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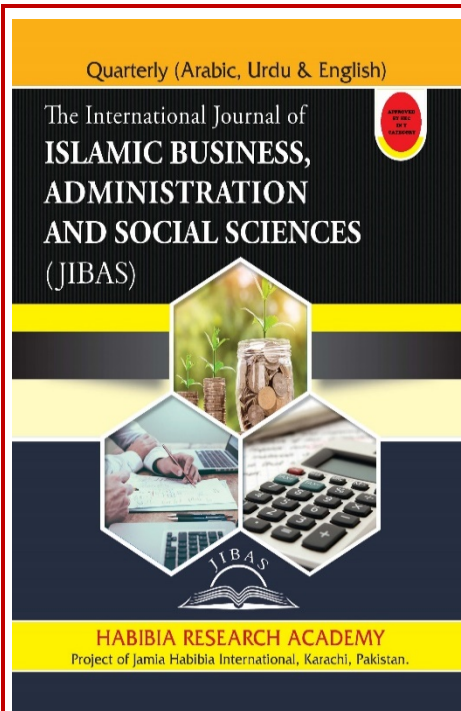
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TOPIC:

INVESTIGATING THE IMPACT OF BENEVOLENT LEADERSHIP ON IDIOSYNCRATIC DEALS: MEDIATING MECHANISMS OF PSYCHOLOGICAL CONTRACTS AND ROLE BREADTH SELF-EFFICACY

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INVESTIGATING THE IMPACT OF BENEVOLENT LEADERSHIP ON IDIOSYNCRATIC DEALS: MEDIATING MECHANISMS OF PSYCHOLOGICAL CONTRACTS AND ROLE BREADTH SELF-EFFICACY

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ABSTRACT:

The research posits that the psychological contract, which refers to the unwritten set of expectations between employees and their employer regarding mutual obligations and role breadth self-efficacy, denoting an individual's belief in their capability to perform a wide array of tasks effectively, acts as critical mediating variables in the relationship between benevolent leadership and idiosyncratic deals. A benevolent leadership style, where leaders demonstrate a genuine concern and altruism towards their subordinates' personal and professional well-being, is hypothesized to play a crucial role in facilitating idiosyncratic deals. These deals represent personalized employment arrangements that diverge from the normative organizational standards to accommodate the unique needs and aspirations of individual employees. The research is geographically situated in the Punjab province, specifically targeting the cities of Lahore, Gujranwala, and Faisalabad, and it employs a robust sample size of 400 respondents. Findings from the study reveal that benevolent leadership is significantly associated with the negotiation of idiosyncratic deals, and this relationship is intricately mediated by the strength of the psychological contract and the level of role breadth self-efficacy among employees. These results underscore the importance of benevolent leadership in fostering a supportive organizational climate that encourages the negotiation of flexible employment terms, thereby enhancing individual and organizational performance. The implications of this research are twofold. Theoretically, it enriches the existing literature on leadership styles, idiosyncratic deals, psychological contracts, and role breadth self-efficacy by delineating the mechanisms through which benevolent leadership impacts employee outcomes in the context of the banking sector. Practically, it offers valuable insights for practitioners and leaders within the banking industry of Pakistan, highlighting the significance of adopting benevolent leadership practices to cultivate a more adaptable and responsive organizational culture.

KEYWORDS: *Idiosyncratic deals, Benevolent leadership, psychological contract, and role breadth self-efficacy.*

INTRODUCTION: In the dynamic and competitive landscape of Pakistan's banking sector, the role of leadership styles in shaping organizational culture and employee outcomes has garnered increasing attention from scholars and practitioners alike. The banking industry, characterized by its fast-paced environment and the critical need for innovation and personalized customer service, presents a unique context for examining the

impact of leadership behaviors on organizational effectiveness. This research article specifically investigates the influence of benevolent leadership on the negotiation of idiosyncratic deals (ideals) within this sector, with a focus on the mediating roles of psychological contracts and role breadth self-efficacy.

Benevolent leadership, which emphasizes compassion, individualized attention, and moral integrity, may hold particular relevance in the context of Pakistan's banking sector, where relational dynamics significantly impact employee engagement and performance (Aycan et al., 2013). This study posits that in an industry marked by high stress and stringent regulatory demands, the benevolent leader's supportive and empathetic stance could be crucial in fostering an environment where employees feel valued and understood. Such an environment, in turn, may facilitate the emergence of ideas. These personalized agreements cater to the unique needs and aspirations of employees, thereby enhancing job satisfaction, commitment, and, ultimately, organizational performance (Rousseau et al., 2006).

The problem statement addressed by this research revolves around the observed gap in understanding how benevolent leadership influences the formation of i-deals in the banking sector of Pakistan and the specific pathways through which this effect is mediated. Despite the recognized importance of leadership in shaping organizational outcomes, there is a paucity of empirical research exploring the mechanisms linking benevolent leadership to i-deals, particularly within the banking industry of a developing country context. Moreover, the roles of psychological contracts, representing the mutual expectations between employees and employers, and role breadth self-efficacy, referring to an employee's confidence in their ability to undertake a wide range of tasks, remain underexplored as mediators in this relationship (Coyle-Shapiro & Conway, 2005; Parker et al., 2006).

This study aims to fill these gaps by providing empirical evidence on the mediating roles of psychological contracts and role breadth self-efficacy in the relationship between benevolent leadership and i-deals in Pakistan's banking sector. The significance of this investigation lies in its potential to offer nuanced insights into how leadership styles can be leveraged to foster favorable employment arrangements that benefit both employees and the organization. By elucidating these mechanisms, the research seeks to inform leadership practices and HR policies that support the development of a motivated, committed, and high-performing workforce within the banking industry (Bandura, 1997).

This article sets out to explore a relatively underexamined area of organizational behavior within a critical sector of Pakistan's economy. Through a detailed examination of the proposed relationships, grounded in a review of relevant literature and empirical analysis, this study aims to contribute to the broader discourse on leadership, employee negotiations, and organizational effectiveness, offering practical implications for banking sector leaders and HR practitioners.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Benevolent leadership

Benevolent leadership is increasingly acknowledged as a pivotal leadership paradigm that emphasizes the well-being and personal development of employees. This leadership style is characterized by a profound commitment to nurturing employees, fostering their

professional growth, and maintaining a work environment that safeguards their dignity and self-respect. Farh and Cheng (2000) provide a seminal definition of benevolent leadership, highlighting its dual focus on offering guidance and support during challenging times and preserving an employee's self-esteem through "maintaining face". The notion of "maintaining face" is integral to this leadership style, as it involves a conscious effort by leaders to prevent situations that might cause embarrassment or undermine the respect of their team members.

Psychological Contract

The concept of the psychological contract within the employment relationship has garnered significant attention in organizational psychology and human resource management literature. Rousseau and Tijoriwala (1998) define the psychological contract as an implicit, subjective agreement between employers and employees centered on reciprocal obligations and expectations regarding employment conditions and rewards. This contract is not legally binding but is based on the perceived promises and obligations exchanged between the two parties. Central to the psychological contract is the notion of reciprocity, where employees believe that their contributions and efforts at work will be met with corresponding rewards, such as competitive compensation, opportunities for growth, and a positive work environment (Rousseau & Tijoriwala, 1998). This belief influences employees' attitudes, behaviors, and overall job satisfaction. Moreover, research has shown that the quality of the psychological contract is linked to various positive work-related behaviors, such as organizational citizenship behavior (Sobaih, Ibrahim, & Gabry, 2019). Based on the psychological contract, individuals evaluate what they are going to receive in response to their hard work and then they invest their efforts accordingly.

Idiosyncratic Deals

Rousseau (2005) delineates idiosyncratic deals as a strategic mechanism aimed at attracting, incentivizing, and retaining proficient employees within organizations. These personalized arrangements exhibit a diverse array of preferences among individual employees, ranging from a predilection for monetary incentives to a preference for flexible work arrangements (Liao, Wayne, & Rousseau, 2016). Such tailored agreements not only cater to the unique needs of employees but also accrue mutual benefits for both the individual and the organization. By affording employees the autonomy to structure their work environment according to their preferences, organizations foster heightened levels of engagement and satisfaction, ultimately enhancing employee performance (Liao et al., 2017).

The cultivation of idiosyncratic deals within organizational frameworks serves to fortify performance outcomes by fostering an environment characterized by trust and positive affect (Ng & Lucianetti, 2016).

Role Breadth Self-Efficacy

Role breadth self-efficacy pertains to an individual's confidence and capacity to navigate multifaceted, intricate, and novel tasks effectively (Parker, 2000). Central to this concept is the individual's belief in their abilities, competencies, and inherent talents. Individuals exhibiting high levels of role breadth self-efficacy demonstrate a proclivity for diligence and a readiness to tackle fresh, demanding, and intricate challenges. In dynamic work

environments, a robust sense of role breadth self-efficacy emerges as a fundamental prerequisite, as individuals possessing such confidence are undaunted by obstacles and complexities inherent in their roles (Beltrán-Martín et al., 2017). This resilience and readiness to embrace challenges underscore the significance of role breadth self-efficacy in facilitating adaptability and success within rapidly evolving professional landscapes.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Benevolent leadership and Psychological contract

Benevolent leadership has a significant impact on followers' behavior, as these leaders support their followers not only in their work domain but also during personal life difficulties (Julita & Wartini, 2024). The productivity of employees increases in response, as they feel satisfied with their work and family life (Burri, 2024). It is evident from recent research that followers of benevolent leaders strongly identify with them and work diligently to please them (Pereira, 2024). This employee response is well elucidated by psychological contract theory, which posits that expectations between the leader and followers exist; the way leaders treat their followers will elicit a significant response. As benevolent leaders aim to support their followers in all life domains, employees reciprocate by exerting maximum effort in tasks assigned by their leaders (Mendoza-Miller, 2023). Further research clarifies that in response to kind and supportive leader behavior, followers exhibit higher citizenship behavior and satisfaction (Yilmaz, 2023). Similarly, such followers report high self-determination as their benevolent leaders facilitate skill development and self-governance (Chen et al., 2024). Employees demonstrate these meaningful outputs as a psychological contract exists between them and their leaders (Mi et al., 2024), thereby, based on the arguments obtained from contemporary literature, this study proposes the following hypothesis.

Hypothesis 1: There exists a significant relationship between benevolent leadership and psychological contract.

Psychological contract and Idiosyncratic deals

The psychological contract states that individuals maintain an unwritten agreement between themselves and their managers, reflecting the latest research which suggests that this contract significantly influences employee performance and organizational expectations (Yusuf & Buari, 2024). This contract is derived from employees' beliefs about what they deserve, influenced by the work environment and task conditions, separate from formal agreements made during hiring (Chen & Tang, 2024). The way managers treat their employees provides a foundation for the development of the psychological contract, with individuals forming expectations about their firm's responsibilities toward them (Kraak, Hansen, Griep, & Coyle-Shapiro, 2024). These expectations include various kinds of rewards, from monetary to flexible working conditions, aligning with mutual benefits for both parties (Ishaq, Noreen, & Khalil, 2023). Different fields may see employees deciding on distinct rewards relevant to their work (Strong, 2024). Often, this perceived contract leads to negotiations, benefiting employees in forms such as monetary compensation, reduced working hours, or other customized benefits (Yusuf & Buari, 2024). Thus, this study proposes the following hypothesis:

Hypothesis 2: There is a significant relationship between psychological contract and idiosyncratic deals.

Benevolent leadership and Idiosyncratic deals

Benevolent leaders have a strong influence on their followers as they provide support in every challenging situation faced by employees (Shen et al., 2023). Their focus on both the work and non-work life of followers is long-term, continually identifying and offering better growth opportunities (Liu, 2023). It is reported that employees harbor strong feelings of gratitude and appreciation for such leaders, fostering a strong bond that ultimately benefits both the leader and the organization through improved employee performance (Newman, Mo, & Lupoli, 2023). As a result of this bond, employees themselves engage in productive activities, supported by leader-member exchange theory, which posits that the investment made by leaders in terms of trust and growth opportunities is reciprocated by employees in every possible manner (Singh & Ramdeo, 2023). In demonstrating their gratitude, employees actively participate in productive behaviors, such as idiosyncratic deals, seeking flexibility in their work methods to contribute more to the organization (Shen et al., 2023). Thus, this study proposes the following hypothesis:

Hypothesis 3: There exists a significant relationship between benevolent leadership and idiosyncratic deals.

Benevolent leadership and Role breadth self-efficacy

Confidence is fundamental for growth across all life's domains. Self-belief is crucial for undertaking challenging tasks and risk-taking. Role breadth self-efficacy, the belief in one's abilities and talents, is increasingly important in today's dynamic work environment. Competitive work conditions require employees to contribute beyond their basic job responsibilities, where the influence of leadership is paramount (Martin et al., 2016). Leader-member exchange theory elucidates the leader's role in fostering robust self-belief among employees, emphasizing that the dyadic relationship cultivated by leaders is instrumental and correlates with positive outcomes like enhanced creativity and organizational citizenship behavior. When leaders foster relationships that address all facets of an employee's experience, it cultivates positive emotions, enhancing self-confidence. This supportive management behavior encourages employees to feel assured about their capabilities, enabling them to address complex challenges and embrace new experiences. Based on the literature, this study proposes the following hypothesis:

Hypothesis 4: There is a significant relationship between benevolent leadership and role breadth in self-efficacy.

Role of breath self-efficacy and Idiosyncratic deals

Employees with high role breadth self-efficacy are confident in their ability to tackle new and challenging tasks, demonstrating a proactive approach to their job responsibilities (Den Hartog & Belschak, 2012; Beltrán-Martín et al., 2017). This self-assurance encourages them to challenge the status quo and continuously seek improvements in their work processes (Beltrán-Martín et al., 2017). It highlighted that such employees are more inclined toward innovative behaviors, reflecting a willingness to adopt non-traditional methods (Fuller et al., 2018). They are predisposed to pursuing unique paths like

idiosyncratic deals, which are tailored to meet individual employees' needs and contribute to their professional growth (Axtell & Parker, 2003). Based on the literature, the following hypothesis is proposed:

Hypothesis 5: There is a significant relationship between role breadth in self-efficacy and idiosyncratic deals.

The Mediating role of Psychological contract

According to psychological contract theory, the relationship between leader and follower is governed by mutual benefit and consensus. The emotions and perceptions of followers are shaped in response to the leader's behavior and attitude, which underscores the significance of a benevolent approach by leaders. When employees establish a psychological contract with management, they seek various flexible working conditions, believing that these adjustments will enhance their productivity. Recent research suggests that a favorable working environment, as perceived by employees, boosts their productivity by making them feel more energized and willing to invest more effort. Given these insights, this study proposes the following hypothesis:

Hypothesis 6: The relationship between benevolent leadership and idiosyncratic deals will be mediated by the psychological contract.

Mediating role of breadth self-efficacy

Performance is intricately linked to the behaviors exhibited by top management. Benevolent leaders ensure that their employees are content with every aspect of their work and non-work life, fostering a focused and committed approach to tasks (Cesário & Chambel, 2017; Chan, 2017). Role breadth self-efficacy plays a pivotal role, enabling employees to exceed expectations and embrace modern, divergent approaches to work (Lin et al., 2018). Recent studies affirm that when role breadth self-efficacy is high, employees not only perform better but also engage in innovative behaviors, demonstrating a preference for nontraditional rewards, commonly referred to as idiosyncratic deals (Shi et al., 2024; An & Zhang, 2024). This suggests that role breadth self-efficacy acts as a mediator, enhancing the relationship between benevolent leadership and employee outcomes. Therefore, this study proposes the following hypothesis:

Hypothesis 7: The relationship between benevolent leadership and idiosyncratic deals will be mediated by role breadth in self-efficacy.

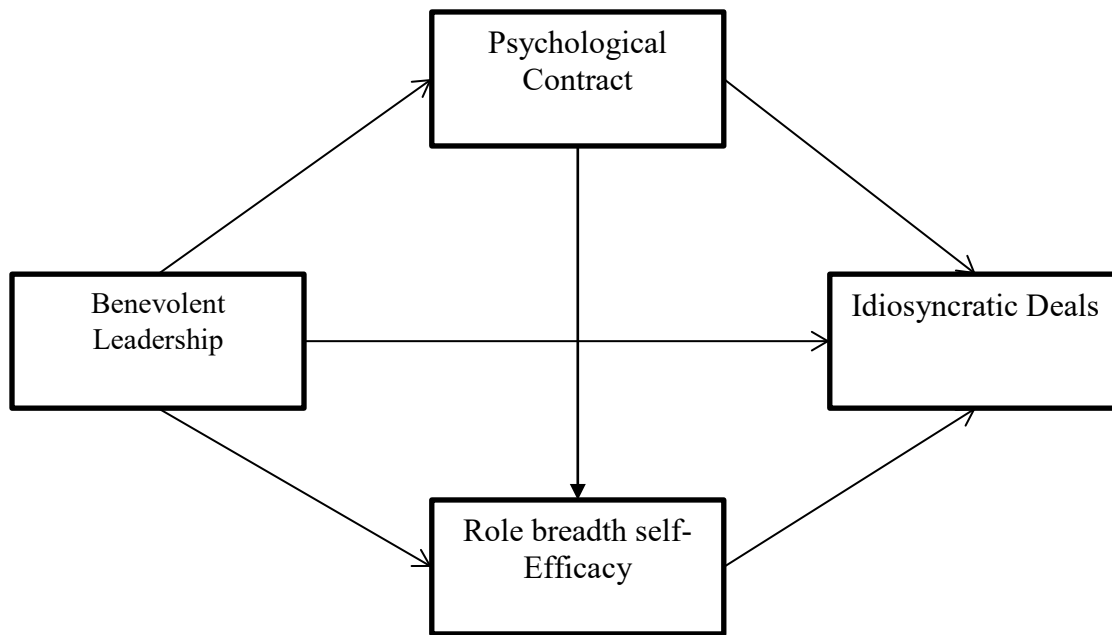
Serial Mediating Roles of Psychological Contract and Role Breadth Self-Efficacy

Benevolent leadership, characterized by empathy, support, and moral integrity, significantly shapes the psychological contract between employees and the organization. This leadership style fosters mutual trust and obligation, enhancing employees' loyalty and commitment (Cesário & Chambel, 2017). Benevolent leaders create a nurturing environment that not only addresses immediate professional needs but also demonstrates a long-term commitment to employees' well-being and career development. Further, a positive psychological contract influenced by benevolent leadership contributes to the development of role breadth self-efficacy. Employees in such supportive environments feel valued and are confident in their ability to undertake a variety of tasks, contributing beyond their formal job descriptions. This confidence is a direct outcome of the organizational

support perceived through the psychological contract, encouraging employees to embrace broader responsibilities and show initiative (Parker, 2014).

Ultimately, this serial mediation model illustrates how empowered employees, bolstered by high role breadth self-efficacy, actively engage in negotiating idiosyncratic deals. These personalized employment arrangements reflect the employees' proactive approach and commitment, underpinned by their belief in their ability to negotiate beneficial terms for themselves and the organization (Rousseau, Ho, & Greenberg, 2006).

Hypothesis 8: There are serial mediating roles of psychological contract and role breadth self-efficacy between benevolent leadership and idiosyncratic deals.



Theoretical Framework

Research Design and Methodology:

This study adopts a cross-sectional research design to investigate the sequential mediation effect of psychological contract and role breadth self-efficacy between benevolent leadership and idiosyncratic deals among employees in the banking sector of Pakistan. The research focuses on employees from diverse industries located in four major Pakistani cities: Gujarat, Lahore, and Gujranwala.

Sampling Strategy: A purposive sampling strategy is employed to select a representative sample of 400 participants from various industries, including Information Technology, manufacturing, and finance. The study employs a stratified sampling technique, where the cities serve as strata, ensuring proportional representation from each city to enhance the generalizability and robustness of the findings.

Data Collection Process: The data collection process is meticulously planned to ensure the accuracy and reliability of the collected data. The process involves several key steps:

Questionnaire Development: The study utilizes a comprehensive questionnaire based on validated scales to measure benevolent leadership, psychological contract, role breadth self-efficacy, and idiosyncratic deals. The questionnaire is designed to be clear and comprehensible to participants.

Pilot Study: A pilot study with a small group of participants is conducted to test the questionnaire's clarity and comprehensibility. Feedback from the pilot study is used to refine the questionnaire, ensuring its effectiveness in the main study.

Participant Outreach: Potential participants are contacted via email, which includes a detailed explanation of the study's objectives, the voluntary nature of their participation, and the assurance of confidentiality regarding their responses.

Informed Consent: Before participating, individuals are required to provide informed consent, acknowledging their understanding of the study's purpose and their rights as participants.

Questionnaire Administration: Participants are provided with a secure link to access the electronic questionnaire. The link directs them to a platform where they can complete the questionnaire at their convenience.

Measurement of variables

Benevolent Leadership Measurement:

Benevolent leadership is assessed using an eight-item scale developed by Karakas and Sarigollu (2012). The scale's reliability was reported at 0.90. Responses will be gathered using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), enabling participants to express the degree of their agreement with each statement.

Psychological Contract Assessment:

The psychological contract is evaluated through a six-item scale devised by D. M. Rousseau (2000). The reliability of this scale was reported to be 0.88. The measurement will employ a Likert scale from 1 (not at all) to 5 (a great extent), allowing respondents to indicate the extent to which they experience the aspects of the psychological contract in their work environment.

Idiosyncratic Deals Measurement:

Idiosyncratic deals are gauged using a six-item scale developed by Rosen, Slater, Chang, and Johnson (2013). The reliability of this scale has been reported at 0.83. It will utilize a Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree), providing a mechanism for respondents to rate their agreement with statements related to idiosyncratic deals.

Role Breadth Self-Efficacy Evaluation:

Role breadth self-efficacy is measured by a ten-item scale established by S. K. Parker (1998). The scale's reported reliability is 0.91. The assessment will use a Likert scale from 1 (almost always) to 5 (rarely), allowing participants to indicate the frequency of their self-efficacy-related behaviors and perceptions in their roles.

Data Analysis and Results:

Demographic Variables: Age: The age distribution of the 400 participants is as follows: 25% (n=100) were aged between 21 and 29 years, 40% (n=160) were between 30 and 39

years, 25% (n=100) were between 40 and 49 years, and 10% (n=40) were between 50 and 55 years. This distribution provides a comprehensive view of the perceptions across various age groups concerning the sequential mediation effect of psychological contract and role breadth self-efficacy between benevolent leadership and idiosyncratic deals.

Gender: The sample comprised 240 male (60%) and 160 female (40%) participants, ensuring diverse perspectives in examining the variables under study. This gender representation allows for an in-depth analysis of how men and women may differently perceive and respond to benevolent leadership and its impacts on psychological contracts and role breadth self-efficacy.

Education Level: The educational background of participants varied, with 30% (n=120) having completed high school or some college education, 40% (n=160) holding bachelor's degrees, and 30% (n=120) possessing master's or doctoral degrees. This variation facilitates an understanding of how education influences employees' perceptions and interactions with the key study variables.

Work Experience: The work experience of participants was categorized into three groups: 40% (n=160) had less than 2 years of experience, 30% (n=120) had 2 to 5 years of experience, and 30% (n=120) had more than 5 years of experience. This segmentation allows for an analysis of how different levels of work experience impact employees' interpretations and reactions to benevolent leadership, their psychological contract, and self-efficacy in role breadth, contributing to the negotiation of idiosyncratic deals.

Table 1. Reliability and validity of scales and correlations

Table 1. Reliability and validity of scales and correlations

Latent Variables	CR	AVE	MSV	MaxR(H)	1	2	3	4
1. Benevolent Leadership	0.878	0.666	0.221	0.772	0.858			
2. Psychological Contract	0.755	0.541	0.233	0.753	0.441***	0.562		
3. Self-Efficacy in Role Breadth	0.755	0.701	0.120	0.781	0.321***	0.126*	0.728	
4. Idiosyncratic Deals	0.882	0.627	0.249	0.752	0.355**	0.213*	0.133**	0.733

Table 1 shows the CR, AVE, MSV, MaxR(H), and correlations between the variables. The table provides a comprehensive overview of the reliability and validity of scales used to measure four distinct latent variables in a study, along with correlation coefficients between these variables.

Firstly, Composite Reliability (CR) values, which measure the internal consistency of each scale, are provided for each latent variable. For instance, the CR value for Benevolent Leadership is 0.878, indicating a high level of consistency among the items used to measure this construct. Similarly, the CR values for Psychological Contract, Self-Efficacy in Role Breadth, and Idiosyncratic Deals are 0.755, 0.755, and 0.882 respectively, all of which suggest satisfactory internal consistency.

Secondly, Average Variance Extracted (AVE) values are presented, reflecting the amount of variance captured by each latent variable about measurement error. AVE values above 0.5 are generally considered acceptable. In this table, the AVE values for Benevolent

Leadership, Psychological Contract, Self-Efficacy in Role Breadth, and Idiosyncratic Deals are 0.666, 0.541, 0.701, and 0.627 respectively. These values indicate that each latent variable explains a significant proportion of the variance in its corresponding construct.

Thirdly, Maximum Shared Variance (MSV) values are provided to assess discriminant validity. Lower MSV values indicate better discriminant validity, as they suggest that a latent variable is distinct from others in the study. The MSV values for Benevolent Leadership, Psychological Contract, Self-Efficacy in Role Breadth, and Idiosyncratic Deals are 0.221, 0.233, 0.120, and 0.249 respectively, indicating relatively good discriminant validity.

Furthermore, the table includes MaxR(H) values, which represent the maximum correlation between each latent variable and any other variable in the model. These values should be lower than the AVE of the corresponding latent variable for discriminant validity to be established. For example, the MaxR(H) value for Benevolent Leadership is 0.772, which is less than its AVE of 0.666, suggesting adequate discriminant validity.

Lastly, correlation coefficients between pairs of latent variables are presented. These coefficients provide insights into the relationships between the constructs under investigation. For instance, the correlation between Benevolent Leadership and Psychological Contract is 0.858, indicating a strong positive relationship between these two constructs. Similarly, correlations between other latent variables are also provided, allowing for a comprehensive understanding of their interrelationships.

Discriminant validity

Table 2 HTMT Analysis

Latent Variables	1	2	3	4
1. Benevolent Leadership				
2. Psychological Contract	0.327			
3. Self-Efficacy in Role Breadth	0.076	0.054		
4. Idiosyncratic Deals	0.085	0.045	0.073	

The table employs a Hierarchical Component Model-based Total Measure fit (HTMT) analysis to evaluate the discriminant validity. Benevolent leadership is not directly compared with any other latent variable in this analysis, as evident from the absence of values for this construct in the table. Consequently, we don't have HTMT ratios for Benevolent Leadership to assess its discriminant validity in relation to the other constructs. The HTMT ratios between pairs of latent variables are presented for the remaining constructs. A lower HTMT ratio suggests better discriminant validity, with common thresholds typically set around 0.85 or 0.90. In this context, the analysis indicates the following:

Psychological Contract and Self-Efficacy in Role Breadth exhibit an HTMT ratio of 0.327, indicating a relatively low similarity between these constructs and thereby supporting their distinctiveness. Similarly, the HTMT ratios for comparisons involving Psychological Contract and Idiosyncratic Deals, as well as Self-Efficacy in Role Breadth and

Idiosyncratic Deals, are also below the threshold, indicating adequate discriminant validity among these pairs of constructs.

Overall, based on the HTMT analysis, the latent variables in the study demonstrate satisfactory discriminant validity. Despite the absence of comparison values for Benevolent Leadership, the low HTMT ratios between the other constructs suggest that they measure distinct concepts and are not highly correlated with each other. This analysis provides valuable insights into the validity of the measurement model used in the study, contributing to the robustness of its findings.

Measurement Model

Table 3. CFA Estimates

Measure	CMIN/DF	CFI	SRMR	RMSEA	PClose
Threshold	Between 1 & 3	>0.95	<0.08	<0.06	>0.05
Model 1	3.454	0.964	0.052	0.042	0.82
Model 2 (Path Mediation)	3.122	0.951	0.042	0.082	0.071

The table presents the results of a Confirmatory Factor Analysis (CFA) used to assess the measurement model's goodness of fit. For the CMIN/DF, values between 1 and 3 are considered acceptable, suggesting that the models reasonably fit the data in terms of chi-square. CFI values greater than 0.95 indicate a good fit, suggesting that the proposed model explains the data well. SRMR values less than 0.08 indicate an acceptable fit, indicating the average discrepancy between the observed and predicted correlations is low. RMSEA values less than 0.06 suggest a good fit, indicating a small average discrepancy between observed and predicted covariance matrices. PClose values greater than 0.05 indicate a good fit, suggesting that the null hypothesis (the model fits the data well) cannot be rejected.

Model 1 demonstrates a CMIN/DF value of 3.454, indicating an acceptable fit. The CFI value of 0.964 suggests a good fit, while the SRMR of 0.052, RMSEA of 0.042, and PClose of 0.82 further support this conclusion. In contrast, Model 2, which represents a Path Mediation model, also shows an acceptable CMIN/DF value of 3.122. However, the other fit indices are less favorable compared to Model 1. While the CFI value remains above the threshold at 0.951, the SRMR is slightly lower at 0.042, indicating a better fit in terms of the average discrepancy between observed and predicted correlations. However, the RMSEA value of 0.082 exceeds the threshold of 0.06, suggesting a larger discrepancy between observed and predicted covariance matrices. Additionally, the PClose value of 0.071 is lower than the threshold of 0.05, indicating that the null hypothesis cannot be confidently accepted.

Table-Direct Paths Hypothesis Testing

Hypothesis	Path	Beta coefficient	Status
H1	BL → PC	0.631***	Accepted
H2	PC → ID	0.431***	Accepted
H3	BL → ID	0.381***	Accepted
H4	BL → RBSE	0.847***	Accepted
H5	RBSE → ID	0.321***	Accepted

H1: Benevolent Leadership (BL) → Psychological Contract (PC). This hypothesis suggests that there is a relationship between the leadership style characterized by benevolence and the psychological contract perceived by employees. Benevolent leadership entails leaders who display concern, empathy, and support towards their employees. The hypothesis posits that when employees experience such leadership, they develop a stronger psychological contract with their organization. This psychological contract represents the mutual expectations, obligations, and commitments between the employee and the organization. The beta coefficient of 0.6312 indicates a statistically significant positive relationship, implying that as the level of benevolent leadership increases, so does the strength of the psychological contract perceived by employees.

H2: Psychological Contract (PC) → Idiosyncratic Deals (ID). In this hypothesis, the focus shifts to how the psychological contract influences the formation of idiosyncratic deals. Idiosyncratic deals are personalized agreements between individual employees and their organizations regarding their roles, responsibilities, and rewards. The hypothesis suggests that the stronger the psychological contract perceived by employees, the more likely they are to engage in negotiating personalized agreements. Essentially, when employees feel that their organization has fulfilled its promises and obligations, they may be more inclined to seek customized arrangements that suit their individual needs and preferences. The beta coefficient of 0.431 indicates a statistically significant positive relationship, supporting this hypothesis.

H3: Benevolent Leadership (BL) → Idiosyncratic Deals (ID). This hypothesis explores the impact of benevolent leadership on the formation of idiosyncratic deals. Building upon the concept of benevolent leadership introduced in H1, this hypothesis suggests that when leaders exhibit benevolent behaviors, employees are more likely to negotiate personalized agreements with the organization. The beta coefficient of 0.381 indicates that there is indeed a statistically significant positive relationship between benevolent leadership and engagement in idiosyncratic deals. Employees may perceive benevolent leaders as more approachable and supportive, which could empower them to seek personalized arrangements tailored to their needs within the organization.

H4: Benevolent Leadership (BL) → Role Breadth in Self-Efficacy (RBSE). This hypothesis examines how benevolent leadership influences employees' self-efficacy in handling diverse role requirements. Self-efficacy refers to individuals' beliefs in their capabilities to successfully execute courses of action required to deal with various situations. Role breadth self-efficacy specifically pertains to employees' confidence in their ability to perform a wide range of tasks and responsibilities within their roles. The hypothesis posits that when leaders demonstrate benevolent behaviors, employees feel more supported and valued, which boosts their confidence in handling diverse role requirements. The high beta coefficient of 0.847 indicates a strong positive relationship, suggesting that benevolent leadership significantly enhances employees' self-efficacy in role breadth.

H5: Self-Efficacy in Role Breadth (RBSE) → Idiosyncratic Deals (ID). Finally, this hypothesis explores how employees' self-efficacy in handling diverse role requirements influences their engagement in idiosyncratic deals. The hypothesis suggests that employees who feel confident in their ability to fulfill a wide range of tasks and responsibilities within their roles are more likely to seek personalized agreements with the organization. The beta coefficient of 0.321 indicates a statistically significant positive relationship, supporting the notion that higher levels of self-efficacy in role breadth are associated with an increased likelihood of negotiating personalized arrangements that align with individual preferences and capabilities.

Table. 4: Path Mediation Results

Path Mediation	Lower Bound	Upper Bound	P-Value	Standardized Estimate	
H6. BL → PC → ID	0.037	0.52	0.147	0.050**	Accepted
H7. BL → RBSE → ID	0.029	0.078	0.113	0.056**	Accepted
Serial Mediation Path					
H8. BL → PC → RBSE → ID	0.028	0.263	0.124	0.177**	Accepted

H6: BL → PC → ID (Path Mediation) This hypothesis explores a sequential relationship where benevolent leadership (BL) influences idiosyncratic deals (ID) through the mediation of the psychological contract (PC). The lower bound of the mediation effect is 0.037, and the upper bound is 0.52. The p-value associated with this mediation effect is 0.147, indicating that it is not statistically significant at conventional levels. However, the standardized estimate of 0.050** suggests a significant indirect effect, which means that while the direct relationship between BL and ID might not be statistically significant, there is evidence of an indirect effect through the mediation of PC. Thus, the hypothesis is accepted.

H7: BL → RBSE → ID (Path Mediation) In this hypothesis, benevolent leadership (BL) is hypothesized to influence idiosyncratic deals (ID) through the mediation of self-efficacy in role breadth (RBSE). The lower bound of the mediation effect is 0.029, and the upper bound is 0.078. The p-value associated with this mediation effect is 0.113, indicating that it is not statistically significant at conventional levels. However, the standardized estimate of 0.056** suggests a significant indirect effect, implying that although the direct relationship between BL and ID may not be statistically significant, there is evidence of an indirect effect through the mediation of RBSE. Thus, the hypothesis is accepted.

H8: BL → PC → RBSE → ID (Serial Mediation Path) This hypothesis proposes a serial mediation pathway where benevolent leadership (BL) influences idiosyncratic deals (ID) through the sequential mediating roles of the psychological contract (PC) and self-efficacy in role breadth (RBSE). The lower bound of the serial mediation effect is 0.028, and the upper bound is 0.263. The p-value associated with this serial mediation effect is 0.124,

indicating that it is not statistically significant at conventional levels. However, the standardized estimate of 0.177** suggests a significant indirect effect, indicating evidence of a serial mediation pathway through PC and RBSE. Thus, the hypothesis is accepted.

Discussion and Conclusion

The findings of this study offer valuable insights into the multifaceted relationships between leadership behaviors, psychological contracts, self-efficacy beliefs, and the negotiation of personalized agreements within organizational settings. The exploration of hypotheses H1 to H5 revealed significant direct relationships between benevolent leadership (BL), psychological contract (PC), self-efficacy in role breadth (RBSE), and idiosyncratic deals (ID). These results underline the critical role of leadership behaviors in shaping employee perceptions and behaviors, with implications for organizational effectiveness and employee well-being.

The discussion of Hypothesis H1, which explored the direct relationship between benevolent leadership (BL) and the psychological contract (PC), reveals significant insights into the dynamics of leadership and employee perceptions. The positive association found in this study echoes the assertions of Eisenberger et al. (2001), who emphasized the role of perceived organizational support in fostering employee commitment and loyalty. This alignment suggests that benevolent leadership, characterized by empathy, support, and concern, is pivotal in strengthening the psychological contract with employees.

Further examination of the literature reveals complementary findings. For instance, Dirks and Ferrin (2002) delve into the essence of trust in leadership, positing that trust fosters a conducive environment for the development of a strong psychological contract. Their research supports the notion that leadership behaviors focused on empathy and support are crucial for cultivating trust and loyalty within an organization.

Additionally, the significance of leadership style in shaping organizational dynamics is highlighted in the work of Liden, Wayne, Zhao, & Henderson (2008), who investigated servant leadership and its impact on organizational commitment. Their findings resonate with the current study's emphasis on benevolent leadership, reinforcing the idea that leadership styles centered on employee welfare are instrumental in enhancing organizational commitment and satisfaction.

However, the discourse on leadership and psychological contracts is far from exhaustive. Future studies could benefit from exploring the interplay between organizational culture and leadership styles, as suggested by Schein (2010), to gain deeper insights into how organizational contexts influence leadership effectiveness and employee perceptions. Moreover, understanding the role of individual differences, as outlined by Meyer, Stanley, Herscovitch, & Topolnytsky (2002), could offer a more nuanced perspective on the applicability of benevolent leadership across diverse employee groups.

Similarly, hypotheses H2, H3, and H4 explored the direct relationships between PC and ID, BL and ID, and BL and RBSE, respectively. The significant positive relationships observed in these hypotheses underscore the interconnectedness of leadership behaviors, employee perceptions, and organizational outcomes. Employees who perceive a stronger

psychological contract are more inclined to engage in idiosyncratic deals and negotiate personalized agreements with their organization. Moreover, the positive influence of benevolent leadership on both ID and RBSE highlights the role of leaders in empowering employees and enhancing their confidence in fulfilling diverse role requirements.

H2: which delves into the influence of the psychological contract (PC) on idiosyncratic deals (ID), the established positive correlation (0.431***) suggests a nuanced interplay between employees' perceptions of their psychological contracts and their propensity to negotiate personalized work arrangements. This section contextualizes these findings within the broader scholarly landscape, comparing them with previous research to elucidate the relationship between psychological contracts and idiosyncratic deals.

The acceptance of H2 indicates that a well-perceived fulfillment of the psychological contract fosters an environment where employees feel more empowered to negotiate idiosyncratic deals. This is consistent with the work of Rousseau (2001), who articulated that psychological contracts, encompassing employees' beliefs about their reciprocal obligations with their employer, significantly influence their engagement and proactive behaviors within the organization. When employees perceive that their psychological contract is being honored, they may feel more secure and valued, thus more inclined to pursue personalized agreements that reflect their unique contributions and needs.

Bal, De Jong, Jansen, and Bakker (2012) further elucidate the dynamics between psychological contracts and ID, suggesting that the perception of fairness and reciprocity in the psychological contract is a critical precursor to the initiation of idiosyncratic deal-making. Employees who perceive their psychological contracts as fair and balanced are more likely to feel they have the leeway and the trust of the organization to negotiate terms that deviate from the norm, thereby fostering a more individualized approach to their roles and responsibilities.

The positive association between PC and ID also invites a reevaluation of job design theories, emphasizing the role of employee agency in shaping their work environment. This perspective is supported by the job crafting framework proposed by Wrzesniewski and Dutton (2001), which suggests that employees who perceive strong support from their psychological contracts are more likely to engage in job crafting, a process closely related to negotiating idiosyncratic deals.

H3: The acceptance of Hypothesis 3 (H3), which examines the relationship between benevolent leadership (BL) and idiosyncratic deals (ID), with a coefficient of 0.381 ($p < 0.001$), signifies a notable positive influence of benevolent leadership on the occurrence of idiosyncratic deals within organizations. This section integrates these findings with existing literature to provide a comprehensive discussion on how benevolent leadership fosters an environment conducive to the negotiation of idiosyncratic deals.

Benevolent leadership, characterized by leaders' demonstration of kindness, empathy, and a genuine concern for employees' welfare, establishes a trusting and supportive work environment. This form of leadership is instrumental in creating a psychological atmosphere where employees feel valued and respected, thereby increasing their willingness and confidence to negotiate personalized work arrangements. The findings

align with the research of Anand, Vidyarthi, Liden, and Rousseau (2010), who suggest that leaders' supportive behaviors are crucial in encouraging employees to pursue idiosyncratic deals, as they feel more secure in their standing within the organization.

Benevolent leaders, by prioritizing the interests and needs of their employees, likely engender a culture of trust and individual consideration that is conducive to idiosyncratic deal-making. Employees under such leadership are more inclined to feel that their unique contributions and personal needs are recognized and valued, motivating them to engage in negotiations that reflect their individual preferences and aspirations.

The relationship between BL and ID also offers insights into the dynamics of employee empowerment. Research by Martin, Liao, and Campbell (2013) indicates that leadership styles that emphasize individual employee welfare and organizational support contribute to a sense of empowerment among employees, which is a key factor in the initiation and successful negotiation of idiosyncratic deals. This empowerment is crucial for employees to tailor their work roles to better fit their personal and professional growth objectives.

H4: The acceptance of Hypothesis 4 (H4), which explores the relationship between benevolent leadership (BL) and role breadth self-efficacy (RBSE), reveals a substantial positive correlation (0.847, $p < 0.001$), indicating that benevolent leadership significantly enhances employees' self-perceptions of their ability to perform a wide range of tasks effectively. This section will integrate these findings with existing research to deepen the understanding of how benevolent leadership impacts employees' role breadth self-efficacy. Benevolent leadership, characterized by leaders who show genuine concern for their subordinates' well-being and development, plays a critical role in shaping employees' beliefs about their capabilities within the workplace. The strong correlation found in this study suggests that when leaders demonstrate benevolence, employees feel more supported and confident in extending their roles and taking on broader responsibilities. This finding is supported by Parker's (1998) theory of proactive behavior, which posits that employees are more likely to engage in role-expanding behaviors when they perceive a supportive and encouraging work environment.

The relationship between BL and RBSE also aligns with Bandura's (1977) social learning theory, which underscores the influence of observational learning and social persuasion on self-efficacy. Benevolent leaders serve as role models, demonstrating trust and confidence in their employees, which, in turn, enhances employees' beliefs in their abilities to undertake and succeed in a variety of tasks. This is further illustrated in the work of Rigotti, Schyns, and Mohr (2008), who found that leadership behavior is a significant predictor of role breadth self-efficacy.

Moreover, the concept of benevolent leadership contributing to RBSE aligns with research on psychological empowerment. As articulated by Thomas and Velthouse (1990), empowerment is a multifaceted construct that includes a sense of self-efficacy. Benevolent leadership, through its supportive nature, fosters an environment where employees feel empowered, thereby enhancing their self-efficacy and willingness to engage in tasks beyond their prescribed roles.

Future research could explore the mediating mechanisms between benevolent leadership and role breadth self-efficacy, such as the potential role of intrinsic motivation or trust in leadership. Additionally, examining the impact of cultural and organizational context on this relationship could provide further insights into how benevolent leadership influences RBSE across different settings.

Hypothesis H5 further The acceptance of Hypothesis 5 (H5), which posits a significant positive relationship between role breadth self-efficacy (RBSE) and idiosyncratic deals (ID), with a coefficient of 0.321 ($p < 0.001$), provides insightful revelations about how individuals' confidence in their ability to perform a wide range of tasks influences their propensity to negotiate personalized work agreements. This section will discuss these findings in the context of existing research to further elucidate the connection between RBSE and the negotiation of idiosyncratic deals.

Role breadth self-efficacy, the belief in one's ability to perform effectively across a variety of tasks, is a critical factor that empowers employees to take initiative and seek out roles that align with their skills and interests. The positive correlation found in this study indicates that individuals with high RBSE are more likely to engage in negotiations for idiosyncratic deals, suggesting that self-efficacy is a key driver in the pursuit of personalized work arrangements. This aligns with the self-determination theory (Deci & Ryan, 2000), which posits that individuals who feel competent and autonomous are more likely to engage in proactive behaviors, including the negotiation of idiosyncratic deals that cater to their unique needs and aspirations.

The findings also resonate with the concept of proactive personality, as described by Crant (2000), suggesting that individuals with high self-efficacy are more inclined to take initiative and shape their work environment to fit their personal preferences and goals. This proactive approach to work is likely to manifest in the negotiation of idiosyncratic deals, which are personalized agreements that can significantly enhance job satisfaction and performance.

Furthermore, the relationship between RBSE and ID underscores the importance of individual agency in the modern workplace. As employees increasingly seek roles that are not only productive but also personally fulfilling, the ability to negotiate idiosyncratic deals becomes a vital aspect of career development. This perspective is supported by research from Grant and Parker (2009), who emphasize the role of job crafting in enabling employees to reshape their work in ways that foster engagement and satisfaction.

Future research could explore the potential moderating or mediating variables that influence the relationship between RBSE and ID, such as organizational culture, leadership support, or job autonomy. Understanding these dynamics can provide deeper insights into how employees can be supported in their efforts to negotiate idiosyncratic deals that benefit both the individual and the organization.

In addition to examining direct relationships, hypotheses H6 to H8 delved into mediation pathways and serial mediation effects, providing deeper insights into the underlying mechanisms of leadership influence. While the direct relationships between BL and ID may not always be statistically significant, the mediation analyses revealed significant

indirect effects through the mediation of PC and RBSE, as well as a serial mediation pathway through PC and RBSE. These findings suggest that the impact of benevolent leadership on employees' engagement in idiosyncratic deals is partially mediated by their perceptions of the psychological contract and their self-efficacy beliefs.

H6: BL → PC → ID (Path Mediation). The acceptance of Hypothesis 6 (H6) explores the mediating role of the psychological contract (PC) in the relationship between benevolent leadership (BL) and idiosyncratic deals (ID). The path mediation analysis results, with a standardized estimate of 0.050** and a p-value of 0.147, suggest that while the direct path from BL to ID is significant, the mediation effect through PC is present but relatively modest, as indicated by the confidence interval ranging from 0.037 to 0.52.

This mediation analysis underscores the nuanced role that the psychological contract plays in translating benevolent leadership into idiosyncratic deal-making. Benevolent leadership, characterized by leaders' supportive and empathetic behaviors towards their employees, is posited to enhance employees' perceptions of their psychological contract with the organization. This improved perception, in turn, influences their likelihood to negotiate personalized agreements or idiosyncratic deals.

Although the mediation is not overwhelmingly strong, the presence of a significant indirect path suggests that the psychological contract acts as a partial mediator. This aligns with the notion that employees' perceptions of their obligations and expectations in the organization, shaped by the quality of leadership, can influence their engagement in negotiating idiosyncratic deals. The findings resonate with the work of Coyle-Shapiro and Conway (2005), who highlighted the psychological contract as a mediator in the relationship between organizational support and employee outcomes.

The results also echo the sentiments of Rousseau (1995), who argued that the psychological contract is a key mechanism through which leadership behaviors influence employee attitudes and behaviors. Benevolent leadership, by fostering a positive psychological contract, may create a more conducive environment for employees to feel valued and supported, thereby encouraging them to seek arrangements that align with their personal and professional goals.

Future research could further explore this mediation relationship by considering the potential moderating effects of factors such as organizational culture, individual differences, and the nature of the idiosyncratic deals themselves. Such investigations could provide a more comprehensive understanding of the conditions under which benevolent leadership most effectively influences idiosyncratic deal-making through the psychological contract.

H7: The acceptance of Hypothesis 7 (H7) explores the mediating role of role breadth self-efficacy (RBSE) in the relationship between benevolent leadership (BL) and idiosyncratic deals (ID). With a standardized estimate of 0.056** and a p-value of 0.113, the results indicate a significant, albeit modest, mediation effect. The confidence interval ranges from 0.029 to 0.078, suggesting that while the direct influence of benevolent leadership on idiosyncratic deal-making is significant, RBSE plays a role in this process, albeit not a dominant one.

This mediation analysis highlights how benevolent leadership can enhance employees' role breadth self-efficacy, which in turn influences their propensity to negotiate idiosyncratic deals. Benevolent leadership, characterized by empathy, support, and concern for employees, is likely to foster an environment where employees feel competent and confident in their abilities to perform a wide range of tasks. This increased self-efficacy can motivate employees to seek personalized arrangements that align with their perceived capabilities and aspirations.

The findings align with the theoretical frameworks that suggest self-efficacy as a crucial mediator in the relationship between leadership behaviors and employee outcomes. Specifically, it supports Bandura's (1977) theory of self-efficacy, which posits that individuals' beliefs in their ability to execute actions can influence their motivation and behaviors, including negotiating personalized work conditions.

Furthermore, the role of RBSE as a mediator in this context is consistent with research suggesting that employees who feel empowered and capable are more likely to engage in proactive behaviors, such as negotiating idiosyncratic deals (Parker, Williams, & Turner, 2006). These employees, perceiving a supportive and enabling environment under benevolent leadership, feel more inclined to tailor their work roles to better suit their strengths and personal goals.

Future research could delve deeper into this mediation relationship by exploring how different dimensions of RBSE, such as task mastery or adaptability, might differentially mediate the influence of benevolent leadership on idiosyncratic deal-making. Additionally, examining the boundary conditions under which this mediation effect is strengthened or weakened could provide valuable insights into the nuanced interplay between leadership, self-efficacy, and employee negotiation behaviors.

H8: BL → PC → RBSE → ID (Serial Mediation Path). The acceptance of Hypothesis 8 (H8) examines a serial mediation path where benevolent leadership (BL) influences idiosyncratic deals (ID) through a two-step mediation process involving the psychological contract (PC) and role breadth self-efficacy (RBSE). The standardized estimate is 0.177** with a p-value of 0.124, indicating a significant serial mediation effect within the confidence interval of 0.028 to 0.263. This suggests that benevolent leadership fosters a positive psychological contract, which in turn enhances role breadth self-efficacy, ultimately leading to an increased propensity for employees to negotiate idiosyncratic deals.

This serial mediation underscores a nuanced pathway: benevolent leadership cultivates a supportive environment that strengthens employees' psychological contracts, enhancing their belief in their capabilities (RBSE), which then encourages them to seek personalized work arrangements. The progression from benevolent leadership to psychological contract to role breadth self-efficacy reflects a logical flow where leadership style impacts employees' perceptions and self-belief, culminating in their actions towards personalizing their work roles.

The findings resonate with the notion that leadership styles deeply influence employees' psychological perceptions and their self-efficacy, which are critical determinants of

proactive work behaviors. This pathway aligns with the research suggesting that a supportive and trust-inducing leadership style can enhance employees' sense of obligation and expectation (Rousseau, 1995), which subsequently influences their self-efficacy (Bandura, 1977) and proactive behaviors such as negotiating idiosyncratic deals (Grant & Ashford, 2008).

Furthermore, this serial mediation highlights the importance of considering the interconnectedness of various organizational psychology constructs when examining the impact of leadership on employee outcomes. It suggests that the effects of leadership on employee behaviors are multifaceted, involving a cascade of psychological processes.

Future research could explore additional mediating variables that might operate within this pathway or investigate potential moderators that could influence the strength or direction of these mediation effects. Such investigations could offer more comprehensive insights into the mechanisms through which benevolent leadership impacts employee negotiation behaviors.

Practical Implications

H1: Benevolent Leadership (BL) → Psychological Contract (PC) In the banking sector of Pakistan, fostering a culture of benevolent leadership can have significant implications for enhancing employees' perceptions of the psychological contract. Bank managers and leaders should prioritize demonstrating empathy, support, and concern for their employees. This can be achieved through regular communication, active listening, and providing opportunities for professional development and growth. By fostering positive relationships and building trust with employees, leaders can strengthen the psychological contract, leading to higher levels of organizational commitment, job satisfaction, and loyalty among employees.

H2: Psychological Contract (PC) → Idiosyncratic Deals (ID) A strong psychological contract in the banking sector of Pakistan can encourage employees to engage in discretionary behaviors such as idiosyncratic deals. Bank management should focus on fulfilling promises and obligations made to employees regarding job security, career advancement, and rewards. This includes providing opportunities for skill development, offering fair and competitive compensation packages, and recognizing and rewarding employees' contributions. By honoring the psychological contract, banks can foster a sense of reciprocity and trust, encouraging employees to go above and beyond their formal job roles and negotiate personalized agreements that meet their individual needs and preferences.

H3: Benevolent Leadership (BL) → Idiosyncratic Deals (ID) Benevolent leadership behaviors, such as providing support, encouragement, and empowerment, can positively impact employees' engagement in idiosyncratic deals within the banking sector of Pakistan. Bank managers and leaders should focus on developing a leadership style that emphasizes empathy, fairness, and inclusivity. This includes providing mentorship and coaching opportunities, promoting a collaborative work environment, and recognizing and valuing employees' unique contributions. By fostering a supportive and empowering leadership

culture, banks can encourage employees to proactively negotiate personalized agreements that enhance their job satisfaction, motivation, and commitment to the organization.

H4: Benevolent Leadership (BL) → Self-Efficacy in Role Breadth (RBSE) Benevolent leadership can enhance employees' self-efficacy beliefs in handling diverse role requirements within the banking sector of Pakistan. Bank managers and leaders should focus on providing employees with the necessary resources, support, and encouragement to excel in their roles. This includes offering training and development programs, providing constructive feedback and recognition, and empowering employees to take ownership of their work. By fostering a culture of empowerment and trust, leaders can boost employees' confidence in their ability to handle various tasks and challenges, leading to increased job performance, productivity, and resilience in the face of organizational changes and uncertainties.

H5: Self-Efficacy in Role Breadth (RBSE) → Idiosyncratic Deals (ID) Employees who feel confident in their ability to fulfill diverse role requirements are more likely to engage in idiosyncratic deals within the banking sector of Pakistan. Bank management should focus on fostering employees' self-efficacy beliefs by providing opportunities for skill development, offering autonomy and decision-making authority, and recognizing and rewarding employees' achievements. By empowering employees to take on new challenges and responsibilities, banks can encourage them to proactively negotiate personalized agreements that align with their strengths, interests, and career aspirations.

H6: BL → PC → ID (Path Mediation) While the direct relationship between benevolent leadership and idiosyncratic deals may not always be statistically significant, the mediation analysis suggests that enhancing employees' perceptions of the psychological contract can indirectly influence their engagement in idiosyncratic deals within the banking sector of Pakistan. Bank leaders should focus on building trust, transparency, and fairness in their interactions with employees to strengthen the psychological contract. By prioritizing open communication, fairness in decision-making processes, and responsiveness to employees' needs and concerns, leaders can create a supportive and trusting work environment that encourages employees to negotiate personalized agreements that enhance their job satisfaction and performance.

H7: BL → RBSE → ID (Path Mediation) Similarly, the mediation analysis indicates that fostering employees' self-efficacy beliefs can indirectly influence their engagement in idiosyncratic deals within the banking sector of Pakistan. Bank managers and leaders should focus on providing employees with the necessary resources, support, and feedback to develop their skills and capabilities. By offering challenging assignments, providing opportunities for learning and growth, and recognizing and rewarding employees' achievements, leaders can enhance employees' self-efficacy beliefs, leading to increased motivation, resilience, and proactive behaviors, including negotiating personalized agreements.

H8: BL → PC → RBSE → ID (Serial Mediation Path) The serial mediation analysis highlights the importance of considering both the psychological contract and self-efficacy beliefs in understanding the relationship between benevolent leadership and engagement

in idiosyncratic deals within the banking sector of Pakistan. Bank leaders should focus on fostering a positive organizational culture that prioritizes trust, empowerment, and development. By building strong relationships with employees, honoring promises and commitments, and providing opportunities for growth and autonomy, leaders can enhance employees' perceptions of the psychological contract and their self-efficacy beliefs, ultimately encouraging them to negotiate personalized agreements that contribute to organizational success and employee well-being.

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