing resulting in more positive assessment and evaluation of the organization and the job. This is likely to lead to perceived high organizational support and job satisfaction. Further, research confirms that being happy is correlated with one exhibiting more OCBs (Williams & Shaw, 1999). High task performance has also been linked with positive feelings of employees (Erez & Isen, 2002; Totterdell, 1999, 2000). This effect of feelings on task performance has been shown to occur through interpersonal helping (a form of OCB) and motivational processes (self-efficacy and task persistence) (Tsai, Chen, & Liu, 2007).

This impact will be stronger for a highly salient practice. This is because evaluation judgments are more extreme for salient than for non-salient stimuli (Pryor & Kriss, 1977). A highly salient practice is likely to evoke more positive feelings resulting from relative gratification than a less salient practice. Thus taking into account the

feelings of relative deprivation/gratification experienced by an employee on perceived availability of i-deals to co-workers/self for a positively salient HR practice I propose the following:

Hypothesis 3a: Positive employee HR practice saliency will moderate the positive employee perceptions of availability of an i-deal (to self/co-worker)–perceived organizational support (POS) relationship such that the relationship will be most strongly positive under conditions of employee perceptions of availability of an i-deal to self but not to co-workers and high positive employee HR practice saliency.

Hypothesis 3b: Positive employee HR practice saliency will moderate the positive employee perceptions of availability of an i-deal (to self/co-worker)–perceived organizational support (POS) relationship such that the relationship will be most strongly negative under conditions of employee perceptions of availability of an i-deal to co-workers but not to self and high positive employee HR practice saliency.

Hypothesis 3c: Positive employee HR practice saliency will moderate the positive employee perceptions of availability of an i-deal (to self/co-worker)–organizational citizenship behavior (OCB-O & OCB-I) relationship such that the relationship will be most strongly positive under conditions of employee perceptions of availability of an i-deal to self but not to co-workers and high positive employee HR practice saliency.

Hypothesis 3d: Positive employee HR practice saliency will moderate the positive employee perceptions of availability of an i-deal (to self/co-worker)–organizational citizenship behavior (OCB-O & OCB-I) relationship such that the relationship will be

most strongly negative under conditions of employee perceptions of availability of an i-deal to co-workers but not to self and high positive employee HR practice saliency.

Hypothesis 3e: Positive employee HR practice saliency will moderate the positive employee perceptions of availability of an i-deal (to self/co-worker)–job satisfaction relationship such that the relationship will be most strongly positive under conditions of employee perceptions of availability of an i-deal to self but not to co-workers and high positive employee HR practice saliency.

Hypothesis 3f: Positive employee HR practice saliency will moderate the positive employee perceptions of availability of an i-deal (to self/co-worker)–job satisfaction relationship such that the relationship will be most strongly negative under conditions of employee perceptions of availability of an i-deal to co-workers but not to self and high positive employee HR practice saliency.

Hypothesis 3g: Positive employee HR practice saliency will moderate the negative employee perceptions of availability of an i-deal (to self/co-worker)–turnover intentions relationship such the relationship will be most strongly negative under conditions of employee perceptions of availability of an i-deal to self but not to co-workers and high positive employee HR practice saliency.

Hypothesis 3h: Positive employee HR practice saliency will moderate the negative employee perceptions of availability of an i-deal (to self/co-worker)–turnover intentions relationship such that the relationship will weaker under conditions of employee perceptions of availability of an i-deal to co-workers but not to self and high positive employee HR practice saliency.

If an employee perceives the availability of both the i-deal and HR practice I foresee that an employee is bound to respond more positively in such a scenario in comparison to a scenario in which only an HR practice is offered. This is because an i-deal by nature is personalized arrangement and if an i-deal is offered as a supplement to an HR practice, it is likely to signal to the employee the flexibility of an HR system to accommodate employee needs and desires by allowing for an exception. The following hypotheses are based on this logic.

Hypothesis 4a: Employee perceptions of availability of an i-deal to self will moderate the positive HR practice availability–perceived organizational support relationship such that the relationship will be most strongly positive when employee perceptions of availability of an i-deal to self (for that practice) are high versus low.

Hypothesis 4b: Employee perceptions of availability of an i-deal to self will moderate the positive HR practice availability–organizational citizenship behavior (OCB-O & OCB-I) relationship such that the relationship will be most strongly positive when employee perceptions of availability of an i-deal to self (for that practice) are high versus low.

Hypothesis 4c: Employee perceptions of availability of an i-deal to self will moderate the positive HR practice availability–job satisfaction relationship such that the relationship will be most strongly positive when employee perceptions of availability of an i-deal to self (for that practice) are high versus low.

Hypothesis 4d: Employee perceptions of availability of an i-deal to self will moderate the negative HR practice availability–turnover intentions relationship such that

the relationship will be most strongly negative when employee perceptions of availability of an i-deal to self (for that practice) are high versus low.

Further, the relationship between HR practice, i-deals, and employee outcomes will strengthen in cases when the employee HR practice saliency for an HR practice is high. This is because with a salient HR practice an employee is likely to seek more features suitable to meet his/her needs and desires. Thus a personalized arrangement through an i-deal is more likely to satisfy that. Moreover, research confirms that people process information in a self-serving way (Greenberg, 1983; Rutte & Messick, 1995) thus an employee will perceive the availability of i-deals to self as a sign of the system's fairness and respond favorably towards the organization. The propositions outlined below follow this logic.

Hypothesis 5a: Employee perceptions of availability of an i-deal to self and positive employee HR practice saliency will jointly moderate the positive HR practice availability–perceived organizational support relationship such that the relationship will be most strongly positive when employee perceptions of availability of an i-deal to self (for that practice) and positive employee HR practice saliency are high versus low.

Hypothesis 5b: Employee perceptions of availability of an i-deal to self and positive employee HR practice saliency will jointly moderate the positive HR practice availability–organizational citizenship behavior (OCB-O & OCB-I) relationship such that the relationship will be most strongly positive when employee perceptions of availability of an i-deal to self (for that practice) and positive employee HR practice saliency are high versus low.

Hypothesis 5c: Employee perceptions of availability of an i-deal to self and positive employee HR practice saliency will jointly moderate the positive HR practice availability–job satisfaction relationship such that the relationship will be most strongly positive when employee perceptions of availability of an i-deal to self (for that practice) and positive employee HR practice saliency are high versus low.

Hypothesis 5d: Employee perceptions of availability of an i-deal to self and positive employee HR practice saliency will jointly moderate the negative HR practice availability–turnover intentions relationship such that the relationship will be most strongly negative when employee perceptions of availability of an i-deal to self (for that practice) and positive employee HR practice saliency are high versus low.

METHOD

Participants and Procedure

The study was conducted in the United States at an information technology firm. The criteria for selection of this organization for this research are as follows: idiosyncratic deals are assumed to be widely negotiated in organizations with Information Technology (IT) professionals. The main reason is the high marketability and demand for IT professionals (Cappelli, 2000) as well as the nature of the work where IT professionals work with others for the completion of a project.

Before survey administration, I had a discussion with the Executive Vice-President of Human Resources for that organization to assess if they have flexibility to grant idiosyncratic deals and sought her approval for data collection in the organization.

Two waves of data were collected (one month apart) from 658 employees who worked full-time in the organization. Data was collected using a web-based survey in English. The survey was sent directly to employees by the organization's survey team in organizational insight group and was completed during paid working hours. Employees were assured that participation in the survey is voluntary and their responses will be confidential. Data was pooled from the two waves of data collection with a final sample (with no missing information) of 244 employees. The response rate was 37% with 150 of the respondents being men and 94 of the respondents being women. Employees were requested to indicate their consent to complete the survey. All responses were measured on a five-point likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) unless otherwise specified.

Measures

Turnover Intentions. Turnover intentions were measured using three items from O'Reilly et al., (1991) and Lauver & Kristof-Brown, (2001) ($\alpha=.85$). Items include "I would prefer another job to the one I have now", "If I have my way, I won't be working for this company a year from now", "I have seriously thought about leaving this company". A higher score indicates high turnover intentions and a lower score indicates low turnover intentions.

Organizational Citizenship Behavior. OCB (I) directed at individuals and OCB (O) directed at the organization was measured using Lee and Allen's (2002) scale. Sample items included, "Helps others who have been absent" (OCB-I) and "Keeps up with developments in the organization" (OCB-O). (α for OCB (I) = .81 and α for OCB (O) = .71). A higher score indicates high OCBs and a lower score indicates low OCBs.

Employee Perception of HR Practices. Employees perceptions of availability of HR practices was assessed by first defining the practices and then asking the employees “Using the response scale (1-5) please indicate the extent to which you agree about the availability of the following practices in your current organization to all employees without having to negotiate for them”. The four practices were listed. This study focused on the following practices for which comparable i-deals can also be negotiated: training, flexible work schedules, job autonomy, and pay for performance. A higher score indicates employee perceptions of high availability of HR practices and a lower score indicates employee perceptions of low availability of HR practices.

Employee Perception of Availability of Idiosyncratic Deals. I assessed employee perceptions of availability of i-deals to them by asking them “Even when there are standard HR practices offered, employees often NEGOTIATE personalized employment arrangements that differ from employment arrangements others have in the organization. Using the response scale (1-5) please indicate the extent to which you currently agree that it is possible for YOU to get such an arrangement related to the following practices”. The four practices training, flexible work schedules, job autonomy, and pay for performance were listed. I assessed employee perceptions of availability of i-deals to co-workers for these four practices by asking employees “Even when there are standard HR practices offered, employees often NEGOTIATE personalized employment arrangements that differ from employment arrangements others have in the organization. Using the response scale (1-5) please indicate the extent to which you currently agree that it is possible for YOUR CO-WORKER(S) to get such an arrangement related to the

following practices”. A higher score indicates employee perceptions of high availability of i-deals and a lower score indicates employee perceptions of low availability of i-deals.

Employee HR Practice Saliency. Employee HR practice saliency was measured using four items. “This practice is on my mind”, “I pay a lot of attention to this practice”, “I think a lot about this practice”, “I am pre-occupied with this practice”. An employee’s positive or negative salience for an HR practice was assessed by asking the employee to state the reason for rating a practice high (in items assessing employee HR practice saliency). Reason 1: I like this practice/ need it/ want it. Reason 2: I don’t like this practice/I don’t want this practice. The reasons correspond to positive and negative salience respectively. A higher score indicated high employee HR practices saliency and a lower score indicated lower employee HR practice saliency.

Perceived Organizational Support (POS). I used eight highest loading items from the survey of perceived organizational support (SPOS) developed and used by Eisenberger et al. (1997; 1990; 1986). A sample item is “My organization cares about my opinions” ($\alpha = .90$). A higher score indicates high POS and a lower score indicates low POS.

Job Satisfaction. I used the three-item job satisfaction scale developed by Cammann, Fichman, Jenkins, and Klesh (1979). An example item is “All in all, I am satisfied with my job.” ($\alpha = .84$). A higher score indicates high job satisfaction and a lower score indicates low job satisfaction.

Control variables. I controlled for gender and age as these variables likely influence citizenship behaviors (Kidder, 2002; Ng & Feldman, 2008). Gender is also shown to influence job satisfaction and emotions (Brody & Hall, 2008). Also further

evidence is there that age, gender, education, and tenure with the organization influence job satisfaction (e.g., Spector, 1997; Wright & Bonett, 2007). So these were controlled as well. Respondent gender was identified using dummy coded variable (0=female, 1=male). Age was coded ranging from 1-6 (1=25-34 years to 6=65+ years). Education information was collected by asking the respondents to state their education level ranging from secondary school or less (1) to doctoral degree (5). Organizational tenure information was collected by asking the respondents to indicate how long they have worked for their current organization with the range from 1 (1 year or less) to 5 (20+ years).

RESULTS

Table 1 shows the mean values, standard deviations, and correlations for all the measured variables in this study. Before testing the hypotheses, to assess if the measurement model is adequate and to evaluate the discriminant validity of the constructs, I performed confirmatory factor analysis using Amos 23 (Arbuckle, 2014; IBM SPSS Amos 23, 2014) and contrasted the hypothesized measurement model with more parsimonious models. I assessed the model fit using the criteria of chi-square/degrees of freedom, comparative fit index (CFI), and root mean square error of approximation index (RMSEA) (Hu & Bentler, 1995). I adopted the following guidelines of Hu and Bentler (1999) and Mathieu and Taylor (2006). CFI values below .90 and RMSEA values above .08 are considered deficient models; CFI value higher than .90 and RMSEA values of .08 are considered acceptable (Hu & Bentler, 1999; Mathieu & Taylor, 2006).

On testing the proposed nine factor model (saliency of job autonomy, saliency of flexible work practices, saliency of training, saliency of pay for performance, OCBI, OCBO, POS, Turnover intentions) the estimates were as follows: $\chi^2 = 1576.175$ $df=704$, $p < .001$; CFI= .849, RMSEA =.071). Examination of the estimates revealed that though all items had significant loadings on their intended latent variable ($p < .001$). Three items had low factor loadings (OCBI(4s)= .386, OCBO (4y)= .297, OCBO (4v)=.381). Removing these items with low loadings from the model resulted in the following estimates: $\chi^2 = 1427.37$, $df=593$, $p < .001$, CFI= .923, RMSEA =.076 showing an improved fit and supporting the proposed distinction between the factors. Further analysis revealed that if I collapsed the latent factors into fewer factors e.g. (a) two perceptual factors together and attitudinal as well as behavioral factors together, or (b) three factors measuring perceptual, behavioral, and attitudinal variables, it results in significant decrease in model fit. The estimates for model with two factors are $\chi^2 = 3507.545$, $df = 628$, $p < .001$; CFI= .491, RMSEA= .137) and for model with three factors (b) are $\chi^2 = 3246.760$ $df = 626$, $p < .001$; CFI= .536, and RMSEA= .131. Chi-square differences analyses shows that models with two factors ($\Delta\chi^2 = 2080.17$, $df = 35$, $p < .01$) and three factors ($\Delta\chi^2 = 1819.39$, $df = 33$, $p < .01$) resulted in significant decrease in model fit.

Further, I conducted a number of diagnostics to ensure that common method bias was not a problem within the data influencing postulated relations in the research model. I used methods recommended by Podsakoff, MacKenzie, Lee, and Podsakoff (2003) to rule out such bias. Harman's one factor test yielded a factor that extracted only 20.66% of the variance. Thus one factor does not account for majority of the variance. Next, in the original model I also included a common latent factor on which every item in the

model was allowed to load (in addition to its loading on its respective construct) and compared the two models with and without the latent factor and found no differences, which indicates the absence of method bias.

 Insert Table 1 about here

Tables 2-26 show the results of hierarchical regression analyses for this study. Hypotheses 1 (a)-(h) posited that positive/negative employee HR practice saliency will moderate the positive HR practice availability and employee outcomes (POS, OCB-O, OCB-I, job satisfaction) relationship and negative HR practice availability and employee turnover intentions relationship. For positive employee HR practice saliency, these hypotheses were supported for some HR practices (see Tables 2-6). There was no support for negative employee HR practice saliency.

I observed a significant, positive HR practice saliency x job autonomy interaction on turnover intentions ($b = -.17, p < .01$). Following Aiken and West (1991) to help interpret the interaction patterns, I plotted the relationships between HR practices and employee outcomes at high and low levels of saliency (1SD above and below mean). Simple slope analyses revealed that availability of job autonomy was significantly and negatively related to employee turnover intentions at high level of positive employee HR practice saliency ($b = -0.3, p < .01$) but not for low level of positive employee HR practice saliency ($b = 0.1, ns$). This implies (as shown in Figure 2) that if job autonomy is desired/needed/wanted by an employee and it is available in the organization it is associated with significantly lower employee turnover intentions. However when job

autonomy is not highly desired by an employee it does not considerably impact turnover intentions (Figure 2).

Further there was also a significant, positive HR practice saliency x training interaction on job satisfaction ($b = .08, p < .01$). Simple slope analyses revealed that availability of training was significantly and positively related to employee job satisfaction at high level of positive employee HR practice saliency ($b = 0.2, p < .01$) but not for low level of positive employee HR practice saliency ($b = -0.0, ns$) (Figure 3). This leads to the conclusion that when training is highly desired by an employee and it is available in the organization, it is associated with employee's experiencing higher job satisfaction. But when not highly desired, training does not have any significant impact on employee job satisfaction.

Hypotheses 2 (a-d) proposed that that positive employee HR practice saliency will moderate the positive employee perceptions of i-deal availability to self and employee outcomes (POS, OCB-O, OCB-I, job satisfaction) relationship and the negative employee perceptions of i-deal availability to self and employee turnover intentions relationship. The results indicated that the hypotheses were not supported for any i-deal (see Tables 7-11).

Hypotheses 3 (a-h) investigated the role of positive employee HR practice saliency as a moderator in the positive i-deals availability to self/ co-worker and employee outcomes (POS, OCB-O, OCB-I, job satisfaction) relationship and the negative i-deals availability to co-worker/self and employee turnover relationship. With no significant interactions (see Tables 12-16), hypotheses 3 (a-h) were not supported.

Hypotheses 4 (a-d) predicted a two way interaction between HR practice availability and employee perceptions of availability of an i-deal to self for that practice such that their relationship with employee outcomes (POS, OCB-O, OCB-I, job satisfaction) will be strongly positive (and strongly negative with turnover intentions) when employee perceptions of availability of an i-deal to self (for that practice) are high versus when they are low. The results showed some unexpected findings (see Tables 17-21). The pay for performance availability x availability to self of a pay for performance ideal interaction on employee organizational citizenship behaviors towards individuals (OCB-I) was significant ($b = .07, p < .01$). However simple slope analysis results demonstrate that pay for performance was significantly associated with OCB-I at low ($b = -0.10, p < .05$) but not for high level of employee perceptions of availability of PFP i-deal ($b = 0.06, ns$) (Figure 4). Figure 4 demonstrates that when employees perceive the availability of pay for performance HR practice but not a pay for performance i-deal, the relationship between pay for performance HR practice and organizational citizenship behaviors towards individuals is negatively significant resulting in lower OCBs towards individuals. However when employees perceive availability of pay for performance i-deal, the relationship between pay for performance HR practice and organizational citizenship behaviors towards individuals is positive though not significant. Thus hypothesis 4 is not supported in this case.

Hypothesis 5 (a-d) predicted three way interactions between positive employee HR practice saliency of an HR practice, HR practice availability, and employee perceptions of availability of an i-deal in predicting employee outcomes (POS, OCB-O,

OCB-I, job satisfaction and turnover intentions). The results indicated (Tables 22-26), there was no support for these hypotheses 5a-5d.

 Insert Tables 2 - 26 about here

 Insert Figures 2 - 4 about here

DISCUSSION

In the present study, I tested a model intended to explain possible reasons why there is variance in employee perceptions and reactions to HR practices. This work tests a previously unexamined moderator of employee HR practice saliency for providing a unique perspective in explaining employee level variance in perceptions and reactions to HR practices. Findings from this study paint an intricate picture and found support for the hypothesized relationships for some HR practices and outcomes and not for others. Consistent with the theorizing in this work, the results demonstrate that in certain cases an employee's motivated attention towards an HR practice can impact individual-level outcomes. Overall, these findings have important theoretical and practical implications which I discuss below.

Research Implications

Findings from the present study extend the strategic HRM literature in the following ways. First, I challenge the assumption of strategic HR scholars that all HR

practices have equal impact on employee outcomes. I do this by using the idea of employee HR practice saliency that calls into question the additive effects of HR practices assumption currently prevalent in measurement in strategic HR literature. HR practices can work synergistically or as substitutes for each other (Jiang et al., 2012). Applying the idea of employee HR practice saliency to this argument, if an HR system has a practice for which positive employee HR practice saliency is high, it can compensate or substitute for absence of all other HR practices that are less salient and thus positively influence employee outcomes. Thus by empirically testing the relationship between employee perceptions of HPWPs and employee outcomes as influenced by employee HR practice saliency, this study provides the first test of the idea of employee HR practice saliency in a field setting. The work demonstrates that employee HR practice saliency acts as a moderator in the HR practice availability and employee outcomes relationships for certain HR practices. Thus this study challenges the prevailing views on how HR practices create an impact on the employee perceptions and reactions.

Next this study drives the focus of strategic HR scholars to the employee level and extends the currently growing work in that area (Meijerink, Bondarouk, & Lepak, 2015). A number of studies have focused on the role of line managers in impacting employee perceptions of HR practices (Den Hartog et al., 2013; Gilbert, De & Sels., 2011). I narrow the focus to employee reactions by concentrating on how employees themselves influence their perception process irrespective of the action or attributes of their line-managers. It is what employees focus on in an HRM system (due to employee HR practice saliency) that impacts their reactions to it. Thus it appears that employees play an active role in perceiving HR practices and do not just passively react to them.

Theoretically, the current study extends the work of Bowen and Ostroff (2004) on strength of an HRM system and saliency, but from an employee perspective because in an HRM system out of all the practices present, a practice must be salient for an employee internally to elicit employer desired attitude and behaviors from that individual. The current work also explores the role that employee HR practice saliency plays in impacting employee outcomes associated with perceived availability of i-deals to self and/or co-workers. Recognizing the important role of social comparisons between employees, this study drew from relative deprivation and relative gratification literature. This was done to assess how employees might respond to organizational inducements as a function of what other actors in their social environment are receiving. Social comparisons are endemic in organizations and employees make comparisons with others to form their justice perceptions (Colquitt, Greenberg, & Zapata-Phelan, 2005). This study aimed to enrich the current strategic HR and i-deals literature by using social comparison as an explanatory mechanism in the HR practices, i-deals and employee outcomes relationship. This work also recognizes the role played by employee HR practice saliency in the social comparison process. Though this work found no support for any social comparison related ideas put forth in this study, it does raise questions to be addressed by future investigations on this topic.

Further, the findings revealed that pay for performance was significantly associated with low organizational citizenship behaviors when employee perceptions of availability of PFP i-deal are low. I argue that employees can display OCBs for impression management purposes (Greenberg, Ashton-James, Ashkanasy, 2007) in order to get an i-deal or to sustain an i-deal. In this study it seems that one reason for displaying

lower OCBs towards others can be that employees do not feel the need to develop bonds with others or garner idiosyncrasy credit (Hollander, 1958) and social capital (Coleman, 1990) to get or sustain pay related i-deals. Idiosyncratic credit represents a buildup of positive impressions that an actor has in the minds of the others. It is supposed to give an employee some latitude to deviate from the expectations of the group (Hollander, 1958). Due to OCB resultant positive impressions, an employee with high idiosyncratic credit is more likely to be liked by co-workers and is likely to gain co-worker support for the i-deal. In the absence of idiosyncratic credit, co-workers are likely to be less supportive of i-deals. Further, the interpersonal bonds can attenuate any negative reaction from others. Due to self-serving employee motive of impression management (Bolino, Klotz, Turnely, & Harvey, 2013) employees display OCBs so that when others see them to be helpful they view the OCB displaying employees as more deserving of or competent enough for an i-deal (e.g. a compensation related i-deal). Future research can disentangle the complex relationship between employee perceptions of low i-deals availability, availability of pay for performance HR practice, and OCBs. Is it that employees have no hopes of getting an i-deal or is it that employees do not desire an i-deal that makes them less inclined to display OCBs towards others?

Since OCBs contribute to organizational effectiveness by lubricating “the social machinery of the organization” (Podsakoff & MacKenzie, 1997:263) and are one of the most important indicators of job performance (Motowidlo & Kell, 2013), it behooves researchers to develop fine-grained and complete picture of how standard HR practices and differential treatment can interplay to impact different forms of OCBs. The work can be a starting point in that direction. Existing research confirms that dynamic affective

processes can influence OCBs (Yang, Wang, Zheng, & Simon, 2016), future research can investigate if low perceptions of securing an i-deal induces negative affect and reduces OCBs. Also, it will be interesting to develop a more holistic picture by examining the targets of OCBs.

Finally, beyond the aforementioned contributions, these findings also contribute to a growing body of literature on i-deals. By simultaneously examining the HR practice and i-deals availability, this work proposed to offer some unique insights. When it comes to not finding support for i-deals and saliency interaction for other practices or outcomes, there can be various reasons, two reasons could be i-deal content and context. For example, recent research confirms that there are factors like team orientation that are known to influence the relationship between relative i-deals and employee performance such that the positive relationship is stronger in groups with low team orientation (Vidyarthi et al., 2016). This is because team cognitions are less salient when team orientation is low. Thus differentiated treatment engenders feelings of an employee being highly valued by the organization resulting in higher employee performance (Vidyarthi et al., 2016). Thus it is possible some unmeasured variables like team orientation can explain the results such that i-deal content and contextual factors interact to influence employee cognitions. Thus one possible direction for future research can be identifying and testing other moderators that can influence the i-deals-saliency-employee outcomes relationships.

Theoretically, this study also advances the HRM literature by incorporating the literature on i-deals into strategic HRM work. This might enhance one's understanding of customized employment arrangements and the role they can play in influencing employee

perceptions and reactions to HR practices in an organization. Extending prior research in both the fields of strategic HR and i-deals, this study advances a more nuanced view of employee reactions to HR practices based on perceptions of availability of i-deals. Extant research in strategic HRM has focused only on the HR practices developed for all employees with no recognition of differential implementation of an HR practice in the form of i-deals. Some researchers have recognized that the complexity of today's workplace demands a more varied approach to managing different kinds of employee groups (Kinnie, Hutchinson, Purcell, & Rayton, 2005). But even within a single employee group, differential implementation of HR practices in the form of i-deals is possible. This has implications for employees both who do and do not receive resources through i-deals (Greenberg et al., 2004; Lai et al., 2009).

Further, this study delves deeper into the impact of employee perceptions of i-deals availability to self on the independent effect of employee HR practices availability perceptions on employee outcomes. Importantly, this study reveals that employees value customization but for specific HR practices salient to them. Further, this study indicates that pay for performance HR practice and i-deals might not jointly work to produce incremental positive employee outcomes.

Practical Implications

By testing the role of employee HR practice saliency in employee reactions to HR practices, this study highlights that an HRM system should include practices relevant to an employee to elicit the desired outcomes. The study behooves organizations to constantly keep abreast of the practices that become salient for employees with time.

Designing an HRM system that once elicited positive employee outcomes by fulfilling employee needs does not have guaranteed success in the future. Organizations need to keep track of HR practices emerging as salient for its employees in order to ensure that positive employee outcomes ensue. At the same time, as evident from the findings, investing in HR practices (e.g. training) low in employee HR practice saliency may amount to a waste of organizational investments as they will not result in higher employee job satisfaction.

Consistent with the work on psychological contracts (Rousseau & Tijoriwala, 1999) it might be beneficial for organizations to be cognizant of employee needs and manage mutual expectations. This has implications for organizations that would be interested to know if a well-designed HRM system catering to the needs of all employees would suffice to generate positive employee outcomes relative to granting idiosyncratic deals. This could also signal to the employer the particular HR practice that needs modification or change if it does not cater to the needs of a large number of employees.

Limitations of the Study

The limitations of the current study are rooted in the setting in which the data was collected and how it was collected – self-reported data from a single source. In order to assess if the findings of this study can generalize, this study will need to be replicated in other settings (e.g. finance industry). Future research can assess if findings of this study through data collected in the United States extend to samples in other countries. It is possible that due to cultural norms securing an i-deal for a positively salient HR practice might evoke a different response in countries where granting exceptions is not the norm

and saving face is a prime concern (Kim & Nam, 1998). This is because the differential treatment can signal an organization's high value of the employee. Thus this study's findings should be interpreted with caution.

Also, though I do not have information about the work arrangements of the employees in my sample, there is a high possibility that given that it is an IT organization not all employees are co-located and some are distant (i.e. work in virtual environments). Virtual environments limit the comparative information that employees can get (Conner, 2003). This could be one factor that can influence the results. Greenberg, Ashton-James, & Ashkanasy (2007) have discussed that in today's time many jobs have virtual and traditional components and research on how people make social comparisons in virtual environments is still in a nascent stage. The overlap evident in employee perceptions of i-deals availability to self and co-workers can be understood in terms of lack of (and/or) accurate social information in a virtual work environment which probably leads to an assumption that the i-deal that is available to self is also available to the co-worker and vice-versa.

Further, since data used in this study for analyzing the proposed relationships came from a single source, it can raise questions about common method bias (Podsakoff & Organ, 1986). As stated earlier, I conducted some tests to ensure that common method bias is not an issue. I used different scale format for some measures to reduce common method bias. As per Feldman & Lynch (1988: 427) method bias "will occur to the extent that the question formats are perceived to be similar by respondents", because response format similarity "enhances the probability that cognitions generated in answering one question will be retrieved to answer subsequent questions". Furthermore, researchers

have discussed that method bias (cannot inflate (but does deflate) interaction effects. Consequently, if a study is tests hypotheses with interaction effects then method bias would not account for any statistically significant effects (Podsakoff, Mackenzie, & Podsakoff, 2012). Also, interaction effects cannot be “artifacts” of common method bias, thus moderated relationships are less prone to method bias (Siemens, Roth, & Oliveira, 2010). This increases confidence in the findings of this study. Cross-sectional data collection is another limitation of this work, thus in the future longitudinal data collection can generate some valuable insights about the relationships tested in the current study. Finally, since in this study I tested the moderating role of employee HR practice saliency in HR practice/i-deals relationship predominantly with attitudinal outcomes, future research can also examine task performance as an outcome.

CONCLUSION

In summary, this study explores the role of employee HR practice saliency in impacting employee perceptions of HR practices, employee perceptions of i-deals and employee outcomes relationship. Thus, the objective was to develop and test a model that clarifies some of the reasons why a group of employees exposed to the same HRM system can interpret it differently. The findings generate some interesting insights and offer some puzzling results that will require empirical investigation in the future. The results reinforce the assertion of this work that understanding the nuances that can lead to variance in employee perceptions and reactions to HR practices is of high theoretical and practical value.

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Table 1**Means, Standard Deviations, Correlations, and Scale Reliabilities**

| | Mean | SD | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|---|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| 1. Age | 3.55 | 1.08 | -- | | | | | | | | | | | |
| 2. Gender (0=female, 1=male) | .61 | .49 | .09 | -- | | | | | | | | | | |
| 3. Organizational tenure | 2.70 | 1.08 | .30 | .10 | -- | | | | | | | | | |
| 4. Education level | 3.29 | .66 | -.01 | .16 | .24 | -- | | | | | | | | |
| 5. Ava of HR - flexible work practices | 4.14 | .94 | -.11 | -.13 | -.02 | -.06 | -- | | | | | | | |
| 6. Ava of HR - job autonomy | 3.93 | .95 | -.00 | -.23 | -.01 | -.05 | .57 | -- | | | | | | |
| 7. Ava of HR - training | 3.64 | 1.05 | .17 | -.11 | .03 | -.00 | .20 | .33 | -- | | | | | |
| 8. Ava of HR - pay for performance | 3.62 | 1.03 | .12 | -.15 | .03 | -.13 | .37 | .46 | .45 | -- | | | | |
| 9. Ava of I-deals self - flexible work practices | 3.92 | 1.01 | -.12 | -.11 | .02 | .01 | .66 | .43 | .14 | .28 | -- | | | |
| 10. Ava of I-deals self - job autonomy | 3.72 | 1.03 | -.07 | -.17 | .02 | .00 | .43 | .61 | .23 | .33 | .66 | -- | | |
| 11. Ava of I-deals self - training | 3.62 | 1.04 | .06 | -.06 | -.03 | -.06 | .20 | .30 | .63 | .33 | .39 | .51 | -- | |
| 12. Ava of I-deals self - pay for performance | 3.20 | 1.16 | .06 | -.09 | .02 | -.11 | .31 | .41 | .37 | .69 | .40 | .49 | .51 | -- |
| 13. Ava of I-deals cowr - flexible work practices | 3.91 | 1.02 | -.14 | -.20 | -.06 | -.04 | .60 | .43 | .09 | .26 | .80 | .59 | .36 | .34 |
| 14. Ava of I-deals cowr - job autonomy | 3.68 | .99 | -.09 | -.01 | .04 | .01 | .14 | .16 | .00 | .14 | .18 | .13 | .06 | .16 |
| 15. Ava of I-deals cowr - training | 3.63 | .96 | .07 | -.14 | -.01 | -.04 | .23 | .28 | .55 | .31 | .37 | .45 | .85 | .43 |
| 16. Ava of I-deals cowr - pay for performance | 3.40 | .94 | .00 | -.13 | -.08 | -.10 | .29 | .34 | .26 | .56 | .39 | .46 | .43 | .72 |
| 17. Saliency of flexible work practices | 2.86 | 1.04 | -.21 | -.06 | .04 | .16 | .03 | -.08 | .00 | -.01 | .05 | .04 | .06 | .02 |
| 18. Saliency of job autonomy | 2.86 | .94 | -.19 | .04 | -.01 | .18 | -.01 | -.06 | .00 | -.02 | .03 | .03 | .09 | .00 |
| 19. Saliency of training | 2.94 | .92 | -.10 | -.01 | -.09 | .00 | -.01 | -.04 | -.05 | -.02 | -.14 | -.11 | -.09 | .01 |
| 20. Saliency of pay for performance | 3.27 | .96 | -.16 | .10 | -.02 | .01 | -.00 | -.01 | .07 | -.07 | .00 | -.00 | .01 | -.03 |
| 21. Perceived organizational support | 3.66 | .68 | .05 | -.16 | -.08 | -.15 | .43 | .51 | .46 | .52 | .39 | .46 | .51 | .55 |
| 22. Organizational citizenship behavior (OCBO) | 4.18 | .59 | .14 | -.03 | -.02 | -.17 | .17 | .21 | .26 | .24 | .07 | .18 | .21 | .25 |
| 23. Organizational citizenship behavior (OCBI) | 4.17 | .49 | .02 | -.14 | .02 | -.10 | .11 | .05 | .01 | -.03 | .11 | .05 | -.00 | -.03 |
| 24. Job satisfaction | 3.93 | .74 | .09 | -.18 | -.06 | -.18 | .35 | .40 | .31 | .42 | .30 | .41 | .30 | .38 |
| 25. Turnover intentions | 2.40 | 1.02 | -.11 | .19 | .06 | -.23 | -.24 | -.34 | -.26 | -.42 | -.23 | -.39 | -.33 | -.38 |

Table 1 (continued)

| Means, Standard Deviations, Correlations, and Scale Reliabilities | | | | | | | | | | | | | |
|---|------|------|------|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 |
| 13. Ava of I-deals cowr - flexible work practices | -- | | | | | | | | | | | | |
| 14. Ava of I-deals cowr - job autonomy | .20 | -- | | | | | | | | | | | |
| 15. Ava of I-deals cowr - training | .43 | .11 | -- | | | | | | | | | | |
| 16. Ava of I-deals cowr - pay for performance | .50 | .15 | .51 | -- | | | | | | | | | |
| 17. Saliency of flexible work practices | .11 | .05 | .15 | .14 | (.87) | | | | | | | | |
| 18. Saliency of job autonomy | .01 | .03 | .12 | .11 | .64 | (.86) | | | | | | | |
| 19. Saliency of training | -.08 | .02 | -.04 | .05 | .29 | .36 | (.86) | | | | | | |
| 20. Saliency of pay for performance | .01 | -.03 | -.00 | -.02 | .32 | .39 | .36 | (.85) | | | | | |
| 21. Perceived organizational support | .36 | .09 | .47 | .47 | -.02 | -.09 | -.05 | -.08 | (.89) | | | | |
| 22. Organizational citizenship behavior (OCBO) | .18 | -.02 | .19 | .30 | -.05 | .06 | .15 | .15 | .34 | (.80) | | | |
| 23. Organizational citizenship behavior (OCBI) | .20 | -.02 | .08 | .05 | .05 | .15 | .06 | .14 | -.00 | .23 | (.78) | | |
| 24. Job satisfaction | .29 | .05 | .23 | .30 | -.13 | -.18 | -.08 | -.08 | .58 | .36 | .02 | (.80) | |
| 25. Turnover intentions | -.25 | .00 | -.23 | -.31 | .09 | .14 | .06 | .09 | -.53 | -.26 | .06 | -.71 | (.82) |

Note. $n = 244$. Correlations were significant at the level of .05 when the absolute values were greater than .13 and significant at the level of .01 when the absolute values were greater than .16. Cronbach's alphas were reported in the parentheses.

Table 2

Results of the Moderating Effects of Employee HR Practice Saliency on the Relationships between Availability of HR practices and Employee Turnover Intentions

| Variables | Turnover Intentions | | | | | | | | | | | |
|--|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Intercept | 1.47 | 1.54 | 1.50 | 1.46 | 1.40 | 1.42 | 1.42 | 1.45 | 1.45 | 1.44 | 1.44 | 1.45 |
| Age | -.10 | -.05 | -.03 | -.03 | -.05 | -.06 | -.06 | -.06 | -.06 | -.07 | -.07 | -.07 |
| Gender (0=female, 1=male) | .32* | .16 | .17 | .17 | .18 | .19 | .19 | .19 | .18 | .18 | .18 | .18 |
| Education level | .30** | .25** | .24* | .25** | .27** | .26** | .26** | .26** | .26** | .26** | .26** | .25** |
| Organizational tenure | .03 | .04 | .04 | .05 | .07 | .07 | .07 | .07 | .07 | .07 | .07 | .07 |
| Availability of job autonomy (JA) | | -.15 | -.15 | -.17* | -.14 | -.14 | -.14 | -.14 | -.15 | -.14 | -.14 | -.15 |
| Availability of training (TRG) | | -.08 | -.09 | -.07 | -.06 | -.05 | -.05 | -.05 | -.05 | -.07 | -.07 | -.07 |
| Availability of pay for performance (PFP) | | -.27** | -.26** | -.25** | -.26** | -.25** | -.25** | -.26** | -.25** | -.25** | -.25** | -.25** |
| Availability of flexible work schedules (FWS) | | -.00 | -.00 | -.00 | .05 | .05 | .05 | .05 | .05 | .05 | .05 | .05 |
| Positive salience of job autonomy | | | .05 | .04 | .02 | .02 | .02 | .02 | .02 | .02 | .02 | .02 |
| Positive salience of training | | | -.01 | .00 | .01 | .01 | .01 | .01 | .00 | .00 | .00 | .00 |
| Positive salience of pay for performance | | | .04 | .05 | .08 | .08 | .08 | .09 | .10 | .10 | .10 | .10* |
| Positive salience of flexible work schedules | | | .00 | .00 | .02 | .02 | .02 | .02 | .02 | .02 | .02 | .02 |
| Negative salience of job autonomy | | | | -.18 | -.13 | -.13 | -.13 | -.12 | -.17 | -.17 | -.17 | -.17 |
| Negative salience of training | | | | .24 | .25 | .30 | .30 | .32 | .29 | -.20 | -.20 | -.26 |
| Negative salience of pay for performance | | | | .09 | .03 | .02 | .00 | .00 | -.00 | -.00 | -.02 | -.00 |
| Negative salience of flexible work schedules | | | | .02 | .24 | .27 | .27 | .26 | .09 | .01 | .01 | -.16 |
| Availability of job autonomy × Positive salience of JA | | | | | -.17** | -.17** | -.17** | -.19** | -.22** | -.22** | -.22** | -.20** |
| Availability of training × Positive salience of TRG | | | | | | -.04 | -.04 | -.05 | -.05 | -.05 | -.05 | -.05 |
| Availability of pay for performance × Positive salience of PFP | | | | | | | .01 | .01 | .01 | .01 | .01 | .01 |
| Availability of flexible work schedules × Positive salience of FWS | | | | | | | | .04 | .06 | .06 | .06 | .04 |

| Variables | Turnover Intentions | | | | | | | | | | | |
|--|---------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Availability of job autonomy × Negative salience of JA | | | | | | | | | -.20 | -.12 | -.12 | -.15 |
| Availability of training × Negative salience of TRG | | | | | | | | | | -.30 | -.31 | -.35 |
| Availability of pay for performance × Negative salience of PFP | | | | | | | | | | | -.01 | -.00 |
| Availability of flexible work schedules × Negative salience of FWS | | | | | | | | | | | | -.32 |
| R^2 | .09** | .25** | .26** | .28** | .30** | .31** | .31** | .31** | .31** | .32** | .32** | .32** |
| ΔR^2 | --- | .16** | .01 | .01 | .03** | .00 | .00 | .00 | .00 | .00 | .00 | .00 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

Table 3

Results of the Moderating Effects of Employee HR Practice Saliency on the Relationships between Availability of HR practices and Employee Job Satisfaction

| Variables | Employee Job Satisfaction | | | | | | | | | | | |
|--|---------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Intercept | 4.51 | 4.41 | 4.45 | 4.45 | 4.50 | 4.46 | 4.46 | 4.42 | 4.43 | 4.43 | 4.42 | 4.42 |
| Age | .07 | .04 | .02 | .02 | .02 | .04 | .04 | .04 | .04 | .04 | .04 | .04 |
| Gender (0=female, 1=male) | -.20* | -.06 | -.09 | -.09 | -.09 | -.12 | -.11 | -.11 | -.11 | -.11 | -.11 | -.11 |
| Education level | -.20** | -.16* | -.14* | -.15* | -.16* | -.15* | -.15* | -.14* | -.14* | -.14* | -.14* | -.14* |
| Organizational tenure | -.01 | -.02 | -.02 | -.03 | -.03 | -.04 | -.04 | -.04 | -.04 | -.04 | -.04 | -.04 |
| Availability of job autonomy (JA) | | .15** | .15* | .15** | .15* | .15** | .15** | .16** | .16** | .16** | .16** | .16** |
| Availability of training (TRG) | | .09 | .09* | .09 | .09 | .07 | .07 | .07 | .07 | .07 | .07 | .07 |
| Availability of pay for performance (PFP) | | .12* | .13** | .13* | .13* | .13* | .13* | .13* | .13* | .13* | .13* | .12* |
| Availability of flexible work schedules (FWS) | | .09 | .09 | .09 | .09 | .08 | .08 | .08 | .08 | .08 | .08 | .08 |
| Positive salience of job autonomy | | | -.03 | -.01 | -.01 | -.01 | -.01 | -.01 | -.01 | -.01 | -.01 | -.01 |
| Positive salience of training | | | -.00 | -.01 | -.01 | -.01 | -.01 | -.01 | -.01 | -.01 | -.01 | -.01 |
| Positive salience of pay for performance | | | -.02 | -.02 | -.02 | -.03 | -.04 | -.04 | -.05 | -.05 | -.05 | -.05 |
| Positive salience of flexible work schedules | | | -.05 | -.05 | -.05 | -.06 | -.06 | -.05 | -.06 | -.06 | -.06 | -.06 |
| Negative salience of job autonomy | | | | .10 | .10 | .10 | .10 | .09 | .15 | .15 | .15 | .15 |
| Negative salience of training | | | | -.10 | -.10 | -.20 | -.20 | -.22 | -.18 | -.18 | -.18 | -.19 |
| Negative salience of pay for performance | | | | .00 | .01 | .03 | .06 | .07 | .07 | .07 | .05 | .05 |
| Negative salience of flexible work schedules | | | | .03 | .00 | -.04 | -.05 | -.03 | .15 | .15 | .15 | .11 |
| Availability of job autonomy × Positive salience of JA | | | | | .01 | .00 | .01 | .03 | .07 | .07 | .07 | .07 |
| Availability of training × Positive salience of TRG | | | | | | .08** | .08** | .08** | .08** | .08** | .09** | .09** |
| Availability of pay for performance × Positive salience of PFP | | | | | | | -.02 | -.02 | -.02 | -.02 | -.02 | -.02 |
| Availability of flexible work schedules × Positive salience of FWS | | | | | | | | -.05 | -.07 | -.07 | -.07 | -.07 |
| Availability of job autonomy × Negative salience of JA | | | | | | | | | .23 | .22 | .22 | .22 |

| Variables | Employee Job Satisfaction | | | | | | | | | | | |
|--|---------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Availability of training × Negative salience of TRG | | | | | | | | | | .00 | .00 | -.00 |
| Availability of pay for performance × Negative salience of PFP | | | | | | | | | | | -.01 | -.01 |
| Availability of flexible work schedules × Negative salience of FWS | | | | | | | | | | | | -.07 |
| R^2 | .07** | .29** | .31** | .32** | .32** | .35** | .35** | .36** | .36** | .36** | .36** | .36** |
| ΔR^2 | --- | .21** | .02 | .00 | .00 | .03** | .00 | .00 | .00 | .00 | .00 | .00 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

Table 4**Results of the Moderating Effects of Employee HR Practice Saliency on the Relationships between Availability of HR practices and Employee Perceived Organizational Support**

| Variables | Perceived Organizational Support | | | | | | | | | | | |
|--|----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Intercept | 4.13 | 4.04 | 4.05 | 4.03 | 4.05 | 4.04 | 4.04 | 4.04 | 4.04 | 4.04 | 4.07 | 4.07 |
| Age | .06 | .02 | .02 | .02 | .02 | .02 | .02 | .02 | .02 | .02 | .02 | .02 |
| Gender (0=female, 1=male) | -.19* | -.01 | -.02 | -.02 | -.02 | -.03 | -.03 | -.03 | -.03 | -.03 | -.02 | -.02 |
| Education level | -.14* | -.10 | -.09 | -.09 | -.09 | -.09 | -.09 | -.09 | -.09 | -.09 | -.09 | -.10 |
| Organizational tenure | -.03 | -.03 | -.04 | -.04 | -.04 | -.05 | -.05 | -.05 | -.05 | -.05 | -.04 | -.04 |
| Availability of job autonomy (JA) | | .15** | .16** | .16** | .15** | .15** | .15** | .15** | .15** | .15** | .15** | .14** |
| Availability of training (TRG) | | .16** | .16** | .16** | .16** | .15** | .15** | .15** | .15** | .14** | .14** | .14** |
| Availability of pay for performance (PFP) | | .15** | .15** | .14** | .14** | .14** | .14** | .14** | .14** | .14** | .14** | .14** |
| Availability of flexible work schedules (FWS) | | .12** | .12** | .12** | .10* | .10* | .10* | .10* | .10* | .10* | .11* | .11* |
| Positive salience of job autonomy | | | -.03 | -.04 | -.04 | -.03 | -.03 | -.03 | -.03 | -.03 | -.03 | -.04 |
| Positive salience of training | | | -.02 | -.02 | -.02 | -.02 | -.02 | -.02 | -.02 | -.02 | -.02 | -.02 |
| Positive salience of pay for performance | | | -.00 | -.01 | -.02 | -.02 | -.02 | -.02 | -.03 | -.03 | -.03 | -.02 |
| Positive salience of flexible work schedules | | | .02 | .03 | .03 | .03 | .03 | .03 | .03 | .03 | .02 | .03 |
| Negative salience of job autonomy | | | | -.02 | -.04 | -.04 | -.04 | -.04 | -.01 | -.01 | -.01 | -.01 |
| Negative salience of training | | | | -.09 | -.10 | -.13 | -.13 | -.13 | -.11 | -.34 | -.33 | -.36 |
| Negative salience of pay for performance | | | | -.08 | -.06 | -.05 | -.05 | -.05 | -.04 | -.04 | .07 | .08 |
| Negative salience of flexible work schedules | | | | .13 | .05 | .04 | .04 | .04 | .11 | .08 | .09 | .02 |
| Availability of job autonomy × Positive salience of JA | | | | | .06 | .06 | .06 | .06 | .07 | .07 | .07 | .07 |
| Availability of training × Positive salience of TRG | | | | | | .02 | .02 | .02 | .02 | .02 | .02 | .02 |
| Availability of pay for performance × Positive salience of PFP | | | | | | | -.00 | -.00 | -.00 | -.00 | .00 | .01 |
| Availability of flexible work schedules × Positive salience of FWS | | | | | | | | .00 | -.00 | -.00 | -.00 | -.01 |
| Availability of job autonomy × Negative salience of JA | | | | | | | | | .09 | .13 | .13 | .12 |

| Variables | Perceived Organizational Support | | | | | | | | | | | |
|--|----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Availability of training × Negative salience of TRG | | | | | | | | | | -.14 | -.14 | -.15 |
| Availability of pay for performance × Negative salience of PFP | | | | | | | | | | | .12 | .12 |
| Availability of flexible work schedules × Negative salience of FWS | | | | | | | | | | | | -.13 |
| R^2 | .05** | .46** | .46** | .47** | .48** | .48** | .48** | .48** | .48** | .49** | .49** | .50** |
| ΔR^2 | --- | .40** | .01 | .01 | .00 | .00 | .00 | .00 | .00 | .00 | .00 | .00 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

Table 5

Results of the Moderating Effects of Employee HR Practice Saliency on the Relationships between Availability of HR practices and Employee Organizational Citizenship Behavior (OCB-O)

| Variables | OCB-O | | | | | | | | | | | |
|--|-------|------|------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Intercept | 4.12 | 4.09 | 4.08 | 4.16 | 4.16 | 4.17 | 4.18 | 4.16 | 4.16 | 4.16 | 4.17 | 4.15 |
| Age | .06* | .06 | .07 | .07* | .07* | .07* | .07* | .07* | .07* | .08* | .08* | .08* |
| Gender (0=female, 1=male) | -.01 | .01 | .03 | .03 | .03 | .03 | .02 | .02 | .02 | .03 | .03 | .03 |
| Education level | -.09 | -.09 | -.00 | -.11* | -.11* | -.11* | -.11* | -.11* | -.11* | -.11* | -.11* | -.10* |
| Organizational tenure | -.00 | -.00 | -.04 | -.01 | -.01 | -.01 | -.01 | -.01 | -.01 | -.01 | -.01 | -.01 |
| Availability of job autonomy (JA) | | .04 | .04 | .05 | .05 | .05 | .05 | .06 | .06 | .05 | .05 | .05 |
| Availability of training (TRG) | | .03 | .04 | .05 | .05 | .05 | .04 | .04 | .04 | .07 | .07 | .07 |
| Availability of pay for performance (PFP) | | -.01 | -.01 | -.00 | -.00 | -.00 | -.00 | .00 | -.00 | -.00 | -.00 | -.00 |
| Availability of flexible work schedules (FWS) | | .04 | .05 | .04 | .04 | .04 | .04 | .04 | .04 | .05 | .05 | .05 |
| Positive salience of job autonomy | | | .04 | .08 | .08 | .08* | .08* | .07* | .07* | .07* | .07* | .07* |
| Positive salience of training | | | .02 | .02 | .02 | .02 | .02 | .02 | .02 | .02 | .02 | .02 |
| Positive salience of pay for performance | | | -.01 | -.00 | -.00 | -.00 | .00 | -.00 | -.01 | -.01 | -.01 | -.01 |
| Positive salience of flexible work schedules | | | -.02 | -.04 | -.04 | -.04 | -.04 | -.04 | -.04 | -.04 | -.04 | -.04 |
| Negative salience of job autonomy | | | | .18* | .18* | .18* | .17* | .16* | .20* | .18* | .18* | .18* |
| Negative salience of training | | | | .09 | .09 | .11 | .11 | .10 | .12 | 1.05** | 1.05** | 1.11** |
| Negative salience of pay for performance | | | | .04 | .04 | .03 | -.00 | .00 | .00 | .00 | .00 | -.01 |
| Negative salience of flexible work schedules | | | | -.04 | -.05 | -.04 | -.02 | -.00 | .11 | .26 | .26 | .43 |
| Availability of job autonomy × Positive salience of JA | | | | | .00 | .00 | .00 | .02 | .04 | .03 | .03 | .02 |
| Availability of training × Positive salience of TRG | | | | | | -.01 | -.01 | -.01 | -.01 | -.01 | -.01 | -.00 |
| Availability of pay for performance × Positive salience of PFP | | | | | | | .03 | .03 | .03 | .03 | .03 | .02 |
| Availability of flexible work schedules × Positive salience of FWS | | | | | | | | -.03 | -.05 | -.05 | -.05 | -.03 |

| Variables | OCB-O | | | | | | | | | | | |
|--|-------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Availability of job autonomy × Negative salience of JA | | | | | | | | | .15 | .15 | .15 | .02 |
| Availability of training × Negative salience of TRG | | | | | | | | | | .57* | .57* | .62* |
| Availability of pay for performance × Negative salience of PFP | | | | | | | | | | | -.00 | -.01 |
| Availability of flexible work schedules × Negative salience of FWS | | | | | | | | | | | | .32 |
| R^2 | .03 | .06 | .08 | .11 | .11 | .11 | .12 | .12 | .13 | .16* | .16* | .16* |
| ΔR^2 | --- | .02 | .01 | .03 | .00 | .00 | .01 | .00 | .00 | .02* | .00 | .00 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

Table 6

Results of the Moderating Effects of Employee HR Practice Saliency on the Relationships between Availability of HR practices and Employee Organizational Citizenship Behavior (OCB-I)

| Variables | OCB-I | | | | | | | | | | | |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Intercept | 4.42 | 4.39 | 4.36 | 4.41 | 4.41 | 4.42 | 4.42 | 4.43 | 4.43 | 4.43 | 4.42 | 4.43 |
| Age | .02 | .03 | .05 | .05 | .05 | .05 | .05 | .05 | .05 | .04 | .04 | .04 |
| Gender (0=female, 1=male) | -.11 | -.12 | -.11 | -.11 | -.11 | -.10 | -.10 | -.10 | -.10 | -.10 | -.10 | -.10 |
| Education level | -.08 | -.08 | -.10* | -.11* | -.11* | -.11* | -.11* | -.11* | -.11* | -.11* | -.11* | -.11* |
| Organizational tenure | .00 | .00 | .01 | .01 | .01 | .01 | .01 | .01 | .01 | .01 | .01 | .01 |
| Availability of job autonomy (JA) | | -.02 | -.02 | -.02 | -.01 | -.01 | -.01 | -.01 | -.01 | -.01 | -.01 | -.01 |
| Availability of training (TRG) | | .01 | .01 | .00 | .00 | .01 | .01 | .00 | .00 | .00 | .00 | .00 |
| Availability of pay for performance (PFP) | | -.08* | -.08* | -.07 | -.07 | -.07 | -.07 | -.07 | -.07 | -.07 | -.07 | -.07 |
| Availability of flexible work schedules (FWS) | | .09* | .09* | .09* | .09* | .09* | .09* | .09* | .09* | .09* | .09* | .09* |
| Positive salience of job autonomy | | | .10** | .11** | .11** | .11** | .11** | .11** | .11** | .11** | .11** | .11** |
| Positive salience of training | | | -.00 | -.01 | -.01 | -.01 | -.01 | -.01 | -.01 | -.01 | -.01 | -.01 |
| Positive salience of pay for performance | | | .03 | .04 | .04 | .04 | .04 | .04 | .04 | .04 | .04 | .04 |
| Positive salience of flexible work schedules | | | -.03 | -.03 | -.03 | -.03 | -.03 | -.03 | -.03 | -.03 | -.03 | -.03 |
| Negative salience of job autonomy | | | | .06 | .06 | .06 | .05 | .05 | .07 | .07 | .07 | .07 |
| Negative salience of training | | | | -.05 | -.05 | -.02 | -.02 | -.02 | -.01 | -.08 | -.08 | -.11 |
| Negative salience of pay for performance | | | | .05 | .05 | .04 | .02 | .02 | .02 | .02 | -.00 | -.00 |
| Negative salience of flexible work schedules | | | | .04 | .04 | .06 | .07 | .07 | .11 | .10 | .10 | .03 |
| Availability of job autonomy × Positive salience of JA | | | | | .00 | .00 | -.00 | -.00 | .00 | .00 | .00 | .00 |
| Availability of training × Positive salience of TRG | | | | | | -.02 | -.02 | -.02 | -.02 | -.02 | -.02 | -.02 |
| Availability of pay for performance × Positive salience of PFP | | | | | | | .02 | .02 | .02 | .02 | .02 | .02 |
| Availability of flexible work schedules × Positive salience of FWS | | | | | | | | .00 | -.00 | -.00 | -.00 | -.00 |
| Availability of job autonomy × Negative salience of JA | | | | | | | | | .05 | .06 | .06 | .05 |

| Variables | OCB-I | | | | | | | | | | | |
|--|-------|------|-------|-------|-------|-------|-------|-------|-------|------|------|------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Availability of training × Negative salience of TRG | | | | | | | | | | -.04 | -.04 | -.06 |
| Availability of pay for performance × Negative salience of PFP | | | | | | | | | | | -.03 | -.02 |
| Availability of flexible work schedules × Negative salience of FWS | | | | | | | | | | | | -.11 |
| R^2 | .03 | .07* | .15** | .16** | .16** | .17** | .17** | .17** | .17** | .17* | .17* | .17* |
| ΔR^2 | --- | .03 | .08** | .03 | .00 | .00 | .01 | .00 | .00 | .02 | .00 | .00 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

[illegible]

| | | | | | | | | |
|--|-------|-------|-------|-------|-------|-------|-------|-------|
| Availability of flexible work schedules i-deal × | | | | | | | | .03 |
| Positive salience of FWS | | | | | | | | |
| R^2 | .09** | .25** | .32** | .34** | .35** | .35** | .35** | .35** |
| ΔR^2 | --- | .16** | .06** | .02 | .01 | .00 | .00 | .01 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

| | | | | | | | | | |
|--|-------|-------|-------|-------|-------|-------|-------|-------|------|
| Availability of flexible work schedules i-deal × Positive salience of FWS | | | | | | | | | -.05 |
| R^2 | .07** | .29** | .32** | .35** | .36** | .37** | .38** | .39** | |
| ΔR^2 | --- | .21** | .03* | .02 | .00 | .00 | .01* | .00 | |

Note. $n = 244$. * $p < .05$ ** $p < .01$

| | | | | | | | | | |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Availability of flexible work schedules i-deal × | | | | | | | | | -.04 |
| Positive salience of FWS | | | | | | | | | |
| R^2 | .05** | .46** | .52** | .53** | .54** | .54** | .54** | .54** | .54** |
| ΔR^2 | --- | .40** | .06** | .00 | .01* | .00 | .00 | .00 | .00 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

| Variables | OCB-O | | | | | | | |
|--|-------|-----|-----|-----|-----|-----|-----|------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| Availability of flexible work schedules i-deal × Positive salience of FWS | | | | | | | | -.06 |
| R^2 | .03 | .06 | .08 | .53 | .10 | .10 | .10 | .11 |
| ΔR^2 | --- | .02 | .02 | .02 | .00 | .00 | .00 | .01 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

| Variables | OCB-I | | | | | | | |
|--|-------|------|-----|-------|-------|-------|-------|-------|
| Availability of flexible work schedules i-deal × Positive salience of FWS | | | | | | | | -.03 |
| R^2 | .03** | .07* | .07 | .16** | .17** | .17** | .17** | .17** |
| ΔR^2 | --- | .03 | .03 | .00 | .09 | .00 | .00 | .00 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

Table 12
Results of the Moderating Effects of Employee HR Practice Saliency on the Relationships between Availability of I-deals to self/co-worker and Employee Turnover Intentions

| Variables | Turnover Intentions | | | | | | | | | | | |
|---|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Intercept | 1.47 | 1.54 | 1.64 | 1.74 | 1.35 | 1.37 | 1.30 | 1.36 | 1.36 | 1.36 | 1.30 | 1.24 |
| Age | -.10 | -.05 | -.07 | -.08 | -.06 | -.07 | -.07 | -.07 | -.07 | -.07 | -.07 | -.07 |
| Gender (0=female, 1=male) | .32* | .16 | .15 | .16 | .18 | .17 | .19 | .17 | .17 | .18 | .18 | .18 |
| Education level | .30* | .25** | .24** | .23* | .21* | .21* | .21* | .20* | .20* | .20* | .20* | .20* |
| Organizational tenure | .03 | .04 | .04 | .03 | .03 | .04 | .05 | .05 | .05 | .05 | .05 | .05 |
| Availability of job autonomy (JA) | | -.15 | .02 | .03 | .04 | .06 | .04 | .06 | .06 | .06 | .06 | .05 |
| Availability of training (TRG) | | -.08 | .00 | -.02 | -.02 | .00 | .05 | .03 | .03 | .05 | .06 | .06 |
| Availability of pay for performance (PFP) | | -.27** | -.25** | -.25** | -.25** | -.26** | -.28** | -.28** | -.28** | -.28** | -.28** | -.28** |
| Availability of flexible work schedules (FWS) | | -.00 | -.05 | -.04 | -.04 | -.05 | -.06 | -.06 | -.06 | -.06 | -.07 | -.06 |
| Availability of i-deal to self for job autonomy (JA) | | | -.29** | -.29** | -.30** | -.31** | -.30** | -.31** | -.31** | -.29** | -.30** | -.31** |
| Availability of i-deal to self for training (TRG) | | | -.14 | -.32 | -.34* | -.39** | -.43** | -.40** | -.40** | -.40** | -.42** | -.41** |
| Availability of i-deal to self for pay for performance (PFP) | | | .00 | .00 | .01 | .02 | .03 | .00 | .00 | .00 | .00 | .01 |
| Availability of i-deal to self for flexible work schedules (FWS) | | | .12 | .22 | .21 | .23 | .22 | .22 | .21 | .20 | .21 | .22 |
| Availability of i-deal to co-worker for job autonomy (JA) | | | | .06 | .07 | .07 | .08 | .08 | .07 | .07 | .06 | .07 |
| Availability of i-deal to co-worker for training (TRG) | | | | .27 | .26* | .27* | .28* | .24 | .24 | .22 | .24 | .25 |
| Availability of i-deal to co-worker for pay for performance (PFP) | | | | -.01 | -.01 | -.02 | -.02 | .01 | .01 | .03 | .03 | .01 |
| Availability of i-deal to co-worker for | | | | -.16 | -.15 | -.12 | -.11 | -.13 | -.12 | -.12 | -.12 | -.13 |

| Variables | Turnover Intentions | | | | | | | | | | | |
|--|---------------------|---|---|---|------|------|------|------|------|------|------|------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| flexible work schedules (FWS) | | | | | | | | | | | | |
| Positive salience of job autonomy | | | | | .08 | .08 | .09 | .08 | .08 | .08 | .08 | .07 |
| Positive salience of training | | | | | -.03 | -.04 | -.04 | -.03 | -.03 | -.03 | -.04 | -.04 |
| Positive salience of pay for performance | | | | | .06 | .09* | .11* | .10* | .10* | .11* | .12* | .13* |
| Positive salience of flexible work schedules | | | | | .00 | -.01 | -.03 | -.02 | -.02 | -.03 | -.03 | .00 |
| Availability of training i-deal to self × Positive salience of TRG | | | | | | -.01 | -.04 | -.03 | -.03 | -.04 | -.04 | -.04 |
| Availability of job autonomy i-deal to self × Positive salience of JA | | | | | | -.09 | -.08 | -.07 | -.07 | -.08 | -.08 | -.08 |
| Availability of pay for performance i-deal to self × Positive salience of PFP | | | | | | .02 | .07 | .07 | .07 | .07 | .08 | .08 |
| Availability of flexible work schedules i-deal to self × Positive salience of FWS | | | | | | .04 | -.00 | -.01 | -.01 | -.01 | -.00 | -.01 |
| Availability of job autonomy i-deal to co-worker × Positive salience of JA | | | | | | | -.06 | -.06 | -.06 | -.06 | -.06 | -.04 |
| Availability of training i-deal to co-worker × Positive salience of TRG | | | | | | | .03 | .02 | .02 | .03 | .03 | .04 |
| Availability of pay for performance i-deal to co-worker × Positive salience of PFP | | | | | | | -.08 | -.07 | -.07 | -.10 | -.11 | -.12 |
| Availability of flexible work schedules i-deal to co-worker × Positive salience of FWS | | | | | | | .07 | .07 | .07 | .08 | .08 | .07 |
| Availability of i-deal to self X Availability of i-deal to co-worker (JA) | | | | | | | | -.01 | -.01 | -.04 | -.05 | -.06 |
| Availability of i-deal to self X Availability of i-deal to co-worker (TRG) | | | | | | | | -.05 | -.05 | -.06 | -.06 | -.06 |
| Availability of i-deal to self X Availability of i-deal to co-worker (PFP) | | | | | | | | .08 | .08 | .09 | .09 | .10 |
| Availability of i-deal to self X Availability of i-deal to co-worker (FWS) | | | | | | | | -.02 | -.02 | -.02 | -.02 | -.00 |

| Variables | Turnover Intentions | | | | | | | | | | | |
|--|---------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Availability of training i-deal to self × Availability of training i-deal to co-worker × Positive salience of TRG | | | | | | | | | -.00 | -.00 | -.00 | .00 |
| Availability of job autonomy i-deal to self × Availability of job autonomy i-deal to co-worker × Positive salience of JA | | | | | | | | | | .04 | .05 | .05 |
| Availability of pay for performance i-deal to self × Availability of pay for performance i-deal to co-worker × Positive salience of PFP | | | | | | | | | | | -.01 | -.01 |
| Availability of flexible work schedules i-deal to self × Availability of flexible work schedules i-deal to self × Positive salience of FWS | | | | | | | | | | | | -.04 |
| R^2 | .09* | .25** | .32** | .34** | .36** | .37** | .38** | .39** | .39** | .40** | .40** | .40** |
| ΔR^2 | --- | .16** | .06** | .02 | .02 | .01 | .01 | .00 | .00 | .00 | .00 | .00 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

Table 13
Results of the Moderating Effects of Employee HR Practice Saliency on the Relationships between Availability of I-deals to self/co-worker and Employee and Employee Job Satisfaction

| Variables | Job Satisfaction | | | | | | | | | | | |
|---|------------------|--------|------|------|------|------|------|------|------|------|------|------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Intercept | 4.13 | 4.04 | 3.97 | 3.99 | 4.14 | 4.10 | 4.13 | 4.12 | 4.10 | 4.09 | 4.12 | 4.19 |
| Age | .06 | .02 | .02 | .02 | .01 | .01 | .02 | .02 | .02 | .02 | .02 | .01 |
| Gender (0=female, 1=male) | -.19 * | -.01 | -.03 | -.02 | -.03 | -.03 | -.04 | -.04 | -.04 | -.04 | -.04 | -.04 |
| Education level | -.14* | -.10 | -.08 | -.08 | -.08 | -.06 | -.06 | -.06 | -.06 | -.06 | -.06 | -.05 |
| Organizational tenure | -.03 | -.03 | -.03 | -.03 | -.03 | -.04 | -.04 | -.04 | -.04 | -.04 | -.04 | -.04 |
| Availability of job autonomy (JA) | | -.15** | .12* | .13* | .13* | .11* | .12* | .12* | .12* | .12* | .12* | .13* |
| Availability of training (TRG) | | .16** | .08 | .08 | .07 | .05 | .02 | .03 | .03 | .01 | .01 | .01 |
| Availability of pay for performance (PFP) | | .15** | .06 | .06 | .06 | .07 | .08 | .07 | .08 | .08 | .08 | .08 |
| Availability of flexible work schedules (FWS) | | .12** | .13* | .13* | .13* | .13* | .13* | .13* | .14* | .14* | .14* | .14* |
| Availability of i-deal to self for job autonomy (JA) | | | .00 | -.00 | .00 | .00 | -.00 | .00 | .01 | .00 | .00 | .01 |
| Availability of i-deal to self for training (TRG) | | | .12 | .07 | .07 | .11 | .13 | .13 | .14 | .14 | .14 | .14 |
| Availability of i-deal to self for pay for performance (PFP) | | | .11 | .10* | .10* | .09 | .09 | .09 | .09 | .08 | .08 | .07 |
| Availability of i-deal to self for flexible work schedules (FWS) | | | -.00 | .01 | .01 | .01 | .01 | .02 | .01 | .02 | .02 | .00 |
| Availability of i-deal to co-worker for job autonomy (JA) | | | | -.00 | -.01 | -.01 | -.02 | -.02 | -.02 | -.02 | -.02 | -.03 |
| Availability of i-deal to co-worker for training (TRG) | | | | .07 | .08 | .06 | .06 | .05 | .03 | .04 | .04 | .03 |
| Availability of i-deal to co-worker for pay for performance (PFP) | | | | .03 | .03 | .03 | .04 | .05 | .05 | .04 | .04 | .04 |
| Availability of i-deal to co-worker for flexible work schedules (FWS) | | | | -.03 | -.03 | -.06 | -.06 | -.05 | -.05 | -.05 | -.05 | -.04 |
| Positive salience of job autonomy | | | | | -.04 | -.05 | -.06 | -.06 | -.06 | -.05 | -.05 | -.05 |
| Positive salience of training | | | | | -.01 | -.00 | -.00 | -.00 | -.01 | .01 | .01 | .02 |

| Variables | Job Satisfaction | | | | | | | | | | | |
|--|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Availability of job autonomy i-deal to self × Availability of job autonomy i-deal to co-worker × Positive salience of JA | | | | | | | | | | -.03 | -.03 | -.04 |
| Availability of pay for performance i-deal to self × Availability of pay for performance i-deal to co-worker × Positive salience of PFP | | | | | | | | | | | .00 | .00 |
| Availability of flexible work schedules i-deal to self × Availability of flexible work schedules i-deal to self × Positive salience of FWS | | | | | | | | | | | | .05* |
| R^2 | .07** | .29** | .52** | .32** | .33** | .36** | .39** | .56** | .42** | .42** | .42** | .43** |
| ΔR^2 | --- | .21** | .03* | .00 | .02 | .03* | .02 | .00 | .00 | .00 | .00 | .00 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

Table 14

Results of the Moderating Effects of Employee HR Practice Saliency on the Relationships between Availability of I-deals to self/co-worker and Employee Perceived Organizational Support

| Variables | Perceived Organizational Support | | | | | | | | | | | |
|---|----------------------------------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Intercept | 4.51 | 4.41 | 4.38 | 4.34 | 4.74 | 4.67 | 4.78 | 4.78 | 4.79 | 4.79 | 4.78 | 4.81 |
| Age | .07 | .04 | .06 | .06 | .04 | .05 | .04 | .04 | .04 | .04 | .04 | .04 |
| Gender (0=female, 1=male) | -.20* | -.06 | -.05 | -.05 | -.08 | -.06 | -.07 | -.07 | -.07 | -.07 | -.07 | -.07 |
| Education level | -.20** | -.16** | -.16* | -.16* | -.14* | -.14* | -.15* | -.15* | -.15* | -.15* | -.15* | -.15* |
| Organizational tenure | -.01 | -.02 | -.02 | -.02 | -.02 | -.03 | -.04 | -.04 | -.04 | -.04 | -.04 | -.04 |
| Availability of job autonomy (JA) | | .15** | .05 | .04 | .02 | .01 | .02 | .01 | .02 | .01 | .02 | .02 |
| Availability of training (TRG) | | .09 | .08 | .09 | .09 | .06 | .08 | .07 | .07 | .08 | .08 | .08 |
| Availability of pay for performance (PFP) | | .12* | .09 | .09 | .09 | .10 | .08 | .09 | .09 | .09 | .09 | .09 |
| Availability of flexible work schedules (FWS) | | .09 | .10 | .09 | .10 | .12 | .11 | .11 | .11 | .11 | .11 | .10 |
| Availability of i-deal to self for job autonomy (JA) | | | .17* | .18* | .18** | .20** | .21** | .21** | .20** | .20** | .20** | .21** |
| Availability of i-deal to self for training (TRG) | | | -.00 | .04 | .06 | .08 | .08 | .07 | .07 | .07 | .07 | .06 |
| Availability of i-deal to self for pay for performance (PFP) | | | .03 | .05 | .04 | .05 | .05 | .05 | .05 | .05 | .06 | .05 |
| Availability of i-deal to self for flexible work schedules (FWS) | | | -.04 | -.09 | -.10 | -.14 | -.15 | -.15 | -.14 | -.14 | -.14 | -.15 |
| Availability of i-deal to co-worker for job autonomy (JA) | | | | -.01 | -.01 | -.02 | -.01 | -.00 | -.00 | -.00 | -.00 | -.00 |
| Availability of i-deal to co-worker for training (TRG) | | | | -.08 | -.06 | -.06 | -.06 | -.04 | -.03 | -.04 | -.04 | -.04 |
| Availability of i-deal to co-worker for pay for performance (PFP) | | | | -.03 | -.02 | -.02 | -.02 | -.03 | -.04 | -.04 | -.04 | -.02 |
| Availability of i-deal to co-worker for flexible work schedules (FWS) | | | | .09 | .09 | .07 | .08 | .07 | .07 | .07 | .07 | .07 |
| Positive salience of job autonomy | | | | | -.04 | -.03 | -.02 | -.02 | -.02 | -.02 | -.02 | -.02 |
| Positive salience of training | | | | | .00 | .01 | .01 | .01 | .00 | .00 | .00 | .00 |

| Variables | Perceived Organizational Support | | | | | | | | | | | |
|--|----------------------------------|-------|-------|-----------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Availability of job autonomy i-deal to self × Availability of job autonomy i-deal to co-worker × Positive salience of JA | | | | | | | | | | .01 | .01 | .01 |
| Availability of pay for performance i-deal to self × Availability of pay for performance i-deal to co-worker × Positive salience of PFP | | | | | | | | | | | -.00 | -.00 |
| Availability of flexible work schedules i-deal to self × Availability of flexible work schedules i-deal to self × Positive salience of FWS | | | | | | | | | | | | .02 |
| R^2 | .05* | .46** | .52** | .52* * | .53** | .55** | .56** | .56** | .56** | .57** | .57** | .58** |
| ΔR^2 | --- | .40** | .06** | .00 | .00 | .01 | .00 | .00 | .00 | .00 | .00 | .01* |

Note. $n = 244$. * $p < .05$ ** $p < .01$

Table 15
Results of the Moderating Effects of Employee HR Practice Saliency on the Relationships between Availability of I-deals to self/co-worker and Employee Organizational Citizenship Behavior (OCB-O)

| Variables | OCB-O | | | | | | | | | | | |
|---|-------|------|------|--------|--------|--------|--------|--------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Intercept | 4.12 | 4.09 | 4.05 | 3.97 | 3.89 | 3.88 | 3.94 | 3.96 | 3.98 | 3.98 | 3.95 | 3.98 |
| Age | .07* | .06 | .06 | .06 | .06 | .06 | .06 | .06 | .06 | .06 | .06 | .06 |
| Gender (0=female, 1=male) | -.01 | .01 | .00 | .04 | .05 | .05 | .06 | .05 | .05 | .05 | .05 | .05 |
| Education level | -.09 | -.08 | -.07 | -.07 | -.08 | -.07 | -.08 | -.08 | -.08 | -.08 | -.08 | -.08 |
| Organizational tenure | -.00 | -.00 | .00 | .02 | .03 | .03 | .02 | .02 | .02 | .03 | .02 | .02 |
| Availability of job autonomy (JA) | | .04 | .03 | .02 | .02 | .03 | .03 | .04 | .04 | .04 | .04 | .04 |
| Availability of training (TRG) | | .03 | -.00 | .03 | .03 | .03 | .03 | .01 | .02 | .03 | .04 | .04 |
| Availability of pay for performance (PFP) | | -.01 | -.04 | -.06 | -.06 | -.06 | -.07 | -.06 | -.06 | -.07 | -.07 | -.07 |
| Availability of flexible work schedules (FWS) | | .04 | .11 | .09 | .10 | .09 | .08 | .09 | .08 | .07 | .07 | .07 |
| Availability of i-deal to self for job autonomy (JA) | | | .00 | -.01 | -.02 | -.02 | -.02 | -.02 | -.04 | -.02 | -.03 | -.02 |
| Availability of i-deal to self for training (TRG) | | | .06 | .06 | .06 | .07 | .08 | .09 | .08 | .07 | .07 | .07 |
| Availability of i-deal to self for pay for performance (PFP) | | | .04 | .00 | .00 | .01 | .00 | .00 | .00 | .00 | .01 | .00 |
| Availability of i-deal to self for flexible work schedules (FWS) | | | -.09 | -.20** | -.21** | -.19** | -.18** | -.19** | -.18* | -.19* | -.19* | -.19* |
| Availability of i-deal to co-worker for job autonomy (JA) | | | | -.01 | -.00 | -.01 | -.00 | -.01 | .00 | -.00 | -.00 | -.00 |
| Availability of i-deal to co-worker for training (TRG) | | | | -.04 | -.04 | -.05 | -.06 | -.05 | -.04 | -.05 | -.05 | -.05 |
| Availability of i-deal to co-worker for pay for performance (PFP) | | | | .10 | .11 | .10 | .10 | .10 | .09 | .10 | .10 | .11 |
| Availability of i-deal to co-worker for | | | | .16** | .17** | .17** | .17** | .17** | .14* | .15* | .15* | .15* |

| Variables | OCB-O | | | | | | | | | | | |
|--|-------|---|---|---|------|------|------|------|------|------|------|------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| flexible work schedules (FWS) | | | | | | | | | | | | |
| Positive salience of job autonomy | | | | | .05 | .03 | .04 | .04 | .04 | .03 | .04 | .03 |
| Positive salience of training | | | | | .02 | .02 | .02 | .02 | -.00 | -.00 | -.00 | -.00 |
| Positive salience of pay for performance | | | | | .0 | .01 | .02 | .02 | .02 | .02 | .03 | .03 |
| Positive salience of flexible work schedules | | | | | -.05 | -.04 | -.06 | -.06 | -.05 | -.05 | -.05 | -.06 |
| Availability of training i-deal to self × Positive salience of TRG | | | | | | -.00 | -.04 | -.04 | -.03 | -.04 | -.04 | -.04 |
| Availability of job autonomy i-deal to self × Positive salience of JA | | | | | | .02 | .01 | .01 | .02 | .01 | .01 | .01 |
| Availability of pay for performance i-deal to self × Positive salience of PFP | | | | | | .01 | -.01 | -.01 | -.01 | -.00 | -.00 | -.01 |
| Availability of flexible work schedules i-deal to self × Positive salience of FWS | | | | | | -.04 | -.03 | -.03 | -.03 | -.03 | -.03 | -.02 |
| Availability of job autonomy i-deal to co-worker × Positive salience of JA | | | | | | | -.02 | -.02 | -.03 | -.02 | -.02 | -.02 |
| Availability of training i-deal to co-worker × Positive salience of TRG | | | | | | | .04 | .04 | .05 | .06 | .06 | .06 |
| Availability of pay for performance i-deal to co-worker × Positive salience of PFP | | | | | | | .05 | .05 | .05 | .02 | .02 | .02 |
| Availability of flexible work schedules i-deal to co-worker × Positive salience of FWS | | | | | | | -.01 | -.01 | -.02 | -.01 | -.01 | -.01 |
| Availability of i-deal to self X Availability of i-deal to co-worker (JA) | | | | | | | | .03 | .03 | .01 | .01 | .01 |
| Availability of i-deal to self X Availability of i-deal to co-worker (TRG) | | | | | | | | .00 | .00 | .00 | .00 | .00 |
| Availability of i-deal to self X Availability of i-deal to co-worker (PFP) | | | | | | | | -.01 | .02 | .02 | .02 | .02 |
| Availability of i-deal to self X Availability of i-deal to co-worker (FWS) | | | | | | | | -.01 | -.03 | -.03 | -.03 | -.03 |

| Variables | OCB-O | | | | | | | | | | | |
|--|-------|-----|-----|-------|-------|------|------|------|------|------|------|------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Availability of training i-deal to self × Availability of training i-deal to co-worker × Positive salience of TRG | | | | | | | | | .02 | .02 | .02 | .01 |
| Availability of job autonomy i-deal to self × Availability of job autonomy i-deal to co-worker × Positive salience of JA | | | | | | | | | | .03 | .03 | .03 |
| Availability of pay for performance i-deal to self × Availability of pay for performance i-deal to co-worker × Positive salience of PFP | | | | | | | | | | | -.00 | -.00 |
| Availability of flexible work schedules i-deal to self × Availability of flexible work schedules i-deal to self × Positive salience of FWS | | | | | | | | | | | | .02 |
| R^2 | .03 | .06 | .08 | .15** | .17** | .18* | .20* | .20* | .21* | .22* | .22* | .22* |
| ΔR^2 | --- | .02 | .02 | .06** | .00 | .02 | .00 | .01 | .00 | .00 | .00 | .00 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

Table 16

Results of the Moderating Effects of Employee HR Practice Saliency on the Relationships between Availability of I-deals to self/co-worker and Employee Organizational Citizenship Behavior (OCB-I)

| Variables | OCB-I | | | | | | | | | | | |
|---|-------|------|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Intercept | 4.42 | 4.39 | 4.42 | 4.38 | 4.07 | 4.07 | 4.11 | 4.11 | 4.10 | 4.10 | 4.12 | 4.14 |
| Age | .02 | .03 | .04 | .03 | .05 | .05 | .05 | .05 | .05 | .05 | .05 | .05 |
| Gender (0=female, 1=male) | -.11 | -.12 | -.12 | -.07 | -.06 | -.06 | -.06 | -.07 | -.07 | -.07 | -.07 | -.07 |
| Education level | -.08 | -.08 | -.09 | -.10* | -.11* | -.11* | -.11* | -.12* | -.12* | -.12* | -.12* | -.12* |
| Organizational tenure | .00 | .00 | .00 | .01 | .02 | .02 | .02 | .02 | .01 | .02 | .02 | .02 |
| Availability of job autonomy (JA) | | -.02 | -.01 | -.01 | -.01 | -.01 | -.00 | .00 | .00 | .00 | .00 | .00 |
| Availability of training (TRG) | | .01 | .04 | .06 | .06 | .06 | .06 | .06 | .05 | .06 | .06 | .06 |
| Availability of pay for performance (PFP) | | -.08 | -.07 | -.09 | -.09* | -.09* | -.09 | -.08 | -.07 | -.08 | -.08 | -.08 |
| Availability of flexible work schedules (FWS) | | .09* | .05 | .03 | .04 | .04 | .04 | .03 | .04 | .04 | .04 | .04 |
| Availability of i-deal to self for job autonomy (JA) | | | -.00 | -.01 | -.02 | -.02 | -.03 | -.03 | -.03 | -.02 | -.02 | -.02 |
| Availability of i-deal to self for training (TRG) | | | -.04 | -.11 | -.13 | -.13 | -.14 | -.13 | -.12 | -.13 | -.13 | -.13 |
| Availability of i-deal to self for pay for performance (PFP) | | | -.00 | -.00 | .00 | .00 | .01 | .00 | -.00 | -.00 | -.00 | -.00 |
| Availability of i-deal to self for flexible work schedules (FWS) | | | .05 | .03 | -.04 | -.04 | -.02 | -.02 | -.02 | -.02 | -.02 | -.02 |
| Availability of i-deal to co-worker for job autonomy (JA) | | | | .00 | .01 | .01 | .01 | .00 | .00 | -.00 | -.00 | -.00 |
| Availability of i-deal to co-worker for training (TRG) | | | | .06 | .05 | .05 | .05 | .06 | .06 | .06 | .05 | .05 |
| Availability of i-deal to co-worker for pay for performance (PFP) | | | | .02 | .02 | .02 | .01 | .01 | .01 | .02 | .02 | .03 |
| Availability of i-deal to co-worker for flexible work schedules (FWS) | | | | .12* | .14** | .16** | .15** | .14* | .14* | .14* | .14* | .14* |
| Positive salience of job autonomy | | | | | .11** | .11** | .11** | .10** | .10** | .10** | .10** | .10** |
| Positive salience of training | | | | | -.01 | -.01 | -.01 | -.01 | -.00 | -.00 | -.00 | -.00 |

| Variables | OCB-I | | | | | | | | | | | |
|---|-------|---|---|---|------|------|------|------|------|------|------|------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Positive salience of pay for performance | | | | | .04 | .05* | .04 | .03 | .03 | .03 | .03 | .03 |
| Positive salience of flexible work schedules | | | | | -.04 | -.04 | -.04 | -.03 | -.03 | -.03 | -.03 | -.04 |
| Availability of training i-deal to self × Positive salience of TRG | | | | | | .01 | .00 | -.00 | -.00 | -.00 | -.01 | -.01 |
| Availability of job autonomy i-deal to self × Positive salience of JA | | | | | | -.03 | -.03 | -.03 | -.03 | -.04 | -.04 | -.04 |
| Availability of pay for performance i-deal to self × Positive salience of PFP | | | | | | .02 | .00 | -.00 | -.00 | -.00 | -.00 | -.00 |
| Availability of flexible work schedules i-deal to self × Positive salience of FWS | | | | | | -.01 | -.01 | -.02 | -.02 | -.01 | -.02 | -.01 |
| Availability of job autonomy i-deal to co-worker × Positive salience of JA | | | | | | | .03 | .04 | .04 | .04 | .04 | .04 |
| Availability of training i-deal to co-worker × Positive salience of TRG | | | | | | | .02 | .01 | .01 | .01 | .01 | .01 |
| Availability of pay for performance i-deal to co-worker × Positive salience of PFP | | | | | | | .03 | .04 | .04 | .03 | .03 | .04 |
| Availability of flexible work schedules i-deal to co-worker × Positive salience of FWS | | | | | | | -.01 | -.01 | -.01 | -.01 | -.00 | -.00 |
| Availability of i-deal to self X | | | | | | | | .02 | .02 | .01 | .01 | .01 |
| Availability of i-deal to co-worker (JA) | | | | | | | | .02 | .02 | .02 | .02 | .02 |
| Availability of i-deal to self X | | | | | | | | .02 | .02 | .03 | .03 | .03 |
| Availability of i-deal to co-worker (TRG) | | | | | | | | .02 | .02 | .03 | .03 | .03 |
| Availability of i-deal to self X | | | | | | | | -.02 | -.02 | -.01 | -.01 | -.02 |
| Availability of i-deal to co-worker (FWS) | | | | | | | | | | | | |
| Availability of training i-deal to self × Availability of training i-deal to co-worker × Positive salience of TRG | | | | | | | | | -.00 | -.00 | -.01 | -.01 |

| Variables | OCB-I | | | | | | | | | | | |
|--|-------|------|-----|------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Availability of job autonomy i-deal to self × Availability of job autonomy i-deal to co-worker × Positive salience of JA | | | | | | | | | | .01 | .01 | .01 |
| Availability of pay for performance i-deal to self × Availability of pay for performance i-deal to co-worker × Positive salience of PFP | | | | | | | | | | | .00 | .00 |
| Availability of flexible work schedules i-deal to self × Availability of flexible work schedules i-deal to self × Positive salience of FWS | | | | | | | | | | | | .01 |
| R^2 | .03 | .07* | .07 | .12* | .21** | .23** | .24** | .25** | .26** | .26** | .26** | .26** |
| ΔR^2 | --- | .03 | .00 | .04* | .09** | .01 | .01 | .01 | .00 | .00 | .00 | .00 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

Table 17
Results of the Moderating Effect of Employee Perceptions of Availability of I-deal to self on the Relationships between Availability of HR practices and Employee Turnover Intentions

| Variables | Turnover Intentions | | | | | | |
|--|---------------------|--------|--------|--------|--------|--------|--------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Intercept | 1.59 | 1.70 | 1.77 | 1.72 | 1.74 | 1.73 | 1.80 |
| Age | -.13* | -.09 | -.11* | -.11* | -.11* | -.12* | -.12* |
| Gender (0=female, 1=male) | .36** | .17 | .16 | .15 | .17 | .16 | .15 |
| Education level | .29** | .24** | .24** | .24** | .23* | .23* | .21* |
| Organizational tenure | .03 | .04 | .05 | .04 | .05 | .05 | .06 |
| Availability of job autonomy (JA) | | -.16* | .00 | .05 | .04 | .04 | .05 |
| Availability of training (TRG) | | -.05 | .01 | .02 | .04 | .01 | .01 |
| Availability of pay for performance (PFP) | | -.27** | -.26** | -.26** | -.26** | -.21** | -.21* |
| Availability of flexible work schedules (FWS) | | -.03 | -.08 | -.07 | -.08 | -.07 | -.13 |
| Availability of job autonomy (JA) i-deal | | | -.31** | -.30** | -.31** | -.31** | -.29** |
| Availability of training (TRG) i-deal | | | -.10 | -.12 | -.09 | -.10 | -.09 |
| Availability of pay for performance (PFP) i-deal | | | .00 | .01 | -.00 | .01 | .00 |
| Availability of flexible work schedules (FWS) i-deal | | | .12 | .12 | .12 | .13 | .10 |
| Availability of job autonomy × Availability of job autonomy (JA) i-deal | | | | .06 | .04 | .03 | .06 |
| Availability of training × Availability of pay for performance (PFP) i-deal | | | | | .03 | .02 | .01 |
| Availability of pay for performance × Availability of pay for performance (PFP) i-deal | | | | | | .06 | .08 |
| Availability of flexible work schedules × Availability of flexible work schedules (FWS) i-deal | | | | | | | -.08 |
| R ² | .09** | .26** | .32** | .32** | .32** | .33** | .34** |
| ΔR^2 | --- | .16** | .06** | .00 | .00 | .00 | .00 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

Table 18
Results of the Moderating Effect of Employee Perceptions of Availability of I-deal to self on the Relationships between Availability of HR practices and Employee Job Satisfaction

| Variables | Job Satisfaction | | | | | | |
|--|------------------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Intercept | 4.40 | 4.29 | 4.28 | 4.27 | 4.26 | 4.26 | 4.23 |
| Age | .08 | .06 | .07 | .08 | .08 | .08 | .08 |
| Gender (0=female, 1=male) | -.25* | -.09 | -.08 | -.09 | -.10 | -.10 | -.09 |
| Education level | -.16* | -.12 | -.13* | -.12 | -.12 | -.12 | -.12 |
| Organizational tenure | -.03 | -.03 | -.04 | -.05 | -.04 | -.04 | -.05 |
| Availability of job autonomy (JA) | | .13* | .02 | .03 | .03 | .03 | .03 |
| Availability of training (TRG) | | .08 | .08 | .07 | .07 | .07 | .07 |
| Availability of pay for performance (PFP) | | .15** | .12* | .13 | .12 | .13 | .13 |
| Availability of flexible work schedules (FWS) | | .11* | .11 | .15* | .12 | .12 | .15* |
| Availability of job autonomy (JA) i-deal | | | .20** | .20** | .21** | .21** | .20** |
| Availability of training (TRG) i-deal | | | -.02 | -.04 | -.04 | -.04 | -.04 |
| Availability of pay for performance (PFP) i-deal | | | .02 | .02 | .03 | .03 | .02 |
| Availability of flexible work schedules (FWS) i-deal | | | -.04 | -.04 | -.05 | -.05 | -.04 |
| Availability of job autonomy × Availability of job autonomy (JA) i-deal | | | | .01 | .03 | .03 | .01 |
| Availability of training × Availability of pay for performance (PFP) i-deal | | | | | -.03 | -.04 | -.03 |
| Availability of pay for performance × Availability of pay for performance (PFP) i-deal | | | | | | .01 | .00 |
| Availability of flexible work schedules × Availability of flexible work schedules (FWS) i-deal | | | | | | | .03 |
| R ² | .07** | .29** | .32** | .32** | .33** | .33** | .34** |
| Δ R ² | --- | .21** | .03* | .00 | .00 | .00 | .00 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

Table 19
Results of the Moderating Effect of Employee Perceptions of Availability of I-deal to self on the Relationships between Availability of HR practices and Employee Perceived Organizational Support

| Variables | POS | | | | | | |
|--|-------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Intercept | 4.08 | 4.01 | 3.93 | 3.96 | 3.95 | 3.96 | 3.94 |
| Age | .05 | .01 | .02 | .02 | .02 | .03 | .03 |
| Gender (0=female, 1=male) | -.20* | -.01 | -.03 | -.02 | -.03 | -.02 | -.02 |
| Education level | -.11 | -.08 | -.06 | -.06 | -.06 | -.06 | -.06 |
| Organizational tenure | -.04 | -.04 | -.05 | -.05 | -.05 | -.05 | -.05 |
| Availability of job autonomy (JA) | | .15** | .11* | .08 | .08 | .09 | .09 |
| Availability of training (TRG) | | .15** | .07 | .06 | .06 | .07 | .08 |
| Availability of pay for performance (PFP) | | .16** | .08 | .09 | .09 | .04 | .04 |
| Availability of flexible work schedules (FWS) | | .11* | .10* | .10 | .10* | .09 | .11* |
| Availability of job autonomy (JA) i-deal | | | .03 | .03 | .03 | .03 | .03 |
| Availability of training (TRG) i-deal | | | .12* | .14** | .13** | .12* | .12* |
| Availability of pay for performance (PFP) i-deal | | | .10* | .09* | .09* | .11* | .11* |
| Availability of flexible work schedules (FWS) i-deal | | | .00 | .00 | -.00 | .01 | .01 |
| Availability of job autonomy × Availability of job autonomy (JA) i-deal | | | | -.03 | -.03 | -.01 | -.02 |
| Availability of training × Availability of pay for performance (PFP) i-deal | | | | | -.01 | -.00 | .00 |
| Availability of pay for performance × Availability of pay for performance (PFP) i-deal | | | | | | -.06* | -.06* |
| Availability of flexible work schedules × Availability of flexible work schedules (FWS) i-deal | | | | | | | .02 |
| R ² | .05* | .44** | .51** | .51** | .51** | .52** | .52** |
| ΔR^2 | --- | .39** | .06** | .00 | .00 | .01* | .00 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

Table 20
Results of the Moderating Effect of Employee Perceptions of Availability of I-deal to self on the Relationships between Availability of HR practices and Employee Organizational Citizenship Behavior (OCB-O)

| Variables | OCB-O | | | | | | |
|--|-------|------|------|------|------|------|------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Intercept | 4.12 | 4.10 | 4.07 | 4.05 | 4.06 | 4.05 | 4.05 |
| Age | .07* | .06* | .06* | .06 | .06 | .06 | .06 |
| Gender (0=female, 1=male) | -.04 | .00 | -.00 | -.00 | -.00 | -.00 | -.00 |
| Education level | -.08 | -.08 | -.07 | -.07 | -.07 | -.07 | -.07 |
| Organizational tenure | -.01 | -.01 | -.01 | -.01 | -.01 | -.01 | -.01 |
| Availability of job autonomy (JA) | | .03 | .01 | .03 | .03 | .03 | .03 |
| Availability of training (TRG) | | .05 | .03 | .03 | .04 | .03 | .03 |
| Availability of pay for performance (PFP) | | -.00 | -.02 | -.02 | -.02 | .00 | .00 |
| Availability of flexible work schedules (FWS) | | .05 | .11* | .11* | .10 | .11* | .11* |
| Availability of job autonomy (JA) i-deal | | | .03 | .03 | .03 | .03 | .03 |
| Availability of training (TRG) i-deal | | | .02 | .02 | .03 | .03 | .03 |
| Availability of pay for performance (PFP) i-deal | | | .04 | .04 | .04 | .03 | .03 |
| Availability of flexible work schedules (FWS) i-deal | | | -.09 | -.09 | -.09 | -.09 | -.09 |
| Availability of job autonomy × Availability of job autonomy (JA) i-deal | | | | .02 | .02 | .00 | .00 |
| Availability of training × Availability of pay for performance (PFP) i-deal | | | | | .02 | .01 | .01 |
| Availability of pay for performance × Availability of pay for performance (PFP) i-deal | | | | | | .04 | .04 |
| Availability of flexible work schedules × Availability of flexible work schedules (FWS) i-deal | | | | | | | .00 |
| R ² | .03 | .08* | .09* | .09* | .10* | .10* | .11* |
| ΔR^2 | --- | .04* | .01 | .00 | .00 | .00 | .00 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

Table 21
Results of the Moderating Effect of Employee Perceptions of Availability of I-deal to self on the Relationships between Availability of HR practices and Employee Organizational Citizenship Behavior (OCB-I)

| Variables | OCB-O | | | | | | |
|--|-------|-------|------|------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Intercept | 4.45 | 4.43 | 4.45 | 4.44 | 4.45 | 4.44 | 4.41 |
| Age | .01 | .02 | .02 | .02 | .02 | .02 | .02 |
| Gender (0=female, 1=male) | -.12 | -.12 | -.11 | -.12 | -.10 | -.12 | -.12 |
| Education level | -.07 | -.08 | -.09 | -.09 | -.09* | -.10* | -.09* |
| Organizational tenure | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| Availability of job autonomy (JA) | | -.00 | -.00 | .00 | .00 | -.00 | -.00 |
| Availability of training (TRG) | | .02 | .04 | .04 | .06 | .03 | .03 |
| Availability of pay for performance (PFP) | | -.08* | -.08 | -.08 | -.08 | -.02 | -.02 |
| Availability of flexible work schedules (FWS) | | .08* | .04 | .05 | .03 | .04 | .04 |
| Availability of job autonomy (JA) i-deal | | | -.00 | .00 | -.01 | -.01 | -.01 |
| Availability of training (TRG) i-deal | | | -.03 | -.03 | -.02 | -.00 | -.00 |
| Availability of pay for performance (PFP) i-deal | | | -.00 | .00 | .00 | -.01 | -.01 |
| Availability of flexible work schedules (FWS) i-deal | | | .06 | .06 | .07 | .05 | .06 |
| Availability of job autonomy × Availability of job autonomy (JA) i-deal | | | | .01 | -.00 | -.01 | -.02 |
| Availability of training × Availability of pay for performance (PFP) i-deal | | | | | .04 | .02 | .02 |
| Availability of pay for performance × Availability of pay for performance (PFP) i-deal | | | | | | .07** | .07** |
| Availability of flexible work schedules × Availability of flexible work schedules (FWS) i-deal | | | | | | | .02 |
| R^2 | .03 | .06* | .07 | .07 | .08 | .12** | .12* |
| ΔR^2 | --- | .03 | .00 | .00 | .01 | .03** | .00 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

Table 22
Results of the Moderating Effects of Employee HR Practice Saliency and Employee Perceptions of I-deal to self on the Relationships between Availability of HR practices and Employee Turnover Intentions

| Variables | Turnover Intentions | | | | | | | | | | |
|---|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| Intercept | 1.47 | 1.54 | 1.64 | 1.61 | 1.68 | 1.67 | 1.73 | 1.73 | 1.73 | 1.71 | 1.71 |
| Age | -.10 | -.05 | -.07 | -.05 | -.05 | -.08 | -.08 | -.08 | -.08 | -.08 | -.08 |
| Gender (0=female, 1=male) | .32* | .16 | .15 | .17 | .17 | .19 | .18 | .18 | .18 | .18 | .16 |
| Education level | .30** | .25** | .24** | .22** | .19* | .20* | .19* | .20* | .20* | .20* | .20* |
| Organizational tenure | .03 | .04 | .04 | .04 | .05 | .06 | .06 | .06 | .06 | .06 | .05 |
| Availability of JA HR | | -.15 | .02 | .03 | .06 | .04 | .04 | .05 | .05 | .05 | .04 |
| Availability of TRG HR | | -.08 | .00 | .00 | .00 | .02 | .01 | .01 | .01 | .01 | .00 |
| Availability of PFP HR | | -.27** | -.25** | -.25** | -.19* | -.19 | -.18 | -.18 | -.18 | -.18 | -.19 |
| Availability of FWS HR | | -.00 | -.05 | -.05 | -.10 | -.09 | -.09 | -.09 | -.09 | -.09 | -.08 |
| Availability of JA I-deal | | | -.29** | -.30** | -.30** | -.28** | -.27** | -.28** | -.28** | -.29** | -.29** |
| Availability of TRG I-deal | | | -.14 | -.18 | -.15 | -.18 | -.18 | -.18 | -.18 | -.18 | -.16 |
| Availability of PFP I-deal | | | .00 | .01 | .00 | -.01 | -.01 | -.01 | -.01 | -.01 | -.00 |
| Availability of FWS I-deal | | | .12 | .12 | .11 | .15 | .14 | .14 | .14 | .14 | .14 |
| Positive salience of job autonomy | | | | .08 | .07 | .05 | .07 | .08 | .08 | .08 | .06 |
| Positive salience of training | | | | -.02 | -.01 | -.01 | -.01 | -.01 | -.01 | -.02 | -.02 |
| Positive salience of pay for performance | | | | .05 | .04 | .09* | .09* | .09 | .09 | .10 | .10* |
| Positive salience of flexible work schedules | | | | .02 | .03 | .04 | .04 | .04 | .04 | .04 | .08 |
| Availability of JA HR X JA I-deal | | | | | .02 | -.00 | -.01 | .01 | .01 | .01 | .02 |
| Availability of TRG HR X TRG I-deal | | | | | .01 | .02 | .02 | .01 | .01 | .02 | .00 |
| Availability of PFP HR X PFP I-deal | | | | | .09 | .09 | .09 | .09 | .09 | .09 | .08 |
| Availability of FWS HR X FWS I-deal | | | | | -.07 | -.07 | -.08 | -.07 | -.07 | -.07 | -.04 |
| Availability of JA HR X Pos. Salience of JA | | | | | | -.17** | -.18* | -.20* | -.20* | -.19* | -.17* |
| Availability of TRG HR X Pos. Salience of TRG | | | | | | -.01 | -.00 | -.01 | -.01 | -.00 | -.00 |
| Availability of PFP HR X Pos. Salience of PFP | | | | | | .01 | .03 | .03 | .03 | .01 | .02 |

| Variables | Turnover Intentions | | | | | | | | | | |
|--|---------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| Availability of FWS HR X Pos. Salience of FWS | | | | | | .02 | -.03 | -.03 | -.02 | -.03 | -.09 |
| Availability of JA HR X Pos. Salience of JA | | | | | | | -.00 | -.00 | -.00 | -.00 | .00 |
| Availability of TRG HR X Pos. Salience of TRG | | | | | | | -.01 | -.01 | -.01 | -.01 | -.01 |
| Availability of PFP HR X Pos. Salience of PFP | | | | | | | -.02 | -.02 | -.02 | -.02 | -.03 |
| Availability of FWS HR X Pos. Salience of FWS | | | | | | | .08 | .08 | .08 | .08 | .09 |
| Availability of job autonomy i-deal to self × Availability of job autonomy HR × Positive salience of JA | | | | | | | | -.03 | -.03 | -.02 | .00 |
| Availability of training i-deal to self × Availability of training HR × Positive salience of TRG | | | | | | | | | .00 | .00 | .00 |
| Availability of pay for performance i-deal to self × Availability of pay for performance HR × Positive salience of PFP | | | | | | | | | | -.01 | -.00 |
| Availability of flexible work schedules i-deal to self × Availability of flexible work schedules HR × Positive salience of FWS | | | | | | | | | | | -.09 |
| R^2 | .09** | .25** | .32** | .34** | .36** | .39** | .39** | .39** | .39** | .39** | .40** |
| ΔR^2 | --- | .16** | .06** | .02 | .01 | .03* | .00 | .00 | .00 | .00 | .01 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

Table 23
Results of the Moderating Effects of Employee HR Practice Saliency and Employee Perceptions of I-deal to self on the Relationships between Availability of HR practices and Employee Job Satisfaction

| Variables | Job Satisfaction | | | | | | | | | | |
|---|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| Intercept | 4.51 | 4.41 | 4.38 | 4.41 | 4.33 | 4.29 | 4.28 | 4.30 | 4.30 | 4.27 | 4.26 |
| Age | .07 | .04 | .06 | .03 | .04 | .05 | .05 | .06 | .06 | .06 | .06 |
| Gender (0=female, 1=male) | -.20* | -.06 | -.06 | -.09 | -.10 | -.11 | -.09 | -.10 | -.10 | -.10 | -.10 |
| Education level | -.20** | -.16* | -.16* | -.14* | -.12 | -.12 | -.12 | -.12 | -.12 | -.12 | -.12 |
| Organizational tenure | -.01 | -.02 | -.02 | -.02 | -.03 | -.04 | -.05 | -.05 | -.05 | -.05 | -.05 |
| Availability of JA HR | | .15** | .05 | .03 | .05 | .06 | .05 | .03 | .03 | .03 | .03 |
| Availability of TRG HR | | .09 | .08 | .08 | .08 | .08 | .06 | .07 | .07 | .07 | .07 |
| Availability of PFP HR | | .12* | .09 | .09 | .09 | .09 | .11 | .12 | .12 | .11 | .12 |
| Availability of FWS HR | | .09 | .10 | .11 | .14 | .14 | .14 | .14 | .14 | .14 | .13 |
| Availability of JA I-deal | | | .17* | .18** | .18** | .19** | .21** | .23** | .23** | .22** | .22** |
| Availability of TRG I-deal | | | -.00 | .02 | .00 | .02 | .03 | .03 | .03 | .04 | .03 |
| Availability of PFP I-deal | | | .03 | .03 | .04 | .03 | .03 | .01 | .01 | .01 | .01 |
| Availability of FWS I-deal | | | -.04 | -.05 | -.05 | -.07 | -.10 | -.10 | -.10 | -.10 | -.10 |
| Positive salience of job autonomy | | | | -.04 | -.05 | -.03 | -.04 | -.06 | -.06 | -.05 | -.05 |
| Positive salience of training | | | | .00 | -.00 | .01 | .01 | .01 | .01 | .01 | .01 |
| Positive salience of pay for performance | | | | -.03 | -.02 | -.06 | -.07* | -.06 | -.06* | -.04 | -.04 |
| Positive salience of flexible work schedules | | | | -.06 | -.06 | -.06 | -.03 | -.05 | -.05 | -.05 | -.06 |
| Availability of JA HR X JA I-deal | | | | | .03 | .04 | .05 | .01 | .01 | .00 | -.00 |
| Availability of TRG HR X TRG I-deal | | | | | -.01 | .00 | -.00 | .01 | .01 | .02 | .03 |
| Availability of PFP HR X PFP I-deal | | | | | -.01 | -.01 | .00 | -.00 | -.00 | -.00 | -.00 |
| Availability of FWS HR X FWS I-deal | | | | | .04 | .03 | .01 | .00 | .00 | .00 | -.00 |
| Availability of JA HR X Pos. Salience of JA | | | | | | .02 | -.01 | .03 | .03 | .03 | .03 |
| Availability of TRG HR X Pos. Salience of TRG | | | | | | .06* | .05 | .06 | .06 | .06 | .06 |

| Variables | Job Satisfaction | | | | | | | | | | |
|--|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| Availability of PFP HR X Pos. | | | | | | -.02 | .00 | .00 | .00 | -.01 | -.01 |
| Salience of PFP | | | | | | | | | | | |
| Availability of FWS HR X Pos. | | | | | | -.02 | .02 | .01 | .01 | .01 | .03 |
| Salience of FWS | | | | | | | | | | | |
| Availability of JA HR X Pos. | | | | | | | .08 | .07 | .07 | .07 | .07 |
| Salience of JA | | | | | | | | | | | |
| Availability of TRG HR X Pos. | | | | | | | .00 | .00 | .00 | .00 | .00 |
| Salience of TRG | | | | | | | | | | | |
| Availability of PFP HR X Pos. | | | | | | -.05 | -.05 | -.05 | -.05 | -.05 | -.04 |
| Salience of PFP | | | | | | | | | | | |
| Availability of FWS HR X Pos. | | | | | | -.06 | -.06 | -.06 | -.06 | -.06 | -.07 |
| Salience of FWS | | | | | | | | | | | |
| Availability of job autonomy i-deal to self × Availability of job autonomy HR × Positive salience of JA | | | | | | | | .06 | .06 | .06 | .05 |
| Availability of training i-deal to self × Availability of training HR × Positive salience of TRG | | | | | | | | | -.00 | -.00 | -.00 |
| Availability of pay for performance i-deal to self × Availability of pay for performance HR × Positive salience of PFP | | | | | | | | | | -.02 | -.02 |
| Availability of flexible work schedules i-deal to self × Availability of flexible work schedules HR × Positive salience of FWS | | | | | | | | | | | .02 |
| R^2 | .07** | .29** | .32** | .35** | .36** | .39** | .41** | .42** | .42** | .42** | .42** |
| ΔR^2 | --- | .21** | .03* | .02 | .01 | .02 | .01 | .01 | .00 | .00 | .00 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

Table 24
Results of the Moderating Effects of Employee HR Practice Saliency and Employee Perceptions of I-deal to self on the Relationships between Availability of HR practices and Employee Perceived Organizational Support

| Variables | POS | | | | | | | | | | |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| Intercept | 4.13 | 4.04 | 3.97 | 3.98 | 3.97 | 3.97 | 3.87 | 3.88 | 3.88 | 3.91 | 3.91 |
| Age | .06 | .02 | .02 | .01 | .02 | .02 | .03 | .03 | .03 | .03 | .03 |
| Gender (0=female, 1=male) | -.19* | -.01 | -.03 | -.04 | -.03 | -.03 | -.03 | -.03 | -.03 | -.03 | -.03 |
| Education level | -.14* | -.10 | -.08 | -.07 | -.06 | -.06 | -.04 | -.05 | -.05 | -.06 | -.06 |
| Organizational tenure | -.03 | -.03 | -.03 | -.03 | -.03 | -.03 | -.04 | -.04 | -.04 | -.03 | -.03 |
| Availability of JA HR | | .15** | .12* | .12* | .10 | .10 | .11* | .10 | .10 | .10 | .10 |
| Availability of TRG HR | | .16** | .08 | .07 | .09 | .09 | .10 | .10 | .08 | .08 | .08 |
| Availability of PFP HR | | .15** | .06 | .06 | .01 | .01 | .01 | .01 | .02 | .02 | .02 |
| Availability of FWS HR | | .12** | .13* | .12* | .13* | .13* | .12* | .12* | .13* | .13* | .13* |
| Availability of JA I-deal | | | .00 | .00 | .00 | .00 | .00 | .01 | .01 | .02 | .02 |
| Availability of TRG I-deal | | | .12* | .13* | .11* | .11* | .12* | .13* | .13* | .13* | .13* |
| Availability of PFP I-deal | | | .11** | .11** | .13** | .13** | .13** | .12** | .11** | .11* | .11* |
| Availability of FWS I-deal | | | -.00 | -.00 | .00 | .00 | .00 | .00 | -.00 | -.00 | -.00 |
| Positive salience of job autonomy | | | | -.04 | -.03 | -.03 | -.04 | -.05 | -.05 | -.05 | -.05 |
| Positive salience of training | | | | -.01 | -.02 | -.02 | -.01 | -.01 | -.00 | .00 | .00 |
| Positive salience of pay for performance | | | | -.00 | -.00 | -.00 | -.02 | -.02 | -.02 | -.04 | -.04 |
| Positive salience of flexible work schedules | | | | .01 | .00 | .00 | .01 | .00 | .00 | .00 | -.00 |
| Availability of JA HR X JA I-deal | | | | | -.00 | -.00 | .01 | .00 | -.01 | -.00 | -.00 |
| Availability of TRG HR X TRG I-deal | | | | | .00 | .00 | -.00 | .00 | .00 | -.00 | .00 |
| Availability of PFP HR X PFP I-deal | | | | | -.07* | -.07* | -.06* | -.06* | -.06* | -.06* | -.06* |
| Availability of FWS HR X FWS I-deal | | | | | .02 | .02 | .02 | .02 | .03 | .03 | .02 |
| Availability of JA HR X Pos. Salience of JA | | | | | | | .05 | .06 | .07 | .06 | .06 |
| Availability of TRG HR X Pos. Salience of TRG | | | | | | | .01 | .02 | .01 | .01 | .01 |
| Availability of PFP HR X Pos. Salience of PFP | | | | | | | -.04 | -.04 | -.04 | -.02 | -.02 |
| Availability of FWS HR X Pos. Salience of FWS | | | | | | | .05 | .05 | .05 | .05 | .06 |

| Variables | POS | | | | | | | | | | |
|--|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| Salience of FWS | | | | | | | | | | | |
| Availability of JA HR X Pos. Salience of JA | | | | | | | .05 | .05 | .05 | .05 | .05 |
| Availability of TRG HR X Pos. Salience of TRG | | | | | | | -.02 | -.02 | -.02 | -.02 | -.02 |
| Availability of PFP HR X Pos. Salience of PFP | | | | | | | .03 | .02 | .03 | .03 | .03 |
| Availability of FWS HR X Pos. Salience of FWS | | | | | | | -.08* | -.08* | -.08* | -.08* | -.08* |
| Availability of job autonomy i-deal to self × Availability of job autonomy HR × Positive salience of JA | | | | | | | | .02 | .03 | .03 | .02 |
| Availability of training i-deal to self × Availability of training HR × Positive salience of TRG | | | | | | | | | -.01 | -.01 | -.01 |
| Availability of pay for performance i-deal to self × Availability of pay for performance HR × Positive salience of PFP | | | | | | | | | | .02 | .02 |
| Availability of flexible work schedules i-deal to self × Availability of flexible work schedules HR × Positive salience of FWS | | | | | | | | | | | .01 |
| R^2 | .05* | .46** | .52** | .53** | .54** | .56** | .57** | .57** | .57** | .58** | .58** |
| ΔR^2 | --- | .40** | .06** | .00 | .01 | .01 | .01 | .00 | .00 | .00 | .00 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

Table 25
Results of the Moderating Effects of Employee HR Practice Saliency and Employee Perceptions of I-deal to self on the Relationships between Availability of HR practices and Employee Organizational Citizenship Behaviors (OCB-O)

| Variables | OCB-O | | | | | | | | | | |
|---|-------|------|------|------|------|------|------|------|------|------|------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| Intercept | 4.12 | 4.09 | 4.05 | 4.04 | 4.03 | 4.04 | 4.00 | 4.01 | 4.00 | 3.99 | 3.99 |
| Age | .06* | .06* | .06 | .06 | .06 | .06 | .07 | .07* | .07* | .07* | .07* |
| Gender (0=female, 1=male) | -.01 | .01 | .00 | .01 | .01 | .00 | .01 | .01 | .02 | .02 | .02 |
| Education level | -.09 | -.08 | -.07 | -.07 | -.08 | -.08 | -.08 | -.08 | -.08 | -.07 | -.07 |
| Organizational tenure | -.00 | -.00 | .00 | .00 | .00 | .00 | .00 | .00 | .00 | -.00 | .00 |
| Availability of JA HR | | .04 | .03 | .03 | .03 | .04 | .04 | .04 | .04 | .04 | .04 |
| Availability of TRG HR | | .03 | -.00 | -.00 | -.01 | -.03 | -.03 | -.03 | -.00 | -.00 | -.00 |
| Availability of PFP HR | | -.01 | -.04 | -.04 | -.00 | .00 | .01 | .01 | -.01 | -.01 | -.01 |
| Availability of FWS HR | | .04 | .11 | .11 | .11 | .11 | .11 | .11 | .09 | .09 | .09 |
| Availability of JA I-deal | | | .00 | -.00 | -.00 | -.03 | -.03 | -.02 | -.03 | -.04 | -.04 |
| Availability of TRG I-deal | | | .06 | .06 | .07 | .09 | .09 | .09 | .08 | .08 | .08 |
| Availability of PFP I-deal | | | .04 | .04 | .03 | .03 | .04 | .03 | .05 | .05 | .05 |
| Availability of FWS I-deal | | | -.09 | -.09 | -.09 | -.10 | -.10 | -.10 | -.09 | -.09 | -.09 |
| Positive salience of job autonomy | | | | .04 | .04 | .03 | .02 | .02 | .02 | .02 | .03 |
| Positive salience of training | | | | .02 | .02 | .01 | .02 | .01 | -.00 | -.00 | -.00 |
| Positive salience of pay for performance | | | | .00 | -.00 | .00 | -.00 | -.00 | .00 | .01 | .01 |
| Positive salience of flexible work schedules | | | | -.03 | -.03 | -.04 | -.03 | -.04 | -.03 | -.03 | -.04 |
| Availability of JA HR X JA I-deal | | | | | -.00 | -.01 | -.00 | -.02 | .00 | .00 | -.00 |
| Availability of TRG HR X TRG I-deal | | | | | .00 | -.00 | -.00 | .00 | -.00 | -.00 | .00 |
| Availability of PFP HR X PFP I-deal | | | | | .05 | .04 | .05 | .04 | .05 | .05 | .05 |
| Availability of FWS HR X FWS I-deal | | | | | .00 | .00 | .00 | .00 | -.01 | -.01 | -.02 |
| Availability of JA HR X Pos. Salience of JA | | | | | | .06 | .05 | .07 | .07 | .07 | .07 |
| Availability of TRG HR X Pos. Salience of TRG | | | | | | -.00 | -.00 | -.00 | .00 | .01 | .01 |
| Availability of PFP HR X Pos. Salience of PFP | | | | | | .04 | .05 | .05 | .04 | .03 | .03 |
| Availability of FWS HR X Pos. Salience of FWS | | | | | | -.05 | -.02 | -.02 | -.03 | -.03 | -.01 |

| Variables | OCB-O | | | | | | | | | | |
|--|-------|-----|-----|-----|-----|-----|------|------|------|------|------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| Salience of FWS | | | | | | | | | | | |
| Availability of JA HR X Pos. Salience of JA | | | | | | | .01 | .01 | .01 | .01 | .01 |
| Availability of TRG HR X Pos. Salience of TRG | | | | | | | .00 | .00 | .01 | .01 | .01 |
| Availability of PFP HR X Pos. Salience of PFP | | | | | | | -.01 | -.01 | -.02 | -.02 | -.02 |
| Availability of FWS HR X Pos. Salience of FWS | | | | | | | -.05 | -.05 | -.05 | -.05 | -.05 |
| Availability of job autonomy i-deal to self × Availability of job autonomy HR × Positive salience of JA | | | | | | | | .02 | .00 | .00 | -.00 |
| Availability of training i-deal to self × Availability of training HR × Positive salience of TRG | | | | | | | | | .03* | .03* | .03 |
| Availability of pay for performance i-deal to self × Availability of pay for performance HR × Positive salience of PFP | | | | | | | | | | -.00 | -.01 |
| Availability of flexible work schedules i-deal to self × Availability of flexible work schedules HR × Positive salience of FWS | | | | | | | | | | | .03 |
| R^2 | .03 | .06 | .08 | .10 | .11 | .14 | .15 | .15 | .17 | .17 | .17 |
| ΔR^2 | --- | .02 | .02 | .01 | .01 | .02 | .00 | .00 | .01* | .00 | .00 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

Table 26
Results of the Moderating Effects of Employee HR Practice Saliency and Employee Perceptions of I-deal to self on the Relationships between Availability of HR practices and Employee Organizational Citizenship Behaviors (OCB-I)

| Variables | OCB-I | | | | | | | | | | |
|---|-------|-------|------|-------|-------|-------|--------|--------|--------|--------|--------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| Intercept | 4.42 | 4.39 | 4.42 | 4.40 | 4.38 | 4.41 | 4.40 | 4.41 | 4.41 | 4.42 | 4.42 |
| Age | .02 | .03 | .04 | .05 | .05 | .04 | .04 | .05 | .05 | .04 | .04 |
| Gender (0=female, 1=male) | -.11 | -.12 | -.12 | -.10 | -.10 | -.10 | -.09 | -.09 | -.09 | -.09 | -.09 |
| Education level | -.08 | -.08 | -.09 | -.11* | -.12* | -.12* | -.13** | -.13** | -.13** | -.13** | -.13** |
| Organizational tenure | .00 | .00 | .00 | .01 | .01 | .01 | .01 | .01 | .01 | .01 | .01 |
| Availability of JA HR | | -.02 | -.02 | -.01 | -.02 | -.02 | -.02 | -.03 | -.03 | -.03 | -.02 |
| Availability of TRG HR | | .01 | .04 | .04 | .02 | .02 | .02 | .02 | .02 | .01 | .01 |
| Availability of PFP HR | | -.08* | -.08 | -.08 | -.00 | -.00 | -.00 | -.00 | .00 | .00 | .00 |
| Availability of FWS HR | | .09* | .05 | .06 | .08 | .08 | .08 | .08 | .09 | .09 | .09 |
| Availability of JA I-deal | | | -.00 | -.01 | -.03 | -.03 | -.04 | -.03 | -.02 | -.02 | -.02 |
| Availability of TRG I-deal | | | -.04 | -.06 | -.03 | -.03 | -.04 | -.04 | -.04 | -.04 | -.04 |
| Availability of PFP I-deal | | | -.00 | .00 | -.01 | -.02 | -.00 | -.01 | -.02 | -.02 | -.02 |
| Availability of FWS I-deal | | | .05 | .05 | .05 | .06 | .06 | .06 | .06 | .06 | .06 |
| Positive salience of job autonomy | | | | .11** | .11** | .10** | .09** | .09** | .08** | .08** | .09** |
| Positive salience of training | | | | -.01 | -.00 | -.01 | -.01 | -.01 | -.00 | -.00 | -.00 |
| Positive salience of pay for performance | | | | .04 | .02 | .04 | .04 | .04 | .03 | .03 | .03 |
| Positive salience of flexible work schedules | | | | -.03 | -.02 | -.02 | -.02 | -.02 | -.03 | -.03 | -.04 |
| Availability of JA HR X JA I-deal | | | | | -.05* | -.06* | -.06* | -.08* | -.09* | -.09* | -.09* |
| Availability of TRG HR X TRG I-deal | | | | | .02 | .01 | .01 | .02 | .02 | .02 | .02 |
| Availability of PFP HR X PFP I-deal | | | | | .08** | .08** | .08** | .08** | .08** | .08** | .08** |
| Availability of FWS HR X FWS I-deal | | | | | .02 | .03 | .03 | .03 | .03 | .03 | .03 |
| Availability of JA HR X Pos. Salience of JA | | | | | | -.00 | .00 | .02 | .02 | .01 | .01 |
| Availability of TRG HR X Pos. Salience of TRG | | | | | | -.02 | -.04 | -.03 | -.04 | -.04 | -.04 |

| Variables | OCB-I | | | | | | | | | | |
|--|-------|------|-----|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| Availability of PFP HR X Pos. Salience of PFP | | | | | | .03 | .03 | .03 | .03 | .04 | .04 |
| Availability of FWS HR X Pos. Salience of FWS | | | | | | .01 | .04 | .04 | .04 | .05 | .06 |
| Availability of JA HR X Pos. Salience of JA | | | | | | | .00 | -.01 | -.01 | -.01 | -.01 |
| Availability of TRG HR X Pos. Salience of TRG | | | | | | | -.06 | .03 | .03 | .03 | .03 |
| Availability of PFP HR X Pos. Salience of PFP | | | | | | | .00 | -.00 | .00 | .00 | .00 |
| Availability of FWS HR X Pos. Salience of FWS | | | | | | | -.06 | -.06 | -.06 | -.06 | -.06 |
| Availability of job autonomy i-deal to self × Availability of job autonomy HR × Positive salience of JA | | | | | | | | .02 | .03 | .03 | .02 |
| Availability of training i-deal to self × Availability of training HR × Positive salience of TRG | | | | | | | | | -.01 | -.01 | -.01 |
| Availability of pay for performance i-deal to self × Availability of pay for performance HR × Positive salience of PFP | | | | | | | | | | .00 | .00 |
| Availability of flexible work schedules i-deal to self × Availability of flexible work schedules HR × Positive salience of FWS | | | | | | | | | | | .02 |
| R^2 | .03 | .07* | .07 | .16** | .23** | .24** | .26** | .26** | .27** | .27** | .27** |
| ΔR^2 | --- | .03 | .00 | .09** | .06** | .01 | .01 | .00 | .00 | .00 | .00 |

Note. $n = 244$. * $p < .05$ ** $p < .01$

Figure 1

Hypothesized Research Model of the Effect of Employee HR Practice Saliency on Human Resource Practices, I-deals, and Employee Outcomes

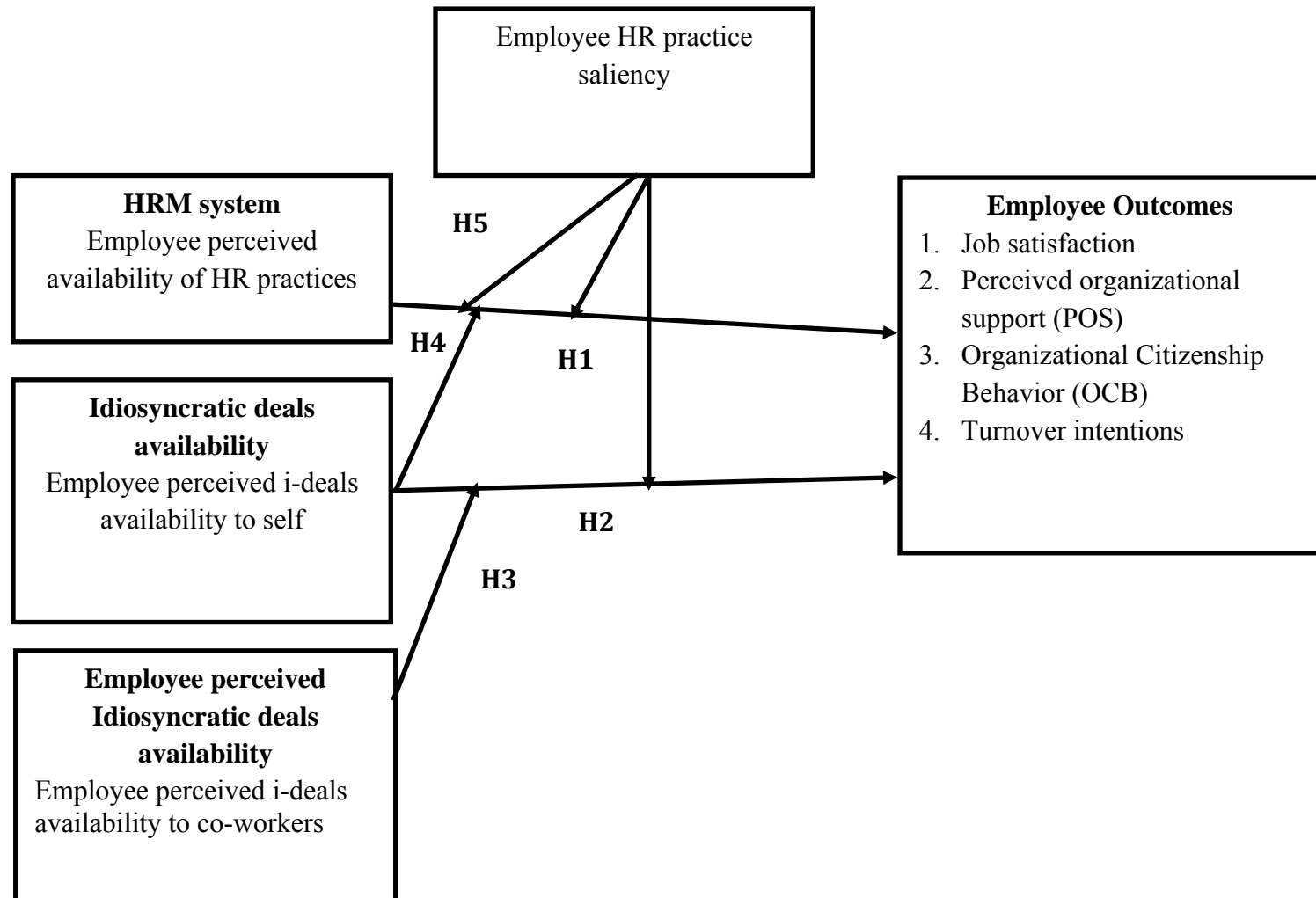


Figure 2

Moderating Effect of Positive Employee HR Practice Saliency on the Relationship between Availability of Job Autonomy (JA) and Turnover Intentions

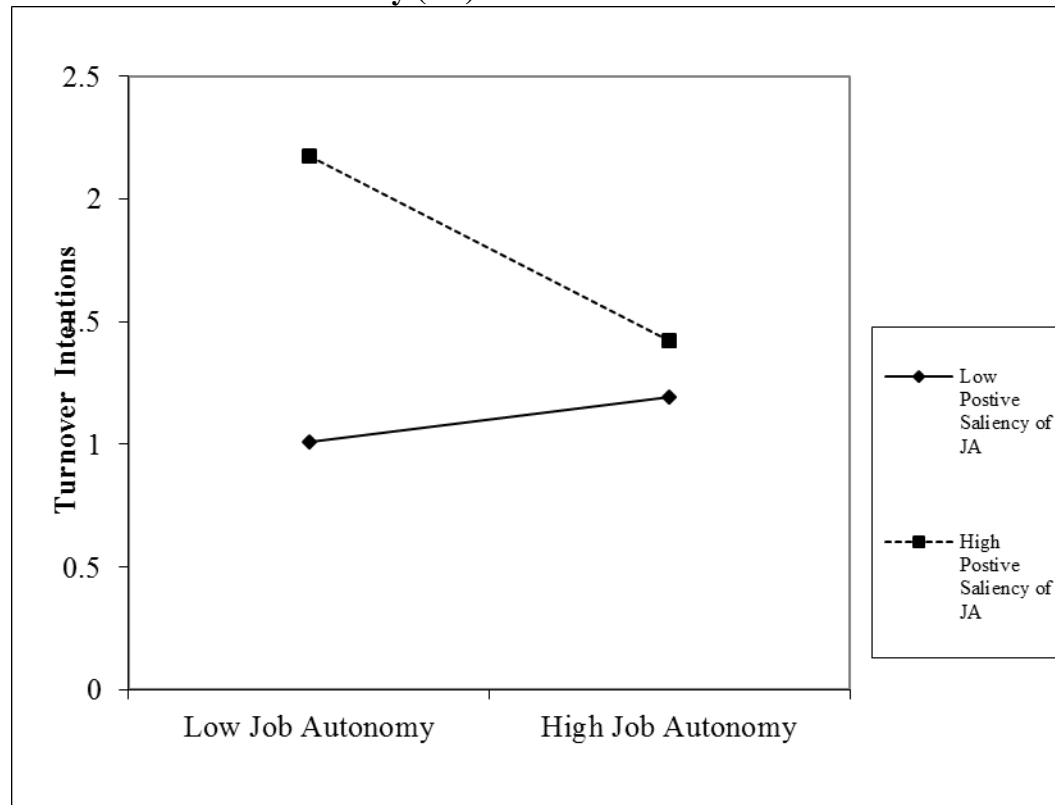


Figure 3

Moderating Effect of Positive Employee HR Practice Saliency on the Relationship between Availability of Training (TRG) and Job Satisfaction (JS)

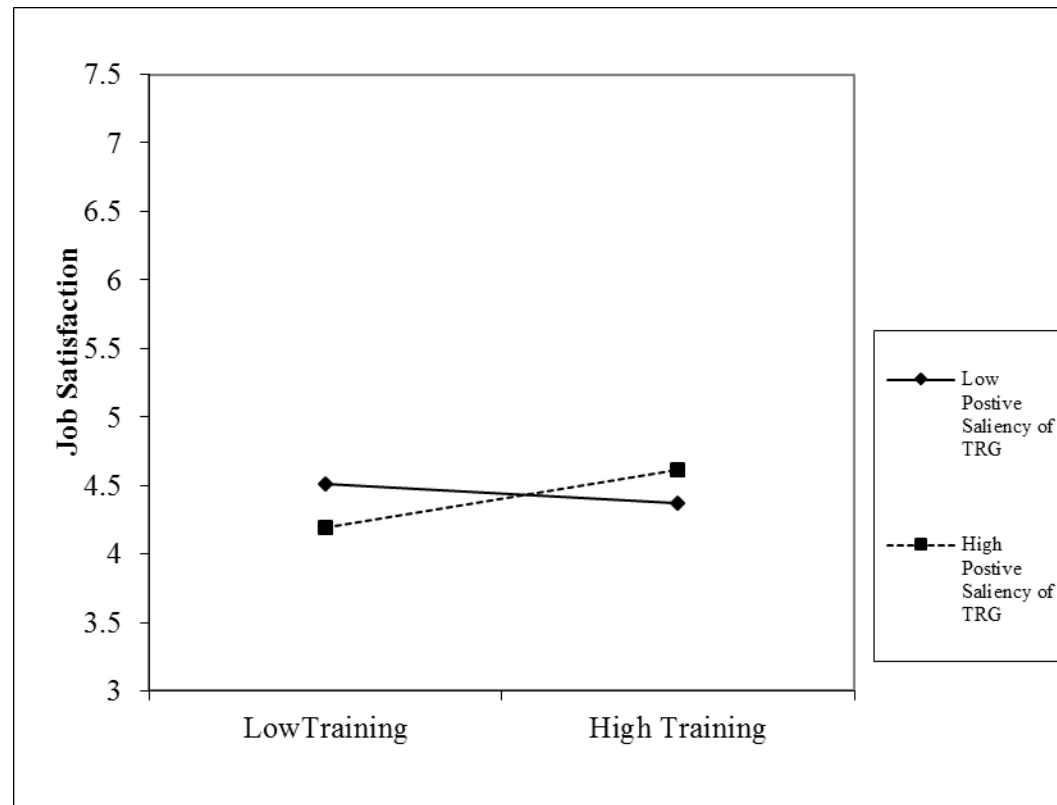
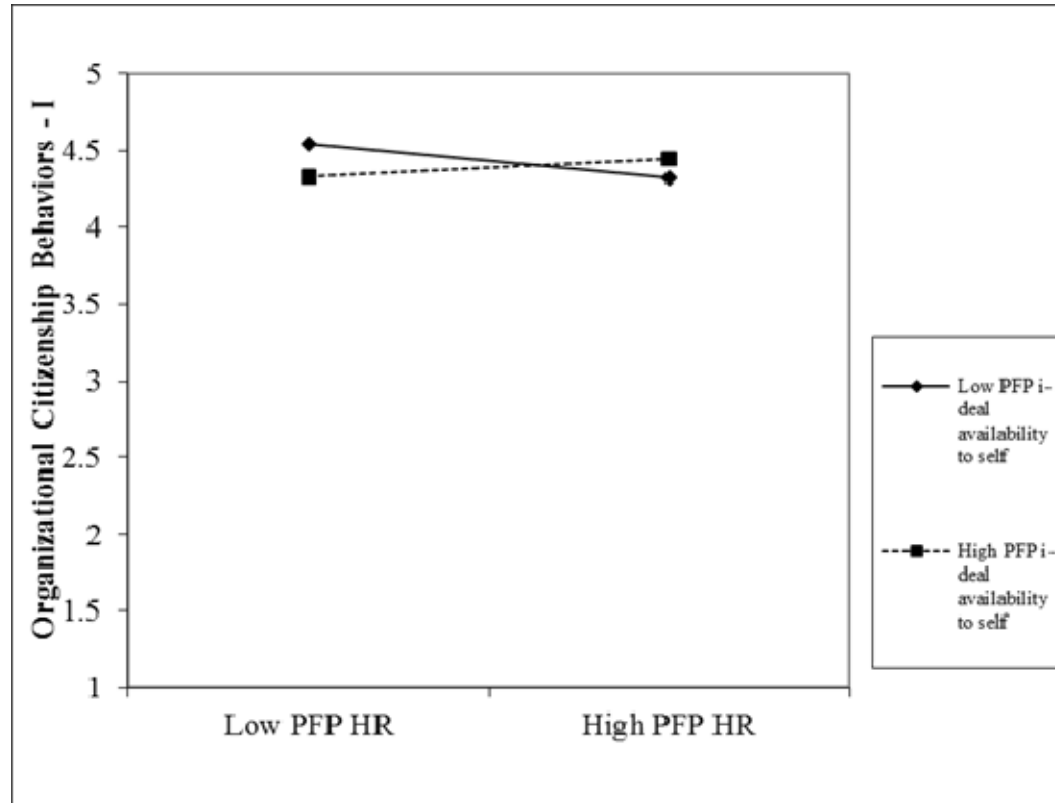


Figure 4

Moderating Effect of Availability of I-deal to Self for Pay for Performance on the Relationship between Availability of Pay for Performance (PFP) HR practice and Organizational Citizenship Behavior (OCB-I)



APPENDIX – Employee Survey

Employee Survey Questions

The following survey questions are based on your perceptions of the following Human Resources (HR) practices:

Flexible work schedules

Refers to a practice that enables an employee to have flexibility related to: *when* one works, *where* one works, work load, and flexibility in the *continuity* of work (can take short- and long-term breaks and time off).

Job autonomy

Refers to a practice that enables employees to have freedom, independence, and discretion in carrying out their jobs. This includes freedom to decide the tasks to perform, how to do the work, and how to handle exceptions at work.

Training

Refers to a practice that enables employees to acquire skills, concepts, or attitudes to improve job performance.

Pay for performance

Refers to a practice that connects at least a portion of the employee's pay to his or her performance.

Survey Questions:

Section 1: Using the response scale (1-5) please indicate the extent to which you agree about the availability of the following practices in your current organization to all employees without having to negotiate for them.

- (a) Flexible work schedules
- (b) Job autonomy
- (c) Training
- (d) Pay for performance

Section 2: Even when there are standard HR practices offered, employees often **NEGOTIATE** personalized employment arrangements that differ from employment arrangements others have in the organization. Using the response scale (1-5) please indicate the extent to which you currently agree that it is possible for **YOU** to get such an arrangement related to the following practices.

- (a) Flexible work schedules
- (b) Job autonomy
- (c) Training
- (d) Pay for performance

Section 3: Even when there are standard HR practices offered, employees often **NEGOTIATE** personalized employment arrangements that differ from employment arrangements others have in the organization. Using the response scale (1-5) please indicate the extent to which you currently agree that it is possible for **YOUR CO-WORKER(S)** to get such an arrangement related to the following practices.

- (a) Flexible work schedules
- (b) Job autonomy
- (c) Training
- (d) Pay for performance

Section 4: Using the response scale (1-5) please indicate the extent to which you agree or disagree about each of the following statements

- a) My organization really cares about my well-being.
- b) My organization cares about my opinions.
- c) My organization shows very little concern for me.
- d) My organization strongly considers my goals and values.
- e) My organization is willing to help me if I need a special favor.
- f) Help is available from my organization when I have a problem.
- g) My organization would forgive an honest mistake on my part.
- h) If given an opportunity, my organization would take advantage of me.

- i) I would prefer another job to the one I have now.
- j) If I have my way, I won't be working for this company a year from now.
- k) I have seriously thought about leaving this company.
- l) I frequently must coordinate my efforts with others.
- m) I work closely with others in doing my work.
- n) All in all, I am satisfied with my job.
- o) In general, I don't like my job.
- p) In general, I like working here.
- q) I willingly give time to help others who have work-related problems.
- r) I help others who have been absent.
- s) I go out of the way to make newer employees feel welcome in the work group.
- t) I give up time to help others who have work or non-work problems.
- u) I assist others with their duties.
- v) I attend functions that are not required but that help the organizational image.
- w) I defend the organization when others criticize it.
- x) I show pride when representing the organization in public.
- y) I offer ideas to improve the functioning of the organization.
- z) I take action to protect the organization from potential problems.

Section 5: For each HR practice mentioned in the columns on the right

(Flexible work schedules, Job autonomy, Training and Pay for performance), on

a scale of 1-5 state the extent to which you **currently** agree with the following statements.

1= Not at all

2= Slightly

3= Somewhat

4= To a great extent

5= To a very great extent

- a) This practice is on my mind.
- b) I pay a lot of attention to this practice.
- c) I think a lot about this practice.
- d) I am pre-occupied with this practice.
- e) Everyone knows about this practice at my workplace.
- f) This practice is readily observable.
- g) Everyone is aware of this practice at my workplace.
- h) This practice grabs everybody's attention.
- i) This practice stands out to everybody.

Section 6: For any practice rated "5" one or more times in section 5 indicate all the reasons that apply for such a high rating.

Reason 1: I like this practice/ need it/ want it.

Reason 2: I don't like this practice/I don't want this practice.

Reason 3: The organization emphasizes this practice a lot.

Section 7: Using a response scale (1-5) indicate the extent to which you currently use this practice (Flexible work schedules, Job autonomy, Training and Pay for performance)?

1= Never

2= Rarely

3= Sometimes

4= Very often

5= Always

Section 8: Using a response scale (1-5) indicate the extent to which this practice is important to you.

(a) Flexible work schedules

(b) Job autonomy

(c) Training

(d) Pay for performance

Section 9: Using a response scale (1-4) rank the following practices in order of their importance to you

1= Most important, 4= Least important

(a) Flexible work schedules

(b) Job autonomy

- (c) Training
- (d) Pay for performance

Section 10: Demographic information

1. **Gender:** ☐Male ☐Female

2. **Marital status:** ☐Married ☐Single (i.e., divorced, widowed, or not married)

3. **Age** ☐ 15-24 ☐25-34 ☐35-44 ☐45-54 ☐55-64 ☐65+

4. How long have you worked in your **current organization?** ☐ 1 year or less ☐ 2-5 years ☐ 6-10 years ☐11-19 years ☐ 20 years+

5. How long have you worked in your **current job** ☐ 1 year or less ☐ 2-5 years ☐ 6-10 years ☐11-19 years ☐ 20 years+

6. How long have you worked **with your current supervisor?**
 ☐ 1 year or less ☐ 2-5 years ☐ 6-10 years ☐11-19 years ☐ 20 years+

7. **Years of total full-time work experience**
 ☐ 1 year or less ☐ 2-5 years ☐ 6-10 years ☐11-19 years ☐ 20 years+

8. **Highest level of education** ☐ Secondary school or less ☐ Associate degree ☐

Undergraduate degree ☐ Master's degree ☐ Doctoral degree