An Exploration of Consequences of Idiosyncratic Deals: A Literature Review

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Abstract
Idiosyncratic deals (i-deals) are tailored agreements between employees and the organization, matching employee' needs and preferences. Arrangements which are bargained at the individual level, valuing some staff according to special skills they possess, with the purpose to increase job retention, which in return plays a key role in shaping their behaviors. For example, Idiosyncratic deals (i-deals) play a crucial role in deal negotiations, heterogeneity and preferential treatment in the workplace. Despite its importance, our knowledge of the Idiosyncratic deals (i-deals) is poor, though there have been various literacy contributions. Here, we used the review of the available literature on Idiosyncratic deals (i-deals) to explore their consequences. With today's managerial challenges, particularly of workplace conflicts and deviant behaviors, the present review indicates the need to empirically investigate how managers can use idiosyncratic deals (I-deals) to properly handle workplace conflicts and deviant behaviors.
Keywords: *Idiosyncratic Deals, Psychological Contract Breach, Moral Identity, Observed Incivility and Unethical Pro-organizational Behavior*

I. INTRODUCTION

Unethical pro-organizational behavior (UPB) can be defined as behaviors intended to benefit or enhance the image of the organization, violating informal and formal norms, codes and rules (Umphress and Bingham, 2011). Disserting this construct, two elements can be seen: unethical pro-organizational behavior as an unethical conduct, which is unlawful or immoral for the firm (Jones, 1991), and unethical pro-organizational behavior as a kind of conduct that benefits the firm and staffs themselves keenly engage in them. Classically, for staffs, the willingness to engage in unethical behavior which benefits the firm is influenced mostly by the possible benefit that can result from it. Studies have shown staffs of the service industry to be more prone to engage in unethical pro-organizational behavior (Chen, Chen and Sheldon, 2016).

Though various studies have sought to touch on different aspects of UPB, findings have not been conclusive due to a host of factors. First, researchers, to a large extent have turned their attention to predictors of UPB at both the individual and organizational levels, with relatively minimal attention given to the consequences of UPB. The relatively less focus given to the consequences of UPB, many have taken the stands that these consequences are obvious or of less significance in terms of theory, as compared to developing a theory on its antecedents.

Bargained at the individual level, Idiosyncratic deals describe unique contractual arrangements that are negotiated by the staff and the firm (Rousseau, 2004). The terms under i-deals are quite different from other working conditions and are often designed to satisfy the demand and penchants of staffs. Social exchange literature forms the basis for studies in idiosyncratic deals. From the standpoint of the staff, idiosyncratic deals portray the extent of quality relationship existing between the firm and the staff (Rousseau et al., 2006). Consequently, it leads to the belief that the firm will reward behaviors intended to benefit it or enhance its

image. Hence, the study hypothesizes that individuals who benefit from i-deals will be more likely to engage in unethical pro-organizational behaviors.

II. THEORETICAL BASIS AND RESEARCH HYPOTHESIS

Social Exchange Theory

The social exchange theory has been known to concentrate mainly on the association cultured by the interchange that exist between two different parties, resource-wise. (Emerson 1976; Blau 1964). In view of this, the onus lies on one who receives a benefit from another to return the favour (some examples can be found in the works of Gouldner 1960, Emerson 1976 and Blau 1964). In As much as returning these benefits is not compulsory, not doing so tends to invoke certain consequences, such as having their reputations shrunk, not being worthy of trust, losing out on benefits that might come in the future, and the like (Gouldner 1960). Contrarily, individuals who turn to return the same benefits undertake what Blau (1964) describes as self-perpetuating swap of gains, which would include approval, building of reciprocal trust, and respect.

The social exchange theory runs on the logical conclusion that assumes professes that a person will observe his or her responsibilities that are attached to the position. For instance, being an employee, a father, child, and the like simply because the responsibilities expected to be fulfilled by other towards them has been accomplished (Gouldner 1960). Taking this logical assumption further, staffs in a firm will perform their responsibilities simply not because they want to observe those responsibilities, but to also return that considerable treatment they have received from their leaders or the firm at large. This premise filters an array of relationships that are exchanged based on the organizational environment (Cropanzano and Mitchell 2005). Psychological contracts: perception of a contractual obligations between the staff and organization (Van Dyne and Ang 1998; Rousseau 1989), and perceived support from the firm (Wayne et al. 1997; Eisenberger et al. 2000, 1986), are both founded on the norms of exchange and reciprocity (Coyle-Shapiro, 2002). Leader–member exchange (e.g., Pillai et al. 1999, Wayne et al. 1997) can be identified as some examples. Further, the exchange between the leaders and their direct reports that has been established on relational similarity can also be described as exchange-focused. This has become one of the well-known areas in the studies pertaining to social exchange.

The theories in organizational justice also have their foundations in the model of social exchange as they seek to provide an explanation for the impact of fairness on behaviors and their consequences (Cropanzano et al. 2001). Unbiased treatment, employees' perception of support from the firm, and positive views on leader–member exchange, develops a social exchange relationship and an open-ended relationship between the staff and the organization in which staffs return satisfactory treatment by advancing the firm or their immediate leaders (Cropanzano et al. 2001). Consequently scholars in the area of social exchange (for instance Organ 1988) envisage that staffs will respond to satisfactory treatment received from their managers or the firm by increasing their performance and engaging in organizational citizenship behaviors (Tepper and Taylor 2003, Kamdar et al. 2006, Tekleab et al. 2005, Cohen-Charash and Spector 2001; psychological contacts (Turnley et al. 2003, Coyle-Shapiro 2002); leader–member exchange, (Wayne et al. 1997, Settoon et al. 1996, Masterson et al. 2000); perceived organizational support (Moorman et al. 1998, Lynch et al. 1999, Eisenberger et al. 2000).
In other studies, scholars have found that when staffs with a positive social exchange relationship are considered, there is a minimal probability for them to undertake unethical conducts that are likely to be devastating to the firm, such as theft (Townsend et al. 2000, Pearson 1998, Greenberg 1993). For instance, Hollinger (1986) found that conducts meant to affect production, such as shoddy work, stoppages, rebelliousness, and property, as well as stealing, pilfering, and destruction, were more probable to happen in firms where the personal attachments were low.

Idiosyncratic Deals

In an attempt to keep their staff within the current competition for workforce within the industry, most firms go the extra mile of redesigning work in accordance with the skills of their best employees (Rousseau, 2001). A look into literature reveals the Idiosyncratic deals (I-deals) is a concept that describes this new trend within the workplace. According to Rousseau (2004) Idiosyncratic deals describe unique contractual arrangements that are negotiated by the staff and the firm. Rousseau and his colleagues attempted to enumerate four attributes of idiosyncratic deals that sets it apart from social exchange (Rousseau, Ho and Greenberg, 2006).

The first element that can be noticed in the literature is that idiosyncratic deals are bargained at the individual level. Organizations value some staff more than others considering the kind of marketing skills they possess and the kind of impact they make on the firm. These staff, compared to the other staffs who are less valued, will often want to request improved terms. Secondly, heterogeneity is another element observed. This points out that staff have terms of employment that are different from their colleagues in the same line of duty or undertaking similar task. The contractual arrangements are often designed to satisfy the demand and penchants

of these staffs. Terms under i-deals are quite different from other working conditions such as giving preferential treatment to staffs (for instance handing promotion to staffs who underperformed instead of high performing staff due to informal relationship with that staff) or unlawful taking of company property (for instance using the firm's printer and sheets to print personal stuff without obtaining approval from superior) (Rousseau, 2004). The beneficial component of idiosyncratic deals for both the staff and the firm is the third component. On the part of the organization, it is aimed at motivating and keeping staffs who are valued highly. These staffs request for improved terms from the company in return for their valued service. The final characteristic covers the latitude of idiosyncratic deals. On a more specific note, some staff will tend to bargain for only an aspect of their work contract, whereas other employees would negotiate for every component of their working condition, such as autonomy, remuneration, office location, flexibility in work schedule, and reporting line.

Social exchange literature forms the basis for studies in idiosyncratic deals. This aspect of the social exchange theory explores the subtleties of the exchange that occurs between the staff and the firm (Rousseau, 2001; Greenberg et al., 2004; Blau, 1964). From the standpoint of the staff, idiosyncratic deals portray the extent of quality relationship existing between the firm and the staff (Rousseau et al., 2006). In response, on the basis of reciprocal norms (Gouldner, 1960), the employer's exhibition of some level of gratitude and support would shape the conducts of the staff. In a study by Rosen, Slater, Chang, and Johnson (2011), a mean of assessment was developed to assess idiosyncratic deals bargained by staff and explored the behavioral consequences of idiosyncratic deals. The study came to the conclusion that duties associated with work and flexibility in schedule as components of i-deals, highly predicted behavioral reactions such as satisfaction on the job, and organizational commitment. Furthermore, staffs at the benefiting ends of idiosyncratic deals are more likely to exhibit voluntary behaviors that are beneficial to the firm. Some of these behaviors could be OCB, and it's an attempt to return the gesture of i-deals to the firm (Greenberg et al., 2004). On the contrary, other studies have argued that, when a staff is given an i-deal, other staffs might be affected negatively (Anand, Vidyarthi, Liden and Rousseau, 2010). For example, other employees might have to be given extra duties to perform when a staff is granted i-deals on a more relaxed schedule. Further, colleagues of one who is granted an –ideal might begin to have a sense of unfair treatment (Rousseau, 2004). On the other hand, building a friendly working relationship among colleagues and the manner these relationships are handled will be important to other staffs accepting i-deals of other staffs (Lai, Rousseau, and Chang, 2009). Lai and his colleagues found that idiosyncratic deals are more accepted among staffs that share friendship (work-friends) than among staffs who do not share friendship. Their study employed twenty formal groups. They further found that if the colleagues of the i-deals beneficiary have an exchange relationship with the firm, they are more likely to accept the i-deals of the employees and vice versa. Finally, when staffs believe they are likely to benefit in the same fashion in the near future, they are more likely to accept their colleagues' i-deals.

According to Anand and his colleagues, employees that receive i-deals are more likely to undertake voluntary work behaviors aimed at reducing the burden or load of work on other workers due to their special employment arrangements (Anand et al., 2010). Further, they noted considering idiosyncratic deals are provided by the firm, beneficiaries of this arrangement might shift their voluntary behaviors towards assisting the firm. This study takes the former stand. The study hypothesizes that individuals who benefit for i-deals will be more likely to engage in unethical pro-organizational behaviors (UPB).

Proposition 1: Idiosyncratic deals (I-deals) are positively related to UPB and negatively related to observed incivility through psychological contract breach.

Psychological Contract Breach

Most important asset for an organization, in today's business it is vital to efficiently manage the human capital because it is a more powerful resource in the process that leads to reaching key objectives. From the rapid growth and attention put on human resource management (HRM) and organizational performance, we clearly understand why it is important in helping an organization achieve its goals internally and externally. The development of Human resource management can bring a competitive advantage for companies by paying much attention to the development of employment relationship.

Being an agreement emphasizing the mutual obligations and/or commitments of both employees and the organization, usually written and signed, the biggest shortcoming of legal employment of contract is that it gives little understanding of the employment relationship and the influences it has on workers. Psychological contract on the other hand gives more insight on the employment relationship and how it influences worker's daily behavior. It has the particularity of being intangible. In other terms, it is the mutual perception of the relationship between the employees and the organization and their expected outcomes based on fairness and trust, a fair trade of promises and reality (Melike Artar, 2019). Rousseau (1989) argues that it is comparable to perceived organizational support in that psychological contract often creates relational obligations in the long-term between employees and the organization. The value congruence of employees' psychological contract will likely cause them to be committed to the organizational goals and values (Southcombe et al., 2015). On the

contrary, a psychological contract breach will have serious consequences within the organization (individual and organization level) causing cognitive dissonance (Ho et al., 2004), resulting in reduced performance and commitment (Zhao et al., 2007; Jahanzeb et al., 2019; Karatepe et al., 2020), increased turnover (Yunlin Lu et al., 2015), incivility (Sayers et al., 2011) etc. seeking substitutes to meet or lower their expectations as a mean to attain cognitive balance (Uhl-Bien and Maslyn, 2003). Some employee may withdraw from doing extra hours and give the bare minimum or in certain cases see it as an opportunity to flip things around. Most particularly, psychological contract breach is perceived by employee as a breach of mutual trust, causing them to not identify to the social obligation to repay the organization by organizational citizenship behavior (Suazo, 2011; Matoka and Pallangyo, 2020) and engaging in counterproductive behavior (Peng, Wong and Song, 2016; Rehman et al., 2019; Kaya and Karatepe, 2020).

Emotional condition based on the reciprocity; it is argued that the level of psychological contract breach is highly correlated with the level of negative outcomes (McLean Parks and Kidder, 1994; Zhao et al., 2007; Peng and Lin, 2016). Employees are motivated when they can gain benefit and think there is a benefit; otherwise, they display negative behaviors. Yet psychological contract breach may occur in terms of transactional or relational contracts (i.e., improving skills and knowledge) (Lu et al., 2016) but not be a violation. Kutaula et al. (2019) found that employee in china, when facing a psychological contract breach, will show disengagement. However, source of doubts, arguments on the organization's consistency and predictability of future actions and behaviors have yet to be made (Erkutlu and Chafra, 2016).

The relationship between Idiosyncratic deals (i-deals) and psychological contract breach can be explained through Social exchange theory (SET) lens. This aspect of the social exchange theory explores the subtleties of the exchange that occurs between the staff and the firm (Rousseau, 2001; Greenberg et al., 2004; Blau, 1964). From the standpoint of the staff, idiosyncratic deals portray the extent of quality relationship existing between the firm and the staff (Rousseau et al., 2006). Subsequently, when staffs experience a psychological contract breach, they are motivated to engage in counterproductive behavior (Li and Chen, 2018; Ghani et al., 2020) as a mean to attain cognitive balance (Uhl-Bien and Maslyn, 2003). Based on the above literature and theoretical argumentation, we propose the following hypothesis:

Proposition 2: Psychological contract breach mediates the relationship between Idiosyncratic deals (I-deals), observed incivility and unethical pro-organizational behavior (UPB).

Workplace Incivility

Behaviors violating informal and formal norms, codes and rules, workplace incivility is defined as low-intensity deviant workplace behavior with an ambiguous intent to harm (Andersson and Pearson, 1999). Incivility is an intentional interpersonal mistreatment (Vagharseyyedin, 2015) and is difficult to grasp (Cortina and Magley, 2009). Uncivil behaviors are different from workplace aggression (Walrath et al., 2010) and can be enacted at all levels inside an organization (supervisors, coworkers) or outside (customers). The consequences of incivility should not be underestimated, as targets of incivility experience different cognition, emotions and behaviors than those of other types of workplace deviant behaviors (Schilpzand et al., 2016) in addition to costing organizations lot of money (Lewis and Malecha, 2011). In sum, low intensity, ambiguous (inability to judge the intent of the uncivil act) and violations of norms, codes and rules define workplace incivility. However, although various studies have investigated the predictors of uncivil behaviors (Torkelson et al., 2016), arguments on why people are willing to enact in uncivil behavior have yet to be made.

Workplace incivility is a growing concern, consistently on the rise (Leiter et al., 2011). Porath (2015) found that uncivil behavior is a common experience for at least 50 percent of employee in the united states. Yeung and Griffin (2008) found that 77% of employee in Asia commonly experience uncivil behaviors. Hershcovis and Barling (2010) argue on the importance of identifying the source of the perceived uncivil behavior. In that sense, Chen et al. (2019), based on stressor–strain framework, developed a workplace incivility multidimensionality scale across American and Chinese workers. On the other hand, research have has shown that there are various forms of perceived uncivil behavior: experienced incivility (Trudel and Reio, 2011; Laschinger et al., 2012; Cortina, Cortina et al., 2013; Schilpzand and Huang, 2018), witnessed incivility (Miner-Rubino and Cortina, 2004; Porath and Erez, 2009; Totterdell et al., 2012) and instigated incivility (Sakurai and Jex, 2012; Meier and Semmer, 2013) all increasing counterproductive work behaviors (Jennifer, Welbourne and Sariol, 2016; Mao et al., 2017), bullying (Bartlett, 2016), emotional abuse (Keashly and Harvey, 2005), abusive supervision (Yang et al., 2019), burnout (Lambert et al., 2015) and impacting seriously the productivity, organizational commitment and career satisfaction (Zhao et al., 2020). Counterproductive work behaviors are referred to as intentional behaviors going against the interest of the organization. Antecedents of workplace incivility include but are not limited to organizational factors and individual factors, such as work exhaustion and job dissatisfaction (Blau and Andersson, 2005), structural empowerment (Smith et al., 2010), distributive injustice (Blau and Andersson, 2005), psychological detachment (Demsky, Ellis and Fritz, 2014), rumination

(Demsky et al., 2019), passive leadership (Harold and Holtz, 2014) and low mental health (Laschinger et al., 2013).

Workplace conflicts and deviant behaviors have put the emphasis on the effectiveness of conflicts management. As one of the deviant behaviors in the workplace, uncivil behaviors may be perceived as a mean to express a dissatisfaction towards workplace discriminations (Sandy, Cortina and Magley, 2008). For example, a subordinate may refuse to follow his supervisor' directives to express his disapproval of an unfair treatment. Although individuals who had experienced exclusion experienced a high degree of negative outcomes (Sliter et al., 2014; Holm, Torkelson and Bäckström, 2015), Hershcovis et al. (2017) argue that confrontations and avoidance may worsen things and are a guaranteed failure. However, uncivil behaviors of any kind may sometimes give opposite outcomes to the ones initially targeted by the instigator such as intention to sabotage (Abubakar et al., 2018), anger (Kabat-Farr et al., 2016) or being the target of uncivil behaviors themselves (Meier and Gross, 2015). On other hand, studies have shown that positive affect (Remus Illies et al., 2020) and envy (Mao et al., 2020) increases incivility. Additionally, it is argued that family support plays a role at in strengthening or weakening uncivil behaviors (Liu Pei et al., 2019).

On one hand, Kabat-Farr et al. (2016) found that between men and women, personal and professional goals tend to be the antecedents of workplace incivility and on the other hand, they found that there is a negative correlation between workplace incivility and organizational commitment. People face a dilemma when it comes to what they believe in and intrapersonal stressor, as they tend to feel guilt of failing to fulfill a commitment.

Taheri et al. (2020) found that unrealistic expectations set by workaholic individuals, having a poor work-life balance reported high level of stress leading to uncivil behaviors. Workaholism is defined as an obsessive-compulsive disorder (OCD) to work hard and for long hours. It has been found to be associated with health problems (Schaufeli et al., 2008). That is not to say that people work for different reasons, whether it is for promotions, money, personal satisfaction or escaping from personal problems. However, workaholics have the particularity of compulsive working.

On one hand, Hülsheger et al. (2020) found that when mindfulness is high, individuals are less keen to enact in uncivil behaviors and less variability to enact in uncivil behavior. A high level of mindfulness plays an important role in shaping moral behaviors and maintaining it for a longer period of time. On the other hand, individuals experiencing guilt were keener to enact in uncivil behavior with a high variability frequency. Thus, based on the above literature and theoretical arguments we propose the following hypothesis:

Proposition 3: Greater level of Idiosyncratic deals (I-deals) will be associated with greater observed incivility.

Unethical Pro-organizational Behavior

Unethical Pro-organizational Behavior, can be described as behaviors that are not ethical which staff consciously engage in and contradicts the ethical standards in the society but benefits the firm (Umphress and Bingham, 2011). Staffs for instance might lie to the public about the achievements of their firm in an attempt to enhance the image of the firm to prospective clients and to place the firm at an advantage over its competitors (Cialdini et al., 2004). Vital components in the definition of UPB is that the conduct has to be intentional on the part of the employee geared towards benefiting the firm but contradicts socially accepted norms, principles, moral codes, and accepted ways of behavior. Due to the fact that these behaviors are beneficial to the firm and its members, they are perceived as favorable compared to egocentric conducts (Penner, Dovidio, Piliavin and Schroeder, 2005; Brief and Motowidlo, 1986) on the basis of institutional norms or a narrow analysis of utilitarianism (Audi, 2007). On the contrary, considering the description of unethical pro-organizational behavior outlined, neither the utilitarian benchmark nor the indigenous ethical standards are sufficient (Umphress et al., 2010). In other terms, to consider a pro-organizational conduct as a factual ethical behavior, it should tick all the boxes for societal ethical standards, which according to Warren (2003) are known as "hyper norms". The concept of unethical pro-organizational behavior, as such, unlocks the literature in the area of business ethics by turning the focus to the challenges faced by ethics brought about by what is considered to be positive standards, intents, and conducts.

Similar to UPB, detrimental citizenship behavior (DCB) are behaviors exciding reasons and necessity to push targeted goals but harms other parties' interests (clients or employees, etc.) (Pierce and Aguinis, 2015, p. 4). Pierce and Aguinis (2015) posit that any pro-organizational behavior be it UPB or DCB not only violates codes and rules but are purposely intended to harm other parties' interests. Thus, all UPB will have the same consequences as DCB. Even in the eventuality of no harm occurring, actions violating societal ethical values will still damage the reputation of the organization and further harm the interests of different stakeholders. Although, UPB and DCB have both the particularity of violating informal and formal norms, codes and rules, literacy evidence shows that DCB are broader and more inclusive behaviors (Pierce and Aguinis, 2015; Umphress and Bingham, 2011). For example, the NSA getting approved by the Bush administration to spy on American citizens through their phones (Mascaro, 2015). As one the most important duty of any government is

to protect his citizens, one may say it was a normal conduct to ensure the safety of American citizens from all potential dangers. However, in the interest of benefiting its interests, individuals within the organization secretly installed programs to record and collect data on American citizens without their knowledge or the approval of the congress.

Although opinions may diverge, most American citizens interpreted it as a severe violation to the right of privacy, being one of their fundamental constitutional rights. For Aguinis (2015), such actions cannot be interpreted as UPB but DCB because they one hand somehow comply with societal expectations and on the other hand violates the right to privacy. I argue on the logic behind such actions, because on that specific settings, pro-organizational behaviors addresses the societal expectation which is protecting Americans against any kind of threat to the point of violating the legitimate stakeholder' (American citizens) interests which in turn broadly violate societal values. Thus, although these DCB addressed societal expectations, it still violates other fundamental rights, but somehow qualify as UPB. In that sense, I posit that all UPB are DCB and vice versa. Taking into consideration that both UPB and DCB can be as equally informative, the extensive number of researches done on UPB favours me to use UPB over DCB. Based on the above literature and theoretical arguments we propose the following hypothesis:

Proposition 4: Lower level of Idiosyncratic deals (I-deals) will be associated with lower level of unethical pro-organizational behavior.

Moral Identity
Scholars in the field of moral behavior have over the years been interested in addressing the dilemma of why and when individuals behave in ways geared towards benefiting the welfare of humans (Aquino and Reed, 2002). It is assumed that a persons' moral conduct is predicted by their moral reasoning. Moral identity is the concept that describes this belief. Moral identity can be described as a mechanism that regulate the self and drives moral action (Aquino and Reed, 2002) and might also be hypothesized as the extent to which a person describes the self as a moral being. Hart, Atkins and Ford, (1998) defined moral identity as the dedication to one's consciousness of self in alignment with behaviors that safeguard and promote others welfare. Moral identity tends to influence a person's moral conducts as it functions as the union or moral principles with the personal identity of the person (Colby and Damon, 1993). People will put in efforts to retain self-identities, which they believe are significant, and will as a result undertake acts that conform with these attributes defining the self in an attempt to hold on to certain identities. In view of this, individuals who put more value on certain traits of the self are more likely to behave in ways that is geared towards retaining that identity.

Additionally, moral identity is likely to have an impact of moral action (Blasi, 1983). It is assumed when morality becomes a cardinal precept in a person's self and sense of identity, it intensifies that person's sense of responsibility and obligation to conduct himself in a manner that is coherent with one's moral affairs. A number of past studies have drawn a relationship between moral identity and several outcome variables, not excluding ethical behaviors. Moral identity has been found to have a significant correlation with inter-group relationships, while correlating negatively with lying (Aquino, Ray and Reed, 2003). In a separate study, Reynolds and Ceranic (2007) postulated the moral identity strongly affected moral conducts. An aspect of their study revealed a strong relationship between moral identity and charitable giving. Among mangers, the researchers indicated ethical behaviors hit a crescendo when moral judgment interacted with a person's strong moral identity (Reynolds and Ceranic, 2007).

It is anticipated that, staffs' personal moral attributes will guide their moral conducts. Considering this premise, this study argues that a person's Thus, based on the above literature and theoretical arguments we propose the following hypothesis:

Proposition 5: Moral identity will moderate the relationship between idiosyncratic deals and psychological contract breach, as predictor of unethical pro-organizational behaviors and observed incivility.
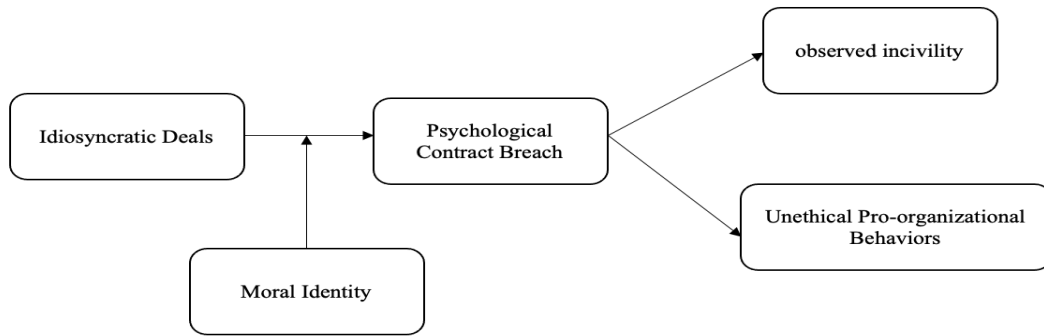
Figure 1. Model Conceptualization

III. DISCUSSION

3.1 Research Conclusion

Based on the social exchange theory, the present research constructed a model conceptualization of the relationship between Idiosyncratic deals (I-deals), psychological contract breach, workplace incivility, unethical pro-organizational behavior and moral identity. The research suggests that Idiosyncratic deals (I-deals) are positively related to UPB and negatively related to observed incivility through psychological contract breach, as well as, moral identity will moderate the relationship between idiosyncratic deals and psychological contract breach, as predictor of unethical pro-organizational behaviors and observed incivility.

3.2. Theoretical Contribution

The theoretical contribution of the present research is a follow:

a)   Expanded the literature on the antecedents of uncivil behaviors and unethical pro-organizational behaviors. As a form of unethical behaviors, the first as the particularity of being counterproductive while the former of being beneficial to the organization. the term unethical pro-organizational behavior was proposed by Johnson and Umphress (2010) and has received lot of interest since. At present, there are few studies about I-deals, pro-organizational behaviors and deviant behaviors.

b)   Idiosyncratic deals (I-deals) actively seek on creating personal deals, heterogeneity and preferential treatment. Previous studies have shown that I-deals can positively or negatively influence organizational behaviors. However, this research empirically verifies the relationship between workplace incivility and unethical pro-organizational behavior.

c)   This review will guide future research in the formulation and implementation of new practices to properly handle conflicts and deviant behaviors within the workplace.

3.3 Management Inspiration

The present research is of use to managers, as it gives a certain enlightenment. For managers, when concluding deals with staffs, they must bear in mind that high levels of I-deals is associated with high level of incivility, as well as, I-deals are positively related to unethical pro-organizational behavior. Nonetheless, they should emphasize on the implementation of rules and regulation when offering I-deals since they affect interactions in the workplace.

3.4 Research Limitations and Prospects

The management of the human capital and related organizational behavior have risen managerial challenges. The rapid changing business requires managers to efficiently and effectively handle workplace conflicts and deviant behaviors. In fact, Organizational behaviors are integral part of interactions in the workplace and can predict various positive or negative outcomes such as incivility or unethical pro-organizational behavior. In other words, personnel management bring challenges that requires both managers and staffs to adjust accordingly since their actions have an impact on the overall outcomes. This literature review focuses on the fact that idiosyncratic deals (I-deals) create personal deals, heterogeneity and preferential treatment. Strong evidence exists in literature about idiosyncratic deals (I-deals), low intensity deviant behavior and behaviors intended to benefit the firm. On one hand, researchers found positive relationship between idiosyncratic deals (I-deals) and behavioral reactions such as satisfaction on the job, and organizational commitment. On the other hand, beneficiaries of I-deals are more likely to exhibit organizational citizenship behavior (OCB). However, the review of the literature indicated that high I-deals is positively related to negative outcomes and low I-deals are positively related to positive outcomes. Despite the contribution of the

literature, the present review also has some limitations. Taking into consideration that the morality level of employee is influenced at various levels within the organization. Future researches may investigate the prescribed model to have a deep understanding of how managers can use idiosyncratic deals (I-deals) to properly handle workplace conflicts and deviant behaviors.

Conflict of Interest
The authors declare that there is no conflict of interest.

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