



Unlocking Teacher's Innovative Work Performance with Idiosyncratic Deals. The Parallels Mediating Models of Pakistani Universities

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Abstract: Over the last decade, the education system has seen significant technical and architectural transformations after the COVID-19 epidemic. Additionally, it affects the innovative work performance and energy levels of teachers. This research examines the impact of idiosyncratic deals on the innovative work performance of university instructors in Pakistan. The attitude towards performing well serves as a mediator between innovative work performance and I-deals. In addition, cognitive dissonance has also served as a mediator between innovative work performance and ideals. Data for the current research were gathered from a sample of 392 university professors for further analysis and interpretation. The findings suggest that idiosyncratic deals substantially impact instructors' innovative work performance. Cognitive dissonance has a largely detrimental impact on idiosyncratic deals and the effectiveness of teachers' innovative work performance. Furthermore, a positive attitude towards performing well has a partial impact on teachers' idiosyncratic and innovative work performance. Cognitive theory advocates for examining methods to enhance teachers' positive energy throughout the execution of their duties. This research provides valuable insights for academic institutions and policy leaders in Pakistan's education sector.

Keyword: Idiosyncratic Deals, Cognitive Dissonance, Attitude toward Performing Wells, Innovative Work Performance, University Teacher in Pakistan.

1. Introduction

In the advancing information economy, universities recognize the need for skilled labor to achieve and maintain a competitive advantage (Bos-Nehles & Veenendaal, 2019). Innovative ideas aim to achieve a competitive edge over rival institutions (Van de Ven, 1986). Hence, fostering innovation is vital for the institution's sustained expansion. Teachers are encouraged to provide unique ideas of idiosyncratic deals for the institution's advancement. Cultivating this notion takes substantial cognitive, emotional, and energetic resources. Thus, it is essential for the instructor to effectively manage their energy levels according to their needs, preferences, and work schedules. In addition, they should possess the capacity to optimize energy use and cultivate innovation (Bakker et al., 2020). In addition, global higher education institutions have difficulties fostering and maintaining students' academic progress by contributing well to their institutions in a highly competitive and ever-changing environment (Nazir & Islam, 2017; Aboramadan et al., 2020). Academic institutions need individuals to possess strong positive attitudes, loyalty, and psychological commitment to enhance performance and promote student achievement in both the educational and corporate realms (Raina & Khatri, 2015; Lovakov, 2016; Shams et al., 2022). Higher education

institutions are complex and have limited resources (Macey & Schneider, 2008). Therefore, given the scarcity of resources, the unconventional agreement seems more favourable. Following the epidemic, traditional work connections have been weakened, prompting employers and workers to search for flexible approaches to fulfil their needs (Huang & Chen, 2021). Nevertheless, instructors must improve in adhering to prior agreements and prefer engaging in various unique arrangements (Rudolph et al., 2021). Rousseau et al. (2006) describe idiosyncratic transactions as non-standard agreements between employers and workers that are mutually beneficial. Due to their significant impact on attitudes and behaviours, they are seen as innately motivating (Wang & Ma, 2022). Idiosyncratic deals positively impact work engagement, positive attitude, intense devotion to the institution, and creative performance (Saddique et al., 2023). According to Rosen et al. (2013), idiosyncratic bargains enable workers to take on more responsibilities and tasks to enhance their abilities, personalities, and unique job talents. Furthermore, according to Demerouti et al. (2014), idiosyncratic accords include arrangements made between workers and management on work schedules, assignments, off-site employment, and flexible work hours. Agile work methods are often called "innovative work methodologies." Video conferencing, remote work, flexible scheduling, and online collaboration are used in innovative work performance, according to Blok et al. (2011). Commonly, these arrangements benefit all parties. Earlier studies have linked ideas to teacher performance. As in earlier studies, Liao et al. (2016) found a positive association between unique ideals transactions and innovation. Methodology significantly affects job performance. These Unique agreements have raised employee engagement, improving workplace creativity and innovation, notably among instructors, according to Wang et al. (2018). This signal may boost employees' confidence, allowing them to face new difficulties. This increases personal drive and opens new creative learning possibilities, according to Gilson et al. (2011). Additionally, psychological satisfaction affects job performance and self-esteem. Unique and individualized offers may boost worker performance, according to social comparison (Saddique et al., 2023). The staff loves creatively solving issues (Pratt et al., 2016). The stance on work performance is that all job assessments consistently fulfil all job standards. The notion of "growth rate necessitates work-related resilience" is crucial in improving an employee's capacity for innovation, resulting in favourable outcomes in their job performance. Furthermore, individuals who participate in unique negotiations have a professional work ethic and show appropriate levels of job innovation (Saddique et al., 2023). Furthermore, Festinger's theory of cognitive dissonance, proposed in 1957, posits that individuals experience a conflict when faced with a choice between alternatives with conflicting cognitions. Our research produced many contributions derived from the arguments. First, idiosyncratic agreements have a substantial impact on innovative work performance. Furthermore, idiosyncratic arrangements have a substantial impact on views about work performance. Furthermore, there is a notable correlation between one's attitude toward performing well and one's level of innovative work performance. Furthermore, the attitude toward performing well mediates between ideals and innovative work performance. Furthermore, there is a notable correlation between idiosyncratic deals and cognitive dissonance. There is also a significant correlation between cognitive dissonance and innovative work performance. Finally, cognitive dissonance serves as a mediator between idiosyncratic deals and innovative work performance.

2. Literature Review

2.1 Idiosyncratic-Deals and Innovative Employee's Performance

As Rousseau and Heinz (2004) described, idiosyncratic arrangements refer to agreements between employers and workers. They presented three distinct categories of idiosyncratic transactions: developmental, flexibility, and workload-minimized through idiosyncratic deals. According to Hornung et al. (2008), developmental and flexibility idiosyncratic transactions did not consider workload-reduced idiosyncratic deals. Hornung et al. (2010) proposed that task idiosyncratic bargains arise from job design in the workplace. Rosen et al. (2013) have further expanded on the notion of idiosyncratic transactions by analyzing the resources and contents linked to different types of deals. Their inclusion included developmental, task-specific agreements, proposed task and job duty-specific agreements, flexible agreements, and incentive-based agreements. Task and work responsibility unique agreements include additional obligations and task-specific assignments more suited to the worker's skills and talents. According to Bal and Dorenbosch (2015), partaking in these activities also enhances a person's competence, mastery, and capacity to manage their personal and professional lives successfully. Liu et al. (2013) and Hornung et al. (2019) found that job tasks and activities contribute to positive work outcomes. Wang et al. (2022). Work assignments are designed to help employees improve professionally. Knowledge and abilities in a profession boost creativity and innovation. Task-specific agreements improve professional development. Creative workers improve corporate success by

purposefully creating and using novel ideas (Janssen & Van Yperen, 2004). It also suggests that imaginative activities boost creativity (Ho & Kong, 2015).

Additionally, job assignment strongly affects work-related attributes (Hornung et al., 2010). As (Halbesleben, 2014; Wang, 2018; and Las Heras, 2017) stated that idiosyncratic transactions promote task optimization and minimize cognitive dissonance. According to Kelly et al. (2020), it reduces stress, boosts energy, and balances work and family to increase performance. As (Dediu et al. (2018) found that atypical transactions drive employee creativity. The setting it created was ideal for workers to improve their creative work output. Additionally, I-deals agreements allow workers to choose their work schedules and effectively manage their time and positive energy to improve employee performance. They may become more optimistic and quickly generate and apply new ideas to improve creativity by participating in this activity.

2.2 Idiosyncratic Deals, Attitude toward Performing Wells and the Innovative Performance

A correlation exists between individual transactions and the disposition toward performing well in an organization. The tasks, flexibility, and responsibilities significantly influence the organization's success. Unique interactions facilitate the exploitation, as Budhiraja et al. (2021) propose that intrinsic motivation may enhance performance by promoting demanding work practices as Kimwolo et al. (2018) suggest that idiosyncratic bargains may improve motivation and performance by considering individual employees' distinct attitudes, talents, personalities, and skills. Based on the study done by Janssen et al. in 2004, workers demonstrate improved performance when their personal preferences and viewpoints are aligned. A study conducted by Ajzen et al. (2018) discovered that the notion of "growth needs strength at work" has a substantial positive impact on an employee's capacity for creative thinking, leading to advantageous results in their job responsibilities (Wittenauer et al., 2015). According to Amabile et al. (1996), the ability to bounce back fast from setbacks is crucial for developing new ideas and is likely to be closely linked to producing creative results. The reference "Hackman et al., 1980" refers to research done by Hackman and his colleagues in 1980. An individual's ability to generate innovative ideas and solutions may be enhanced by embracing a growth mindset- To enhance an individual's attitude toward their work performance; it is essential to use a novel cognitive method that capitalizes on their innate motivation (Ajzen et al., 2018). Hence, workers feel that competencies, aptitudes, and job performance positively affect job-related tasks (Mashhadi et al., 2016). According to Saddique et al. (2023), having an inherent motivation, a creative disposition, and a particular way of thinking are essential for attaining the highest level of performance in a professional setting. Prior studies have shown a positive correlation between positive attitudes toward achieving high performance and generating creative results inside the workplace (Hackman et al., 1980). Utilizing ideals has successfully allowed workers to improve their operational efficiency in the office. Enhanced performance may be achieved via intrinsic motivation, stimulating engagement in demanding professional tasks. Implementing idiosyncratic agreements significantly increased employee engagement and a favorable perception of their talents, traits, and skill sets (Saddique et al., 2023).

2.3 I-Deals, Cognitive Dissonance and the Innovative Performance

The relationship between idiosyncratic deals, cognitive dissonance, and innovative work performance is essential for organizational performance. Festinger's theory of cognitive dissonance, proposed in 1957, asserts that individuals experience a conflict when faced with conflicting cognitions when choosing alternatives. This discordance elicits psychological unease. These preliminary findings indicate that people may use many unique methods to alleviate the discomfort caused by knowledge that contradicts their beliefs. Dissonance tests often do not assess these methods (Harmon-Jones et al., C. (2023). Cognitive biases and dissonance have been found to impact work performance and decision-making, as demonstrated by several studies, including Tovmasyan & Minasyan (2020), Tovmasyan (2017), Mahusay-Baria (2015), Salimi et al. (2011), Gozali (2022), Caputo (2013), and Ramalakshmi et al. (2018). Managers should possess knowledge of the psychological characteristics, assumptions, and biases that influence job performance and decision-making, as stated by Das and Teng (1999). Since psychological characteristics, cognitive biases, and cognitive dissonance affect work performance and decision-making, this research has practical consequences for companies. To maximize productivity, managers and employees must actively address cognitive biases and dissonance and control psychological factors. George Tovmasyan (2023). A following hypothesis-based debate followed.

H₁: Idiosyncratic deal has a positive relation with Innovative work performance.

- H₂: Idiosyncratic deals have a positive relation with Attitude toward performing wells.
- H₃: Attitude toward performing well has positive relation in terms of innovative work performance.
- H₄: There is positive mediating relationship in attitudes toward performing well between ideals and innovative work performance.
- H₅: Idiosyncratic deals have a negative relationship with Cognitive Dissonance.
- H₆: Cognitive dissonance has a negative relation with innovative work performance.
- H₇: There is a negative mediating relationship in Cognitive Dissonance between I-deals and innovative work performance.

3. Methodology

The current investigation relies on primary data obtained from university educators in Pakistan (Saddique et al., 2023; Sharif et al., 2021, 2022). Data was gathered on idiosyncratic deals, attitudes toward performing well, innovative job performance, cognitive dissonance, and demographic information. The study cohort included 392 educators at the Universities of Pakistan.

Table 1: Variables Description

“Variables”	“Items”	“Reference”
Idiosyncratic deals	9	Hornung et al., (2008)
Attitude Toward Performing Well	3	(Fishbein et al., (2018)
Cognitive Dissonance	15	Festinger (1957)
Innovative work behavior	5	Cao et al., (2014)

4 Results and Findings

The research uses many analytic approaches, including descriptive, inferential, reliability, correlation, and regression analysis, to present the findings and draw conclusions. Next, we shall ascertain all the conclusions.

4.1 Descriptive Analysis

Table 2: Descriptive Analysis

“Characteristics”	“Frequency”	“Percentage”
“Gender”		
“Male”	241	61.4
“Female”	151	39.2
“Age Group”		
“Less than 35”	115	29.3
“36-45”	155	39.5
“46-50”	66	16.8
“51-55”	36	9.1
Above 56	20	5.1
“Qualification”		
“Masters”	190	48
“Post-Graduation”	180	46
“PhD’s”	22	6

The current investigation surveyed 392 teaching personnel from institutions in Pakistan, as shown in Table 2. The study data is classified according to gender, with 241 participants identified as male and 151 persons identified as

female. The data is classified based on age groups, which consist of 115 instructors under the age of 35, 155 teachers between the ages of 36 and 45, 66 teachers between the ages of 51 and 55, 36 teachers between the ages of 51 and 55, and 20 teachers above the age of 56. The data groupings for instructors' qualifications are as follows: 190 have a Master's degree, 180 have a postgraduate degree, and 22 have a PhD, as shown in the table above.

4.2 Reliability Statistics

Table 3: Reliability Analysis

“Variable”	“No of Items”	“Cronbach’s Alpha”
I – Deals	9	0.883
Innovative Performance	5	0.830
Cognitive Dissonance	15	0.769
Attitude toward performing wells	3	0.871

The reliability of all scales in this study was evaluated using Cronbach's alpha test, as shown in Table 4. This indicates that all scales exhibit dependability levels of satisfaction above 0.70.

4.3 Correlation Analysis

Table 4: Correlation Analysis

Sr. No	Variables	Values	Values
1	Idiosyncratic Deals	1	
2	Attitude toward performing wells	.780**	
3	Cognitive Dissonance	-.076	
4	Innovative work performance	.814**	.780**

“*Correlation = 0.05. ** Correlation = 0.01”.

A correlation study was conducted; the results are shown in Table 5. The data indicates a strong positive association between I-deals and inventive job performance, with a correlation coefficient of $r = .814^{**}$ and a significance level below 0.05. The correlation value of $r = .780^{**}$ indicates a strong positive relationship between the ideal and attitude towards achieving well. Furthermore, the significance level below 0.05 suggests this relationship is statistically significant. There is a strong and statistically significant positive correlation ($r = 0.763$, $p < 0.05$) between Innovative job performance and the attitude towards doing healthy values. The data indicates a statistically significant negative correlation between I-deals and cognitive dissonance ($r = -0.076$, $p < 0.05$). Furthermore, an unfavorable correlation ($r = -0.051$, $p < 0.05$) exists between innovative job performance and cognitive dissonance in the workplace. The findings indicate that all the variables investigated in the study had substantial effects on performance outcomes.

4.4 Regression and Mediation Analysis

Table 5: Regression and Mediating Analysis

Variable	R2	B	F	F-Sign
I-deal → Innovative Performance	0.662	0.872	764.96	0.00
I-deal → Attitude toward performing wells	0.508	1.14	403.17	0.00
Attitude toward performing well → Innovative work performance	0.582	0.588	542.79	0.00

I-deal → Attitude toward performing Innovative Performance → wells	0.704	0.252	462.91	0.00
I-deals → Cognitive Dissonance	0.012	-0.078	432.24	0.00
Cognitive Dissonance → Innovative work Performance	0.013	-.088	555.01	.000
I-deal → Cognitive Dissonance → Innovative work performance	0.662	-0.056	381.69	0.0

“Note ***p<0.01, **p<0.05”

The tables below display the findings of a regression analysis that investigates the role of attitude towards doing well as a mediator between innovative work performance and idiosyncratic deals. The notable discovery is the robust positive correlation between I-deals and inventive work performance ($\beta = 0.872$, $p = 0.00$). Therefore, Hypothesis H1 has been validated. The statistical analysis reveals a significant association between idiosyncratic transactions and the attitude toward obtaining success, as shown by a coefficient of ($\beta=1.14$) and a p-value of 0.000. Therefore, Hypothesis H2 has been confirmed. The statistical analysis demonstrates a significant association between the attitude toward reaching success and imaginative job performance, as indicated by a coefficient of ($\beta=0.588$) and a p-value of 0.000. Therefore, Hypothesis H3 has been validated. Statistical research indicates that the attitude towards achieving well mediates between I-deals and creative work performance, with a beta coefficient of 0.252 and a p-value of 0.000. Thus, the attitude toward performing well partially affects the relationship between idiosyncratic transactions and inventive performance. The confirmation of Hypothesis H4 has been established. An empirical analysis reveals a significant negative association between idiosyncratic deals and cognitive dissonance, as evidenced by a coefficient of ($\beta=-0.078$) and a p-value of 0.000. Therefore, Hypothesis H5 has been validated. A statistical analysis reveals a significant negative association between cognitive dissonance and innovative job performance, as indicated by a coefficient of ($\beta=-0.088$) and a p-value of 0.000. Therefore, Hypothesis H6 has been validated. Empirical analysis reveals a negative association between ideals and cognitive dissonance, as shown by a coefficient of ($\beta=-0.056$) and a p-value of 0.000. Therefore, Hypothesis H7 has been validated. In general, the teacher's work performance increased due to their enthusiastic attitude towards achieving well outcomes and implementing idiosyncratic deals. Moreover, the study shows that the level of innovative job performance in the workplace is enhanced when teachers are assigned personal duties, granted autonomy, and provided opportunities for professional advancement, all while retaining a highly positive attitude and reducing the cognitive dissonance in the workplace.

4.5 Discussion

This research investigates the impact of idiosyncratic bargains on the creative job performance of university instructors in Pakistan. Additionally, it examines the function of mediating attitude toward performing well regarding both innovative work performance and idiosyncratic bargains. The findings indicate that I-deal has a good impact on the creative work performance of professors at the University of Pakistan. Ideal has a beneficial effect on one's attitude towards achieving well. Moreover, a positive attitude towards achieving high performance has a beneficial effect on inventive job performance.

Furthermore, there is a beneficial mediating effect of the attitude towards achieving high performance on the relationship between innovative job performance and idiosyncratic bargains among university professors in Pakistan. This research is beneficial for the education industry. Assuming the instructor is strongly affiliated with their employers, the Higher Education Commission of Pakistan offers favorable amenities based on an individualized agreement. Under such circumstances, their performance is commendable in the professional setting. In addition, they have individualized employment arrangements and cultivate a favorable mindset in the professional environment. Adopting a positive mindset toward achieving high performance is logical since it significantly increases inventive behavior. This research aims to improve teacher performance to foster the development of the education sector. Furthermore, cognitive disposition does not have a significant effect on the

performance of teachers.

5.1 Theoretical Aspects

The theoretical implications of the research may be deduced from the following characteristics. This study presents empirical information on the impact of teachers' job-related activities and responsibilities. This research enhances the current information on the correlation between task and work responsibility and employee creativity among university teachers in Pakistan. Introducing I-deals in the workplace could boost employee inventiveness. These agreements can improve professional success by improving family performance (Las et al., 2017). Having a positive outlook on achieving excellent results also fosters worker ingenuity. This study investigates the influence of cognitive theory on the creative output of employees, focusing mainly on the concept of I-deals. The results will influence their progress and creative success (Lee et al., 2013). Therefore, our research shows that the duties and job assignments significantly influence the level of innovation achieved inside the workplace.

5.2 Practical Implication

Information technology's rapid ascent propels organizations in a burgeoning economy. I-deals have the potential to enhance research and development in comparison to innovation based only on staff ideas. This assists individuals in attaining a harmonious equilibrium between their professional and personal lives. This has the potential to enhance professors' creativity and, hence, improve the overall performance of the university. This strategy appears to be advantageous in establishing a competitive edge by offering individualized deals in comparison to rival institutions. Additionally, our research provides assistance to universities, enterprises, and managers in the implementation of I-deals. Throughout these obligations, the instructors' agreements contribute to enhancing tasks and job efficiency.

5.3 Limitation

This study will likely be based on data from different sources. Future studies may utilize multistage longitudinal research. This study also assessed the operating method of I-deals among various professions. For future research, it is recommended to broaden the scope of the sample. The I-deals may be analysed using other factors. Organizational policies can also have an impact on I-deals.

5.4 Conclusion

This study explores the relationship between I-deals and professors' creative performance in Pakistani institutions, specifically focusing on the favorable attitude towards this performance. Our investigations have revealed that I-deals, combined with a positive attitude towards performance, have a substantial influence on the inventive performance of instructors. Teaching staff with chances for tasking, flexibility, and career growth can enhance their inventive performance at work, enhancing their internal motivation. Cognitive distance has no significant effect on teachers' performance. This contributes to the improvement of management techniques inside Pakistani universities.

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