

**IDIOSYNCRATIC DEALS LEADER-MEMBER EXCHANGE AND
EMPLOYEE PERFORMANCE AMONG SELECTED INFORMATION
COMMUNICATION TECHNOLOGY COMPANIES IN KAMPALA,
UGANDA**

BY

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**A RESEARCH THESIS SUBMITTED TO THE DEPARTMENT OF
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PHILOSOPHY OF BUSINESS MANAGEMENT**

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DECLARATION

Declaration by the Candidate

This thesis is my original work and has not been presented before for a degree in any other University. No part of this thesis may be reproduced without the prior written permission of the author and/or Moi University.

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DEDICATION

I dedicate this thesis to my mother Ms. Sauya Nyangoma, my lifetime hero.

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I thank the Almighty for the blessing of wisdom that He bestowed upon me to enable me to complete this Ph.D. journey successfully.

I am very grateful to my family for the moral support and encouragement that they have rendered to me during this journey. My mother Ms. Sauya Nyangoma, who continuously encourages and prays for me, my Husband Mr. Mo Kisirisa for always cheering me on, my daughters; Siima for the patience of having me away for so long, and Maleeka, the blessing that came with the journey. I appreciate my sister Esther for being the substitute mother to my daughter during this period and Auntie Aisha for enhancing the overall support system that kept me on my toes.

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ABSTRACT

In the ICT sector, one of the challenges to organizational performance is traced to low levels of employee performance. Organizations have taken up the granting of customized work conditions to meet individual work preferences in form of idiosyncratic deals (I-deals) in a bid to improve employee performance. Empirical research has confirmed the positive relationship between Idiosyncratic deals and employee performance, and yet the situation among ICT companies in Uganda has remained persistent, even with the granting of these I-deals. This study therefore sought to investigate the effect of Leader-member exchange quality on the relationship between idiosyncratic deals and employee performance. The specific objectives of the study are to examine the effect of; financial Idiosyncratic deals, flexibility Idiosyncratic deals, development Idiosyncratic deals, and task and responsibilities idiosyncratic deals on employee performance as well as to examine the moderating role of Leader-Member exchange quality on the relationship between Financial, Flexibility, and Tasks and Responsibility Idiosyncratic deals and employee performance among staff in ICT companies in Uganda. The theoretical underpinning of the study is built on the I-deals theory, LMX theory, Social Exchange Theory, and the Tasks and Contextual Performance Model. The study used a Positivism philosophy and an explanatory research design. The target population was 680 employees and the study sample was 325 respondents determined using systematic sampling techniques. Quantitative data was collected using a questionnaire and Hierarchical Multiple regression analysis was done to test the hypotheses of the study. The findings revealed that all the direct effects of Financial ($\beta_1 = 0.085$, $p < 0.05$), flexibility ($\beta_2 = 0.259$, $p < 0.05$), development ($\beta_3 = 0.377$, $p < 0.05$), and tasks idiosyncratic deals ($\beta_4 = 0.140$, $p < 0.05$), on employee performance were positive and significant. LMX quality significantly moderated the relationship between Development Idiosyncratic deals and employee performance ($\beta = 0.085$; $\rho = 0.004$). The moderating effects of LMX quality on the relationships between Financial ($\beta = -0.005$, $\rho = 0.839$), Flexibility ($\beta = -0.030$, $\rho = 0.210$), and tasks ($\beta = 0.060$, $p = .083$) idiosyncratic deals and employee performance were not statistically significant. This means that LMX quality is mostly needed when negotiating development idiosyncratic deals for improved performance. The study recommends that managers of organisations grant customized work conditions to employees so as to meet the unique needs of individuals, and develop interpersonal and leadership skills to enable the building of good quality LMX relationships and ultimately, customized employee development opportunities and employee performance to thrive. The study contributes to the existing literature on Idiosyncratic deals, Leader-Member Exchange quality, and Employee performance. The study also extended the I-deals, Social Exchange, and LMX theories, as well as the Tasks and Contextual Performance Model and informs policy and practice in the ICT sector in Uganda.

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ABBREVIATIONS AND ACRONYMS

ESS:	Error sum of squares
ICT:	Information and Communications Technology
I-Deals:	Idiosyncratic deals
LMX:	Leader-Member Exchange
MAR:	Missing at Random
MCAR:	Missing Completely at random
MING:	Ministry of Information and National Guidance
NITA:	National Information and Technology Authority
SET:	Social Exchange Theory
UBC Limited:	Uganda Broadcasting Corporation Limited
UBOS:	Uganda Bureau of Statistics
UIA:	Uganda Investments Authority
MUBS:	Makerere University Business School

OPERATIONAL DEFINITIONS OF TERMS

Affect; Refers to the mutual affection leaders and members in a relationship have for each other based primarily on interpersonal attraction rather than work or professional values (Liden, Sparrowe, & Wayne, 1997).

Contextual Performance; These are behaviors that are not linked to the technical core directly but they support the broader organisational, social, and psychological environment in which the technical core functions (Borman & Motowidlo, 1993).

Contribution; This is defined as the perceived amount of direction and quality of work-oriented activity each member puts forth toward the mutual (Dienesch & Liden 1986).

Development Idiosyncratic deals; These I-deals refer to special opportunities for individuals to negotiate personalized opportunities to use and expand their knowledge and skills and pursue career advancement (Hornung *et al.*, 2011).

Employee Performance; the accomplishment of set targets and expectations based on individual employee tasks, behaviors, and results on the job (Williams & Anderson, 1991).

Financial Idiosyncratic deals; These are negotiations for pay and/or incentives of an individual employee relative to coworkers (Rousseau, Tomprou, & Simosi, 2016).

Flexibility Idiosyncratic deals; These are defined as arrangements that allow employees to negotiate with the employer/ Supervisor to schedule their work to accommodate their needs (Hornung, Rousseau, Glaser, Angerer, & Weigl, 2011).

Idiosyncratic deals; These refer to work arrangements that differ from the standard employment requirements because they include customized work provisions in terms of personalized duties and career development opportunities, flexibility in hours of

work, location of work as well as the amount of work and financial incentives (Rosen, Slater, Chang, & Johnson, 2013).

Leader-Member Exchange Quality; Low-quality LMX relationships are defined as exchanges explicitly centered on the fulfillment of the employment contract terms while high-quality LMX relationships are defined as exchanges between a supervisor and his/her subordinates that are supportive, have mutual professional respect, high Loyalty, and affect (Liden & Maslyn, 1998).

Loyalty; According to Dienesch and Liden (1986), loyalty is the extent to which both leader and member publicly support each other's actions and character.

Professional respect; This refers to the level of respect the members of a particular relationship have towards their colleagues as well as the internal and external reputation of each member based on their skilled competence and area of expertise (Liden & Maslyn, 1998).

Task Performance; Activities, duties, and responsibilities on the job that directly transform raw materials into the goods and services that the organisation produces (Motowidlo & Van Scotter 1994).

Tasks and Responsibilities Idiosyncratic deals; These represent arrangements that individuals negotiate to create or alter their own job's content to suit their needs (Hornung *et al.*, 2011).

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter contains the background of the study, the statement of the problem, the general objective, specific objectives, the research hypothesis, the significance of the study, and the scope of the study.

1.1 Background to the Study

Employee performance is a focal point in any establishment. One of the most important goals of an organisation is to maximize employee performance, (Obiageli, Uzochukwu, & Ngozi, 2015). Organisations ensure that they come up with strategies and practices geared towards increasing their performance to remain on top of their competitors (Farndale, Scullion, & Sparrow, 2010). Performance is defined as the accomplishment of specific tasks measured against preset and acknowledged standards of precision, completeness, cost, and speed. A high level of employee performance is manifested in improvement in the production of goods or service delivery, ease in use of new technology, and highly motivated workers among others (Aguinis, Joo, & Gottfredson, 2011).

Organisations worldwide continue to struggle to achieve the desirable levels of employee performance. For example; statistics show that between 2006 and 2018, 67% of organisations with more than 250 employees did not perform to set job standards (Volini et al., 2019). The situation is not different from Uganda, and specifically for Information and Communication Technology (ICT) companies. Considering the efforts that have been put to prioritize the ICT sector, there has been investment in terms of infrastructure to support ICT companies to improve their performance levels. These include Telecommunication companies, Radio and television companies and IT

hardware and software provision companies. The utilization of the said infrastructure has not yet realized the benefits. The NITA (2019) survey findings show that the proportion of public entities' employees that routinely use computers is only 3.3%, while the proportion that routinely uses the Internet is 1.7%. Corresponding figures for other Agencies and private entities are 37% for computer usage and 22.5% for internet, highlighting the performance gaps. The report emphasizes the discrepancy in user expectations to account for over 90% of the problems that reflect the shortage in desired performance levels among employees. Given the priority sector that ICT is, the level of employee performance needs to be augmented to reflect the desired level of performance at the sectoral level.

Enormous pressure put on the employee to perform when enormous leaves organisations with few options to motivate and continue to retain the best employees. Proactive workplace practices, for example through negotiating the various elements of employment terms to ensure desired performance levels. Attia, Duquenne, and Le-Lann (2014) advocate for increased flexibility in an organisation through the customization of workplaces. This has led to the popularity of Idiosyncratic deals that provide the basis to negotiate work practices and customize them to specific occupants of particular positions (Rousseau, 2004).

Idiosyncratic deals are special terms of employment negotiated between individual workers and their employers that satisfy both parties' needs (Rousseau, Ho, & Greenberg, 2006). While traditional models of employment terms, policies, and practices assume homogeneity in employment contracts among workers (Muchinsky, 2006), this is not how many contemporary organisations operate (Hornung, Rousseau, & Glaser, 2008; Rousseau & Kim, 2004). Idiosyncratic deals are negotiated on flexible work arrangements, the composition of tasks and responsibilities, workload reduction,

and skills development (Rosen et al., 2013). These negotiations for Idiosyncratic deals usually happen between the employee and the employer or his agents; usually supervisors or leaders (Liao, Wayne, Liden, & Meuser, 2017). This implies that Leader Member Exchange quality is an important element in both the management of Idiosyncratic deals as well as employee performance.

Leaders are key agents that represent the linking pins between the organisation and the focal employee (Kossek, Pichler, Bodner, & Hammer, 2011). The value that a supervisor places on employees positions them to demand privileges significantly greater than their less preferred coworkers (Bartol & Martin, 1989). According to Hornung, Rousseau, Weigl, Mueller, and Glaser (2014), the quality of exchange relationships between leader and member (leader-member exchange) is positively related to the successful negotiation of various Idiosyncratic deals. Meaning that, when Leader-Member exchanges are characterized by great levels of Affect, Contribution, and Loyalty, then the relationship between Idiosyncratic deals and Employee performance is enhanced.

It is also essential to note that although supervisors may facilitate the negotiation of idiosyncratic deals, an organisation ultimately provides the context that supports them (Hornung *et al.*, 2008), through the implementation of policies and practices. Idiosyncratic deals occur in the context of a broader set of arrangements or employment relationships that provide employment terms that are standard for all workers (Rousseau, 2005)). These practices include employee assistance programs, onsite childcare services, flextime, part-time, and telecommuting and they are meant to enhance positive employee outcomes such as high performance (Kossek & Michel, 2011). While these generalized policies exist, the contemporary people management

agenda calls for employers to pay more attention to person-specific practices which can be fulfilled through idiosyncratic deals.

While the interest in academic research in idiosyncratic deals and positive employee outcomes is growing, specific research on how the different dimensions of Idiosyncratic deals independently affect employee outcomes is limited (Anand, Vidyarthi, Liden, & Rousseau, 2010). This study adopted Financial, Flexibility, Development, and Tasks and responsibilities idiosyncratic deals as individual independent variables to assess the individual contribution of each dimension on employee performance as suggested by (Anand et al., 2018) in the areas for further studies. Also, there is a need for idiosyncratic deals to be examined against the various employee and job outcomes. According to Hornung et al. (2011), from their study in Germany and USA hospitals on idiosyncratic deals and Leader-Member exchange recommended future research on other outcomes of Idiosyncratic deals. It is on that basis that this study used employee performance as an outcome of Idiosyncratic deals.

This study therefore sought to anchor on the Social Exchange Theory, I-Deals theory, LMX theory, and the Task-Contextual Performance Model to help understand the relationship between Idiosyncratic deals, Leader Member Exchange Quality, and Employee Performance. Specifically, the study examined the moderating effect of Leader-Member exchange quality on the relationship between the individual elements of idiosyncratic deals and employee performance.

1.2 Statement of the Problem

Improved employee performance is the key to healthy organisations. Employee performance is reflected in leadership and management, skills and knowledge, technology and innovation, work organisation, workplace culture, networks and

collaboration, and measurement. In recent times, the emphasis both in research and practice has been on promotion of pro-people management practices. Just like other sectors, the ICT sector is one that has incorporated customized workplace practices in a bid to drive desired levels of employee performance. This is because these companies rely on employee performance for continuous development. Even with these customizations made to improve the levels of performance, the situation remains largely the same. Many companies in Uganda continue to struggle to have and maintain a desirable level of employee performance which remains a challenge. Comparative studies done for Uganda, India and China show that employee productivity in Uganda is 68% lower than that in India and 96% lower than that in China (NEPU, 2011). Evidence shows that Uganda's labour productivity is reported to be the lowest in East Africa due to inadequate skills, negative attitude to work, poor managerial practices, and poor working conditions (Uganda Population Report, 2010). In the specific context of the Information and Communication Technology (ICT) companies, the UIA Report (2020) shows a fluctuating level of performance of the ICT sector. While the growth in performance in 2015 and 2016 was at a rate of 3.2 and 4% respectively, 2017 and 2018 performance growth was 2.8 and 31% respectively, representing a downward trend.

The mismatch between expected and actual staff performance has been linked to the continuous developments in this sector, which call for new ways of managing employees through contemporary approaches such as granting idiosyncratic deals. This is based on evidence that increased the need for employees in the contemporary work environment to seek to fulfill their personal needs through customized conditions of employment (Lawler & Finegold, 2000) has links with improved job outcomes. The ICT establishments being highly reliant on technology ought to incorporate up-to-date people management practices to ensure that the desired levels of employee performance

are achieved. On that note, this study investigated the antecedents of employee performance, specifically the different dimensions of idiosyncratic deals, and Leader-Member Exchange quality.

Past empirical studies have focused on studies of Idiosyncratic deals and employee outcomes such as job satisfaction, employee commitment, and OCB; (Gajendran, Harrison, & Delaney-Klinger, 2015; Guerrero, Bentein, & Lapalme, 2014; J. Liu, Lee, Hui, Kwan, & Wu, 2013). These studies report mixed results, across varied contexts. Anand et al. (2010) in their study of software organisations that used LMX quality as a moderator reported stronger positive relations between Idiosyncratic deals and OCB for employees with low rather than high LMX. Also, Liao et al. (2017) studied Idiosyncratic deals and individual effectiveness using LMX differentiation among groups as a moderator. This study seeks to use LMX quality as a moderator based on the literature that shows that Supervisors act as agents in idiosyncratic deals negotiation. Furthermore, the moderation effect in this study was tested on the relationships of individual dimensions of Flexibility, Financial, Tasks and responsibilities, and Development idiosyncratic deals with Employee Performance to understand and ascertain the association that each has independently on employee performance, given that literature has proven them to be distinct.

Also, their recommendations for areas for future research, (Hornung *et al.*, 2011) noted that future research should consider how Financial, Flexibility, Tasks and Responsibilities and Development idiosyncratic deals each affect employee outcomes; in this case, employee performance. This study adopted the idiosyncratic deals and LMX quality as the linking pin to address the knowledge and practice gaps in employee performance in the ICT sector in Uganda. It is on this basis that these dimensions of

idiosyncratic deals were studied as Independent Variables to predict Employee Performance.

This study, therefore, seeks to address the gaps in the literature on the relationship between Financial, Flexibility, Tasks and Responsibilities, and Development idiosyncratic deals, and Employee Performance using LMX quality. The main research question was to establish the moderating effect of LMX quality on the relationship between idiosyncratic deals and employee performance.

1.3 Objectives of the Study

1.3.1 General objective

The study seeks to examine the moderating effect of Leader-Member Exchange quality on the relationship between Idiosyncratic deals and Employee Performance among the staff of ICT companies in Uganda.

1.3.2 Specific objectives

1. To examine the effect of Financial Idiosyncratic deals on Employee Performance in ICT companies in Uganda
2. To investigate the effect of Flexibility Idiosyncratic deals on Employee performance in ICT companies in Uganda
3. To Understand the effect of Development Idiosyncratic deals on Employee Performance in ICT companies in Uganda
4. To understand the effect of Tasks and responsibility Idiosyncratic deals on Employee performance in ICT companies in Uganda
5. To examine the effect of Leader Member Exchange quality on Employee performance among the staff of ICT companies in Uganda

6. To examine the moderating effect of Leader Member Exchange Quality on the relationship between Financial idiosyncratic deals and Employee Performance among the staff of ICT companies in Uganda.
7. To examine the moderating effect of Leader Member exchange quality on the relationship between Flexibility idiosyncratic deals and Employee Performance among the staff of ICT Companies in Uganda.
8. To investigate the moderating effect of Leader-Member Exchange quality on the relationship between Development idiosyncratic deals and employee performance among the staff of ICT companies in Uganda
9. To assess the moderating effect of Leader Member exchange quality on the relationship between Task and Responsibility idiosyncratic deals and employee performance among the staff of ICT companies in Uganda

1.4 Research Hypothesis

- H₀₁:** Financial idiosyncratic deals do not have a significant effect on Employee Performance.
- H₀₂:** Flexibility idiosyncratic deals do not have a significant effect on Employee Performance.
- H₀₃:** Development idiosyncratic deals do not have a significant effect on Employee Performance.
- H₀₄:** Task and responsibility idiosyncratic deals do not have a significant effect on Employee Performance
- H₀₅-** To examine the effect of Leader Member Exchange quality on employee performance.

H₀₆-Leader-Member exchange quality does not have a moderating effect on the relationship between Financial idiosyncratic deals and Employee performance.

H₀₇- Leader Member Exchange Quality does not have a moderating effect on the relationship between Flexibility idiosyncratic deals and Employee Performance

H₀₈- Leader Member Exchange Quality does not have a moderating effect on the relationship between Development idiosyncratic deals and Employee Performance

H₀₉- Leader Member Exchange Quality does not have a moderating effect on the relationship between Tasks and Responsibility idiosyncratic deals and employee performance

1.5 Significance of the study

This study will inform the government of Uganda through the Ministry of ICT and National Guidance to come up with policies and strategies that will help in improving staff performance in a bid to improve and develop the ICT sector in Uganda. The study will also provide private and public ICT companies in Uganda with insights on dealing with contemporary issues in managing employees at the workplace through practices such as idiosyncratic deals and how to utilize them to have the best outcome in terms of job performance. Empirical research on idiosyncratic deals has overtime revealed their importance in enhancing work outcomes, such as job satisfaction (Hornung, Glaser, & Rousseau, 2010), commitment (Liu, Lee, Hui, Kwan, & Wu, 2013; Ng & Feldman, 2010), organisational citizenship behavior (OCB; Anand *et al.*, 2010), voice behavior (Ng & Feldman, 2015), and proactive behavior (Liu et al., 2013), and in reducing work-family conflict (Hornung, Rousseau, & Glaser, 2009).

Theoretically, there is no single variable that sufficiently explains Employee performance. This study seeks to address the existing gaps in the literature and extend the academic debate on Employee Performance using idiosyncratic deals and Leader-Member Exchange Quality. The findings added to the body of literature by further clarifying these variables as antecedents of Employee Performance.

This study extended the Social exchange theory (Blau, 1964), I-deals theory (Arthur & Rousseau, 2001), LMX theory (Graen & Scandura, 1987), and the Task-Contextual Model of performance (Borman & Mowday, 1993). These theories have been used previously in various empirical studies using different variables and contexts. This study through its findings has provided new insights in regards to the theories.

1.6 Scope of the Study

Conceptually, the study focused on; Financial, Flexibility, Tasks and Responsibilities, Development idiosyncratic deals (Independent Variables), Leader member exchange quality (moderating variable) was operationalized in terms of contribution, Loyalty, Affect, and professional respect (Liden & Maslyn, 1998), and Employee Performance (Dependent Variable) focusing on the task and contextual performance (Borman & Motowidlo, 1997). These concepts were developed and linked from the review of the literature.

The research was based on the Positivism research philosophy and an explanatory research design (Zikmund, Babin, Carr, & Griffin, 2013); and the collection of data at a single point in time was done using a close-ended questionnaire. The study targeted 325 staff of selected ICT companies in Kampala, Uganda. Respondents for the study were selected using the Systematic sampling technique to answer questions on idiosyncratic deals and LMX quality. The supervisors were selected purposively to

answer questions on Employee performance to avoid self-reporting bias of the employees on their performance.

The study was conducted in the period between March 2020 to September 2020. This is the period within which data was collected from respondents.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter contains the definitions of concepts and perspectives, theoretical perspectives and gaps, empirical literature and hypothesis building, a summary of gaps, and the conceptual framework for the study.

2.2 The Concept of Idiosyncratic deals

According to Rousseau et al. (2006), idiosyncratic deals are special terms of employment negotiated between individual workers (present or prospective) and their employers that satisfy both parties' needs. Idiosyncratic deals also referred to as I-deals, differ from other forms of person-specific employment arrangements, in that they are grounded on the single worker's value to his or her employer (Rousseau 2004).

Traditional models of employment assume homogeneity in employment contracts among workers in the same organisational positions (Muchinsky, 2006), and yet this is not how many contemporary organisations operate (Hornung et al., 2011; Hornung et al., 2008; Rousseau, Hornung, & Kim, 2009). Instead, idiosyncratic deals are likely to be widespread as organisations and the people who work in the face a need to remain relevant in response to change and complexity (Weick, 1996). It can therefore be agreed that the changing conditions in the labor market have stretched the opportunities for a wider section of workers to seek and receive idiosyncratic deals. Employees are now increasingly seeking to fulfill their personal needs through customized or nonstandard conditions of employment (Lawler & Finegold, 2000) that deviate from the one-size-fit-all arrangement work provisions; which the employee may negotiate with a range of employer representatives, including his/ her immediate supervisor, Human Resources Department, or members of upper management.

Although Idiosyncratic deals contest traditional organisational paradigms for recruiting, motivating, and retaining valuable workers (Lee, MacDermid, & Buck, 2000), these arrays often have been at odds with the reality that individualized work arrangements have long existed for star performers, veteran employees, and other valued workers (Ford & Newstrom, 1999; D. Rousseau, 2005). The current demand for idiosyncratic deals ascends from the increased labor market pressures that organisations face (Cappelli, 2000) and from workers' increased expectations for an opinion on issues affecting them at work (Freeman & Rogers, 2006). These forces make customization of various aspects of employment more conventional and more popular than ever before (Lawler & Finegold, 2000). Therefore, when individually negotiated, an I-deal grants the recipient employment conditions that differ from his or her coworkers.

Idiosyncratic deals take many forms based on their timing and content (Rousseau, 2005); in terms of timing, I-deals can be negotiated either during the recruitment process (*Ex-ante I-deals*) or on the job (*Ex-post-I-deals*). *Ex post-I-deals* occur more commonly than *ex-ante* I-deals in practice (Rousseau et al., 2006). Many empirical studies thus far have focused on *ex post-I-deals*, with only a few exceptions like (Ho & Tekleab, 2013; D. Rousseau & Kim, 2006). The focus of this study was therefore on the *ex-post* I-deals that are negotiated by employees while on the job.

The main components of Idiosyncratic deals include customized work hours, compensation, flexibility, and developmental opportunities (Hornung, Rousseau, & Glaser, 2008; Rousseau & Kim, 2006). As idiosyncratic deals are negotiated according to an individual's needs, their content and scope vary widely; one employee may negotiate an idiosyncratic deal to cover just one aspect of employment for example nonstandard work hours, while other bargains for several conditions to create a highly customized job, and another for career development (Anand et al., 2010).

The specific element of the idiosyncratic deals that employees seek depends on the precise interest of the employee at a particular moment in their life or career. Those high in political skills are more likely to seek and negotiate idiosyncratic deals concerning special task assignments and flexible work locations (Rosen et al., 2013); while high emotional intelligence is associated with employees' seeking for customized development opportunities (Huang & Niu, 2009).

From the literature reviewed, studies have found that development and flexibility Ideals are the most pursued in manager–subordinate negotiations ((Dhiman, Budhwar, & Katou, 2017; Hornung, Rousseau, & Glaser, 2009; J. Liu et al., 2013). This study is based on idiosyncratic deals categorization as Financial, Flexibility, Development, and Tasks and responsibilities as per (Rosen et al., 2013) and uses take each of them as independent variables in predicting Employee Performance.

2.2.1 Financial Idiosyncratic Deals

One of the dimensions of Idiosyncratic deals from extant Literature is Financial Idiosyncratic deals. Rosen *et al.* (2013) in their study defined financial idiosyncratic deals as negotiations that are monetary in nature and are based on economic rather than social exchange. Financial idiosyncratic deals describe the extent to which the employer considers financial reimbursements and financial rewards to the skillful employees (Rosen et al., 2013). These idiosyncratic deals can be negotiated both before and after the Employment contract. They further state that financial idiosyncratic deals differ from the other types of idiosyncratic deals on the basis that these negotiations tend to imply a more obvious transactional type of relationship between the employee and the employer as demonstrated by the Social Exchange theory.

According to Rousseau, (2005), financial idiosyncratic deals are sought by workers as a predisposition for them to prove from the employer several factors including recognition of their value to the company, individual financial needs that may differ from peers, and other personal factors that incline them to assert their preferences. This is because individualized pay practices are an indicator of the economic condition of a particular job. Financial idiosyncratic deals involve increased pay and/or perks relative to coworkers which may not necessarily require the negotiating employee to increase his or her contributions to the employer (Rousseau et al., 2016). This is in line with (D. Rousseau, Ho, & Kim, 2003) who found these kinds of negotiations have little impact on beliefs regarding the employment relationship. The latter however noted that these customizations make it easier for organisations to attract and retain highly sought-after workers. This confirms the fact that Financial Idiosyncratic deals are employment arrangements that are more economic than socio-emotional in nature.

According to Rousseau (2005), financial idiosyncratic deals can be negotiated before the employment contract as *Ex-ante* Deals or during the course of the employment contract as *Ex-Post* Deals for specific projects or tasks. The timing of the financial I-deals is dependent on the need for this particular customization. Several of the factors that push employees to negotiate for financial idiosyncratic deals are personally initiated (Chatfield & Collins 2013), and address a particular economic need of the employee. These particular circumstances normally happen after the employment contract. The review of literature draws a clear distinction between Financial and the other forms of Idiosyncratic deals, implying that its individual contribution could be varying from the rest when tested in an outcome relationship. This study proposes financial idiosyncratic deals as an independent variable because extant literature shows that it can be used to predict employee outcomes.

2.3 The Concept of Employee Performance

Employee performance is a critical determinant of organisational success and competitive advantage (Ployhart, Weekley, & Baughman, 2006). Performance is a key to measuring the success and outcome of the firm (Platts & Sobótka, 2010). According to Aguinis et al. (2011), the metrics through which a company measures its workforce are only secondary to the fact that its success relies on individual performance. Therefore, it is no doubt that the success and failure of an organisation depend on the performance of the employees.

Employee performance refers to the outcomes achieved and accomplishments achieved at work, including the efforts for keeping up with plans while aiming for the results (Cardy, 2004). Additionally, Rivai (2004) defines employee performance as the outcome or success of an individual compared to the targets and goals determined in advance. The consensus among management scholars is that managing employee performance is one of the most important Human Resource Management functions of an organisation (Liu, Combs, Ketchen Jr, & Ireland, 2007; Platts & Sobótka, 2010) and therefore ought to be given sufficient attention by management. Audenaert, Decramer, Lange, and Vanderstraeten (2016) suggest that consistent employee performance can be acquired through a proper Performance management cycle and ensuring that job expectations are carefully translated to the required competencies and behavioral descriptions.

Job performance as a synonym to employee performance has also had a number of measures such as productivity, efficiency, effectiveness, quality, and profitability (Aguinis *et al.*, 2011). Here, Efficiency is defined as the ability to produce the anticipated outcomes by using as minimal resources as possible, while Effectiveness is the ability of employees to meet the desired objectives or target. Productivity refers to

the ratio of output to that of input and measures how much the individual output is per unit of resources employed. Similarly, Sundi (2013) proposed five primary criteria that could be used to measure performance; work quality, individual relationship, timeliness and work independence. The bottom-line remains that employees ought to accomplish the set objectives within the required timelines and parameters.

Different scholars have proposed varying employee performance models. (Borman & Motowidlo, 1993) proposed a two-factor model of performance structure that divides job performance into task performance and contextual performance. While other scholars like (Amaratunga, Baldry, & Sarshar, 2001) have measured it by several factors, namely; Quality of work in regards to the employee's ability to complete the job compared to the set targets, Quantity of work as an assessment of the ability of employees to complete tasks accurately according to the quality of the work planned, Timeliness as an assessment of the ability of employees to complete tasks and work closely in the time according to the time been given and planned.

Also, Hunt (1996) in his Model of Generic work behavior suggests various dimensions through which Employee performance can be measured; Adherence to confrontational rules, Attention to work, Thoroughness, off-task behavior, Unruliness, Theft, and Drug abuse. This Model simply breaks down the initial models that categorized the various facets of employee performance into the task and behavioral elements. Similar to this is the Lexical approach by (Viswesvaran, 1993) who proposed elements such as overall job performance, specific Productivity, Effort, Job knowledge, interpersonal competence, administrative competence, quality feedback, Leadership, and Compliance with rules.

According to Motowidlo and Van Scotter (1994), Tasks and Contextual performance should be explicitly defined. They argue that Task performance includes two classes of behavior; One consists of activities that directly transform raw materials into the goods and services that the organisation produces for example; selling merchandise in a retail store, operating a production machine in a manufacturing plant, teaching in a school, performing surgery in a hospital, and cashing checks in a bank, The other class consists of activities that service and maintain the technical core by reloading its supply of raw materials; distributing its finished products; and providing important planning, coordination, administering, and staff functions that enable it to function effectively and efficiently. This makes task performance behaviors bear a direct relation to the organisation's technical core, either by executing its technical processes or by maintaining and servicing its technical requirements. On the other hand, contextual performance behaviors do not support the technical core directly but they support the broader organisational, social, and psychological environment in which the technical core functions. According to Borman and Motowidlo (1993), contextual activities are a critical catalyst for the accomplishment of task functions and they define this performance as a set of interpersonal and volitional behaviors that support the social and motivational context in which organisational tasks are accomplished.

This study adopted the Task-Contextual Performance Model by (Borman & Motowidlo, 1993) because the model is comprehensive enough in measuring the various dimensions of Employee Performance based on the level of task achievement on the job and contextual achievement. There are numerous factors both organisational and psychological that determine the employee performance of individuals in certain instances and settings for example; empowerment, leadership and management

behavior, teamwork, motivation, and work environment (Saifullah, Alam, Zafar, & Humayon, 2015).

Previous research has over the years focused on various antecedents of employee performance and notably among them are the classical theories that focused on five major practices that affect employee performance; Job autonomy, Organisational support, Training, Distributive justice, Procedural Justice (Delaney & Huselid, 1996). As a result, many researchers have since studied these and many others in predicting employee performance. From the above arguments, Employee Performance is no doubt an outcome and this study proposes it as a dependent variable based on literature.

2.3.1 Flexibility Idiosyncratic Deals

Growing concerns of maintaining the best talent have contributed to the rising number of seeking and granting of idiosyncratic deals at the workplace, especially those that offer person specific work schedules, specifically flexibility idiosyncratic deals. Flexibility idiosyncratic deals are special arrangements for work schedules where bargaining for varied work hours and schedules takes place (Liu *et al.*, 2013). Employees negotiate for flexible work hours and space depending on their personal preferences and situations and the employer will grant them depending on the value that they attach to the employee.

Employee characteristics influence the extent to which Idiosyncratic deals are successfully negotiated; For example, employees that are high on inventiveness are more prone to negotiate for flexibility idiosyncratic deals and developmental idiosyncratic deals (Hornung *et al.*, 2008, 2009), to permit them to work in a borderless setting. In his study, Rousseau (2005) suggested that flexible idiosyncratic deals may be settled for trusted employees who over time can become marginalized because of

their non-conformity. The non-conformity could be as a result of the need to break barriers and come up with innovative processes.

Also, the recent years have witnessed abrupt labor market shifts in the relationships between work and family domains (Hammer, Neal, Newsom, Brockwood, & Colton, 2005; Kossek, Lewis, & Hammer, 2010). These changes have been coupled with a corresponding trend toward greater implementation of supportive policies such as flexible work arrangements (Hill *et al.*, 2008; Hornung & Glaser, 2009), which are primarily aimed to meet rising multiple life demands and keeping talented employees committed (Kossek, 2005; Kossek, Baltes, & Matthews, 2011). High job demands may physically and/or emotionally drain individuals and in turn interfere with non-work/family demands (Demerouti *et al.*, 2005).

The advantages of flexibility idiosyncratic deals are becoming increasingly important as organisations become more flexible in designing employment conditions (Anand *et al.*, 2010), and this trend is likely to continue, given the demand for flexibility from younger workforces. The benefits of idiosyncratic deals are exemplified by a flexible work arrangement permitting a worker to balance work and family while helping the employer retain a valued contributor. As individuals need to actively manage and balance various work and non-work demands, the importance of individualized access to flexible work arrangements has grown and is likely to become increasingly pressing (M. Bal & Rousseau, 2015). It is on that note that employees are addressing their need for flexibility by negotiating idiosyncratic deals with their employers (Rousseau *et al.*, 2006). Flexibility idiosyncratic deals have been found to decrease work-family conflict (Hornung *et al.*, 2008) and improve the motivation of older workers to enter re-employment (Bal, De Jong, Jansen, & Bakker, 2012).

Even so, according to Rousseau *et al.* (2006), negotiations for work flexibility may not always go in the interests of the organisation and the shareholders but target instead to serve the individual employee's own benefits. To cultivate idiosyncratic deals for shared benefits (Liao *et al.*, 2016; Rosen *et al.*, 2013), suggest that supervisors should not only entirely empower employees with flexible arrangements but also guide these arrangements to incorporate the interests of the organisation and even restrain employees from negative deviation from the aim of which the negotiation happened. From a practical point of view, flexibility idiosyncratic deals represent an important intervention tool for managers and human resource (HR) practitioners in managing the work and non-work dilemmas of their workforce.

In contrast to other person-specific arrangements made via favoritism or cronyism, Flexibility idiosyncratic deals are more likely to be accepted by coworkers if implemented in ways that reinforce rather than undermine workplace justice and fair dealing (Rousseau, 2005). Idiosyncratic deals differ from favoritism because they are intended to benefit not only their recipient but also the recipients' organisation as providing flexibility in work schedules allows employees to balance their work and family roles, thereby improving retention as well as performance (Kossek *et al.*, 2011; Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011).

One of the objectives of this study is to explore how pro-employee practices like flexibility idiosyncratic impact on impact employee outcomes specifically employee performance based on the reciprocity principle from the social exchange theory (Blau, 1964). It is against this background that this study explored flexibility idiosyncratic deals as an independent variable because literature has consistently agreed that flexibility as a dimension on its own can have differing effects as an antecedent to

employee outcomes; in this particular case, the social exchange theory provides a base for the justification of flexibility idiosyncratic deals in predicting Employee performance.

2.3.2 Development Idiosyncratic Deals

Development idiosyncratic deals refer to the special opportunities granted to use and expand a particular employee's competencies and pursue career advancement (Rousseau *et al.*, 2009). These include both on-the-job and off-the-job training opportunities. They are characterized by customized negotiated arrangements that provide employees with career support and enriched skills (Hornung *et al.*, 2014), opportunities to expand individual competencies and pursue career growth are the focus of these idiosyncratic deals (Liao *et al.*, 2016), for example; customized coaching, mentoring, or study prospect that are granted to one employee but not the others. Rousseau *et al.*, (2006) describe Development Idiosyncratic deals as the contemporary solution to provide employees with customized development resources. Career development customized resources are sought by the employee to help them improve their education, competencies, and career development through special training and career development opportunities (Rousseau & Kim, 2006). In support of the same, several studies concur that one way for organisations to foster employees' career success is to provide them with assistance and support for career and skills development (Ng & Feldman, 2010, 2014).

Several factors can lead to employees seeking to negotiate and be granted Development and career advancement-related idiosyncratic deals. Previous research has provided evidence to account for the antecedents of Development idiosyncratic deals and found; that initiative (Hornung *et al.*, 2008, 2009), political skills (Rosen *et al.*, 2013) and

networking (Guerrero & Jeanblanc, 2017) are backgrounds upon which personalized development opportunities can be anchored in terms of seeking and granting them. The seeking of development idiosyncratic deals may vary from one individual to another depending on the motive with which they seek them; for instance, a career development opportunity may be negotiated from a perspective to enhance one's capabilities and career opportunities, or from a perspective to avoid becoming unemployable through outdated skills (Bal & Jansen, 2016). Idiosyncratic deals pertaining to professional development, for example, challenging assignments or training can be instrumental in recruiting and retaining ambitious individuals (Hornung et al., 2008).

Guerrero, Jeanblanc, and Veilleux (2016) suggest an example of that would be in the context of these idiosyncratic deals; that employees who are granted personalized development opportunities may gain access to a coach who enhances their leadership skills, receive tasks that satisfy their career goals, get facilitated career progression, or benefit from additional opportunities for learning and growth. Empirical evidence confirms that developmental idiosyncratic deals are most likely to be negotiated for by employees that have a great passion for career advancement, personal achievement, and self-fulfillment (Lui *et al.*, 2013). Consistent with the literature, granting distinct career development opportunities indicates the employers' belief in the employee's potential to grow and contribute significantly to the organisation (Hornung *et al.*, 2014). This means that development Idiosyncratic deals are most likely to be granted to employees that are believed to be valuable contributors to the organisation. It should therefore be noted that development idiosyncratic deals are intended to enhance career development, enabling an employee's progression through training and educational advancement opportunities (Hornung *et al.*, 2010).

2.3.3 Task and Responsibilities Idiosyncratic Deals

According to Hornung *et al.*, (2010) tasks and responsibilities, idiosyncratic deals are arrangements that individuals negotiate to create or alter their own job's content. This job content is what entails the tasks and responsibilities on the job. Individually customized task adjustments are accessible to employees who are unique in their knowledge and skills and perform better than their colleagues and make significant contributions through their competencies (Rousseau *et al.*, 2006). In the norm, employees are hired by the organisation first and then the employees start to adjust the tasks and responsibilities in such a way that it better fits their abilities and preferences. In other words, employees negotiate to customize their jobs to their individual needs and inclinations (Berg, Dutton, & Wrzesniewski, 2013) rather than reactively executing the job that the organisation created. This means that negotiating Tasks and Responsibilities idiosyncratic deals is a way of creating Person-Job-Fit. The composition of task idiosyncratic deals is intended to develop employees' skills, abilities, and specialization on a particular aspect (s) of the job (Rosen *et al.*, 2013), empowering the recipients to achieve a better person-job fit overtime (Bal and Dorenbosch, 2015).

The capacity that tasks and responsibilities idiosyncratic deals have to help employers attract, motivate, and retain high performers sets these arrangements apart from other person-specific arrangements, such as favoritism and cronyism, promoting their potential legitimacy in the judgments of coworkers and other third parties (Rousseau *et al.*, 2006). Tasks and responsibilities idiosyncratic deals have positive consequences for individuals, organizations, and workgroups, particularly when issues of fairness are addressed (Rousseau, 2005; Rousseau *et al.*, 2009). However, it is important to note

that idiosyncratic deals are not limited to highly regarded individuals and high performers alone (Rosen *et al.*, 2013).

Resources involved in workload re-organisation idiosyncratic negotiations are economic in nature and may include the amount of work one handles (Rousseau, 2005). In contrast, resources exchanged in task idiosyncratic deals may resemble those characteristics of developmental idiosyncratic deals, being more socio-emotional, but the two are distinct based on the terms of the negotiations (Hornung *et al.*, 2008; Lee & Hui, 2011; Rousseau *et al.*, 2006). In the study by Hornung *et al.*, (2008), the results revealed that part-timers as the greater beneficiaries of individualized job role arrangements demonstrated greater customization of their employment via Idiosyncratic deals than did full-timers concerning both flexible scheduling and developmental opportunities.

Extant research agrees that when jobs are modified through tasks and roles on the individual level, the benefit is likely to be positive for both the individual and the organisation (Grant & Parker, 2009). A customized job leads to increased employee well-being and may set the stage for thriving that is when individuals surpass challenges at work and personally grow from them. Employees also seek autonomy on the job when they negotiate for tasks and responsibilities idiosyncratic deals (Grant, 2007).

Although standardizing employment is a means of promoting cooperation and trust (Lazear, 1981), employers also face pressure to attract highly valued workers by offering special employment conditions. But the greater bargain is that Tasks and responsibilities idiosyncratic deals meet a particular individual's needs, they provide especially valued resources.

2.4 The Concept of Leader Member Exchange Quality

Leader-member relationships or exchanges vary along a continuum from low to high-quality (Graen & Uhl-Bien, 1995). Low-quality Leader Member exchange relationships sometimes referred to as out-group exchanges are defined as exchanges explicitly centered on the fulfillment of the employment contract (Liden *et al.*, 1997). Conversely, high-quality Leader Member exchange relationships, or in-group exchanges, are defined as exchanges between a supervisor and his/her subordinates that are supportive, have mutual professional respect, high Loyalty, and affect (Liden & Maslyn, 1998).

The fundamental argument of LMX theory is that high-quality exchanges between leaders and employees have beneficial effects on leaders, employees, and organizations (Graen & Uhl-Bien, 1995; Liden, Wayne, & Stilwell, 1993). The positive effects of high-quality exchanges occur through the development of social exchange processes (Blau, 1968). Trust, respect, and mutual obligation characterizing high-quality exchanges develop through a series of successive satisfactory interactions between leaders and members (Uhl-Bien, Graen, & Scandura, 2000).

According to Volmer *et al.*, (2012), employees in high-quality Leader Member exchange relationships are given more of a leader's time, guidance information, and emotional support compared to those in low-quality relationships. A high-quality relationship between leader and member is associated with several positive work-related outcomes, namely, job satisfaction and organizational commitment (Martin *et al.*, 2016). A high-quality leader-member relationship causes employees to feel that their working environment is safe to take risks. Zhao *et al.* (2018) stated that employees with a high-quality association with their leaders have less conflict with colleagues, which inspires them to think beyond the routine at work.

Extensive research reveals that high-quality Leader-Member exchange relationships impact positively on employee attitudes and behaviors for example; organizational commitment, job satisfaction, OCB, job performance, and creativity and negatively impact on turnover intentions and stress (Avolio, Walumbwa, & Weber, 2009; Erdogan & Liden, 2002, 2006; Ilies, Nahrgang, & Morgeson, 2007). On the flip side, when subordinates merely perceive that they are a member of the out-group and is less favorable towards the supervisor (instance of Low-quality LMX), unheeded feelings of anxiety may negatively influence his/her job outcomes (Van Breukelen, Konst, & Van Der Vlist, 2002).

According to (Liden & Maslyn, 1998) the multidimensional Leader Member Exchange concept can be described as follows:

2.4.1 Affect

This dimension refers to the fondness of team members for one another and is based solely on personal connections as opposed to respect that is cultivated based on one's professional competence and achievements also referred to as social currency (Liden & Maslyn, 1998). This is in unison with Dienesch and Liden (1986), who had earlier defined affect as the mutual affection members in a relationship have for each other based primarily on interpersonal attraction rather than work or professional values. They argued that mutual liking between leader and member is expected to be involved in developing and established Leader Member Exchanges to varying degrees. Furthermore, Phillips and Bedeian (1994) found that leaders' affection could also be built on the followers' perception to be similar to themselves in attitudes toward family, money, career strategies, goals in life, and education made more positive ratings of Leader Member Exchange quality than did leaders who saw their followers as less similar,

In Leader-Member Exchanges that are work-based with contribution being the most important LMX dimension, affect may play little or no role in the exchange. On the other hand, some Leader Member Exchanges may be dominated by affect. For example, the leader and member frequently interact simply because they enjoy each other's company where friendships have developed through work interfaces (Bridge & Baxter, 1992).

2.4.2 Loyalty

Loyalty is defined as being faithful and showing allegiance and support to an individual (Aycan, 2006). In a leader-follower relationship, loyalty is the expectation of each party's association which each party sets based on personal attitudes (Fu et al., 2018). This is demonstrated by followers and leaders when they vocally support one another's endeavors. Liden and Maslyn, (1998) argue that followers demonstrate their loyalty to the leader when they adopt the leader's visions and goals as their own also a form of social currency. According to Dienesch and Liden (1986), loyalty is the extent to which both leader and member publicly support each other's actions and character. In their suggestion, loyalty may be better portrayed as a component or dimension of Leader Member exchange quality, playing a critical role in the development and maintenance of LMXs, and also as instrumental in determining the types of tasks that are entrusted to members. Leaders are more likely to ask loyal members to take on tasks that require independent judgment and/or responsibility, compared to those whom they perceive to be less loyal to them.

According to Graen & Uhl-Bien, (1995) majority of the successful leaders efficaciously use transformational behaviors to create long-term loyalty with their subordinates. In other instances, loyalty is built on predominantly transactional relationships that stem from social exchange expectations of reciprocity (Liden and Maslyn, 1998). In such

circumstances, the leader and follower can count on each other for support through situations in a reciprocated manner. The study by Lee, (2008), who found a significant relationship between transactional leadership and loyalty.

2.4.3 Contribution

This refers to the amount of work performed by employees in pursuit of a specific goal or outcome set by the leader (work-related currency). Dienesch and Liden (1986) defined perceived contribution as the amount, direction, and quality of work-oriented task each member puts forth toward the common goal. This implies that subordinates are likely to work harder for the manager/leader they respect than those that they do not, or just slightly respect.

According to Janssen and Van Yperen (2004), goal orientation and achievement may influence an employee's approach, interpretation and establishment of their exchanges with their supervisor; whereby, employees that are high on goal orientation tend to frequently seek exchanges based on contribution as opposed to their counterparts. Therefore, subordinates whose performance impresses the leader and who accept a leader's invitation develop an exchange with the leader that is of higher quality than subordinates who have not performed as well according to the leader. This justifies the knowledge sharing nature of contribution in the leader member exchange relationships (Davies *et al.*, 2011).

2.4.4 Professional respect

This refers to how much respect the members of a particular relationship have towards their colleagues as well as the internal and external reputation of each member based on their professional competence and area of expertise (Liden & Masyln, 1998). Professional respect is manifested in the degree to which each member of the exchange

relationship has built a dependable reputation towards their work (Laschinger *et al.* 2007). This makes professional a kind of social exchange aspect that is transformational in nature (Lee 2007).

Day and Crain (1992) explain that followers tend to establish professional respect based on their perceptions of the amount of effort put forth by the manager, and therefore more likely to have high-quality exchanges when levels of professional respect are high. The powerful feelings of respect may be drawn from followers who find the leader's vision to be quite appealing, while those followers, who do not admire the leader, may find the leader's vision to have little appeal (Waldman & Yammarino 1999). Professional respect is built on charismatic and transformational traits of leadership exchanges between leaders and their subordinates.

In this study, LMX quality was used as a moderator basing on the conceptualization of the theory that justifies the different levels of relationships between the leader and members. Basing on the LMX theory, the study tested the dimensions of professional respect, contribution, loyalty and affect in examining their variations on the relationship between idiosyncratic deals and employee performance.

2.5 Theoretical Perspectives

A theory provides a base for advancing knowledge in a scientific discipline and guides research toward crucial questions (Van de Ven, 1989). The social exchange theory, Tasks and Contextual performance model, I-deals Theory and the Leader-Member exchange theory provided the theoretical underpinning to support this study.

2.5.1 The Social Exchange Theory

Social exchange theory was developed by Blau (1964). The theory provides support to the underlying numerous approaches to studying relationships in organisations, from

individual psychological contracts (Zhao, Wayne, Glibkowski, & Bravo, 2007) and employee-employer relationships (Shore, Coyle-Shapiro, Chen, & Tetrick, 2009) to research on Leader-member exchange (LMX; the relationship between an organisation member and his/her immediate manager (Liden *et al.*, 1997).

The central principle of social exchange theory is that individuals tend to reciprocate contributions and favors with partners in a relationship, even when not otherwise required to do so (Blau, 1968). Applying social exchange theory in the context of idiosyncratic deals would imply that employees with personalized work aspects are bound to feel obligated to reciprocate through positive work attitudes and behaviors that ultimately benefit the employer; Reflecting on the norm of reciprocity (Gouldner, 1960). Idiosyncratic deals recipients may reciprocate their favorable treatment by contributing in ways that benefit the employer who granted the deal. From the employer's perspective, idiosyncratic deals may be a way to respond to an employee's contributions. Indeed, reciprocity on the part of I-deal recipients is advanced in I-deals theory (Greenberg, Roberge, Ho, & Rousseau, 2004) taking the form of discretionary contributions beneficial to the employer, such as organisational citizenship behavior (OCB).

In this study, the Social Exchange Theory was used to understand the employment relationship from the perspective of the employee only. The theory therefore from this lens provided a broad framework for explaining the relationship between idiosyncratic deals, Leader-Member Exchange quality, and employee performance from the perspective of the employee.

2.5.2 Task-Contextual Performance Model

This model on employee performance was proposed by Borman and Motowidlo (1993). According to this model, employee performance can be measured using two broad categories of Task performance and Contextual Performance. Task performance encompasses job explicit behaviors which includes fundamental job responsibilities assigned as a part of job description. It requires more cognitive ability and is primarily facilitated through task knowledge (requisite technical knowledge or principles to ensure job performance and having an ability to handle multiple assignments), task skill (application of technical knowledge to realize a task effectively without much supervision), and task habits (a distinctive ability to respond to assigned jobs that either facilitate or obstruct the performance) (Conway, 1999). Contextual performance on the other hand includes non-job components such as organizational citizenship behavior or voluntary actions of employees (Motowidlo, Borman, & Schmit, 1997) that benefit employers intangibly. Such behaviors are expected of an employee but they are not overtly mentioned in one's job description

The Task-contextual performance model argues that both Task and contextual dimensions are critical in Employee job performance and subsequently contribute to overall organisational performance. They also state that these dimensions' complement each other in determining the overall employee performance. This Model however does not explain the discretionary behaviours that might be required of certain positions. The task-conceptual performance model has been proposed to support this study in explaining the operationalization of the Dependent variable (Employee performance) and also to provide a basis for measurement of the same.

2.5.3 Idiosyncratic Deals Theory

The Idiosyncratic deals theory explains the basis of non-standardized work arrangements instigated by the employee to the employer or representative of the employer (Supervisor, Heads of Department, Heads of units and other agents of the employer). The theory was proposed by Arthur & Rousseau (2001). The proponents of the theory state that idiosyncratic deals can be negotiated either before or after the commencement of the employment relationship. Rousseau (2006) named these “ex-ante” (idiosyncratic deals negotiated during recruitment) or “ex-post” (idiosyncratic deals negotiated in an ongoing employment relationship).

The theory further states that idiosyncratic deals have four distinguishing features from other employment arrangements; they are individually negotiated, they are heterogeneous and may vary from one employee to another, they are mutually beneficial, and vary in scope from Flexibility, Financial, Tasks and Responsibilities to Development idiosyncratic deals. (Rousseau& Kim, 2006). The above features of idiosyncratic deals are the basis upon which this theory was chosen to support this study.

This theory however does not explicitly spell out the roles of the employer as the granter of the idiosyncratic deals. To address this gap, the study further introduced the LMX theory to help understand the role of the employer (in this case the leader) in the context of idiosyncratic deals. The theory is relevant to this study because it provided a basis for the support of the dimensions of idiosyncratic deals which form the independent variables of the study.

2.5.4 The LMX Theory

LMX theory (Graen & Scandura, 1987) presents an approach in leadership to explain the relationship between leader and follower. This theory explains that leaders do not have the same level of exchanges with each subordinate but this exchange is different with an individual subordinate. The exchange quality is regarded as high where a close and informal relationship exists between leader and member while the exchange is referred to as low quality when the leader has a formal relationship with other members. It means that leader-member exchange quality differs from member to member (Liao, Wayne and Rousseau, 2016).

Given that the basic premise of LMX theory is that leaders develop a different exchange relationship with each subordinate (Graen & Uhl-Bien, 1995), relationships in which the quality of leader-member exchange is low entail minimal resource exchanges tied to a basic employment contract while those in which the quality of Leader-Member-Exchange is high entail resource exchanges exceeding the basic contract (Anand *et al.*, 2010).

The theory further suggests that individuals will observe and model behaviours of positive leadership, as such leaders are attractive and trustworthy (Lemoine, et al., 2019). LMX theory is thus a relevant theoretical lens that can explain the dyadic processes related to prosocial motives and how they may drive better functioning at work. LMX Theory was chosen for this study to articulate the variation in the quality of exchanges that happen between the leader and the array of subordinates.

The theory in application to this study falls short in explaining the extent of variations in the leader-member exchange relationship. To address the gap, this study adopted LMX theory to explain Leader-Member-Exchange Quality as a moderator on the

relationship between Financial, Flexibility, Development, Tasks and Responsibility idiosyncratic deals and Employee performance. This was in a bid to broaden the theory in explaining the extent of variations of the relationship.

2.6 Empirical Literature and Hypothesis Building

This section contains the relationships and effects between the variables of study as hypothesized in the conceptual Model.

2.6.1 Idiosyncratic deals and Employee Performance

The transition of economic structure, globalization, and increased competition has caused uncertainty in organisations, which has negative implications on work engagement and individual performance (Kooij, Tims, & Akkermans, 2017; Sekhar, Patwardhan, & Vyas, 2018). Researchers have suggested that such developments require employees to anticipate and engage in proactive behaviors for high levels of performance to be realized (Kooij *et al.*, 2017). Attia *et al.* (2014) advocate for increased flexibility in the organisation through customization of workplaces. This drive to flexibility has given birth to the rise of idiosyncratic deals in a bid to improve employee performance.

The successful result of the adoption of idiosyncratic deals is that an organisation attracts, motivates, or retains the services of a valued employee, who, in turn, receives desired resources from that organisation. As such, coworkers can view customized workplace negotiations as appropriate to the extent that they endorse the legitimacy of the values on which these arrangements are based for example; compensation based on market value, flexibility contingent on strategic advantage for the firm among, Development depending on the Individual career orientation.

Studies on idiosyncratic deals and employee performance are limited, even though idiosyncratic deals have been studied with other employee outcomes that relate to performance. The literature below shows the specific idiosyncratic deals hypothesis development as conceptualized in this study.

2.6.2 Financial Idiosyncratic Deals and Employee Performance

Financial idiosyncratic deals address specific individual economic needs of the employee and as such breed intrinsic motivation. According to Liao *et al.*, (2016) employees are likely to manifest desirable outcomes such as less intention to quit and increased levels of motivation in the presence of financial incentives given that these are economic exchange in nature rather than social exchange. Even in absence of explicit performance expectations attached to these I-deals, the employee might feel psychologically obliged to reciprocate the granting of financial idiosyncratic deals with improved performance. This is evidenced in a study by Kimwolo (2020) among tied life insurance agents in Kenya, where he found that customization of financial rewards for employees will yield positive work outcomes (innovative work behaviours). Simultaneously, the benefit to the employer is the ability to attract and retain quality employees through negotiations of unique customized financial arrangements (Hattori *et al.*, 2021). This is an opportunity to negotiate with employees that the standard reward systems do not offer.

In contrasting findings, external tangible rewards have also been found to decrease intrinsic motivation and employee outcomes in general, (Deci, Eghrari, Patrick, & Leone, 1994). This happens when rewards can also be seen as a form of organisational control to implicitly pressure employees to act or think in specified ways, and as a way for the organisation to reduce potential moral hazard and devious behaviors on the employees' part (Connelly, Certo, Ireland, & Reutzel, 2011), which ultimately poses

negative threats to Financial incentive negotiations. Also, when perceived as unfair by co-workers, the granting of financial idiosyncratic deals is likely to trigger more voice behavior and other undesirable workplace effect. Studies on the effect of idiosyncratic deals on co-workers have shown that I-deals of financial nature would be more likely considered unfair by coworkers than other forms of I-deals concerning work-hour flexibility and workload reduction, and thus triggered coworkers' complaining (Marescaux, De Winne, & Sels, 2019). From this, it can be argued that coworkers do engage in the comparison of financial I-deals with the recipients, in the sense of perceived fairness and such comparison can cause coworkers' psychological and behavioral reactions. In a developing world country like Uganda that continues to face huge wage differentials, idiosyncratic deals negotiated on financial terms are likely to breed undesirable outcomes among the non-beneficiaries.

Financial idiosyncratic deals demonstrate the extent to which the employer considers the financial reimbursements and financial rewards to outstanding employees (Rosen et al., 2013). The link between financial incentives idiosyncratic deals and employee performance is best explained in terms of social exchange theory (Blau, 1964). In pertinent with this theory when employer gives the benefits to employee, the employees in return pay back to the organization in order to cultivate reciprocally beneficial relationships (Jiang & Zhang, 2020). The employees consider this reciprocation indispensable to gain the trust and approval of employer otherwise they would feel the loss of appreciations. This can be further supported by the high-power distance in many of the Ugandan organizations, which drive the implication of reciprocation.

From the above debate, this study proposes that Financial Idiosyncratic deals will have a significant positive effect on Employee Performance, hence;

H₀₁: Financial Idiosyncratic deals do not have a significant effect on Employee Performance.

2.6.3 Flexibility Idiosyncratic Deals and Employee Performance

Applying a resources perspective to idiosyncratic deals is important because these negotiations represent unique, valuable, and personalized arrangements for employees and can thus be salient ingredients for enhanced employee work performance (Rousseau *et al.*, 2006). Among other things, flexibility idiosyncratic deals agreements can give employees more tractability in terms of the scheduling of work, which helps them balance their work and private lives, leading to more favorable attitudes towards work (Hornung, Rousseau, & Glaser, 2008; Rosen, Slater, Chang, & Johnson, 2013).

Idiosyncratic deals of flexibility content have been found by previous studies to be positively related to various employee outcomes (Ho & Tekleab, 2013; Rosen *et al.*, 2013) these include but are not limited to employee affective commitment (Ho & Tekleab, 2013) and also motivation to continue working after retirement (Bal *et al.*, 2012). Flexibility idiosyncratic deals can be used to allow employees to customize their work terms, thereby improving retention as well as performance, given the fact that they give employees greater personal control over their work schedule to balance peak and relaxed periods by working following their personal preferences hence increasing productivity (Tietze & Musson, 2003). Given its emphasis on helping employees balance their work and private lives, supervisor emotional support represents a particularly interesting leadership behavior in comparison to more general behaviors that focus on the degree to which supervisors express their value of, and care about, employees' well-being (Casper, Harris, Taylor-Bianco, & Wayne, 2011). A study by Kelly *et al.* (2020) re-emphasizes that the prime focus of schedule-flexibility I-deals is to improve the balance between employees' work and private lives, as well as their

performance in both domains, we focus on two critical outcomes from these domains. Flexibility and Tasks and responsibility idiosyncratic deals have also been found to mitigate psychological strain and increase self-efficacy and autonomy to innovate (Hornung *et al.*, 2014).

While granting these demands for flexibility provides employers effective ways to motivate individual workers (Rousseau, 2005), they are likely to be a challenge posing the risk that their coworkers might feel unfairly treated (Greenberg *et al.*, 2004). The within-group heterogeneity that characterizes idiosyncratic deals is counter to principles of equality because they have the potential of creating perceptions of unfairness among coworkers (Greenberg *et al.*, 2004). The limitation of flexibility idiosyncratic deals could be felt further for jobs that require a given degree of supervision, which is otherwise hardly possible with high degrees of customizations in flexibility. In the end, the desirable levels of employee performance could be compromised.

Rousseau, (2005) argues that idiosyncratic deals involving flexibility and workload reduction could over time lead to reduced employee performance because of the employee's non-compliance with general practices. Additionally, Rousseau (2005) notes that because I-deals create differences among coworkers in conditions of employment, failure to recognize and attend to them can aggravate the injustice their existence might cause, eroding trust and cooperation in the organisation. This is because is a potential source of perceived inequity and injustice on the part of workgroup members, depending on what they understand to be the reasons for such differences (Greenberg, Roberge, Ho, & Rousseau, 2004).

This study, therefore, hypothesizes that the granting of Flexibility I-deals has a significant effect on Employee Performance;

H₀₂: Flexibility Idiosyncratic deals do not have a significant effect on Employee Performance.

2.6.4 Development Idiosyncratic Deals and Employee Performance

Idiosyncratic deals pertaining to professional development such as challenging assignments or training, can be instrumental in recruiting and retaining ambitious individuals. Through these I-deals, employee and employer articulate and tailor the zone of acceptance surrounding an employee's work activities, offering employees special opportunities to advance their knowledge and skills which to the leader is consistent to increase employee performance (Hornung *et al.*, 2008, 2009). This stream of evidence suggests that both employees and managers view the granting of developmental opportunities as special and valuable, consistent with Rousseau *et al.*, (2006).

The literature on Development Idiosyncratic deals has shown its positive effects on job-related outcomes such as job satisfaction (Rosen *et al.*, 2013), individual affective commitment (Ho & Tekleab 2013), and motivation to continue working after retirement (Bal *et al.*, 2012). Further to note, Guerrero *et al.* (2016) found that development I-deals are positively related to subjective and objective measures of career success. Other studies have demonstrated the relationship between development I-deals and career advancement proxies like skills acquisition (Hornung *et al.*, 2014), which also are most likely to have positive job outcomes. Similarly, Rosen *et al.*, (2013) support the fact that employees who negotiate for special assignments or training to develop particular competencies are likely to increase their value and standing with the employer over time while enhancing their own performance and commitment to the organisation.

On the contrary, Hornung *et al.* (2008) in their study found that Development I-deals were found to be positively related to work-family-conflict because employees that take on these arrangements are willing to work overtime and take on courses to develop their careers hence increased work-family conflict. Ng (2017) further notes that Development I-deals may have unintended negative social consequences in terms of promoting a competitive climate, increasing ostracism and turnover. The findings of the effects of Development idiosyncratic deals and OCB specifically have been intriguing; while Anand *et al.*, (2010) found that Development I-deals are positively related to employees interpersonal helping behavior which benefit their immediate managers and co-workers, (Huo, Luo, & Tam, 2014) emphasized that these I-deals might have a significant and positive impact on OCB with co-workers and immediate supervisors but they do not contribute positively to the organisation. This analysis highlights the fact that while several studies emphasize the positive effects of Development Idiosyncratic deals on work outcomes, the possible negative effects should not be overlooked as reported by other scholars.

This study thus hypothesizes that Development idiosyncratic deals positively affect Employee performance, hence;

H_{o3}: Development Idiosyncratic deals do not have a significant effect on Employee Performance.

2.6.5 Task and Responsibilities Idiosyncratic deals and Employee Performance

The typical normal organisation has its specified practices; however, supervisors may have the will in the task agreements for individual employees who may also negotiate for customized job content with their supervisor (Rousseau, Ho, and Greenberg, 2006). The techniques by which supervisors organize specific job content for each employee

may affect their attitudes and intentions. Task Idiosyncratic deals are essential in managing careers given that they stem from the employees' job experiences, (De Vos and Cambré, 2017). Tasks and job responsibilities can be accustomed based on a mutual agreement between the employee and his/her supervisor. Task I-deals result in positive employee attitudes due to a favorable change in job features (Hornung et al., 2010).

Employees with task I-deals tend to report higher satisfaction with their job, greater attachment to the organisation in terms of affective, continuance, and normative commitment, and higher overall justice perceptions (Rosen *et al.*, 2013). Previous research has supported that task I-deals are associated with higher employee performance and lower turnover intentions (Ho & Tekleab, 2013; Hornung *et al.*, 2014; Rosen *et al.*, 2013). This is because employers and their agents tend to agree to task I-deals that meet their own interests such as retaining a valued worker who is seeking work arrangements that are not covered by the firm's standard policies and practices (Rousseau, 2005).

Three established dimensions along which tasks and responsibilities vary are; complexity, control, and stressors (Büssing & Glaser, 2002) basing on the job characteristic models; typically include forms of complexity and control to describe conditions that stimulate intrinsic motivation, learning, and personal growth, thus supporting worker well-being, and performance. From a job design perspective, Task I-deals also increase job control and job complexity and decrease job stress, which in turn promote employees' resourcefulness and work engagement (Hornung, *et al.*, 2010). Researchers (Hornung, Rousseau, *et al.*, 2010; Rosen *et al.*, 2013) have argued that task idiosyncratic deals and development-related idiosyncratic deals are similar such that both are negotiated based on a relational bond between two parties and have positive employee outcomes. Undeniably, task I-deals have been revealed to relate to

performance-relevant attitudes (e.g., affective commitment, job satisfaction, and work engagement) and these results suggest that task and responsibilities related idiosyncratic deals provides autonomy on the job which can also play a moderating role (Hornung, Glaser, & Rousseau, 2010; Hornung, Rousseau, *et al.*, 2010; Rosen *et al.*, 2011). Basin on these findings, we hypothesized that Task and responsibility individual customizations are likely to trigger greater job performance based on its intrinsically motivating effects suggested by these extant studies.

There are mixed signals of the impact of task idiosyncratic deals on employee performance. Recording a higher degree of task I-deals than co-workers can signal an employee's value to, and relative social standing in the organisation (Ng & Lucianetti, 2016; Vidyarthi *et al.*, 2016), while receiving a lower degree of Task and responsibilities idiosyncratic deals than others may make an employee feel less valued and suffer a decline in perceived status. In emphasis of this, (Kong, Ho, & Garg, 2018) noted that employees' upward comparison of Task I-deals (with co-workers) is positively related to their emotional tiredness. The implication of this could be co-workers resistance in taking on extra roles, which can contradict what the previous studies otherwise suggest.

This study hypothesized that tasks and responsibilities idiosyncratic deals have a significant effect on Employee performance; hence,

H₀₄: Task and responsibility Ideals do not have a significant effect on Employee Performance

2.6.6 Leader-Member Exchange Quality and Employee Performance

Leader Member Exchange quality has steadily been linked to positive outcomes for employees, such as higher job satisfaction, wellbeing, organisational commitment and citizenship behaviors (Epitropaki & Martin, 2005; Martin, Thomas, Charles,

Epitropaki, & McNamara, 2005; Townsend, Phillips, & Elkins, 2000). The social exchange theory promulgates the case for negotiated exchanges between parties. It advances a leadership behavior that enhances a positive work climate for recipients of I-deals to reciprocate more favorably to their employers. Carter *et al.*, (2013) confirms that leadership behavior enhances the quality of relationships between employers and employees, which are necessary for improving the employment outputs

According to the LMX theory, leaders' positive behaviors can build obligation to employees through forming a favor exchange (Li et al., 2012). This favor exchange leads employees to feel be more trusting, competent on the job, and considerate. Prior studies also explore the many potential positive outcomes of high-quality relationships between employees and leaders, including organisational commitment, satisfaction with the supervisor, job satisfaction, and frequency of promotion (Testa, 2002). Drawing from the social exchange theory research has generally shown that employees perceiving a high level of exchange relationship with their leader may feel an obligation to work harder, which in turn results in favorable organisational consequences (Kim *et al.*, 2010). However, some research has reported non-significant relationships between Leader-Member Exchange and outcome variables (Scandura and Pellegrini, 2008). Other researchers have also found that of Leader-Member exchange quality variability among employees was associated with higher reports of team conflict, lower levels of employee job satisfaction, lower levels of trust and respect among coworkers and wellbeing (Sherony & Green, 2002; Sias & Jablin, 1995). This is because those employees that are in high quality Leader-Member exchange relationships will be viewed as being favored at the expense of other employees, hence creating negative behaviors in the workplace, suggesting the need to explore the underlying dimensions of Leader-Member-Exchange Quality.

The consistency in Literature supports the existence of the relationship between Leader-Member Exchange Quality and employee performance. This study, therefore, proposes that there is a relationship between Leader-Member Exchange quality and Employee performance.

2.6.7 Leader-Member Exchange quality, Idiosyncratic Deals and Employee Performance

A number of researchers have consensus on leader member exchange (LMX) quality as one of the factors that enhance negotiations (Hornung *et al.*, 2008, 2009; Rousseau *et al.*, 2010; Rosen *et al.*, 2013). This is because I-deals commonly originate in negotiation with an immediate supervisor (Hornung *et al.*, 2008; Rousseau, 2005). Acting as organisational agents, supervisors not only implement organisational policies concerning I-deals but also have an understanding of their subordinates' characteristics, needs, and performance, which are important considerations for approving such special employment arrangements (Hornung *et al.* 2009). Correspondingly, Greenberg *et al.*, (2004) note that Supervisors evaluate the conditions that sustain the I-deal request, decide on whether or not to authorize the I-deal, communicate the decision to the requester (and to other actors), and then manage the consequences of that decision.

Hu, Vidyarthi, Anand, & Liden, (2010) have found support for the hypothesis that I-deals are positively enhanced by high-quality Leader-Member exchange relationships, supporting Rousseau *et al.*'s (2006) claim that *ex-post* I-deals can enhance each party's beliefs in the quality of their exchange relationship. Employees in high-quality relationships enjoy the favorable treatment, career opportunities, elevated status, and leader goodwill (Erdogan & Liden, 2002). Extant research has established that employees engaged in high-quality social exchange relationships with their immediate superiors (Settoon, Bennett, & Liden, 1996), or organisation (Eisenberger, Huntington,

Hutchison, & Sowa, 1986) tend to manifest OCB as a function of these relationships. Through the authorization of an I-deal, supervisors not only can motivate or retain valuable workers but also maintain positive exchanges with employees. Recent evidence further suggests that individuals receiving I-deals tend to display higher performance and better attitudes (Liao et al. 2016).

Leader-member exchange (Graen & Uhl-Bien, 1995) literature has proposed that leaders establish different social exchange relationships with different subordinates; employees who have a high quality LMX with their supervisor have the advantages of ample resources, more training opportunities, premier assignments, emotional support, decision-making responsibilities, and cooperative interactions with the supervisor (Liden & Graen, 1980). Consistent with this view, Rousseau (2005) noted that individual employees negotiate their individualized employment arrangement or idiosyncratic deals with supervisors.

Research on Leader-Member Exchange quality has shown that the quality of the relationship between Leader and Subordinate significantly affects an array of organisational outcomes, from performance and citizenship behaviors to organisational acceptance, promotions, and intentions to quit, or “turnover intentions” (Liden *et al.*, 1997; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). In their study, Leslie, Manchester, Park, and Mehng (2012) found that flexible work practices are likely to be granted to employees if managers deduced their usefulness to the employee as a means to becoming more productive at work.

However, employees in poor exchange relationships with their supervisors may get I-deals because of factors beyond the quality of the relationship. Supervisors can have many reasons to grant an I-deal, regardless of the nature of their relationship with an

employee. Supervisors may be motivated to bestow Idiosyncratic deals when workers have experienced breaches in their psychological contracts or when there are policies that act as a fallback (Hornung, Rousseau, & Glaser, 2009). Idiosyncratic deals can also be used as remedies for troubled employees, such as those whose personal lives have created difficulties in doing their jobs well (Rousseau, 2005). For those that feel less advantaged in workplace exchanges, Idiosyncratic deals can generate more favorable beliefs about and perceptions of their managers, coworkers, and organisation (Rousseau *et al.*, 2006) an outcome that can benefit both managers and peers.

High quality Leader-Member Exchange relationships are characterized by mutual trust, liking, professional respect, loyalty, and reciprocal influence (Liden & Maslyn, 1998). Because high LMX entails substantial resources, including more challenging assignments, training, and promotion opportunities (Wayne, Liden, Kraimer, & Graf, 1999), employees feel indebted to their supervisors for favorable treatment. Supervisors tend to delegate more to their trusted subordinates (Bauer & Green, 1996), further prompting their subordinates to reciprocate with positive work behaviors. Therefore, the quality of Leader-Member exchange can influence the extent to which individuals feel obliged to their leaders and the organisation.

It, therefore, remains of no doubt that Leaders are key agents in the workplace as they represent the linking pins between the organisation and the focal employee (Kossek, *et al.*, 2011). Just like Rousseau (2005) noted that individual employees negotiate their idiosyncratic employment arrangement, with employers through their agents such as supervisors and leaders. In the case of this study, leaders are the path through which I-deals are decided and as such influence the extent to which I-deals are permitted. When the leader is considerate, employees are more likely to successfully negotiate

Idiosyncratic deals regarding professional development opportunities and schedule flexibility (Hornung *et al.*, 2011).

Consistent with social exchange theory, the quality of exchange relationships between leader and member (LMX) is positively related to the successful negotiation of various I-deals such as preferred task activities (Rousseau, *et al.*, 2010; Hornung *et al.*, 2014; Rosen *et al.*, 2013), career development (Hornung *et al.*, 2014), flexibility in scheduling work (Hornung *et al.*, 2014; Rosen *et al.*, 2013), and control over work locations (Rosen *et al.*, 2013). Therefore, the quality of LMX can enhance the extent to which individuals negotiate I-deals and feel obliged to the organisation through performance. This is consistent with Leader-member exchange theory (Graen & Uhl-Bien, 1995) which proposes that leaders establish different social exchange relationships with different subordinates; employees who have a high-quality Leader-Member exchange relationship with their supervisor have the advantages of ample resources, more training opportunities, premier assignments, emotional support, and decision-making responsibilities.

Research suggests that higher levels of perceived employer support have constructive effects on employee outcomes (Allen, 2001). Due to a reciprocity effect and perceptions of employer support, employees are more likely to reciprocate with favorable work attitudes (Blau, 1968). In most cases, organisations bestow the negotiation and implementation of these to the supervisors who are considered the key agents between the organisational level and the needs of employees at the individual level (Crain & Hammer, 2013; Hammer, Kossek, Bodner, & Crain, 2013).

Although supervisors and coworkers may facilitate an idiosyncratic deal, an organisation ultimately provides the context that supports it (Hornung *et al.*, 2008). This

is because idiosyncratic deals occur in the context of a broader set of arrangements individual's employment; that is to say, I-deals occur in employment relationships that provide some employment terms that are standard to all workers but others that are specific to occupants of particular positions for example; professionals, as opposed to unskilled workers (Rousseau, 2005). It is therefore only logical that customization that is negotiated without formal supports can have different meanings and effects than do arrangements obtained through formal organisational policy.

Hornung *et al.* (2009) observed that even where policies promoting flexibility exist, employees may still be required to gain the approval of their supervisor, prompting forms of negotiation. As such, a deal negotiated with low quality exchanges between the supervisor and the employee may create undesirable effects and have detrimental outcomes in employee outcomes. It is also important to note that Employee performance is enabled via a supportive working environment through policies and practices, such as decision-making and information-exchange processes, and capacity issues such as workload and organisational support services (Potter & Brough, 2004).

With the benefits of granting Ideals from the various studies, there is a stream of contrary research. Successfully negotiating an idiosyncratic deal in these circumstances may be an attempt to remedy a problem the less advantaged employee often faces as well as to offset the negative effects of his/her low-quality exchange relationships given that in such low-quality Leader Member Exchanges, employees may be less likely to approach their leaders for Idiosyncratic deals. It befits organisations to provide multiple avenues, besides immediate leaders, to I-deals (Anand *et al.*, 2010). Note that less advantaged workers may pose problems for both a manager and an organisation more broadly, in the form of substandard performance or other problems at work, making it

possible that some of their idiosyncratic deals derive from agreements made with personnel or human resource administrators.

This study, therefore, proposes that Leader Member Exchange quality moderates the relationship between Financials, Flexibility, Development and Tasks and responsibilities related idiosyncratic deals and Employee performance through Leader-Member exchange quality basing on the Social Exchange theory, I-deals theory, LMX theory, and the Task-Contextual Performance Model.

2.7 Gaps in Literature Reviewed

The first gap in regards to the relationship between Idiosyncratic deals and employee outcomes indicates that few studies have been done on the relationship between idiosyncratic deals and Employee Performance. Their study with the focus on idiosyncratic deals and innovative work behavior among insurance agents in Kenya, (Kimwolo & Cheruiyot, 2019; Kimwolo, 2018) have found a positive relationship between idiosyncratic deals and Innovative Work Behaviours; (Liao *et al.*, 2017) studied idiosyncratic deals and employee effectiveness in the hospitality sector while (Guerrero *et al.*, 2014) studied idiosyncratic deals and employee commitment in the IT sector. This study thus proposes to fill the gap by focusing on idiosyncratic deals and Employee Performance as an outcome.

The Second gap is that Few studies have studied all the individual components of Idiosyncratic Deals in relation to an outcome separately in a singles study ((Hornung *et al.*, 2008). Many of the studies have taken idiosyncratic deals as a composite variable to assess the impact on the various outcome variables and yet studying them individually in a single study could give different insights on the differences among them (Lai, Rousseau, & Chang, 2009; Liao *et al.*, 2017; Liao, Wayne, & Rousseau,

2016). This study proposes to study Financial, Flexibility, Development, and tasks and responsibilities idiosyncratic deals as independent variables predicting the dependent variable.

The third gap, with some exceptions like (Burers, Detert, & Chiaburu, 2008; Cheung & Wu, 2012), there has been a slight examination of the underlying processes by which Leader-Member exchange quality affects work outcomes. A better understanding of these processes is needed to maximize leader effectiveness in terms of employee positive work outcomes (Liao, Wayne, and Rousseau, 2016). For example, it is widely accepted that Leader-Member exchange quality causes higher subordinate performance, but it is not yet extensively understood the how and why of these relationships (Chen, Yu, & Son, 2014; Walumbwa, Cropanzano, & Goldman, 2011). This study seeks to address this gap using the dimensions of Affect, Loyalty, contribution, and professional respect to predicting employee performance (Liden *et al.*, 1993).

This study was anchored on the gaps that have been identified in the literature. This study, therefore, sought to address this gap by proposing a Moderation effect of Leader-Member Exchange Quality on the relationship between Financial, Flexibility, Development, and tasks and responsibilities idiosyncratic deals and Employee Performance in the ICT sector in order to understand how each of them variability of these dimensions of Idiosyncratic deals.

2.8 Control Variables

The control variables in this study have been adopted based on previous studies on Idiosyncratic deals, Leader-Member exchange quality, and Employee performance

studies. The control variables that were used in this study included; length of service, employment terms, age, gender, and educational level.

In their study on idiosyncratic deals and employee effectiveness, (Liao *et al.*, 2017) found out that there were significant differences between idiosyncratic deals and in-job performance while controlling for employment terms. Meaning that the relationship between Idiosyncratic deals, Leader-Member exchange Quality, and employee performance is predicted to vary between part-time and full-time employees. For example, the seeking of I-deals is likely to vary based on whether someone is full-time or part-time; the same applies to the quality of exchanges that they have with their supervisor.

Rousseau *et al.* (2009) in their study on Idiosyncratic deals and employment relationships show significant differences when controlling for age, gender, education level, and length of service. This means that the relationship between Idiosyncratic deals, Leader-Member exchange quality, and employee performance is expected to vary across age, gender, education level and length of service of respondents. Gender might influence the request of work customization between male and females given that family roles for example tend to have greater salience for females than males, making the female more likely to negotiate for ideals. The age might indicate the level of responsibility that one has and hence the potential of spillover of the different work and non-work domains activities and subsequent negotiation for customization of work.

The above control variables guided the study to show variations in the descriptive statistics while testing for the various hypotheses.

2.9 The Conceptual Framework

This Section contains the explanation of the conceptual model and the conceptual framework figure on which the study was anchored.

Employee performance was studied as a dependent variable because it is a strategic outcome. It was operationalized based on the dimensions of tasks, behaviors, and results (Williams & Anderson, 1991).

Financial, Flexibility, Tasks and Responsibilities, and Development Idiosyncratic deals are independent variables in this study. Attia *et al.* (2014) suggest that increased flexibility in the organisation through customization of workplaces can help organisations to realize desired outcomes such as improved employee performance. Financial, Flexibility, Development, Tasks and Responsibility Idiosyncratic deals on that basis were adopted as independent variables to predict Employee Performance.

Leader-Member Exchange quality is adopted as a Moderating variable in this study. This is informed by (Kosseck *et al.*, 2011) who suggest that leaders are key agents as they represent the linking pins between the organisation and the employee. And thus, the Leader Member exchange quality enhances the relationship between Idiosyncratic deals and Employee Performance.

The control variables of Gender, age, length of services and Education level was used as descriptive to understand the characteristics of the sample from which the data was collected. During Hierarchical Multiple regression, these were controlled for when testing for the individual contribution of the independent variables on the dependent variables.

Figure 2.1 illustrates the hypothesized model relating Financial, Flexibility, Tasks and Responsibilities and Development Idiosyncratic deals, Leader-Member exchange quality and Employee performance. The review of literature on the antecedents of Employee Performance informed the conceptual framework in this study. The proposed model builds on previous studies on Idiosyncratic deals and Employee Performance by studying the independent dimensions of idiosyncratic deals and including Leader-Member exchange quality as a moderator on each of the dimensions.

The hypothesized model seeks to extend and build on literature and theory by incorporating Leader Member exchange Quality as a moderator of the relationship between Financial, Flexibility, tasks and responsibilities and Development Idiosyncratic deals and Employee Performance.

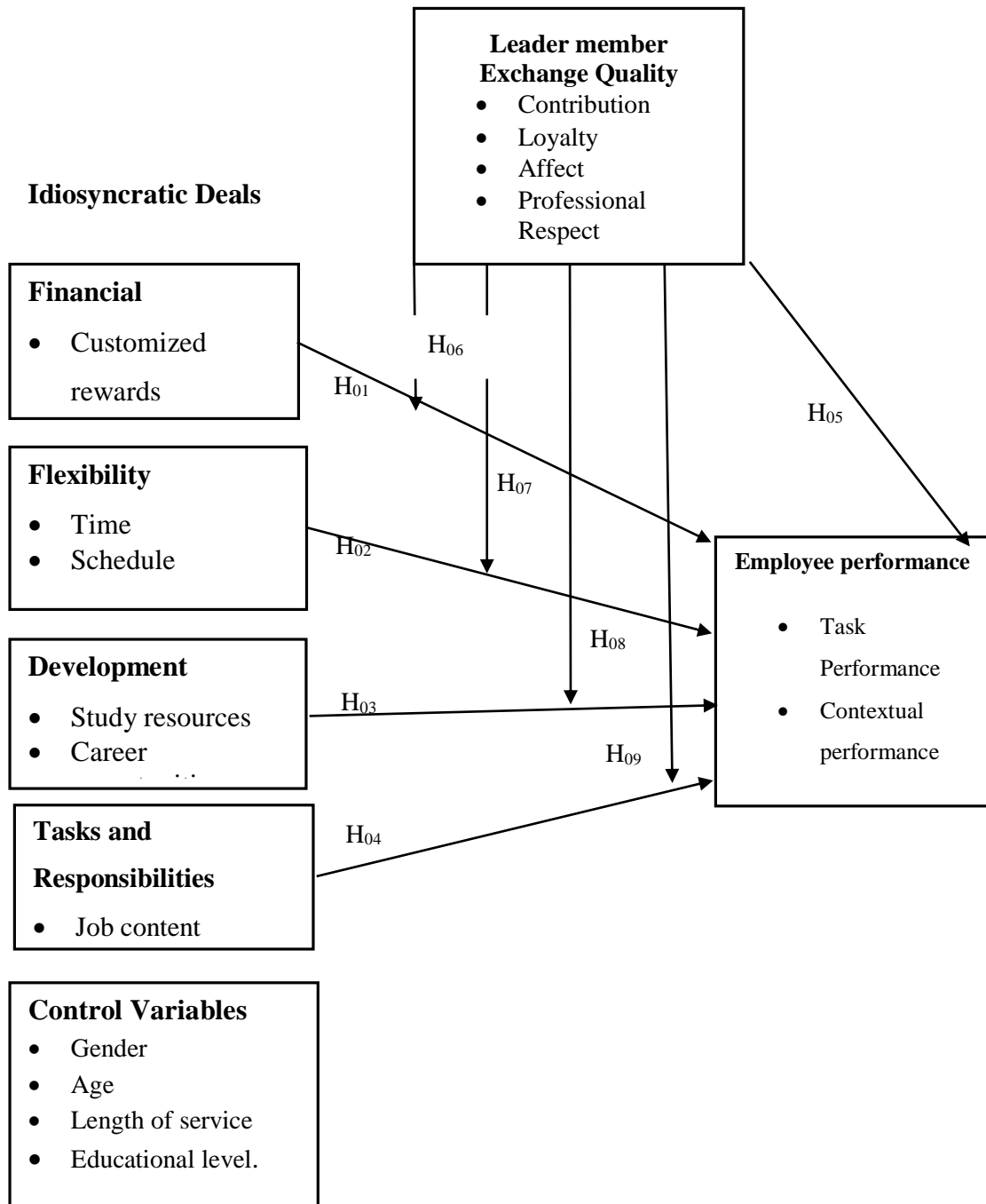


Figure 2.1: Conceptual Framework

Source: Researcher (2019)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section explains the philosophical foundation of the study, the research design, the study area, the study population, the study sample, sampling design and procedure, operationalization and measurement of variables, Data collection instruments, Data collection procedures, Validity and Reliability tests, Data analysis procedure and ethical considerations.

3.2 Research Philosophy

The phenomenology of this study was contextually grounded in the ICT companies in Uganda to elaborate the practical gap in employee performance. Ontologically, the study was conceptualized using previous research to define the nature of reality of the idiosyncratic deals, LMX quality and employee performance. This helped to anchor the epistemological arguments of the study backed by the social exchange, I-deals, LMX theories and the Task-Contextual performance model.

The philosophical paradigm is the fundamental foundation employed in the construction of a scientific investigation and these include Positivism, Interpretivism, and Pragmatism (Krauss, 2005). According to Eriksson and Kovalainen (2015), the research philosophies help in specifying research design and strategy that give direction from the research questions to its conclusions. This study employed a Positivism research philosophy. In the positivist paradigm, the object of study is independent of researchers; knowledge is discovered and verified through direct observations or measurements of phenomena; facts are established by taking apart a phenomenon to examine its component parts (Krauss, 2005). According to Bhattacharjee (2012), positivists use theories and models to explain and predict complex social phenomena

for which testable hypotheses are developed. Positivism was used to guide the study because of its quantitative and hence would produce facts and accounts that correspond to independent reality (Ericksson & Kovalainen, 2015).

Scholars have overtime recognized this philosophy as an appropriate paradigm to underpin social science research (Johnson & Duberly, 2000). In particular, studies like (Kelly *et al.*, 202; Laulié, *et al.*, 2019) on idiosyncratic deals and varied employee outcomes have employed a positivism philosophy. This study employed positivism to guide the researcher in the operationalization of the study variables hence translating them into measurable terms. Employee performance, which is the dependent variable was operationalized based on the task behavior and traits of individual employees (Williams & Anderson, 1991) and measured on a five-point Likert scale. Idiosyncratic deals were operationalized through the task and work responsibilities, financial, development and flexibility deals and measured on a five-point Likert scale by (Rosen *et.al* 2013), while Leader-member exchange quality was measured using four dimensions of Affect, Loyalty, Contribution and Professional respect anchored on a five-point Likert scale developed by (Liden & Maslyn 1998). It is on the above basis that the variables were operationalized and measured for the study.

3.3 Research Design

A research design provides a framework or plan of action for the research to enable a researcher to interpret and draw inferences on the causal relationship among variables of study (Zikmund, Carr, Babin, & Griffin, 2013). The research activity including data collection and data analysis is a way that enhances the achievement of the research objectives.

The study adopted an explanatory research design. The explanatory research design was chosen because it is used to establish causal relationships between variables and thus help in testing of the study hypothesis quantitatively (Saunders, Lewis, & Thornhill, 2007). Particularly, the effect of Financial, Flexibility, Tasks and Responsibilities and Development Idiosyncratic deals on Employee Performance was tested. The Moderating effect of Leader-Member exchange quality on the Relationships between Idiosyncratic deals and Employee Performance.

3.4 The Study Area

The study was conducted in selected ICT companies in Kampala City, central Uganda as shown in Appendix I. Kampala capital city was chosen for this study because the concentration of ICT companies is highest in the central region with the majority of them operating and being headquartered in Kampala, (Ministry of ICT and National Guidance, 2019; UBOS, 2019). The city is also the central business hub in the country and provided the required populace of the ICT companies for the study. Both private and public ICT companies were chosen in order to provide a broader analysis based on both private and public companies within the same industry. Performance management issues are important in Private and Public ICT Companies and therefore studying both companies aided a wider understanding and inclusion of a wider perspective on the practice of Idiosyncratic deals, Leader Member exchange quality and Employee Performance.

3.5 Target Population

A target population consists of the entire group of elements that the researcher intends to investigate and make references to (Sekaran & Bougie, 2016). The target population for this study was the Technical ICT staff. ICT companies refer to Information and Communication Technology organisations categorized as; IT products and Service

Provision Companies, Radio and Television companies, Publishing Companies, and Telecommunications (Ministry of ICT and National Guidance, 2019).

The justification for this population is that the decline in collective arrangements in many countries has been widely noted to be faster in the services sector such as the ICT industry. The purpose of choosing technical employees of ICT companies for the study is that these particular staff have a higher likelihood of operating under customized work arrangements and therefore more likely to use Idiosyncratic deals to enhance employee performance. Previous studies such as (Anand *et al.*, 2010) have studied idiosyncratic deals and Organisational Citizenship behaviors in Software Companies.

Table 3.1 Categories of the study population

ICT company	Category	Total Number of Staff
1. NITA Uganda	ICT Products and Service provision	160
2. Data Care Uganda	ICT Products and Service provision	130
3. UBC Limited	Radio and Television	120
4. Next Media Limited	Radio, Television	80
5. Monitor Publications	Publishing	85
6. New Vision Publications	Publishing	105
Aggregated Total		680

Source: UBOS, (2019)

3.6 Sample Size, Sampling Techniques and Unit of Analysis

3.6.1 Sample size

It is impractical for a researcher to collect data from the whole population given constraints such as time and costs, making it necessary to determine and use a sample

that is representative of the population (Sekaran & Bougie, 2016). The sample size is the actual number of elements that the researcher intends to collect data from.

Basing on the target population of 680 staff of Selected ICT companies in Uganda, a sample of 325, which was selected to help draw inferences. The sample size determination formula (Yamane, 1973) was used to calculate the sample.

$$n = N/1 + Ne^2$$

Where; n= Sample size, N= population size, e= the error of sampling.

$$\text{Thus } n = 680/1 + 680(0.04)^2 = 325$$

The margin of error for this study sample was 0.04%. For continuous data 3% to 5% margin of error is acceptable (Krejcie & Morgan, 1970). This (0.04) was thus followed to ensure that the study has an appropriate sample size.

According to Comfrey and Lee (1992) sample of 300-400 is good.

3.6.2 Sampling technique

The study used systematic sampling methods. At the level of identifying the ICT companies, simple random sampling was done, ensuring that each category (Television and Radios, ICT services, and Printing and Publishing) had a government and a private company, with an equal chance of being selected to participate in the study. One company for both the Private and Public sectors in those categories was chosen. This method was chosen because it is scientific in nature. For publishing companies, Monitor Publications and New Vision Publication employees comprised the sample. In IT products and service provision companies, employees were selected from NITA Uganda and Data Care Uganda. From the radio and Television Companies, employees were selected from UBC Limited and Next Media Limited. Given that companies in

each stratum possess similar features, a selection from each category to help ensure a representative sample. The sample size for each category of the population was then calculated by dividing the population for each category by the total population and multiplied by the target sample size total. NITA Uganda; $(160 \div 680) \times 325 = 76$, UBC Limited; $(120 \div 680) \times 325 = 57$; Next Media Limited; $(80 \div 680) \times 325 = 38$, New Vision Publications; $(105 \div 50) \times 325 = 50$, Monitor Publications; $(85 \div 680) \times 325 = 40$, Data Care Uganda; $(130 \div 325) \times 325 = 64$.

To identify the actual respondent, sampling frames in the form of employee registers was used to provide a list of staff in each company. The respondents were then systematically selected. Basing on the K^{th} number in the population. For this study, the first respondent was chosen randomly and then after every 2nd person was chosen systematically.

For the part of employee performance, the supervisors of the staff selected above were then selected purposively to rate the staff on employee performance. The employee's supervisors answered the second part of the questionnaire to prevent Common methods bias, specifically the methodological bias that could have arisen from allowing employees rate themselves on their performance. This is a specific common source bias according to Conway and lance (2010).

Table 3. 1: Sample size per ICT Company

ICT company	Category	Population	Sample Size
1. NITA Uganda	ICT Products and Service provision	160	76
2. Data Care Uganda	ICT Products and Service provision	130	64
3. UBC Limited	Radio and Television	120	57
4. Next Media Limited	Radio and Television	80	38
5. Inline Publications	Publishing	85	40
6. New Vision Publications	Publishing	105	50
Aggregated Total		680	325

Source: UBOS, (2019)

3.6.3 Unit of analysis

According to Matusov (2007), the unit of analysis is the element of the sample that constitutes the basis for measurement of a concept. It specifies who should provide the data and at what level of aggregation. Given that this study intends to investigate antecedents of Employee performance through independent variables of Financial, Flexibility, Development, Tasks and Responsibilities Idiosyncratic deals and Leader-member exchange quality, the unit of analysis was specifically the ICT technical employees, of the selected ICT companies in Uganda. In IT products and service provision companies, staff in Internet provision units, Data management, IT Advisory, Information Security, Software, Website Development, E-Services and IT certification Services departments and Functions were considered. Staff in the Creative, IT, Editorial, Operations, and Production were selected for publishing firm. The Radio and television category respondents comprised of staff from IT, Programing, Engineering, Production, On-Air and News Departments.

The selected employees responded to questionnaires on Financial, Flexibility, Tasks and Responsibilities and Development Idiosyncratic deals (Independent Variables) and Leader Member Exchange quality (Moderating Variable) while their supervisors filled the questionnaire on the dependent variable (employee performance). This was useful in verifying information on employee performance and reduce the self-rating bias of instances of employees rating their own performance highly. Previous studies on Idiosyncratic deals and Leader-Member exchange quality have used this type of data collection; for example, (Hornung *et al.*, 2014).

3.7 Data Collection Instrument and Procedures

3.7.1 Data collection instrument

The study used a questionnaire to collect primary data. The questionnaire was structured and closed-ended with items adopted from previously validated scales and then adapted to suit the context of the study. The questionnaire was divided in two main parts; Part one was filled out by the employee and this contained the independent variables (Financial, Flexibility, Development and Tasks and responsibilities idiosyncratic deals) and the Moderating Variable (Leader Member Exchange Quality). This had an introduction section, a section on the demographic characteristics of respondents, instructions on how to respond to the items. Part two had items on the dependent variable (Employee Performance) and was filled out by the supervisors of the employees that were selected to participate in the study. This part consisted of an introduction section and instruction on the role of the respondent, as well as the items on employee performance.

The questionnaire was used to collect primary data from the staff on Financial, Flexibility, Development, and Tasks and responsibilities idiosyncratic deals, Leader-Member exchange quality and Employee performance. The study variables were

anchored on a 5-point Likert scale. Zikmund *et al.* (2013) recommend a Likert scale of 5 points and more as this increases the degree of measurement of the information being anchored, and enhances the accuracy. This instrument was administered personally to the respondents by the researcher and in some cases pick and drop with follow ups with the help of one Research Assistant.

The justification for the questionnaire method is that respondents would be able to provide objectively large amounts of data within reasonable cost, time and other resources basing on the large population (Oso & Onen, 2005).

3.7.2 Data collection procedure

The researcher sought permission from the necessary authorities to be allowed collect data from the staff in ICT companies on Employee performance, Leader-Member exchange Quality, Financial, Flexibility, Development, and Tasks and Responsibilities Idiosyncratic deals. A letter from Moi University was presented to prove that the researcher is a student and that the information that was sought was to be used purely for study purposes. Upon granting permission from the ministry of ICT and National Guidance (See Appendix VIII), the researcher sought permission from individual management of the organisations from which the researcher sought to collect data.

The collection of data was done by the individual researcher with the assistance of one Research Assistant, who was be recruited from the MUBS Entrepreneurship Innovation and Incubation Centre. The choice of recruitment is based on the fact that these research Assistants in the outreach centers are primarily research staff who understand research processes and procedures clearly. He was trained on the study variables to expose him to the meaning of the concepts under study and data collection process in order to ensure

proper follow up of the respondents and their heads of departments/supervisors and to ensure good quality of the data collected.

3.8 Operationalization and Measurement of variables

The study variables were operationalized using already established study items from existing literature. Where necessary, the adjustments were made to ensure that the items are well understood by the respondents and also that they reflect the context of the study.

3.8.1 Measurement of the independent variables

Idiosyncratic deals which is the independent variable in this study was measured using a 20 item scale by (Rosen *et al.*, 2013). The scale includes four dimensions of I-deals; Flexibility which is measured by 5 items, Development idiosyncratic deals which is measured by 4 items, Tasks and responsibilities which is measured by 6 and Financial idiosyncratic deals which are measured by 4 items. These dimensions of idiosyncratic deals were treated as independent variables in the study.

3.8.2 Measurement for the Moderator variable

Leader member Exchange quality which is the moderator variable in this study was measured using a 12 item scale by (Liden & Maslyn, 1998). The scale comprises four dimensions of operationalizing Leader-Member exchange quality; personal respect, contribution, affect and Loyalty. Each of the dimensions has three items; these dimensions were all summed up to measure LMX quality as a composite variable.

3.8.3 Measurement for the Dependent variable

Employee performance, which is the dependent variable in this study was measured using items from (Williams & Anderson, 1991). According to this scale, employee performance was operationalized on the basis of individual employee tasks, behaviors

and results. Sample items include; Results- “the employee adequately completes assigned duties”. Tasks and responsibilities, “employee fulfill responsibilities specified in the job description” and contextual behavior, “the employee takes time to listen and help to co-workers”.

3.8.4 Measurement for Control variables

The control variables that were used in this study included; gender, age, length of service, and educational level. Gender was measured as a dummy variable with 0=female and 1=Male, age was measured using 6 categories; Below 25 years, 25-35, 36-46, 47-57, 58-68, and above 68 years old. Employee’s length of service was measured using the following ranges; 1-5, 6-10, 11-15, and above 15. These control variables were adopted from various studies on Employee performance and idiosyncratic deals and this made-up Section A of the questionnaire.

3.9 Validity and Reliability of the Research Instrument

3.9.1 Reliability

According to Kimberly and Winterstein, (2008), Reliability helps a researcher to estimate the stability of measures administered at different times to the same individual or using the same standard (test-retest reliability) and the equivalence of sets of items from the same test (internal consistency). The instrument was tested for reliability and validity of the variables during a pilot study prior to the main study. The pilot study comprised 40 respondents from Telecommunication firms in Eldoret, Kenya, representing the required 10% of the study sample as recommended by (Lackey and Wingate 1998). Reliability test for Flexibility idiosyncratic deals, Development idiosyncratic deals, Tasks and Responsibilities idiosyncratic deals, financial idiosyncratic deals, and Leader Member Exchange Quality variables indicated a Cronbach Alpha above 0.7 as recommended in most studies. Employee performance

which indicated a Cronbach Alpha of 0.685 could improve to 0.703 if one item (Staff performs all essential duties) is deleted. On recommendations of (Hair et al., 2010), indicating that an alpha coefficient of 0.62 is acceptable, this item was tested in the main study and the previously negative question was reversed to positive. The results are presented in the table below.

Table 3.3 Pilot study reliability results

Variables	Cronbach Alpha	No. of Items
Employee Performance	0.685	20
LMX Quality	0.803	12
Flexibility I-deals	0.812	5
Tasks I-deals	0.735	6
Financial I-deals	0.774	5
Development I-deals	0.735	4

3.9.2 Validity of the research instrument

According to (Kimberlin & Winterstein, 2008), Validity refers to the extent to which an instrument measures what it claims to measure. Prior to data collection, the instrument was checked for four types of validity; Content validity, face validity, criterion validity, and construct validity.

Face validity was assessed by examining the concepts studied for their suitability to logically appear to mirror what is intended to be measured. To establish content validity, the variables under study were conceptualized from past literature on Idiosyncratic deals and employee outcomes. Also, the views from Human Resource Management experts from Moi University and Makerere University Business School were sought to further validate the content of the instrument. The content matter experts rated items in the questionnaire as “relevant” and “not relevant”, and also gave opinions on the improvement of the items in the scale.

Construct validity indorses the extent to which the constructs hypothetically relate to one another to measure a concept based on the theories underlying the research (Zikmund *et al.*, 2013). Exploratory factor analysis was used to establish the construct validity of the research instrument following the requirements for factor analysis concerning KMO of above 0.5 and a Bartlett's test that is significant. These statistics are presented in Appendix V (Pilot study results). Factor analysis provided the dimensions of the instrument as suggested by (Zikmund *et al.*, 2013). Further, to achieve construct validity, convergent and discriminant validity was established. This was done by observing the correlation matrix and the inter-construct correlation. This validity can be indicated by predictable low correlations between the measures of interest and other measures not measuring the same variable. Convergent validity exists when concepts that should be related to one another are actually related, while discriminant validity is when a measure or scale is unique (Hair Jr, Wolfinbarger, Money, Samouel, & Page, 2015) and not just a reflection of other variables.

Criterion validity was established by generalizing the sample findings to the population of the ICT companies in Uganda. An in-depth review of the theories that bring about the major variables of this study was also done.

3.10 Data Analysis and Presentation

This entailed data cleaning and screening, treating missing values and outliers, descriptive and inferential statistics, tests for assumptions of multiple regression and the equations for direct and indirect effects.

3.10.1 Data cleaning and screening

Tabachnick, Fidell, and Ullman (2007) recommend data cleaning and screening for missing variables to ensure completeness. Before the analysis was done, data was

cleaned and screened by cross-checking the data that was entered with that on the questionnaires to ensure matching and consistency of results. This helped to ensure that errors that would have occurred during entering are identified and addressed.

3.10.2 Descriptive statistics

Descriptive statistics help to provide insights into the characteristics of the sample from which the data was collected (Zikmund *et al.*, 2013). Descriptive statistics were run to describe the demographic profile of respondents which included age, gender, length of service, education levels and employment terms were presented in table form and analyzed using means, frequencies and standard deviations. This helped to understand the nature of the study sample characteristics.

3.10.3 Inferential statistics

Inferential statistics are run to aid in generalizing the sample results to the study population (Hair *et al.*, 2010). Correlation and regression analysis were done to achieve the objectives of the study.

3.10.3.1 Correlation Analysis

Correlation analysis was done to test two sets of associations between individual variables matched together. The values of the correlation coefficients vary from a value of +1.00 to a value of -1.00 which represents extremely perfect relationships. When independent variables are highly correlated, it becomes difficult to establish the effect of each independent variable on the dependent variable (Hair *et al.*, 2010). Therefore, in this study Pearson Product Moment Correlation was used to test the association between the variables basing on the direction and strength of the relationship between the variables.

3.10.3.2 Regression Analysis

To test for the prediction of Employee Performance by Financial, Flexibility, Development and Tasks and Responsibilities Idiosyncratic deals, Hierarchical Multiple regression analysis was done. This technique was used because it is useful in explaining the incremental predictive power of the dependent variable with a set of independent variables in order to maximize the overall predictive power of the independent variables (Hair *et al.*, 2010). Hypotheses H_{01} : tested for the direct effect of Financial Idiosyncratic deals on Employee Performance, H_{02} : tested for the direct effect of Flexibility Idiosyncratic deals on employee performance, H_{03} : tested for the direct effect of Development Idiosyncratic deals on Employee Performance, H_{04} tested for the direct effect of tasks and responsibilities Idiosyncratic deals on Leader-Member exchange quality. H_{05} tested for the direct effect of Leader-Member Exchange Quality on Employee Performance.

Moderation Analysis was done to test the effect of Leader-Member exchange quality on the relationship between Financial, Flexibility, Development and Tasks and Responsibilities Idiosyncratic deals on employee performance. These comprised of Hypotheses H_{06} to H_{09} .

3.10.4 Tests for the assumptions of multiple regression

To ensure that results that were obtained represent the sample, the assumptions of multiple regression were tested. These include the test for linearity, test for normality, test for homoscedasticity, test for multi-collinearity and the examination for the independence of errors.

Linearity refers to the association between variables which is represented by a straight line. The assumption is that there is a linear relationship between the variables of the

study (Tabachnick *et al.*, 2007). This study used Pearson's product-moment coefficient to measure the association between the independent variables and the dependent variable. The threshold is that variables have a linear relationship if the correlation coefficient values fall between +1.00 to -1.00. anything outside that range shows that variables are not related. This assumption can also be tested by inspection of scatterplots of standardized residuals against standardized estimates (fitted values) of the dependent variable that should show a random pattern when nonlinearity is absent. Also, in regression, as a rule of thumb, an indicator of possible nonlinearity is when the standard deviation of the residuals exceeds the standard deviation of the dependent. Adding to a model nonlinear terms such as squares or cubes of an independent and then seeing if R^2 in regression or fit indexes in structural equation modeling improve significantly is another way of testing for nonlinearity.

Normality refers to the shape of the distribution of the data for individual metric variables and its correspondence to the normal distribution curve and to confirm that the data is drawn from a normally distributed population (Saunders *et al.*, 2007). The Shapiro-Wilk test was used to test that the data fulfills the assumption for Normality of the data. The test is suitable for small and medium samples of less than 2,000. The test rejected the H_0 : data is not normally distributed, when $W=1$, and accept the alternative that data is normally distributed. When the value of W from the Shapiro-Wilk test results are significantly less than 1 indicates that the data is not normal and hence we fail to reject the null hypothesis that data is not normally distributed, (Shapiro & Wilk, 1965).

Homoscedasticity is based on the assumption that the variability in the scores of one continuous variable is roughly the same at all levels of other continuous variables (Tabachnick *et al.*, 2007). Lack of homoscedasticity is revealed by higher errors for

some portions of the range compared to others. When the homoscedasticity assumption is met, residuals form a pattern less cloud of dots. Lack of homoscedasticity is most easily seen in a standardized scatterplot. Leven's test for homoscedasticity was used to establish if the variability of the dependent variable (Employee performance) is uniform across values of the independent variables (Financial, Flexibility, Development and Tasks and Responsibilities Idiosyncratic deals). This assumption is met if p-values $>.05$. In cases where $P < .05$, then we conclude that there is heteroscedasticity and needs to be corrected by transforming the dependent variable scores before regression analysis is done.

Multi-collinearity refers to a situation where two or more independent variables are highly correlated (Hair *et al.*, 2010). In cases where independent variables are highly related, it becomes difficult to establish the prediction power of each predictor variable on the Dependent variable. Multi-collinearity was tested using the Variance Inflation Factor (VIF), which helped ascertain the degree of association between the predictor variables (Flexibility, Financial, Development, Tasks and Responsibilities Idiosyncratic deals and Leader-Member Exchange Quality). If the value of VIF is more than 5, we reject the null hypothesis (there is no multi-collinearity) and accept the alternative that there is multi-collinearity. If the value of VIF less than 5, we fail to reject the null hypothesis and confirm that there is no multi-collinearity among the independent variables.

The test for independence of error terms, also known as autocorrelation helps to endure that the error terms are uncorrelated with each other (Hair *et al.*, 2010) and the assumption is tested to ensure that the residuals or error terms in the prediction equations do not follow a pattern from case to case. The Durbin-Watson test was used to test for the independence of the error terms. As recommended by Tabachnick *et al.*

(2007), a value of between 1.5 and 2.5 is considered sufficient to show the independence of the residuals.

Table 3.4: Summary for tests for assumptions of multiple regression

Assumptions to be tested	Hypothesis	Test statistic	Decision rule
Linearity	<p>H_0: there is no linearity</p> <p>H_a: There is linearity</p>	Pearson's product-moment correlation	When correlation coefficients lie between +1.00 to -1.00, we reject the null and accept the alternative
Normality	<p>H_0: data is not normally distributed</p> <p>H_a: data is normally distributed</p>	Shapiro-Wilk	When $W=1$, we reject the null hypothesis and accept the alternative. When W is significantly <1 we fail to reject the null hypothesis
Homoscedasticity	<p>H_0: there is no homoscedasticity</p> <p>H_a: there is homoscedasticity</p>	Levene's test for homogeneity of variance	p -values $>.05$, reject the null hypothesis and accept the alternative. When p -values $<.05$, we fail to reject the null and conclude that there is heteroscedasticity
Multi-collinearity	<p>H_0: there is no multi-collinearity</p> <p>H_a: there is multi-collinearity</p>	Variance Inflated Factor	$VIF < 5$, we fail to reject the null hypothesis, when $VIF > 5$, we reject the null and accept the alternative
Autocorrelation	<p>H_0: there is no autocorrelation</p> <p>H_a: there is autocorrelation</p>	Durbin-Watson test	DW value between 1.5 and 2.5, we fail to reject the null hypothesis

3.10.5 Model formulation for direct effects

The data was analyzed to determine the direct effects of Idiosyncratic deals on Employee Performance. Linear regression was conducted to test hypotheses H_{01} , H_{02} , H_{03} , H_{04} , and H_{05} . Linear regression analysis will be conducted to examine the effects of the Predictor variables on the Dependent variables while controlling for other predictor variables, (Field, Miles, & Field, 2012). The test statistic R^2 coefficients will be used to make conclusions on the tested hypotheses.

The linear equations for the direct effects are as follows;

Equation One: Control variables and Dependent Variable

$$Y = \beta_0 + \beta_1 \text{Gender} + \beta_2 \text{Age} + \beta_3 \text{Tenure} + \beta_4 \text{Education} + \varepsilon \dots \dots \dots \text{(Model 1)}$$

Equation Two: Control variables, Independent variables and Dependent variable

$$Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \dots \dots \dots \text{(Model 2)}$$

Where;

X_1 = Financial Idiosyncratic deals

X_2 = Flexibility Idiosyncratic deals

X_3 = Development Idiosyncratic deals

X_4 = Tasks and Responsibility idiosyncratic deals

Y = Employee Performance

C = Control variables

ε = Error term

β_0 = Constant

$\beta_1, \beta_2, \beta_3, \beta_4$ = Coefficients of regression which represent the change in the dependent variable by the respective predictor variables.

3.10.6 Model formulation for Conditional effects

To test for conditional effects, the steps suggested by (Baron & Kenny, 1986) in testing for moderation effects will be followed. In Model I, the control variables Gender, Age, Length of service, and Education level will be entered. In Model II, Financial, Flexibility, Development and Tasks and Responsibilities Idiosyncratic deals will be entered as independent variables. In Model III, Leader-Member Exchange quality was entered as a moderator variable. In Model IV, the interactions of Leader-Member exchange quality on Flexibility, Financial, Development, Tasks and responsibilities Idiosyncratic deals were entered (4 moderation items).

To determine the moderating effect of Leader-Member exchange quality on the relationship between Financial, Flexibility, Development, Tasks and Responsibilities Idiosyncratic deals and Employee performance, the following hypothesis were tested; H_{05} : Leader-Member exchange quality does not moderate the relationship between Financial Idiosyncratic deals and Employee performance, H_{06} : Leader-Member exchange quality does not moderate the relationship between Flexibility Idiosyncratic deals and employee performance, H_{07} : Leader-Member exchange quality does not moderate the relationship between development Idiosyncratic deals and employee performance, H_{08} : Leader-Member exchange quality does not moderate the relationship between Tasks and responsibilities Idiosyncratic deals and Employee Performance.

The equations for testing moderation are as follows;

$$Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 M + \varepsilon \dots \dots \dots \text{(Model 3)}$$

$$Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 M + \beta_6 X_1 * M + \beta_7 X_2 * M + \beta_8 X_3 * M + \beta_9 X_4 * M + \varepsilon \dots \dots$$

.....(Model 4)

X₁ represents Financial idiosyncratic deals (Independent Variable)

X₂ represents Flexibility idiosyncratic deals (Independent Variable)

X₃ represents Development idiosyncratic deals (Independent Variable)

X₄ represents Tasks and Responsibilities idiosyncratic deals (Independent Variable)

M represents Leader-Member Exchange Quality (Moderator Variable)

Y represents Employee performance (Dependent variable)

C represents the Control Variables

β_0 is the constant representing the M intercept

ε represents the error term

Table 3.5 Summary of hypothesis testing

Hypothesis	Analysis	Test statistic	Decision Point
H ₀₁ : Financial I-deals has no significant effect on employee performance	Linear regression	Standardized Beta values	P<0.05, t+_- 1.96
H ₀₂ : Flexibility I-deals has no significant effect on employee performance	Linear regression	Standardized Beta values	P<0.05, t+_- 1.96
H ₀₃ : Development I-deals has no significant effect on employee performance	Linear regression	Standardized Beta Values	P<0.05, t+_- 1.96
H ₀₄ : Tasks and responsibilities I-deals has no significant effect on employee performance	Linear regression	Standardized Beta values	P<0.05, t+_- 1.96
H ₀₅ : LMX quality has no significant effect on employee performance	Linear regression	Standardized Beta values	P<0.05, t+_- 1.96
H ₀₆ : LMX Quality does not moderate the relationship between Financial I-deals and Employee performance	Multiple regression	Beta values	P<0.05,
H ₀₇ : LMX quality does not moderate the relationship between Flexibility I-deals and employee performance	Multiple regression	t-test	P<0.05, t+_- 1.96
H ₀₈ : LMX quality does not moderate the relationship between Development I-deals and Employee performance	Multiple regression	Beta Values	P<0.05
H ₀₉ : LMX quality does not moderate the relationship between Tasks and responsibility I-deals and Employee performance	Multiple regression	Beta Values	P<0.05

3.11 Ethical Considerations

According to (Hair Jr *et al.*, 2015), the ethical issues considered while undertaking research include seeking approvals, enabling voluntary participation of the respondents, ensuring the safety of the participants, guaranteeing anonymity, confidentiality in responses, avoiding deception, and analyzing and reporting the findings.

The study was conducted among ICT companies in Uganda. Permission was sought from the Ministry of ICT and National Guidance, and the Uganda Communications Commission to allow the researcher to collect data in the selected ICT organisations. This is because the Ministry is regulator of research and innovations in the ICT sector in Uganda. Permission was granted formally with a letter that was presented to the individual organisations where the staff were accessed.

Before collecting data, the researcher ensured that the approval of respondents is sought to ensure voluntary participation. This was through requesting them to participate in the study with explanations of what the study was about, and what the data was meant to be used for, that is for academic purposes only.

To ensure the safety of respondent's responses, the researcher made sure that the respondents' answers are confidential and used strictly to achieve the study objectives. The name and other identifiers were not used beyond the process of collecting the questionnaires to uphold their anonymity.

The researcher ensured that the respondents are protected from any harm as a result of participation in the study by keeping their identities anonymous from any third parties. There was no request for names on the respondents' questionnaires.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION, AND DISCUSSION OF FINDINGS

4.0. Overview

This chapter provides a presentation of the data from research findings. It contains a section on the demographic characteristics of the respondents who constituted the sample and then the inferential statistics that reports the findings on the study hypothesis. The data was collected following the methodology discussed in chapter three. The findings address the major objective of the study as well as the specific objectives.

4.1. Response Rate

The sample size of the study was 325 respondents. A total of 325 questionnaires were distributed and 304 complete questionnaires were returned. This translated into a response rate of 93.5%. This was attained as a result of the researcher getting directly involved in data collection with the research assistants and giving sufficient time for the respondents to return the questionnaires. The high response rate enabled gathering of adequate data that was generalized to examine the relationship between the Idiosyncratic deals, Leader-Member Exchange quality and Employee Performance among staff in ICT companies in Uganda. A high response rate gives assurance of a more accurate survey results (Rear & Parker, 1997). This response rate was achieved through designing clear questionnaire items, notifying participants in advance and seeking invitation, ensuring presence of researcher and/or research assistant to ensure that questions that arise are answered promptly as well as providing incentives in some instances.

4.2. Data Preparation and Screening

After data collection, questionnaires were checked for completeness and also numbered and coded to ensure proper follow-up and crosschecking after entry into SPSS. For this study, there were no questionnaires that were found to have large missing data for example unanswered variables or skipped pages and thus none were considered incomplete. The entered data was then screened for missing values and outliers.

4.2.1 Missing Values Analysis

According to Hayes (2012), missing values are a common occurrence in social research and can affect the results of statistical analysis. In that regard, this study dealt with missing values after data entry to ensure completeness of the data points.

As one of the conditions for regression analysis, the data were checked for missing values and outliers (Hair *et al.*, 2010). Missing data represent a situation where genuine figures of one or more factors are missing in the data set usually as a result of the failure by the respondent to answer to some questions in the survey instrument (Hair *et al.*, 2010). This study disregarded data that was found to be missing at random and mean substitution of the various items was done because missing data did not exceed 5%. Missing values were evaluated with respect to cases and variables. The missing data analysis according to cases and their distribution as shown in Table 4.1. shows that most items had non-missing (97.7%) values and 7 cases (2.3%) had missing values.

Table 4.1: Distribution of the Number of Missing Values by Case

Number of missing values	Number of cases	Percentage
0	297	97.7
1	6	1.8
2	1	0.5
Total	304	100

Source: Survey Data (2020)

From the above table, 297 respondents/ cases did not have any missing values and 7 had only marginal missing values. Precisely, 6 respondents had one missing value each and one respondent had two missing values. These were considered useable and missing data were replaced with a mean substitution (Tabachnick and Fidell, 2013). Thereafter, missing values were evaluated with respect to variables. Table 4.2 shows the number of missing values as analyzed per each questionnaire item.

Table 4.2. Distribution of the Number of Missing Values by Variable item

Number of missing values	Number of items	Percentage
0	49	89.1
1	6	10.7
2	1	0.18
Total	56	100

Source: Survey Data, (2020)

The questionnaire comprised of 56 variable items from which responses were sought. The demographic characteristics had 4 variable items, Idiosyncratic deals had 20, Leader member exchange quality had 12 items, and employee performance had 20. The data showed that 49 of the 56 variable items did not have any missing values, while six of them had one missing value each and 1 item had 2 missing values. The missing values were dealt with together with the missing values per case, using mean replacements.

4.2.2 Analysis of Outliers

According to Tabachnick *et al.* (2007), outliers are data points that significantly defer from others, where multi-variate outliers deviate from the centroid of all scores involving the predictor variables while univariate outliers show extreme deviations of scores of just one predictor variable. Outliers may be due to variation in the

measurement and can perhaps show an experimental error (Churchill and Iacobucci, 2006), or may result from errors in entry of data. Outliers misrepresent statistics and may lead to findings that are not the exact representation of the study sample (Tabachnick and Fidell, 2013).

Univariate outliers in this study were identified using standardized scores for which values outside the range of -3.0 to 3.0 indicated univariate outliers (Tabachnick *et al.*, 2007).

Table 4.3: Univariate outliers

Z scores	Minimum Value	Maximum Value
Zscore(FlexID)	-3.12305	2.095938
Zscore(TaskID)	-3.19728	1.92607
Zscore(FinID)	-2.83634	1.96375
Zscore(DevID)	-2.81500	1.80241
Zscore(LMXQ)	-3.05508	1.85356
Zscore(EPM)	-3.07430	2.50865

Source: Survey data (2020)

Key: FlexID = Flexibility I-deals, TaskID = Tasks and responsibilities I-deals, FinID = Financial I-deals, DevID =Development I-deals, LMXQ = Leader Member exchange quality, EPM = Employee performance.

The above data shows that the standardized scores for Flexibility Idiosyncratic deals (-3.12305) and Task Idiosyncratic deals (-3.19728) had some univariate outliers on the lower ends. These outliers were treated together with the multivariate outliers in accordance with the guidelines by (Hair *et al.*, 2010).

Table 4.4 Mahalanobis Distance for multivariate outliers

	Minimum	Maximum	Mean	Std. Deviation	N
Mahal. Distance D ²	0.315	14.845	3.987	3.021	304

a. Dependent Variable: Employee performance

Source: Survey Data, (2020)

Mahalanobis Distance D^2 measure was used to test for multivariate outliers. Mahalanobis D^2 were calculated using linear regression in SPSS, followed by the computation of the Chi-square value. The predictor variables were 5, giving us 4 as the degrees of freedom in the Chi-square table with $p < 0.001$ (Tabachnick & Fidell, 2013). The probabilities associated with the D^2 values were computed and arranged in descending order and 2 cases that had values with probabilities below 0.001 were considered as multivariate outliers and removed from further analysis as advised by (Tabachnick & Fidell 2013). This left the study with 302 cases for further analysis.

4.3 Demographic Characteristics of respondents

The results from the demographic characteristics provided an understanding of the makeup of the information about the respondents of the survey and support the researchers' interpretation of the findings. The variables used to understand the demographic characteristics of the respondents included; employee's gender, age, educational level and length of service.

Results revealed that 39.4% of the respondents were female and 60.6% were male. These findings indicated that the male employees comprised the majority of the staff in ICT companies in Uganda. This could be attributed to the nature of work in ICT sector that is perceived to be largely masculine in nature. The age of respondents was categorized in 6 brackets; Below 25, 25 to 35 years old, 36 to 45 years old, 46 to 55 years old, 56 to 65 years old and above 67 years old. Results showed that the majority of the employees were between 25 to 35 years old representing 55% of the respondents. There was no respondent above 65 years old and those between 57 to 67 years old represented 0.3% of the respondents. These findings suggest that the ICT sector is

mainly comprised of employees that are mainly below 46 years of age because of the versatility of the jobs that define this industry.

On the length of service of the respondents being assessed on a scale; 1 to 5 years, 6 to 10 years, 11 to 15 years and above 15 years in service on the current job, results indicated that 59.6% of the employees in the ICT companies in Uganda had spent 1 to 5 years in service as compared to 4.6% and 2.6% who had spent 11 to 15 years and above 15 years respectively. This is in line with the findings on the age of the respondents that reflects the majority of the employees of these ICT companies to be middle-aged and therefore not very old in the employment world and this could be an indicator of high levels of job switching. In regards to the highest level of education attained, the measurement was based on four levels; Diploma, Bachelors, Post Graduate and professional qualification. The findings indicated that the majority of the respondents were Bachelor's degree holders accounting for 70%. This is an indicator of the level of skill required for the jobs in the ICT sector. The sector being largely formal justifies the need for formal skills and training for employees to be successful on the job. The descriptive statistics for the demographic results are reported in Table 4.5 below.

Table 4.5: Demographic characteristics of respondents

Variables	Measurement	Frequency	Percent
Employee gender	Female	119	39.4
	Male	183	60.6
	Total	302	100
Respondent's age	Below 25	80	26.5
	25-35	166	55.0
	36-45	45	14.9
	46-55	10	3.3
	56-65	1	0.3
	Above 65	0	0
	Total	302	100
Respondent's education level	Diploma	62	20.5
	Bachelors	212	70.2
	Post Graduate	22	7.3
	Professional		
	course	6	2.0
	Total	302	100
Length of service of respondent	1- 5 years	180	59.6
	6-10 years	100	33.1
	11-15 years	14	4.6
	Above 15 years	8	2.6
	Total	302	100

Source: Survey Data, (2020)

4.4 Descriptive Statistics findings on the study variables

The results on the descriptive statistics of flexibility Idiosyncratic deals, Tasks and responsibilities idiosyncratic deals, Financial Idiosyncratic deals, Development Idiosyncratic deals, Leader-member exchange quality and employee performance revealed the following.

4.4.1 Findings on Financial Idiosyncratic deals

The findings on financial Idiosyncratic deals indicated that the employees in ICT firms in Uganda marginally negotiated with their leaders compared to the other forms of idiosyncratic deals. In regards to compensation arrangements that met their individual needs, (mean= 3.48, standard deviation= 1.105, skewness= -.429, kurtosis=-.589). From this, we note that customizations of compensation arrangements may not be a common practice among the ICT firms in Uganda. Also, in regards to creating compensation arrangements that were tailored to fit individual employees' needs, the results revealed, (mean= 3.33, standard deviation= 1.156, skewness=-.263, kurtosis= -.742). This is a reflection that on average, there was very minimal person tailored compensation arrangements in the ICT firms in Uganda. This means that personal circumstances have not been a reason for negotiating and granting financial idiosyncratic deals.

Additionally, the results show that considering the employees' unique skills and contribution, their leaders were willing to discuss unique compensation plans (mean= 3.54, standard deviation= 1.174, skewness= -.426, kurtosis = -.655). The interpretation of this is that employees in the ICT firms are willing to negotiate customized compensation for individuals that exhibit a unique skill and contribution. This shows the wave of current employment that rewards unique contributions which is meant to provide the competitive edge. Furthermore, results suggest that beyond formal policies, employees and their leaders in ICT firms in Uganda somewhat negotiated their pay for exceptional contributions beyond the formal requirements (mean= 3.42, standard

deviation= 1.172, skewness= -3.23, kurtosis= -.859). This is a reflection of many organisational policies that prioritize the standard formal pay structures as opposed to pay for performance policies.

Lastly, employees in ICT firms in Uganda agreed that they negotiated with their leaders after their initial appointments, to develop compensation arrangements that rewarded their unique contributions (mean = 3.52, standard deviation = 1.267, skewness = -.373, kurtosis = -.984). This shows that on entry, these employees can easily bargain for preferred compensation packages that they felt match the contributions that they were to bring to the organisations. This result is a reflection of the nature of recruitment and selection process that involves a given level of negotiation for pay at the individual level based on the perceived quality of the candidates. The results on financial idiosyncratic deals are as presented in Table 4.6 below.

Table 4.6 Descriptive statistics for financial Idiosyncratic deals

Variable	N	Mean	Std.		
			Dev.	Skewness	Kurtosis
Management has ensured that my compensation arrangement meets the individual needs that I have advanced to them	302	3.48	1.105	-.419	-.589
Basing on my personal circumstances I have negotiated for a compensation arrangement that is tailored to fit me	302	3.33	1.156	-.263	-.742
Because of my unique skills and contributions, the organisation is willing to negotiate my compensation.	302	3.54	1.174	-.426	-.655
The organisation has raised my pay through personal negotiations when I make exceptional contributions.	302	3.42	1.172	-.323	-.859
On my initial appointment, I negotiated for a salary that rewards my unique contributions.	302	3.52	1.267	-.373	-.984

Source: Survey Data (2020)

4.4.2 Findings on Flexibility Idiosyncratic deals

The findings from the study reveal that respondents sought flexibility idiosyncratic deals from their employers. According to the results, these customizations were based on individual personal needs for preferred work schedules (mean = 3.96, standard deviation = .996, skewness = -.889, kurtosis=.316). The statistics imply that beyond the average, the employees of ICT companies in Uganda negotiated for customized workplace schedules that suited their personal needs. This could be on the basis that the ICT jobs are majorly technology-driven and supportive of flexible schedules.

Also, respondents from the study had bargained for consideration of their off-the-job demands during the assigning of their work hours. Statically, results show that (mean= 3.56, standard deviation= 1.045, skewness= -.634, kurtosis= .316). Consideration of

off-the-job demands of employees helps them deal with other aspects of their life demands that could have affected their time on the job. This gives employees a chance to ensure that the work and non-work facets of their lives are in harmony giving them the ability to provide better output on the job.

Additionally, results indicated that employees in the ICT sector negotiated for individualized time off their jobs outside of formal leaves and sick times to attend to non-work-related activities (mean= 3.5, standard deviation= 1.101, skewness= -.444, skewness= -.575). This means that employees when faced with non-work demands have negotiated for flexible work schedules to enable them effectively address these demands. These commitments if catered for through granting of flexibility idiosyncratic deals could translate into better job outcomes for the beneficiary employees.

Furthermore, results indicated that respondents negotiated for exclusive arrangements that allowed them to complete some of their work outside of the formal office (mean = 3.14, standard deviation= 1.271, skewness= -.205, kurtosis= -1.095). The nature of the work of ICT employees is largely technology-driven and therefore has the capacity to be done in a place other than the office as preferred by the seeking employee. Subsequently, employees that negotiate to do work remotely have the ability to be more productive on the job given the fact that they work in spaces that they perceive to be in a position to give them better results.

Results further reveal that employees in the study had negotiated based on their personal needs for customized flexibility to complete given portions of their work (mean= 3.12, standard deviation= 1.339, skewness= -.213, = kurtosis of -1.142). Addressing the personal needs of employees and being able to attain flexible schedules that support the

same are important in building employee wellbeing and subsequently improve their output on a given job.

Generally, these results indicate that averagely, employees in the ICT sector negotiate for flexibility idiosyncratic deals and also important to note is that the kind of work and nature of the sector being technology-driven gives both the staff and the employer an added advantage to benefit from these customizations. The results are illustrated in the table 4.7 below.

Table 4.7: Descriptive Statistics Results for Flexibility Idiosyncratic deals

Variable	N	Mean	Std. Dev.	Skewness	Kurtosis
I bargain for a considerable customized work schedule that fits my personal needs	302	3.96	.996	-.889	.316
At my request, my supervisor has accommodated my off-the-job demands when assigning my work hours.	302	3.56	1.945	-.634	-.093
Outside of formal leave and sick time, I have negotiated for time off to allow me attend to non-work-related issues.	302	3.55	1.101	-.444	-.575
I am able to negotiate to do work from elsewhere other than the office.	302	3.14	1.271	-.205	-1.095
On my appeal, my work schedule can vary based on my other personal demands	302	3.12	1.339	-.213	-1.142

Source: *Survey Data, (2020)*

4.4.3 Findings on Development Idiosyncratic deals

This section presents the descriptive results on the development idiosyncratic deals. In regards to negotiations for unique arrangements that allow for training opportunities for employees with their leaders, the results revealed (mean = 3.47, SD = 1.065, skewness=

-.304, kurtosis= -.503). This implies that employees in the ICT firms in Uganda hardly negotiate and win idiosyncratic deals that enable them to take up training opportunities for career advancement. Results further portray that the employees have effectively negotiated for unique arrangements that allowed them on-the-job training activities (mean = 3.58, standard deviation = 1.037, skewness = -.439, kurtosis= -.408). The implication of this is that employees in ICT firms in Uganda have sought on-the-job training opportunities from their leaders. This is justified by the fact that many of the jobs in this sector involve activities that are technical in nature and the skills therein can be learnt and taught on the job. In addition, employees have sought from their leaders for unique provisions that allow them special opportunities for career development (mean=3.55, standard deviation = 1.165, skewness= -.563, kurtosis= .499). This shows the individualized nature of career development aspiration of employees which can mainly be supported through granting customized development opportunities to ICT employees.

Furthermore, results also indicated that employees had effectively negotiated with their leaders for unique arrangements that provide them with skill development opportunities (mean = 3.58, standard deviation = 1.049, skewness= -.525, kurtosis= -1.173). This means that these employees are able to access their customized special opportunities through these negotiations. These opportunities could be tied to the individual's preferred skill set or where they feel a gap that needs to be addressed at an individual level. These findings are presented in Table 4.8 below.

Table 4.8 Descriptive Statistics results for Development Idiosyncratic deals.

	No	Mean	Std. Dev	Skewness	Kurtosis
I have successfully negotiated with my supervisor a unique arrangement that allows me training opportunities	302	3.47	1.065	-.304	-.503
My supervisor and I have successfully negotiated a unique arrangement that allows me on the job training activities	302	3.58	1.037	-.439	-.408
I negotiate with my supervisor a unique arrangement that allows me special opportunities for career development	302	3.55	1.165	-.751	-.499
I negotiate with my supervisor a unique arrangement that allows me skill development opportunities	302	3.58	1.049	-.525	-.173

Source: Survey Data (2020)

4.4.4 Findings on Tasks and Responsibilities Idiosyncratic deals

In regards to the tasks and responsibilities related to Idiosyncratic deals descriptive statistics; the findings show that employees in the ICT sector negotiated for customized job content. The results indicate that employees discuss with their supervisors how to do their job in ways that they prefer, represented by (mean= 3.39, standard deviation= 1.179, skewness= -.277, kurtosis= -.869). In the same way, the employees in the ICT sector have bargained for extra responsibilities that better match their preference on the job shown as shown by the results (mean= 3.84, standard deviation= 1.179, skewness= -.747, kurtosis= -.026). These results indicate the importance of individual employee skills and expertise on a given job, in the context of negotiation for unique customization would help the organisation to tap into and utilize unique contribution and talent development,

The results further reveal that the employees in ICT firms have bargained with their leaders for tasks on the job that better develop their skills (mean= 3.89, standard deviation= 1.060, skewness= -.852, kurtosis 1.59). Furthermore, the results reveal that the employees negotiated with their leaders for tasks that best suit their individual personalities and abilities on the job (mean= 3.75, standard deviation= 1.024, skewness= -.577, kurtosis= -.858). This implies that customization of job content in the ICT sector is well sought after by employees. The Leaders in this context therefore ought to understand the nature of the jobs that people seek to bargain to individual preference in relation to their skill and then they capitalize on their negotiations for better employee performance.

Findings also show that in consideration of their distinctive contributions brought to the job, the employees in ICT firms negotiated with their leaders for individual desired responsibilities outside their formal job descriptions (mean= 4.81, standard deviation= 1.250, skewness=-0.131, kurtosis=-0.19). This shows that employees in the ICT firms in Uganda seek and negotiate for responsibilities that tap and enhance their unique abilities.

Lastly, under the task-related idiosyncratic deals, the results show that employees in ICT firms had bargained with their leaders for customization on how they complete their job demands (mean= 3.37, standard deviation= 1.212, skewness= -.348, kurtosis of -.858). The results suggest that the employees in the ICT firms in Uganda are granted customizations in how and where they do their work, which could onset the need to reciprocate this to their leaders through positive job outcomes such as improved

employee performance on the job. The results from this analysis are presented in the table below.

Table 4.9: Descriptive Statistics Results for Tasks and Responsibilities Idiosyncratic deals

Variable	N	Mean	Std.Dev.	Skewness	Kurtosis
I negotiate with my supervisor on how I do my job	302	3.39	1.179	-.277	-.869
I bargain for extra responsibilities that match my skills on the job	302	3.84	1.063	-.747	-.026
At my request, my supervisor has assigned me tasks that better develop my skills.	302	3.89	1.060	-.852	1.59
I have negotiated for tasks that better fit my personality and abilities	302	3.75	1.024	-.577	-.182
On request, I am allowed to take on desired opportunities and responsibilities outside of my formal job requirements	302	3.37	1.212	-.348	-.858
Considering my distinctive contributions, my supervisor has granted me more flexibility on how I complete my job.	302	3.80	1.949	-.637	.106

Source: *Survey Data, (2020)*

4.4.5 Findings on Leader-member exchange quality

The findings of the study discovered that employees were in high affect relationships with their supervisors. Those that indicated to like their supervisors very much represented (mean = 4.17, standard deviation = .884, skewness = -1.042, kurtosis = 1.049). In regards to employees that perceived supervisors to be their friend, results show, (mean = 4.15, standard deviation = .788, skewness s= -.605, kurtosis = -.240). Also, respondents agreed that their supervisors were fun to work with (mean = 3.91, standard deviation = .922, skewness s= -.674, kurtosis = .182). This is an indication that employees in the ICT industry in Uganda perceive their supervisors to be in high

quality affect exchange relationships. Positive Affect in the workplace is a tool that aids positive employee outcomes such as employee involvement, engagement and satisfaction.

Furthermore, respondents fairly agreed with the fact that their relationships with their supervisors were characterized by loyalty. Results show that supervisors are able to defend staff in different issues at the work place (mean = 3.75, standard deviation = 1.030, skewness = -.299, kurtosis = .629). Also, in regards to whether their supervisor would come to their defense if they were attacked by others in the workplace, results show, (mean = 3.75, standard deviation = .954, skewness = -.629, kurtosis = .299). And respondents noted that their supervisors would defend them if they made an honest mistake, (mean = 3.75, standard deviation = 1.071, skewness = -.718, kurtosis = .018). This highlights to the fact that loyalty as a dimension of Leader-Member Exchange quality is an important factor in defining workplace relations.

Additionally, employees averagely faired on their thoughts on contribution as an aspect of Leader-Member exchange quality. When compared to other aspects under contribution, results show lesser agreement that they did work for their supervisors that goes beyond what is specified in their job descriptions (mean = 3.42, standard deviation = 1.105, skewness = -.436, kurtosis = -.445). Respondents also were willing to apply extra efforts beyond what was normally required to further the interests of their supervisors (mean = 3.87, standard deviation = .936, skewness = -.760, kurtosis = .466). Results also highlighted that employees in the ICT firms in Uganda did not mind working harder for their supervisor (mean = 3.69, standard deviation = 1.004, skewness = -.687, kurtosis = .128). The contribution is reflected well in the exchange relationships between employees and their supervisors. The recognition of either party

in a Leader-Member exchange relationship is kept in fostering collaboration in the workplace and also affect employee outcomes positively.

Finding from the study further indicated high quality professional respect levels among employees and their supervisors. Respondents acknowledged that they were impressed by their supervisors' knowledge of their job (mean = 4.16, standard deviation = .913, skewness = -1.223, kurtosis = 1.607). Results show that respondents agreed to their supervisors' knowledge of and competence on the job (mean = 4.28, standard deviation = .810, skewness = -1.093, kurtosis = 1.203). Respondents showed that they admired their supervisors' professional skills (mean = 4.26, standard deviation = .908, skewness = -1.264, kurtosis = 1.481). High levels of professional respect of respondents for their supervisor show high quality exchange relationships between the said parties. Professional respect is important in fields like the ICT sector as it promotes on-the-job-learning given the technical nature of the majority of the jobs in this industry.

Table 4.10: Descriptive Statistics for Leader Member Exchange Quality

Items	Mean	Std. Dev	Skewness	Kurtosis
I like my supervisor very much as a person	4.17	.884	-1.042	1.049
My supervisor is the kind of person one would like to have as a friend	4.15	.788	-.605	.240
My supervisor is a lot of fun to work with	3.91	.922	-.674	.182
My supervisor defends my work actions to a superior	3.75	1.030	-.299	-.629
My supervisor would come to my defense if I were confronted by others	3.75	.954	-.629	.299
My supervisor would defend me to others in the organisation if I made an honest mistake	3.75	1.071	-.718	.018
I do work for my supervisor that goes beyond what is specified in my work description	3.42	1.105	-.436	-.445
I am willing to apply extra efforts, beyond those normally required, to further the interests of my supervisor	3.87	.936	-.760	.466
I do not mind working hardest for my supervisor	3.69	1.004	-.687	.128
I am impressed with my supervisor's knowledge of his/her job	4.16	.913	-1.093	1.203
I respect my supervisor's knowledge of and competence on the job	4.28	.810	-1.093	1.203
I admire my supervisor's professional skills	4.26	.908	-1.264	1.481

Source: Survey Data, (2020)

4.4.6 Findings on Employee performance

The findings presented in this section presents descriptive statistics results on employee performance of each individual respondent as rated by their supervisor. From the findings, the supervisors agreed that the employees completed their assigned duties (mean = 4.13, standard deviation = .847, skewness = -.901, kurtosis = 1.056). The supervisors further noted that the staff adequately completed responsibilities as specified in their job descriptions (mean = 3.79, standard deviation = .972, skewness = -.722, kurtosis = .221). Results from also show that the staff performed tasks that are

expected of them (mean = 3.84, standard deviation = 1.038, skewness = -.843, kurtosis = .248). Given these results reporting performance of the employees that participated in the study, it is a clear indicator that employees take the initiative to fulfill the terms of their employment by ensuring that the primary duties and tasks specified in the jobs are executed.

Additionally, in regards to task performance, results indicate that employees met formal performance requirements for the job (mean = 3.85, standard deviation = 1.029, skewness = -.886, kurtosis = .583). Supervisors also noted that employees engaged in activities that directly affected their performance evaluation (mean = 3.51, standard deviation = 1.161, skewness = -.552, kurtosis = -.622). Also, results clearly show that employees do not neglect aspects of the job that they are obliged to perform (mean = 3.81, standard deviation = .994, skewness = -.621, kurtosis = -.191). Findings indicate that that employees in ICT firms actively involved in the performance of essential duties that are assigned to them (mean = 3.72, standard deviation = 1.070, skewness = -.720, kurtosis = -.185). From the results on the findings on the aspects of employee performance that relates to performance evaluations, it reflects the positive outcomes of employees in regards to efficiency and effectiveness on the job of the staff in ICT firm in a way that could benefit the organisation that requires employee effort to be positive to perform as a whole.

Furthermore, findings indicate that employees helped others that were absent (mean = 3.66, standard deviation = .975, skewness = -.628, kurtosis = .143). Also, the employees

were reported to help colleagues that had heavy workloads and pending assignments (mean = 3.62, standard deviation = 1.003, skewness= -.300, kurtosis= -.568). The findings indicate that staff did extra duties that were assigned by their supervisors (mean = 3.79, standard deviation = .942, skewness= -.755, kurtosis= .567). This indicates a positive relationship with co-workers and supervisors given that the employees can be delegated to extra load and pending assignments that could cause delays. This kind of positive work environment breeds positive employee performance that is desired by organisations.

Results from the contextual performance of the staff were as follows. Employees took time to listen to problems and worries of their fellow co-workers (mean = 3.76, standard deviation = .910, skewness = -.541, kurtosis = .173), and also went out of their way to help other employees, (mean = 3.62, standard deviation = .942, skewness = -.358, kurtosis = -.339). Additionally, results indicate that employees take personal interest in the wellbeing of colleagues at the work place (mean = 3.90, standard deviation = .915, skewness = -.765, kurtosis = -.510). Even when these are not primary responsibilities of employees, they promote a positive work environment that promotes the achievement of task obligations for the employees. When employees look out for each other's wellbeing, they are able to support each other in the achievement of the task and assignments obligations.

In the same regard, results support the fact that employees pass on necessary information to coworkers (mean = 3.90, standard deviation = .943, skewness = -.869,

kurtosis = .602). Supervisors also reported that the attendance of the employees was above the norm (mean = 3.81, standard deviation = .993, skewness = -.693, kurtosis = -.012), and that employees gave advance notice whenever they were unable to report to work (mean = 3.88, standard deviation = .931, skewness = -.712, kurtosis = .308). Moreover, staff were reported not to take unnecessary work breaks (mean = 3.90, standard deviation = .896, skewness = -.883, kurtosis = .853). These results are an indication of the levels of presence of the staff at work and in execution of the tasks assigned to them. The initiative to be present to perform duties and assignments supports positive employee performance.

Additionally, it was reported that employees do not complain about insignificant issues at work (mean = 3.80, standard deviation = .943, skewness = -.679, kurtosis = .165). This is indicative of a positive work attitude that ensures achievement of set performance targets. Employees were rated to positively conserve and protect organisational property (mean = 3.99, standard deviation = .929, skewness = -.799, kurtosis = .340), and also these employees adhered to informal rules devised to maintain order in the work place (mean = 4.05, standard deviation = .901, skewness = -.702, kurtosis = -.025). This highlights on the harmony in the workplace given that rules were adhered to and also protection of property is done. This shows that employees hardly get into destructive work activities that could interfere with the task performance.

Table 4.11 Showing descriptive statistics for Employee performance

Items	Mean	Std. Dev.	Skewness	Kurtosis
This staff adequately completes assigned duties	4.13	.847	-.910	1.056
This staff fulfils responsibilities specified in his/her job description	3.79	.972	-.722	-.221
The staff performs tasks that are expected of him/her	3.84	1.038	-.843	.248
The employee meets formal performance requirements for the job	3.58	1.029	-.886	.583
He/she engages in activities that will directly affect his/her performance evaluation	3.51	1.161	-.552	-.622
The employee does not neglect aspects of the job he/she is obliged to perform	3.81	.994	-.621	-.191
The staff performs essential duties that are assigned to him/her	3.72	1.070	-.720	-.185
He/she helps others in understanding their tasks	3.66	.975	-.628	.143
Helps others that have heavy workloads or pending assignments	3.62	1.003	-.300	-.568
The staff does extra duties assigned by the supervisor	3.79	.942	-.755	.567
Takes time to listen to coworkers' problems and worries	3.76	.910	-.541	.173
Goes out of his/her way to help other employees	3.62	.942	-.385	-.339
Has a good personal relationship with co-workers	3.90	.915	-.765	.510
Passes on necessary information to co-workers	3.90	.943	-.869	.602
Attendance at work is above the norm	3.81	.993	-.693	-.012
Gives advance notice when unable to report to work	3.88	.931	-.712	.308
Staff does not take undeserved work breaks	3.90	.896	-.883	.853
Does not complain about insignificant issues at work	3.80	.943	-.679	.165
Conserves and protects organisational property, hardware and software	3.99	.929	-.799	.340
Adheres to informal rules devised to maintain order in the workplace	4.05	.901	-.702	-.025

Source: Survey Data, (2020)

4.5 Cross Tabulation to show the differences between Employee Demographic Characteristics against the Study Variables

To appreciate more the demographic nature of the respondents of the study, cross tabulations were made of the employees' gender, age, length of service and education to examine if there were statistical differences against the variables of the study. The findings revealed the following;

4.5.1 Employee Gender against the Study Variables

These findings highlight the statistical interaction between employees' gender and the study variables. The hypothesis being tested is; H_0 ; There is no statistical difference between gender and the variables of the study. The results on flexibility Idiosyncratic deals indicated that there is a non-statistically significant difference between the gender of the employees and flexibility idiosyncratic deals ($F = 20.586$, $p > 0.05$). From the results, we fail to reject the null hypothesis and conclude that the difference between male and female employees is not statistically significant in the negotiation of flexibility idiosyncratic deals. This means that the issues of flexibility in the ICT sector are concerns of both females and males.

Furthermore, results indicate that there was no statistically significant difference between employees' gender and task idiosyncratic deals ($F = 20.695$, $p > 0.05$). This means that regardless of being female or male, it did not influence the negotiation for customized tasks and responsibilities preferences for employees in the ICT firms in Uganda. In regards to employees' gender and financial idiosyncratic deals, there Furthermore, results revealed that employee gender has no statistically significant difference with financial Idiosyncratic deals ($F = 15.720$, $p > 0.05$). Implying that the

negotiations for customized reward and compensation packages is not influenced by the employees' gender. Additionally, there was no significant statistical difference between employees' gender and development idiosyncratic deals ($F = 12.911, p > 0.05$). This finding indicated that Development Idiosyncratic deals negotiation is not influenced by the gender of the employee. This suggests that both male and female equally sought for career development opportunities in in the same magnitude.

Analysis was done to analyze the difference between male and female in relation to Leader Member Exchange Quality. The null hypothesis was; There is no significant difference between gender and Leader Member Exchange Quality. From the analysis, employee gender exhibited no statistical difference with Leader Member exchange quality ($F = 34.893, p > 0.05$). The results suggest that employee gender does not influence the quality of the relationships that they have with their leaders/supervisors. Lastly, on gender, findings show that there was no statistically significant difference between employee gender and employee performance ($F = 34.893, p > 0.05$). This implies that employee performance does not vary significantly between males and females.

Table 4.12 Employee Gender against the study variables

Variable	Gender	N	F	Sig.
Flexibility I-deals	Female	119	20.586	0.245
	Male	183		
	Total	302		
Task I-deals	Female	119	20.695	0.415
	Male	183		
	Total	302		
Financial I-deals	Female	119	15.720	0.676
	Male	183		
	Total	302		
Development I-deals	Female	119	12.911	0.609
	Male	183		
	Total	302		
LMX Quality	Female	119	34.893	0.288
	Male	183		
	Total	302		
Employee Performance	Female	119	31.460	0.593
	Male	183		
	Total	302		

LMX Quality= Leader member exchange quality

Source: Survey Data, (2020)

4.5.2 Employee Age against the Study Variables

The analysis to examine the differences in the relationship between employee age and the study variables revealed the following. The differences between age and flexibility Idiosyncratic deals were not statistically significant difference between employee age and (F = 54. 560, $\rho > 0.05$). From the results, both old and young employees negotiated for personalized work schedules and flexibility. This could be as a result of the fact that the respondents comprised of 96% of respondents below the age of 46 years, which is considered a highly flexible age group. The results also showed a non-statistically significant difference between the age of the employees and tasks and responsibilities idiosyncratic deals (F = 74.960, $\rho > 0.05$). This means that the age of the employee does

not influence their negotiation customization of job content to their individual preference. Additionally, there is no statistically significant difference between employee age and Financial Idiosyncratic deals ($F = 88.727, p > 0.05$). These results propose that regardless of their age, employees are likely to bargain for customized reward and compensation packages that match their individual preferences. This could base on the fact that the various age ranges have preferred compensation arrangements that motivate them. The results indicated that employee age influences their decision negotiate for Development Idiosyncratic deals ($F = 65.116, p > 0.05$). Implying that the age of an employee does not influence the negotiation for opportunities for career development. This is true in this particular study given that 96.6% of the respondents were below 46 years of age, which is the range in which career development is highly sought after.

However, there is no statistically significant difference between employee age and Leader member exchange quality ($F = 15.161, \rho > 0.05$). The results imply that employee age has no influence on the quality of exchanges that they have with their supervisors in the workplace perception of fairness in all aspects of the organisation since fairness influences employee behavior at all ages.

Lastly in comparison with age, there is a statistically significant difference between employee age and employee performance ($F = 1.595, \rho < 0.05$). This could be explained by the fact that majority of the jobs in ICT firms involve high levels of technological intensity meaning that require the ability to continuously learn new advancements in technology as and when they come on board for one to succeed on the job. This means

that the elder employees that are perceived to be less technology adoptive by nature are likely to have a significantly lower outcome in terms of performance. Table 4.13 highlights the results explained above.

Table 4.13 Employee age against study variables

Variable	Age	N	F	Sig.
Flexibility I- deals	Below 25	80	54.560	.881
	25-35	166		
	36-45	45		
	46-55	10		
	56-65	1		
Task I- deals	Below 25	80	74.960	.638
	25-35	166		
	36-45	45		
	46-55	10		
	56-65	1		
Financial I- deals	Below 25	80	88.727	.147
	25-35	166		
	36-45	45		
	46-55	10		
	56-65	1		
Development I- deals	Below 25	80	65.116	.159
	25-35	166		
	36-45	45		
	46-55	10		
	56-65	1		
LMX Quality	Below 30	80	15.161	.767
	25-35	166		
	35-45	45		
	46-55	10		
	56-65	1		
Employee Performance	Below 30	80	3.995	.001
	25-35	166		
	35-45	45		
	46-55	10		
	56-65	1		
	Total (n)	302		

Source: Survey Data, (2020)

4.5.3 Statistical difference between Employees' length of service against the study variables

This section presents the results of the analysis to establish the statistical difference between employee's length of service and the study variables. The findings indicate

that there was no statistical difference between employees' length of service and flexibility Idiosyncratic deals ($F=41.226, \rho > 0.05$). This implies that the number of years that an employee spends working with an ICT firm does not influence the negotiation for customized work schedules. Likewise, there was no statistically significant difference between employee length of service and Tasks and responsibilities idiosyncratic deals ($F = 48.403, \rho > 0.05$). From the results, the number of years an employee spends working for an ICT firm does not influence their negotiation for preferred job content and responsibilities.

Further data exploration reveals that employee length of service had no significant difference with financial idiosyncratic deals ($F = 58.013, \rho > 0.05$). This implies that the period that an employee spends working with a particular ICT firm does not make a difference in their negotiation for specialized financial packages that they prefer. And also, development idiosyncratic deals just did not have a statistical difference with the employee length of service ($F = 32.115, \rho > 0.05$). This shows that the employee's length of service in an ICT firm does not affect significantly their negotiation for Idiosyncratic deals.

Further analysis revealed that the length of service of an employee showed a non-significant statistical difference with the quality between Leader and member exchanges ($F = 76.241, \rho > 0.05$). The results imply that regardless of the years an employee spends working with an ICT firm, it does not make a statistical difference in their quality of exchange relationships with their supervisor. Employee length of service however exhibited a significant statistical difference with Employee performance ($F = 113.477, \rho < 0.05$). This implies that the number of years an employee

spends working with an ICT firm influences their performance statistically. This means that the length of service breeds more experience overtime leading to better performance in the long run. Table 4.14 presents the results discussed in the section above.

Table 4.14: The statistical difference between Length of service and study variables

Variable	Years	N	F	Sig.
Flexibility I-deals	1-5 years	180	41.226	.834
	6-10 years	100		
	11-15 years	14		
	Above 15 years	8		
	Total	302		
Tasks I-deals	1-5 years	180	48.403	.857
	6-10 years	100		
	11-15 years	14		
	Above 15 years	8		
	Total	302		
Financial I-deals	1-5 years	180	58.031	.438
	6-10 years	100		
	11-15 years	14		
	Above 15 years	8		
	Total	302		
Development I-deals	1-5 years	180	32.115	.925
	6-10 years	100		
	11-15 years	14		
	Above 15 years	8		
	Total	302		
LMX Quality	1-5 years	180	76.241	.896
	6-10 years	100		
	11-15 years	14		
	Above 15 years	8		
	Total	302		
Emp. Perf	1-56years	180	113.477	.015
	5-10 years	88		
	11-15 years	14		
	Above 15 years	8		
	Total	302		

LMX quality = Leader Member exchange quality, Emp. Perf = Employee performance

Source: Survey data (2020)

4.5.4 Employees' Education level against the study variables

Exploration of the Demographic characteristics was further done to establish the statistical difference between the employees' educational level and the study variables. The findings indicate that there was no statistical difference between employees' education level and flexibility Idiosyncratic deals ($F=42.891, \rho > 0.05$). This implies that the employees with different levels of education negotiate similarly for customized work schedules. However, there was a statistically significant difference between the education level of the employee and Tasks and responsibilities idiosyncratic deals ($F = 84.972, \rho < 0.05$). From the results, the employee's education level creates significant differences in their negotiation for preferred job content and responsibilities. This could be explained by the fact that employees bargain for tasks and responsibilities that are within their current or preferred technical knowledge.

Further data exploration reveals that the education level of the employee has a significant statistical difference with financial idiosyncratic deals ($F = 117.796, \rho < 0.05$). This implies that the employees at different education levels bargain differently for specialized financial packages that they prefer. Many times, the higher the education level, the higher the negotiation power of an employee to negotiate with the employer for customized compensation packages.

In regards to the development idiosyncratic deals, the education level of the respondents had a statistically significant difference in the negotiation for career development opportunities. ($F = 77.796, \rho < 0.05$). This shows that the differences in the respondents' levels of education affect negotiation for Idiosyncratic deals significantly. Further analysis revealed that the respondents' education level showed a significant statistical

difference in the quality of Leader and member exchanges ($F = 117.637$, $\rho < 0.05$). The results imply that the quality of exchange relationships with the supervisors varies with the education level of the respondent. Conclusively, Employees' level of education also exhibited a significant statistical difference with Employee performance ($F = 81.475$, $\rho < 0.05$). This implies that the education level of an employee working in an ICT firm varies with their performance significantly. This means that the education level of the respondent cultivates more knowledge and skills in an individual that enables them to perform better on the job. The table below illustrates the above findings.

Table 4.15 Statistical difference between Education level and the study variables

Variable	Level	N	F	Sig.
Flexibility I-deals	Diploma	62	42.891	.783
	Bachelor's	212		
	Post Grad	22		
	Prof. Course	6		
	Total	302		
Tasks I-deals	Diploma	62	84.972	.019
	Bachelor's	212		
	Post Grad	22		
	Prof. Course	6		
	Total	302		
Financial I-deals	Diploma	22	117.224	.000
	Bachelor's	212		
	Post Grad	22		
	Prof. Course	6		
	Total	302		
Development I-deals	Diploma	62	77.796	.002
	Bachelor's	212		
	Post Grad	22		
	Prof. Course	6		
	Total	302		
LMX Quality	Diploma	62	117.673	.043
	Bachelor's	212		
	Post Grad	22		
	Prof. Course	6		
	Total	302		
Emp. Perf	Diploma	62	81.475	.021
	Bachelor's	212		
	Post Grad	22		
	Prof. Course	6		
	Total	302		

LMX Quality = Leader Member Exchange quality, Emp.Perf = Employee performance.
 Source: Survey data (2020)

4.6 Reliability

To test for the internal consistency between items in the scale of the questionnaire, Cronbach's alpha coefficient was used. After the main study, a reliability analysis was done. The results indicate that the scale items used met the suggested cut-off of at least 0.62 (Hair, *et al.*, 2010). The main study confirmed the results from the pilot study that the instrument used was indeed reliable to facilitate collecting data. This is presented with the variable alpha coefficient in Table 4.16 below.

Table 4.16: Reliability Results

Variables	Cronbach Alpha	No. of Items
Employee Performance	0.644	20
LMX Quality	0.847	12
Flexibility I-deals	0.621	5
Tasks I-deals	0.694	6
Financial I-deals	0.681	5
Development I-deals	0.735	4

Source: Survey Data, (2020)

4.7 Factor Analysis

In this study, factor analysis was carried out to help identify the latent variables in the data constructs and also as a precursor to conducting regression analysis (Williams *et al.*, 2010; Kline, 2014). For the start, Exploratory Factor Analysis was done to enable the researcher to explore the underlying factor structure. Therefore, exploratory factor analysis was conducted for all items used to measure independent variables (flexibility, tasks and responsibilities, financial and development Idiosyncratic deals), the moderator variable (Leader Member Exchange Quality), and the dependent variable (Employee Performance).

According to Tabachnick & Fidell, (2007) a sample of more than 300 is considered adequate, in fact, the bigger, the better for data to be well suited for factor analysis. This, therefore, confirmed that data was suitable with regard to the sample size to assess the strength of the relationship among variables. The factorability of the data was assessed using Bartlett's test of sphericity, (Bartlett's test of sphericity is statically significant at $p < 0.05$), and Kaiser- Meyer-Olkin (KMO) was used as a measure of sampling adequacy (KMO index should range from 0 to 1). Principal component analysis (PCA) was done to achieve factor extraction where factors with Eigen values greater than 1 were selected. PCA is justifiable because of the set of factors that accounted for all common and unique variances. The Orthogonal rotation was chosen as the extraction method because the assumption adopted is that factors/components do not correlate with each other.

4.7.1 Factor Analysis for Employee Performance

The results from the factor analysis for Employee Performance showed that the majority of the factor loading results were above 0.5. This implies that all the factors that were above 0.5 were retained for further analysis. Out of the initial 20 items on the scale, only 16 items were retained for further analysis.

The 16 items that explain employee performance have a cumulative variance of 56.5%. Four items (EP2- This staff fulfills responsibilities specified in his/her job description, EP3- This staff adequately completes assigned duties, EP9- Helps others that have heavy workloads or pending assignments, EP16- Gives advance notice when unable to report to work) which did were excluded for further analysis. These items loaded on

two factors. Factor one represented the task performance dimension while contextual performance represents the second group of factor loadings. These were taken on as the factor labels following the earlier conceptualization by the researcher. For further analysis, Factor one (Task performance) was used to represent the Employee performance construct. The Kaiser-Meyer-Olkin Measure of sampling adequacy value (0.607) was above 0.5 and therefore met the acceptable threshold. Also, the Bartlett's and the test of Sphericity was significant at ($p = .000$) and there were two correlations with coefficients $r \geq .3$. Table 4.17 shows the above results.

Table 4.17: Factor Analysis for Employee Performance

Items	Factor (1) Loadings	Factor(2) Loadings
This staff adequately completes assigned duties	0.572	
The employee meets formal performance requirements for the job	0.596	
The employee does not neglect aspects of the job he/she is obliged to perform	0.528	
Goes out of his/her way to help other employees	0.577	
Passes on necessary information to co-workers	0.689	
Attendance at work is above the norm	0.665	
The staff does not take undeserved work breaks	0.639	
Does not complain about insignificant issues at work	0.550	
Adheres to informal rules devised to maintain order in the workplace	0.599	
Conserves and protects organisational property	0.647	
He/she engages in activities that will directly affect his/her performance evaluation		0.686
Has a good personal relationship with co-workers		0.593
He/ She helps others that are absent		0.515
The staff does extra duties assigned by the supervisor		0.648
Takes time to listen to problems and worries of co-workers'		0.531
Total Variance Explained: Rotation Sums of Squared Loadings		
% of variance	34.790	21.853
Cumulative %	34.790	56.643
KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.607	
Bartlett's Test of Sphericity, Approx. Chi-Square	295.097	
Degrees of freedom	66	
Sig.	0.000	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Source: Survey Data, (2020)

4.7.2 Factor Analysis for Idiosyncratic deals

Factor analysis was done on the idiosyncratic deals questionnaire items. These items loaded on four factors. These factors were labeled according to the conceptualization that was adopted from the review of the literature. Factor 1 had items of flexibility idiosyncratic deals loading and accounted for 15.342 % of variance explained by idiosyncratic deals. Factor Two loaded items identified with financial idiosyncratic deals and had a 13.546 % of variance explained by idiosyncratic deals. Factor three loaded items of development idiosyncratic deals and accounted for 12.622 % of variance explained by idiosyncratic deals. Lastly, Factor 4 loaded items relating to tasks and responsibilities idiosyncratic deals and accounted for 11.599 % of the variance of idiosyncratic deals.

In total, the four dimensions accounted for had a cumulative variance of 53.108% of items explaining idiosyncratic deals. KMO was 0.883, meeting the threshold of greater than 0.5, and Bartlett's Test was significant. Financial, Flexibility, Development, and Tasks and Responsibilities idiosyncratic deals were used as independent variables as confirmed by the results of factor analysis. These are reported in table 4.18 in APPENDIX VII.

4.7.3 Factor Analysis for Leader Member Exchange Quality

The study further conducted a factor analysis for Leader Member Exchange Quality to confirm whether the variable items used were the exact measures of the constructs. In this study, the item loadings were considered for further analysis if they had loadings of greater than 0.5. The analysis results reveal that all item loading met the rule of thumb for above 0.5-factor loadings. Three factors were extracted which were named based on the study prior conceptualization of professional respect, loyalty and affect.

Notably, items that initially been conceptualized on the contribution dimension from literature loaded on other dimensions of loyalty, affect and professional respect.

The first factor accounted for 21.390%, the second 19.599%, and the third 17.982% of the variance in explaining Leader member exchange quality as a variable. The cumulative variance explained by all the factors was 58.97%. Sampling adequacy was tested using the Kaiser- Meyer- Olkin measure of sampling adequacy which was .870. KMO was greater than 0.5 which is the threshold value. Bartlett's Test was also found to be significant. These results as explained above are reported in table 4.18 below;

Table 4.18: Factor Analysis for Leader Member Exchange Quality using Varimax rotation method

Items	Factor (1) Loadings	Factor (2) Loadings	Factor (3) Loadings
I like my supervisor very much as a person	0.790		
My supervisor is the kind of person one would like to have as a friend	0.722		
My supervisor is a lot of fun to work with	0.684		
My supervisor defends my work actions to a superior	.545		
My supervisor would come to my defense if I were confronted by others			.613
My supervisor would defend me to others in the organisation if I made an honest mistake			.638
I do work for my supervisor that goes beyond what is specified in my work description			.686
I am willing to apply extra efforts, beyond those normally required, to further the interests of my supervisor		.569	
I do not mind working the hardest for my supervisor			.649
I am impressed with my supervisor's knowledge of his/her job		.729	
I respect my supervisor's knowledge of and competence on the job		.793	
I admire my supervisor's professional skills		.726	
Total Variance Explained: Rotation Sums of Squared Loadings			
Eigen values	2.387	2.090	2.040
% of Variance	21.390	19.599	17.982
Cumulative %	21.390	40.989	58.971
KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.870		
Bartlett's Test of Sphericity, Approx. Chi-Square	1149.177		
Degrees of freedom	66		
Sig.	0.000		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Source: Survey Data, (2020)

4.7.4 Data Transformation

After the factor analysis, data were transformed by getting the means of the items that loaded to the respective factors. Afterward, the means of the various factors extracted were used for further analysis. The descriptive statistics used for further analysis were as shown in the following table 4.19.

Table 4.19. Descriptive Statistics for transformed Variables after Factor Analysis

Variables	N	Maxim.	Minim.	Mean	Std. Dev
Employee Performance	302	5	1	3.70	0.481
Financial I-deals	302	5	1	3.46	0.780
Development I-deals	302	5	1	3.55	0.807
Flexibility I-deals	302	5	1	3.48	0.724
Task I-deals	302	5	1	3.68	0.579
LMX Q	302	5	1	3.93	0.481

LMX Q = Leader member exchange quality

Source: Survey Data, (2020)

4.8 Data Diagnostic tests

The key assumptions tested were sample size, normality, linearity, multi-collinearity, homoscedasticity and independence of errors (Hair *et al.*, 2010). These tests are a precursor for the performance of the inferential statistics such as regression analysis.

4.8.1 Sample Size

The sample size can increase statistical power by reducing the sampling error. Larger sample sizes reduce the negative effects of non-normality. To conduct a hierarchical multiple regression analysis, the minimum ratio of valid cases to independent variables should be at least 5 to 1 (Hair *et al.*, 2006). Hence, the ratio of valid cases (302) to the number of independent variables (4) as shown in the table below, 75: 1

was greater than the minimum ratio. Therefore, the sample size requirements prior to regression analysis were met.

4.8.2 Test for Linearity assumption

Linearity was tested in order to confirm the actual strength of the relationships among the variables of the study. This was necessary to identify any departures from linearity which were bound to affect correlation. Linear models predict values that fall in a straight line by having a constant unit of change or slope of the dependent variable for a constant change of the independent variables. Knowing the level of the relationship among variables is considered an important element in data analysis. In this study, linearity was tested using the Pearson Product Moment correlation coefficient. The purpose of using correlation was to identify independent variables that provide the best predictions considered a prerequisite for running the regression analysis. Correlation results showed that flexibility ($r = 0.630, p < 0$), financial ($r = 0.607, p < 0.01$), development ($r = 0.746, p < 0.01$) and tasks and responsibilities ($r = 0.723, p < 0.01$) idiosyncratic deals were positively and significantly related to employee performance.

Leader member exchange Quality was also found to be positively and significantly related to Employee Performance ($r = 0.734, p < 0.01$). The results above confirmed a linear association among the relations under study and therefore that these could be tested for regression. These results are reported in table 4.27.

4.8.3 Test for Normality assumption

The assumption of normality was examined at the univariate level. To understand the shape of the distribution of the data, Kolmogorov-Smirnov and Shapiro Wilks Tests were used (Shapiro and Wilk, 1965) which was calculated for each variable. Specifically, Kolmogorov-Smirnov was used to test the normality because the sample was over 50 cases (Shapiro- Wilk, 1965). Normality could be detected by looking at the p-value of the Kolmogorov-Smirnov-test and the Shapiro Wilk-test. In this respect, if the p-value (Sig. value) of the Shapiro-Wilk Test is greater than 0.05, the data is normal. If it is below 0.05, the data significantly deviates from a normal distribution. The data confirmed the threshold of p-values for all the variables being greater than 0.05, which confirmed the normality of the data. Lilliefors significance correction was used to test that data comes from a normally distributed population. The H_0 ; Data does not come from a normally distributed population was rejected, and the alternative that the data is normally distributed was upheld. This was in conformity with the findings of the skewness and kurtosis results discussed in the construction of variables which suggested normality of data which ranged from -1.96 to +1.96. The results from these tests revealed (Table 4.20) that all the variables were not significant, which meets the assumptions of normality.

Table 4.20: Test for Normality for the Variables

Variable	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Employee Performance	0.078	302	.192	0.984	302	.523
Flexibility I-deals	0.092	302	.100	0.979	302	.345
Tasks I-deals	0.105	302	.170	0.967	302	.257
Financial I-deals	0.096	302	.100	0.975	302	.162
Development Ideals	0.107	302	.120	0.970	302	.721
LMX Quality	0.071	302	.101	0.978	302	.346

*a. Lilliefors Significance Correction

LMX Quality = Leader member exchange quality

Source: *Survey Data, (2020)*

4.8.4 Test for Multi-collinearity assumption

Multi-collinearity refers to a situation where the independent variables are highly correlated. Multi-collinearity can have destructive effects on the results of multiple regressions (Cooper & Schindler, 2006). Multi-collinearity can be detected with the help of tolerance and its reciprocal variance inflation factor (VIF). The cut-off points for determining multi-collinearity are a tolerance value that is more than 0.10 and a VIF value of less than 10 (Hair *et al.*, 2006). The VIF values in table 4.21 were less than 5 and the tolerance level was greater than 0.2. This implies that we fail to reject the H_0 ; there is no multi-collinearity among the independent variables in the study.

Table 4.21: Multi-Collinearity

Variable	Collinearity Statistics	
	Tolerance	VIF
LMX Quality	0.691	1.461
Flexibility I-deals	0.685	2.248
Tasks I-deals	0.445	1.663
Financial I-deals	0.601	1.774
Development I-deals	0.564	1.446

Source: *Survey Data, (2020)*

4.8.5 Test for Homoscedasticity assumption

Homoscedasticity is based on the assumption that the dependent variable exhibits similar amounts of variance across the range of values for independent variables. The Levene's statistic for equality of variances was used to test for the assumption of equal variance given that the sample used in the study was large ($n > 30$). Violation of the homoscedasticity assumption is confirmed if the p-value is less than 0.05 (Keyes & Levy 1997). Table 4.22 shows the results of Levene's statistics for the assumption of the equality of variance.

Table 4.22: Levene's Test for Homoscedasticity

Variable	Levene's Statistic	Sig.
Employee Performance	0.180	0.671
Financial I-deals	0.093	0.761
Flexibility I-deals	0.128	0.720
Development I-deals	0.331	0.566
Tasks I-deals	0.182	0.670
LMX Quality	0.903	0.332

LMX quality = Leader member exchange quality

Source: Survey Data, (2020)

The above results revealed that the data conformed to the homogeneity of variance. We thus accept the H_0 : There is equality of variance.

4.8.6 Testing the Assumption of Independence of Errors

The assumption of independence of errors requires that the residuals or errors in prediction do not follow a pattern from case to case. That means, there should be no relationship between the residuals and the variable. In this study, the Durbin-Watson technique was used to test for the presence of autocorrelation among the residuals. As recommended by Tabachnick & Fidel (2007) a value of between 1.5 and 2.5 is deemed appropriate to show a lack of serial correlation among the errors. In this study, the

Durbin Watson for this study was 1.945 which was within the acceptable range. We thus conclude that there is independence of error terms for the data.

4.9 Correlation Analysis

To examine the direction and strength of the relationships among the variables. Pearson's Product-Moment Correlation test was used to analyze the correlations among the variables given that the measurement scale was at an interval level of measurement and the data was parametric in nature. Correlation results showed that flexibility Idiosyncratic deals were positively and significantly related to employee performance. The association between these variables was also reflected to be strong ($r = 0.630, \rho < 0$). In regards to tasks and responsibilities Idiosyncratic deals, these were found to be positively and significantly related to Employee Performance ($r = 0.723, \rho < 0.01$). This relationship was found to be strong, implying that when jobs are designed to the preference of the employee, they utilize the skills that they have to yield positive job outcomes such as employee performance.

Further, financial Idiosyncratic deals were positively and significantly related to Employee Performance ($r = 0.607, \rho < 0.01$). This result implies that employees bargaining for specialized rewards systems is associated with positive employee performance. Development Idiosyncratic deals were found to be positively related to Employee Performance. This relationship was also statistically significant ($r = 0.746, \rho < 0.01$). Lastly, Leader member exchange Quality was positively and significantly related to Employee Performance ($r = 0.734, \rho < 0.01$). Table 4.23 below illustrates Pearson correlation analysis results to show the relationship among variables.

Table 4.23: Correlation Analysis Results

Variable	EP	FIN	FLEX	DEV	TASK	LMXQ
Employee Performance (EP)	1					
Financial I-Deals (FIN)	.607**	1				
Flexibility I-Deals (FLEX)	.630**	.427**	1			
Development I-Deals (DEV)	.746**	.513**	.383**	1		
Tasks I-Deals (TASK)	.723**	.581**	.542**	.609**	1	
LMX Quality (LMXQ)	.734**	.411**	.327**	.475**	.503**	1

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

Source: Survey Data, (2020)

Dependent Variable: Employee performance (EP). Independent Variables: Development Idiosyncratic deals (DEV), Flexibility Idiosyncratic deals (FLEX), Task and Responsibilities Idiosyncratic deals (TASK), Financial Idiosyncratic Deals (FIN). Moderator -Leader Member exchange quality (LMXQ).

4.10 Testing for the effect of Control variables

To examine the effect of control variables on the dependent variable was done to understand how these variables affect the dependent variable compared with the direct effects. The findings revealed that a 4.3% variation in Employee Performance is predicted by the employees' gender, age, tenure and education levels ($R^2 = 0.043$). This prediction was found to be statistically not significant. This implies that demographic characteristics do not create a statistically significant change in the performance of employees in the ICT companies in Uganda.

Table 4.24: Control Effects of the Study

Variables	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	3.640	0.135		26.965	0.000
Employee gender	-0.005	0.056	-0.005	-0.081	0.936
Employee's age	0.095	0.043	0.153	2.229	0.027
Education level	-0.102	0.049	-0.126	-2.104	0.036
Tenure	0.051	0.047	0.075	1.077	0.282
Model Summary statistics					
<i>R</i>	.207				
<i>R Square</i>	0.043				
<i>Adjusted R Square</i>		0.030			
<i>Std. Error of the Estimate</i>		0.474			
<i>R Square Change</i>		0.043			
<i>F Change</i>		3.328			
<i>Sig. F Change</i>		0.782			
<i>Durbin Watson</i>		1.921			

a Dependent Variable: Employee Performance

Source: Survey Data, (2020)

4.11 Results of tests for Direct Effects

A regression test to determine the effects of both the control and the independent variables (direct effect) was done. The findings revealed that 85.3% variation of Employee performance is predicted by a combination of Flexibility idiosyncratic deals, development idiosyncratic deals, tasks and responsibilities idiosyncratic deals, financial idiosyncratic deals and leader Member exchange Quality ($R^2 = 0.85.3$). This was statistically significant with F change value = 26.050, $p < 0.05$. The VIF values were less than 4 indicating the absence of multi-collinearity and thus the variation contributed by each of the independent variables was significant.

4.11.1 Hypothesis one

The first hypothesis of the study stated that financial idiosyncratic deals had no significant effect on Employee performance.

H₀₁: Financial idiosyncratic deals do not have a significant effect on employee performance.

From the analysis of the results, we rejected the null hypothesis and confirmed that financial idiosyncratic deals had a positive and significant effect on employee performance $\beta_1 = 0.085$ ($p < 0.05$). Therefore, we reject the null hypothesis and accept the alternative hypothesis and conclude that financial idiosyncratic deals have a significant effect on employee performance. This suggests that for each unit increase in financial idiosyncratic deals, employee performance improves by 0.08 units. The effect of financial idiosyncratic deals was almost 3 times the effect attributed to the error, indicated by the t-test value =2.918.

4.11.2 Hypothesis Two

Hypothesis two investigated the effect of flexibility idiosyncratic deals on employee performance.

H₀₂: Flexibility Idiosyncratic deals have no significant effect on employee performance.

Findings showed that flexibility idiosyncratic deals had a positive and significant effect on employee performance ($\beta_2 = 0.259$, p-value < 0.05). The null hypothesis was therefore rejected and the alternative was upheld to conclude that flexibility idiosyncratic deals have a significant effect on employee performance. This means that for every unit increase in flexibility idiosyncratic deals, employee performance

improves by 0.259 units. In essence, customized work schedules and off-the-job schedules lead to improved task and contextual performance of employees on the job.

4.11.3 Hypothesis Three

Hypothesis three examined for the effect of development idiosyncratic deals on employee performance;

H₀₃: Development idiosyncratic deals have no significant effect on employee performance.

Findings indicate that development idiosyncratic deals have a positive significant effect on employee performance ($\beta_3 = 0.377, p < 0.05$). Thus, the null hypothesis was rejected and concluded that development idiosyncratic deals have a significant effect on employee performance. This suggests that there was a 0.377 unit increase in employee performance for each unit increase in development idiosyncratic deals. In practical terms, the negotiation for customized on and off-the-job training and skills development opportunities influence the task and contextual performance of employees.

4.11.4 Hypothesis Four

The fourth hypothesis sought to understand the effect of tasks and responsibilities idiosyncratic deals on employee performance;

H₀₄: Tasks and responsibilities idiosyncratic deals have no significant effect on employee performance.

The study findings showed that task tasks and responsibilities idiosyncratic deals had a significant effect on employee performance ($\beta_4 = 0.140, p < 0.05$). Thus, we reject the null hypothesis and conclude that tasks and responsibilities idiosyncratic deals significantly influence employee performance. This suggests that there is a 0.140 unit increase in employee performance for each unit increase in tasks and responsibilities idiosyncratic deals. This means that the negotiation for preferred job designs in form of

extra responsibilities and tasks that better suit individual responsibilities influence the task and contextual performance of employees.

4.11.5 Hypothesis Five

The fifth hypothesis of this study sought to understand the effect of leader member exchange quality on employee performance;

H₀₅: Leader member exchange quality has no significant effect on employee performance.

The study findings showed that leader member exchange quality has a significant effect on employee performance ($\beta_5 = 0.390$, $p < 0.05$). Thus, we reject the null hypothesis and conclude that LMX quality significantly influences employee performance. This suggests that there is a 0.390 unit increase in employee performance for each unit increase in tasks and responsibilities idiosyncratic deals. This means that high qualities of exchange relationships between the leader and employee in form of high affect, high professional respect, high contribution and high affect between employees and their supervisors or leaders influence the task and contextual performance of employees.

The above regression results are presented in table 4.25 below.

Table 4.25: Testing Hypothesis for Direct Effect predicting variables on employee performance

Variables	Unstandardized		Standardized			Collinearity		
	Coefficients		Coefficients			Correlations		
	B	Std. Error	Beta	T	Sig.	Zero-order	Tolerance	VIF
(Constant)	0.579	0.096		6.027	0.000			
Control variables								
Gender	-0.066	0.023	-0.067	-2.924	0.004	-0.011	0.968	1.003
Education	0.045	0.020	0.056	2.244	0.025	-0.067	0.837	1.195
Age	0.014	0.017	0.023	0.812	0.417	0.163	0.660	1.516
Tenure	-0.005	0.019	-0.008	-0.275	0.783	0.127	0.659	1.518
Predictors								
FinID	0.053	0.018	0.085	2.918	0.004	0.607	0.592	1.688
FlexID	0.173	0.018	0.259	9.503	0.000	0.630	0.680	1.471
DevID	0.201	0.018	0.377	10.987	0.000	0.746	0.537	1.862
TaskID	0.099	0.0024	0.140	4.1142	0.000	0.723	0.443	1.257
LMXQ	0.324	0.023	0.390	14.354	0.000	0.734	0.681	1.468
Model Summary statistics								
<i>R</i>	<i>.924</i>							
<i>R Square</i>	<i>0.853</i>							
<i>Adjusted R²</i>	<i>0.849</i>							
<i>Std. Error of the Estimate</i>	<i>0.187</i>							
<i>R² Change</i>	<i>0.853</i>							
<i>F Change</i>	<i>188.191</i>							
<i>Sig. F Change</i>	<i>0.000</i>							
<i>Durbin Watson</i>	<i>1.959</i>							

a Dependent Variable: Employee Performance.

Legend: **EMP**-Employee performance, **FinID**-Financial Idiosyncratic deals, **FlexID**-Flexibility Idiosyncratic deals, **DevID**-Development Idiosyncratic deals, **TaskID**-Tasks and responsibilities Idiosyncratic deals, **LMXQ**-Leader member exchange quality

Source: Survey Data, (2020).

4.12 The moderating effect of Leader Member Exchange Quality on the relationship between Idiosyncratic deals and Employee Performance

The moderation effects of LMX quality on the relationships between the independent variables and the dependent variable were tested in a series of hierarchical blocks. Initially, the independent variables were standardized to z-scores to reduce the effects of multi-collinearity and then a cross-product of z-scores of the moderator with each independent variable was computed. In model I the control variables were entered. These included the employee gender, employee age, employee tenure, and employee education level. In model II the independent variables were entered. These included development, flexibility, tasks and financial I-deals. In model III Leader Member exchange quality (moderator) was entered. In models four to seven the interaction terms financial I-deals*LMX quality), (flexibility I-deals*LMX quality), (development I-deals* LMX quality), (task I-deals*LMX quality) and were hierarchically entered.

In model 1, the results show that none of the control variables significantly influenced employee performance while model 2 results show that all the independent variables significantly affected employee performance. The independent variables combined (financial, flexibility, development and tasks and responsibilities idiosyncratic deals) at level 2 accounted for 74.0% of the variance in employee performance. The moderator (Leader member exchange quality) added to model 3 accounted for an additional 10.8 %, demonstrating that the addition of the moderating variable significantly improves the predictive potential of employee performance.

From the conceptualization of the study, the sixth objective was to examine the moderating role of leader member exchange quality on the relationship between

financial idiosyncratic deals and employee performance among employees of ICT companies in Uganda.

H₀₆: LMX Quality does not have a significant moderating effect on the relationship between financial Idiosyncratic deals and employee performance.

From the results, the interaction between financial idiosyncratic deals and LMX quality is not statistically significant ($\beta = -0.002$, $\rho > 0.05$). We, therefore, fail to reject the null hypothesis and uphold that LMX quality does not significantly moderate the relationship between financial idiosyncratic deals and employee performance among the staff of ICT companies in Uganda.

The seventh specific objective was to investigate the moderating effect of leader member exchange quality on the relationship between flexibility idiosyncratic deals and employee performance.

H₀₇: Leader member exchange quality does not significantly moderate the relationship between flexibility idiosyncratic deals and employee performance.

Model 5 results revealed that the interaction between flexibility idiosyncratic deals and leader member exchange quality is not significantly moderating ($\beta = -0.030$, $\rho > 0.05$). We thus fail to reject the null hypothesis and uphold that LMX quality does not significantly moderate the relationship between flexibility idiosyncratic deals and employee performance among the staff of ICT companies in Uganda.

Objective 8 was meant to examine the moderating role of leader member exchange quality on the relationship between development idiosyncratic deals and employee performance.

H₀₈: Leader member exchange quality does not moderate the relationship between development idiosyncratic deals and employee performance.

The results revealed that LMX quality has a statistically significant interaction with development idiosyncratic deals ($\beta = 0.085$; $p < 0.05$). The beta coefficient suggests that the interaction of development idiosyncratic deals and leader member exchange quality had an effect on employee performance, which is statistically significant. We thus reject the null hypothesis and accept the alternative hypothesis that LMX quality has a significant moderating effect on employee performance.

The last objective of the study sought to understand the moderating effect of Leader member exchange quality on the relationship between task and responsibility idiosyncratic deals and employee performance among the staff of ICT companies in Uganda.

H₀₉: LMX quality does not moderate the relationship between task and responsibilities idiosyncratic deals and employee performance.

The results show that the interaction between task and responsibilities idiosyncratic deals and Leader member exchange quality have a moderating effect on employee performance. This effect is however statistically non-significant ($\beta = 0.060$, $p < 0.05$). We thus fail to reject the null hypothesis and uphold that Leader member exchange quality does not significantly moderate the relationship between tasks and responsibilities idiosyncratic deals and employee performance.

With the addition of each block of variables into the hierarchical multiple regression, the results revealed an increase in R-square. For example; the control variables accounted for an R-square change of 4.3%. The addition of the independent variables (Financial, Flexibility, Development, and tasks and responsibilities idiosyncratic deals) saw the R-square change of 70.7%). When the moderator (LMX Quality) was added,

the R-square change of 10.4%, implying that the moderator had a contribution to the variance explained in employee performance by the controls and the direct effects. The addition of the interaction terms for Financial and flexibility idiosyncratic deals to models 4 and 5 saw no addition and an addition of 0.1% of the R-square change. These two interactions were not statistically significant. This means that the two interactions do not contribute significantly to the variance explained of employee performance.

The addition of the interaction of LMX quality with development idiosyncratic deals brought about an R-square change of 0.4% which was statistically significant. This implied a moderating effect of LMX quality on the relationship between development idiosyncratic deals and employee performance. The last model shows the interaction between LMX quality on the relationship between Tasks and responsibilities idiosyncratic deals and employee performance. This model however was found to be statistically not significant. The associated R- square change in model 7 was 0.1% indicating that LMX quality causes only 0.1% moderating effect on the relationship between tasks and responsibilities idiosyncratic deals and employee performance. This Table 4.26 below presents results on the moderating effect of Leader Member exchange quality.

Table 4.26: Moderating Effects of Leader Member Exchange Quality on the Relationship between Idiosyncratic Deals and Employee Performance

Variables	Model 1 β (Std. Error)	Model 2 β (Std. Error)	Model 3 β (Std. Error)	Model 4 β (Std. Error)	Model 5 β (Std. Error)	Model 6 β (Std. Error)	Model 7 β (Std. Error)
Controls							
(Constant)	(0.27)	(0.014)	(0.011)	0.012	(0.012)	(0.012)	(0.012)
Zscore: Gender	(0.28)	(0.014)	(0.011)	(0.011)	(0.011)	(0.011)	(0.011)
	-0.002	-0.032	-0.063	-0.063	-0.064	-0.065	-0.070
Zscore: Educ	(0.29)	(0.015)	(0.012)	(0.012)	(0.012)	(0.012)	(0.012)
	-0.127	0.060	0.54	0.054	0.052	0.055	0.054
Zscore: Age	(0.33)	(0.017)	(0.013)	(0.013)	(0.013)	(0.013)	(0.013)
	0.153	0.030	0.021	0.021	0.025	0.021	0.026
Zscore: Tenure	(0.34)	(0.04)	(0.013)	(0.13)	(0.013)	(0.013)	(0.013)
	0.077	-0.005	-0.004	-0.004	-0.003	-0.001	-0.002
Predictors							
Z(FinID)		0.135*	0.113*	0.085*	0.089*	0.104*	0.104*
		(0.018)	(0.14)	(0.014)	(0.014)	(0.014)	(0.014)
Z (FlexID)		0.276*	0.152*	0.259*	0.261*	0.260*	0.259*
		(0.017)	(0.13)	(0.13)	(0.013)	(0.013)	(0.013)
Z(DevID)		0.426*	0.154*	0.336*	0.334*	0.312*	0.310*
		(0.019)	(0.16)	(0.015)	(0.015)	(0.015)	(0.015)
Z(Task ID)		0.242*	0.394*	0.139*	0.138*	0.139*	0.146*
		(0.021)	(0.015)	(0.016)	(0.016)	(0.016)	(0.016)
Z(LMXQ)			0.123*	0.390*	0.385*	0.372*	0.373*
			(0.013)	(0.013)	(0.013)	(0.013)	(0.013)
Interactions							
Z(FinID_ LMXQ)				-0.002	0.006	0.049	-0.031
				(0.012)	(0.012)	(0.014)	(0.15)
Z(FlexID_ LMXQ)					-0.030	-0.017	-0.035
					(0.013)	(0.013)	(0.014)
Z(DevID_ LMXQ)						0.085*	0.107*

Z(TaskID_ LMXQ)						(0.014)	(0.015)
							0.060
							(0.017)
Models summary statistics							
<i>R</i>	.207a	.866b	.924c	.924d	.924e	.926f	.927g
<i>R Square</i>	0.043	0.750	0.853	0.853	0.854	0.858	0.860
<i>Adjusted R Square</i>	0.030	0.743	0.849	0.848	0.849	0.852	0.853
<i>S.E of the Estimate</i>	0.474	0.244	0.187	0.187	0.187	0.185	0.184
<i>R Square Change</i>	0.433	0.707	0.104	0.000	0.001	0.004	0.001
<i>F Change</i>	3.328	205.945	206.050	0.009	1.518	8.371	3.038
<i>Sig. F Change</i>	0.011	0.000	0.000	0.926	0.219	0.004	0.082

- * indicates that values are significant at $p < 0.05$
- Values in brackets indicate the standard error

Key: Dependent Variable- *Z(Employee Performance)*, *Gender-Employee Gender*; *Age- Employee Age*; *Educ-Employee Education Level*; *Tenure-Employee Length of Service*; *FinID-Financial Idiosyncratic deals*, *FlexID-Flexibility Idiosyncratic deals*, *DevID-Development I-deals*; *TaskID- Tasks and responsibilities idiosyncratic deals*, *LMXQ-Leader member exchange quality*.

Source: Survey Data (2020)

4.12.1 Moderation Graphs

To further understand the nature of the interaction between Leader member exchange quality and development idiosyncratic deals, the moderation results are presented on a moderation graph. This is because it is insufficient to conclude that there is interaction without probing the nature of that interaction at different levels of the moderator (Aiken & West, 1991). The significance of the regression coefficient of LMX quality was assessed at low, medium and high levels of Development idiosyncratic deals.

The moderating effects of Leader member exchange quality on the relationship between development idiosyncratic deals and employee performance was determined using the graphical method. The analysis revealed that the effect of development idiosyncratic deals on employee performance has stronger significance on employee performance at higher levels of LMX quality than at the lower levels of the same. The graph also shows that at low levels of development idiosyncratic deals, the high LMX quality has a bigger moderating effect on the relationship than with the low level. This is shown in figure 4.1 below;

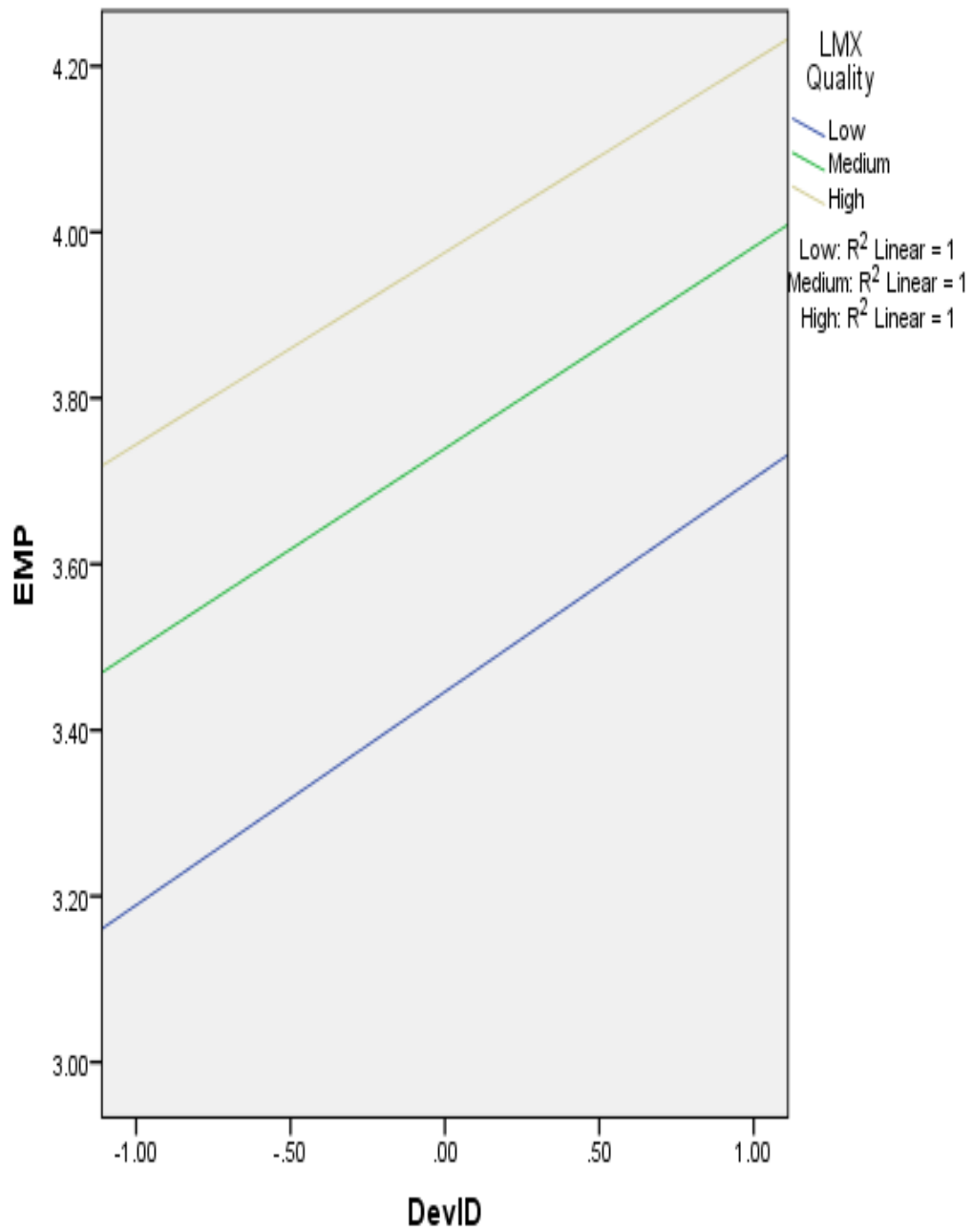


Figure 4.1 Moderation effect of LMX Quality on Development I-deals and Employee performance

4.12.2 Summary of results of the study hypothesis

The table below gives a summary of the study findings in light of the hypotheses that were tested.

Table 4:27: Showing a summary of the hypotheses of the study

Hypotheses	Beta	P-Value	Decision
H₀₁: Financial Idiosyncratic deals do not have a significant effect on Employee Performance	0.085	0.004	Reject
H₀₂: Flexibility Idiosyncratic deals do not have a significant effect on Employee Performance	0.259	0.000	Reject
H₀₃: Development Idiosyncratic deals do not have a significant effect on Employee Performance	0.377	0.000	Reject
H₀₅: Leader member exchange quality does not have a significant effect on employee performance	0.140	0.000	Reject
H₀₆: Leader-Member exchange quality does not have a moderating effect on the relationship between Financial Idiosyncratic deals and Employee performance.	-0.002	0.926	Accept
H₀₇: Leader Member Exchange Quality does not have a moderating effect on the relationship between Flexibility Idiosyncratic deals and Employee Performance	-0.030	0.219	Accept
H₀₈: Leader Member Exchange Quality does not have a moderating effect on the relationship between Development Idiosyncratic deals and Employee Performance	0.085	0.004	Reject
H₀₉: Leader Member Exchange Quality does not have a moderating effect on the relationship between Tasks and Responsibility Idiosyncratic deals and employee performance	0.060	0.082	Accept

Source: Survey Data, (2020)

4.13 Discussion of the Findings

In testing the hypothesis of the study, a number of successive hierarchical multiple regression models were run in examining the relationships of the study. These hypotheses of the study were at a 5% level of significance. The beta coefficients show the slope of the model that relates the independent variables to the dependent variable (Dunn, 2001). The size of the beta coefficient shows the extent of the influence of the dependent variable, while the t-test statistic was used to compare the regression coefficient Beta (β) with 0. Standardized coefficients were used to explain the hypothesis tested. The discussions of the findings are constructed based on both literature and empirical results of the hypothesis presented in chapter one from which an explanation for rejecting or accepting the hypothesis was done.

4.13.1 The effect of Financial Idiosyncratic deals on Employee performance

The first objective was to examine the relationship between financial Idiosyncratic deals and employee performance among the staff of ICT firms in Uganda. It was thus hypothesized that financial Idiosyncratic deals did not affect employee performance. However, the findings show that financial idiosyncratic deals had a positive and significant effect on employee performance $\beta_1 = 0.135$ ($p < 0.05$), we rejected the null hypothesis and confirmed the alternative. From this finding, we confirm that compensation arrangements that are tied to individual needs, compensation for unique skills contributions, compensation for exceptional contributions and that rewards for the unique contributions of an employee have a positive effect on the task and contextual performance of employees.

This study is in unison with previous literature. Rosen *et al.*, (2013) in their study confirmed that financial idiosyncratic deals had significant correlations with

commitment and satisfaction although at a weaker level compared to the other forms of Idiosyncratic deals. According to these authors, financial idiosyncratic deals are common to many organisations given their economic nature. The Social exchange theory explains the economic nature of some exchanges between employees and employers, including the financial idiosyncratic deals that have an economic perspective that employees attach to these negotiations. This situation breeds from the attachment that employees place on economic incentives even in social exchange relationships when reciprocating employee outcomes particularly in developing countries like Uganda.

The findings, therefore, confirm that financial Idiosyncratic deals predict employee performance and therefore should be given attention by the management of organisations. This argument is supported by Rosen *et al.*, (2013) that the financial idiosyncratic deals are intended to attract and motivate employees. Financial idiosyncratic deals are likely to interest employees to remain working for an organization longer, given that many employees seek financial wellbeing that these idiosyncratic deals seem to support. The results of this study confirmed this significant effect of financial idiosyncratic deals on employee performance and presents a new perspective of these I-deals on attitudinal and behavioral employee outcomes. This provides support to the social exchange theory that suggests that employees tend to reciprocate contributions and favors with partners in a relationship, even when not otherwise required to do so. This finding on financial idiosyncratic deals and employee performance provides a valuable contribution to both literature and theory.

4.13.2 The effect of Flexibility Idiosyncratic deals on Employee Performance

The objective was to establish the relationship between flexibility idiosyncratic deals and employee performance among the staff of ICT companies in Uganda. Findings showed that flexibility idiosyncratic deals had a positive and significant effect on employee performance ($\beta_2 = 0.276$, $p\text{-value} < 0.001$). The null hypothesis was therefore rejected and the alternative was upheld to conclude that flexibility idiosyncratic deals have a significant effect on employee performance. This result is in agreement with previous literature on the effects of flexibility idiosyncratic deals and employee outcomes. Vidyarthi *et al.*, (2014) in their study among information technology employees in India found that Flexibility idiosyncratic deals provoke a positive attitude of employees towards the organisation with increasing customized schedules. Customized work schedules give the employee a sense of importance on the job and also help them improve both at work and in other life spheres. This is so because financial idiosyncratic deals create a sense of care for their well-being from the organisation or its management by the employee. This is mainly because customized flexible schedules enable the employee to prioritize their time and strike a balance between work and non-work commitments to effectively executive both. Management of organizations therefore ought to approve and support these individual negotiations on flexibility to nurture the motivation of their employees and promote desirable employee outcomes such as positive employee performance. Just like in the Social exchange and LMX theories, are likely to feel the need to be loyal and reciprocate the good deeds of granted flexibility idiosyncratic deals with positive workplace behaviors both contextual and task-related. Although past study findings on the relationship

between this type of flexibility idiosyncratic deals and employee outcomes seem controversial (Vidyarthi *et al.*, 2014), with mixed results, the current study supports their positive effect on employee outcomes (e.g., Employee performance).

The implication for the current study is that desirable employee outcomes like improved employee performance may manifest from granting flexibility idiosyncratic deals, making the organisation achieve its set out objectives. The above view is also reinforced by Ng & Feldman (2010) who explained that personalized work schedules have countless positive effects on employee attitudes and behaviours. These divert from the traditional standardized work schedules that fix an employee into a given routine within which to work, which could sometimes limit their productivity in times when they feel less productive. A study by Hornung *et al.*, (2008) found out that customized work schedules were negatively related to work-family conflict. This implies that flexibility idiosyncratic deals are related to employee outcomes that require the family stability of the beneficiary employee. Similarly, flexibility idiosyncratic deals counter the resource loss cycle associated with emotional exhaustion that creates a negative spill from either home to work or work to home spheres (Guerrero, et al., 2020). Emotional exhaustion can result in so many negative effects on employee outcomes on the job. Employees for example will manifest tardiness and increased mistakes on the job affecting the quality of both their contextual and task performance effectiveness. Flexibility idiosyncratic deals are also associated with commitment to the job (Bal *et al.*, 2012) since employee performance needs to be for it to be beneficial to the organisation.

In regards to co-workers' acceptance, flexibility idiosyncratic deals are more likely to be accepted than other forms of idiosyncratic deals (Zhang *et al.*, 2000). This is because

flexibility-related idiosyncratic deals are less threatening to their status. These categories of individual categorizations, therefore, do not derail the motivation of the co-workers like other I-deals. This means that the organisation gets to benefit from awarding idiosyncratic deals without worrying about the possible negative reaction from co-workers in terms of undesirable feedback.

4.13.3 The effect of Development idiosyncratic deals on Employee performance

The third objective of the study was to examine the effect of development idiosyncratic deals on Employee Performance among the staff of ICT companies in Uganda. The subsequent hypothesis was that development idiosyncratic deals did not have a significant effect on employee performance. Findings indicate that development idiosyncratic deals have a positive significant effect on employee performance ($\beta_1 = 0.426, p < 0.05$). Thus, the null hypothesis was rejected and concluded that development idiosyncratic deals have a significant effect on employee performance. This implies that the negotiation and granting of training opportunities, on-the-job training activities, special skill development, and career development have a positive effect on employee performance by employees in organisations.

The findings are in line with previous studies. Villajos, et al., (2019) argue that development idiosyncratic deals benefit positively both employees and employers. Ex post idiosyncratic deals that are developmental in nature have been shown to relay to a range of positive employee work attitudes such as work engagement, affective commitment, and job satisfaction (Hornung et al., 2014). The nature of these idiosyncratic deals thus enhances proactive workplace behaviors that help employees to develop skills and attitudes that are crucial for both contextual and task performance. A supportive environment that promotes proactive behaviors translates into a healthy performance that is crucial in the development of organizations. Also, employees are inspired to be immersed in their

jobs, sometimes even beyond the requirements of the organisation as correspondence to the approval of training opportunities, on-the-job training activities, special skills acquired and professional career development. This is in support of the social exchanges that are put forward by the Social Exchange Theory where the positive attitudes and behaviors are vents through which employees reimburse employers.

Development idiosyncratic deals also enhance employee normative and continuance commitment among recipients of these idiosyncratic deals (Ho & Tekleab, 2016). Normative commitment out of a feeling of obligation by the I-deal recipient, the need to stay and repay the opportunities for investment in skill and career development by the employer while continuance commitment arises when the idiosyncratic deal recipient perceives leaving the current employer as a risky move because while I-deals recipients are assured of receiving an I-deal in the existing firm, it is uncertain that they will get similar treatment at another firm. A positive attitude such as employee commitment breed other desirable job outcomes such as employee performance through social exchanges.

4.13.4 The effect of Task and responsibilities Idiosyncratic deals on Employee performance

The fourth objective of the study was to investigate the effect of tasks and responsibilities idiosyncratic deals and employee performance among staff of ICT companies in Uganda. The subsequent hypothesis was that tasks and responsibilities idiosyncratic deals do not have a significant effect on employee performance. The study findings showed that tasks and responsibilities idiosyncratic deals had a significant effect on employee performance. ($\beta_3 = 0.242$, $p < 0.05$). Thus, that we reject the null

hypothesis and conclude that tasks and responsibilities idiosyncratic deals significantly influence employee performance.

Granting employees an opportunity for tasks and responsibilities idiosyncratic deals improves the intrinsic motivation potential for work tasks. This way, the employee takes on tasks and responsibilities that enable them to make distinct contributions on the job from the extra roles bargained for. Customized job content enables an employee to perform effectively the tasks assigned on a particular role, which indicates positive job performance. These findings are consistent with previous studies that found positive relationships between task idiosyncratic deals and positive job outcomes. Liao *et al.*, (2017) in their study found that employees with task and responsibilities related idiosyncratic deals exhibited higher satisfaction with their job with a greater attachment with the organisation. Employees are more likely to be satisfied with the job they do if they derive pleasure from the job content. Jobs that fit individual personality and interest will breed positive outcomes.

Tasks and responsibilities idiosyncratic deals when granted an employer creates a feeling of worthiness thereby improving confidence to perform tasks and subsequently the quality of job performance improves. Performance is likely to improve given the fact that these idiosyncratic deals create person-job-fit through allowing employees opportunities to adjust their tasks and work toward their individualized skills and capabilities (Bal & Lub, 2015). This is because these employees are likely to achieve a

better grip between what they want from their tasks and responsibilities and what they are capable of doing.

Tasks and responsibilities idiosyncratic deals have also been linked to improved employee wellbeing (Lu et al., 2014). Basing on the level of autonomy on the job that is created by these ideals, an employee is self-motivated to achieve job requirements that do not strain their mental and physical being. With self-motivated behaviours among employees, the organisation benefits from positive job performance while reducing supervision costs and time spent on skills development for tasks that would not otherwise be proficient for these employees. This is supported by the advancement of Ho & Tekleab (2013) that tasks and responsibility-related idiosyncratic deals promote higher employee performance.

According to Rosen et al., (2013), task and responsibilities idiosyncratic deals are related to affective and normative organisational commitment as well as job satisfaction. The specific interest of employees in tasks that better develop their personalities and fit into their abilities creates an emotional attachment to the job, creating a high likelihood for the employee to remain working in that particular job. Normatively, the opportunities for employees to alter and create job content creates a reciprocity obligation suggested in the social exchange and I-deals theories. It then creates an urge for the beneficiary employee to continue working at their current job out of fear of losing similar opportunities in another job. This helps to build desired levels of job performance. The above results thus confirm those of previous studies on

the positive effect of tasks and responsibilities idiosyncratic deals and employee performance and also extend the Social exchange and I-deals theories.

4.13.5 The moderating effect of Leader Member exchange quality on the relationship between Idiosyncratic Deals and Employee Performance

Objectives 6, 7, 8 and 9 were on determining the moderating effect of Leader member exchange quality on the relationship between Flexibility, Financial, development, tasks and responsibilities idiosyncratic deals on employee performance.

Findings from hypothesis six revealed that Leader member exchange quality does not moderate the relationship between Financial idiosyncratic deals and employee performance. This means that at high and low levels of LMX quality, financial idiosyncratic deals do not cause a statistically significant variance in employee performance. The findings imply that among the staff of ICT companies in Uganda, the quality of exchange relationships that they have with their supervisors does not influence the relationship between the customized reward arrangements and their task and contextual performance levels. This study assumes that the insignificant moderating effects could be as a result of the high-power distances that characterize many African settings. This finding contradicts some findings from the literature. Anand *et al.*, (2010) in their study revealed a moderating effect of these Idiosyncratic deals on OCB, while Liao *et al.*, (2017) found a significant moderating effect of LMX differentiation on the relationship between Idiosyncratic deals and Individual effectiveness. The present study presents new findings that contribute to the extension of theory and literature with context-specific findings, different from previous results contexts.

Furthermore, from objective 7, findings on the moderating effect of Leader member exchange quality on the relationship between Flexibility idiosyncratic deals and employee performance revealed insignificant interaction results. The implication of this is that at different levels of affect, contribution, loyalty and professional respect between the supervisor and the employee, the relationship between the personalized flexible schedules and their performance is not significantly affected. Meaning that, in the context of ICT companies in Uganda, the beneficiary of the flexibility idiosyncratic deal will have the same level of performance, regardless of the quality of the exchanges that exist between them and their leaders/supervisors. This could be as a result of the fact that flexibility idiosyncratic deals provide a schedule for employees to do work at times and places that they feel most productive. This thus makes the recipients of these flexibility ideals less likely to vary their performance based on the relationship quality of their supervisors.

The insignificant effect of Leader Member Exchange quality on the relationship between flexibility idiosyncratic deals and employee performance differs from other studies. Kim, *et al.*, (2017) reported a moderating role of LMX quality on the relationship between schedule flexibility and employee empowerment which a positive desirable employee outcome. Similar results have reported significant LMX quality moderation results on the relationship between different forms of idiosyncratic deals and employee outcomes (Liao et al., 2017; Ho & Tekleab 2016). This result contributes to the social LMX theory in terms of extending the argument of the effect of the differentiated relationships of Leaders and their subordinates on customized work schedules and employee performance.

Objective 8 sought to investigate the moderating role of Leader member exchange quality on the relationship between development idiosyncratic deals and employee performance among staff of ICT companies in Uganda. The results revealed that this effect was statistically significant. This means that the effect of a successfully negotiated customized development opportunity on employee performance will vary with the quality of exchanges between the leader and subordinates. This is true in the context that both on-the job and off-the job training opportunities for employees require close contact between employees and leaders, and the relationship that exists between the two thus moderates the effects of the customized development plan on how they perform their jobs. Given the nature of roles of staff in ICT companies, the effect of professional respect and contribution in the exchanges between leaders and employees cannot be overlooked. The explanation could be that development related idiosyncratic deals are viewed by both employees and employers as given only to special and valued employees that contribute immensely to the organisation as posited by Liao *et al.*, (2016) and Rousseau *et al.*, (2006), a relationship that exists in the controls of the supervisors. This finding is in support with previous studies which report moderating effects of Leader Member exchange quality on the relationship between the various dimensions of idiosyncratic deals and employee outcomes (Anand, 2010; Rousseau, 2005).

Also, the study sought to establish the moderating effect of Leader Member exchange Quality on the relationship between tasks and responsibilities idiosyncratic deals and employee performance among staff of ICT companies in Uganda. The results revealed insignificant results that implied that there was no moderation effect of LMX quality on the relationship between tasks and responsibilities Idiosyncratic deals and employee performance. Given the fact that task and responsibilities-related idiosyncratic deals

are granted on the basis of individual the skill and capabilities may not vary with the quality of LMX. This means that even at low levels of affection, loyalty, professional respect and contribution between the employee and the leader, customization of job content and responsibilities will not change the levels of employee performance. This is in line with the findings of (Hornung et al., 2010) in a study on tasks and responsibilities idiosyncratic deals.

Conclusively, the results on the moderating role of Leader Member exchange quality on the relationship between idiosyncratic deals and employee performance show mixed reactions with existing results as seen in the above presentation. The contribution of this study on LMX theory, Ideals theory and social exchange theories is noted. The unique context of Uganda also offers new insights, especially for the insignificant moderating roles of LMX quality, clearly depicting the nature of leadership relationships with subordinates that are majorly highly power distance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Overview

This chapter encompasses a summary of the study findings, hypotheses tested and the decisions that were taken, conclusions, implications of the study in practice and theory, recommendations and lastly the areas for further research.

5.1 Summary of the Findings

The research sought to address nine specific objectives. Six of the objectives were supported and three were not supported. These are presented in the summary below:

Objective one sought to examine the effect of financial idiosyncratic deals on Employee performance among staff of ICT companies in Uganda. This was found to be positive and statistically significant $\beta_1 = 0.135$ ($p < 0.05$). The first objective was thereby achieved. The second objective was to investigate the effect of Flexibility idiosyncratic deals on Employee Performance. Findings showed that flexibility idiosyncratic deals had a positive and statistically significant effect on employee performance ($\beta_2 = 0.276$, p -value < 0.05). This objective was supported.

The third objective was to analyze the effect of Development idiosyncratic deals on Employee Performance among staff of ICT companies in Uganda. The effect was positive and statistically significant. Findings indicate that development idiosyncratic deals have a positive significant effect on employee performance ($\beta_3 = 0.426$, $p < 0.05$) and the object was thus supported.

The fourth objective was to examine the effect of tasks and responsibilities idiosyncratic deals on Employee performance among the staff of ICT companies in Uganda. The effect was found to be positive and statistically significant ($\beta_4 = 0.242$, $p < 0.05$). The objective was therefore supported.

The fifth objective was to determine the effect of Leader Member exchange quality on Employee Performance among the staff of ICT companies Uganda. The study findings showed that Leader member exchange quality has a significant effect on employee performance ($\beta_5 = 0.390$, $p < 0.05$), hence the objective was achieved.

Objective six sought to examine the moderating effect of Leader Member exchange Quality on the relationship between Financial idiosyncratic deals and Employee Performance. The findings showed that the interaction was not statistically significant. From the results, the interaction between financial idiosyncratic deals and Leader Member Exchange quality is not statistically significant ($\beta = -0.005$, $p = 0.839$). This showed that Leader Member exchange quality does not moderate the relationship between financial idiosyncratic deals and Employee Performance among staff of ICT companies in Uganda.

Objective 7 sought to examine the moderating effect of Leader member exchange quality on the relationship between flexibility idiosyncratic deals and employee performance. The results indicated that LMX quality did not have a statistically significant moderating effect on the relationship between flexibility idiosyncratic deals and employee performance ($\beta = -0.030$, $p = 0.210$). The insignificant interaction revealed that Leader member exchange quality does not significantly moderate the relationship

between flexibility idiosyncratic deals and employee performance among staff of ICT companies in Uganda.

The eighth objective was to establish the moderating effect of development idiosyncratic deals and Employee performance among staff of ICT companies in Uganda. The interaction was found to be statistically significant ($\beta= 0.085$; $\rho= 0.004$). . This revealed that Leader member exchange quality moderates the relationship between development idiosyncratic deals and employee performance.

Objective nine sought to investigate the moderating effect of Leader Member exchange quality on the relationship between tasks and responsibilities idiosyncratic deals and employee performance among staff of ICT companies in Uganda. The results showed that the interaction was not statistically significant ($\beta= 0.060$, $p= .0083$). This then revealed that Leader member exchange quality does not significantly moderate the relationship between tasks and responsibilities idiosyncratic deals and employee performance.

5.2. Conclusions from the study

The results in this study established the significant relationships between Financial, Flexibility, Development and Tasks and Responsibilities idiosyncratic deals and Employee performance.

The findings on objective one revealed that financial idiosyncratic deals significantly affect employee performance. This confirmed findings from previous literature. Rosen *et al.*, (2013) in their study revealed a positive relationship between financial idiosyncratic deals and continuance commitment and job satisfaction. From these findings, we therefore conclude that employees that are granted personalized

preferences of financial benefits are likely to be more motivated financially, and subsequently more likely to be satisfied and perform better on their jobs. In the long run, these I-deals can breed commitment given that having secured a financial idiosyncratic deal in one organisation does not guarantee that they will get one in another organisation. According to Hornung et al., (2009) financial idiosyncratic deals are reflective of the economic conditions of employment that are basic to many employees. The granting of customized financial arrangements by employers is thus very likely to attract improved employee performance basing on the premise of the Social exchange theory. This study thus confirms that financial idiosyncratic deals significantly affect employee performance among staff of ICT companies in Uganda. Financial idiosyncratic deals are believed to elicit less effect on employee attitudes and behaviors (Matusov, 2007). This argument is supported by a subsequent study of Rosen et al., (2013). Where they found out that financial incentives were not significantly related to Employee outcomes. This study on Financial Idiosyncratic deals and employee performance among staff of ICT companies in Uganda indicated that financial idiosyncratic deals have a statistically significant contributing to Employee performance. Given the findings from a unique context, this study makes a significant contribution to the idiosyncratic deals literature.

Objective two confirmed that schedule flexibility idiosyncratic deals are significantly related to employee job performance. The current study supports this finding and concludes that negotiations on individualized flexible schedules by employees has a positive effect on their job performance. The findings were consistent with findings by Rosen *et al.*, (2013) that flexibility idiosyncratic deals were significantly related to employee outcomes like job satisfaction and organizational commitment. Further, Yang, (2020) in his findings reports that employees with career development deals build

normative committed to the organization. This relates to the current study in the sense that the current findings submitted to this study because development idiosyncratic deals were found to be significantly related to employee performance among staff of ICT companies in Uganda.

Objective four confirmed that tasks and responsibilities idiosyncratic deals were also found to be significantly related to employee performance. This is because tasks and responsibilities idiosyncratic deals allow the employee to concentrate on tasks that are in line with their personal interests. Wang *et al.*, (2018) in their findings indicate that individualized customization of job content and responsibilities are significantly related to employee initiative, engagement, and job satisfaction due to variation of the job activities. This study through the social exchange and Idiosyncratic deals theory, therefore, confirm that tasks and responsibilities idiosyncratic deals have a positive significant effect on employee performance.

The study revealed mixed results on the moderating effect of Leader Member exchange quality on the relationship between the different idiosyncratic deals and Employee performance. Objectives 6, 7 and 9 which examined the moderating effect on the relationships between financial, flexibility, and tasks and responsibilities idiosyncratic deals respectively and Employee performance were not significant. The implication of this specifically for ICT staff could mean that LMX quality does not vary the effects of financial, schedule flexibility and tasks related idiosyncratic deals. The nature of jobs of ICT staff has high levels of customizations and therefore are less likely to be affected by the quality of affect, loyalty, contribution or professional respect that they have with their leaders or supervisors.

The moderating effect of Leader Member exchange quality on the relationship between development idiosyncratic deals and employee performance was found to be statistically significant among the staff of ICT companies in Uganda. This confirmed objective 8 of the study. This means that the successful granting of career opportunities both on-the-job and off-the-job to improve job performance depends greatly on the quality of exchange relationship that the staff has with their supervisors. In the Ugandan context, skill and career development have taken a high appeal among employers. Many employers grant employees these opportunities with a view to benefit from the staff's improved performance levels. The requests for these negotiations of specific opportunities that meet individual interests of the employee usually are regulated by their supervisors, implying that with low-quality relationships, the effect of development idiosyncratic deals on employee performance is likely to be less. The study further confirmed the significant moderating effect of Leader member exchange quality on the relationship between development idiosyncratic deals and employee performance. Based on the hypothesis of idiosyncratic deals, the findings agreed with reviewed literature. This study finding is in line with Rosen *et al.*, (2013) that development ideals are closely linked to LMX quality. Rousseau and Kim (2006) explained that career development related idiosyncratic deals created opportunities for skill improvement and career progression. In instances especially of on-the-job training opportunities, the roles of the quality of exchanges between the employees and leader cannot be ignored as confirmed in this study.

This study provides new contributions in literature with the above results. In contrast with previous studies on idiosyncratic deals and employee outcomes, this study is first of all contextually unique, in the ICT sector of Uganda, which is a developing country where no known studies on idiosyncratic deals have been conducted. The majority of

the studies have been conducted in European, Asian and American contexts save for a few from the African contexts (Kimwolo *et al.*, 2020; Kimwolo 2019; Von-Sichart 2019). This study no doubt is of a valuable contribution given its contribution to the idiosyncratic deals, Leader member exchange quality and Employee performance literature. This study further extends the Idiosyncratic deals theory, Social exchange theory, LMX theory, and the Task-Contextual performance model. It also supported the conceptual framework developed for this study and validated hypothesis on Hypotheses H₀₁, H₀₂, H₀₃, H₀₄, H₀₅, and H₀₈. The non-supported hypotheses, H₀₆, H₀₇ and H₀₉ also gives a special findings that have been justified contextually.

5.3 Limitations to the study

The study was entirely quantitative in nature, limiting some emerging themes that could have arisen from a new context from which no study on idiosyncratic deals and employee performance had been done before. Uganda being a developing country with Idiosyncratic deals being a new phenomenon, the quality or mixed methods study could have built on new insights that are context specific.

Another methodological limitation of the study was that the pilot study was tested in Eldoret Kenya, and the results were used to validate the instrument, causing visible differences in the validity and reliability in the data from the main study that was done Kampala Uganda. This could have resulted from the fact that the two levels are at different levels of technological development and the ICT companies could have had significant differences.

Conceptually, the study was limited to the employee perspective only in understanding the relationship between idiosyncratic deals, LMX and employee performance. The Social Exchange theory being anchored mainly on reciprocity could have necessitated

a dyadic study which this study did not incorporate because the employers (supervisors) were used to rate employee performance as a solution to curb common source bias.

5.4. Implications of the Study

In this section, the implication of the study is discussed as follows;

5.4.1 Implications to Theory

The research findings validated the social exchange theory (Blau, 1964) in the direct relationships. The direct relationships; relationship between financial idiosyncratic deals and employee performance, relationship between flexibility idiosyncratic deals and employee performance, the relationship between development idiosyncratic deals and employee performance and the relationship between tasks and responsibilities idiosyncratic deals and employee performance were all found to be positive and significant. This supports the reciprocal foundation upon which the social exchange theory is built. Social exchange theory is one of the most influential theories for understanding attitudes, behaviours, and various employee outcomes in organizations (Cropanzano & Mitchell, 2005). According to the Social Exchange, theory employees just like all the other human beings have exchange relationships that yield mutual benefits and costs (West & Turner, 2010). In this case, the employee feels obliged to reciprocates a favor that is granted by the employer through ensuring improved job outcomes, which is in the interest of the employer. Therefore, consistent with the study findings, the granting of idiosyncratic deals to employees will motivate them to respond with improved employee performance. The case of the findings of this study basing on the significant relationship between the various dimensions of idiosyncratic deals and Employee performance affirms the nature of the social exchange relationship present among employees of ICT companies in Uganda with their employers.

The social exchange theory however with mixed views from Burers et al., (2008) and Agneessens, and Wittek (2012), who put forth the argument that that a social exchange relationships are based on self-interest of parties and therefore are not likely to yield intrinsic motivation. This study sticks to the view that the social exchange theory creates a win-win situation for both the employee and the employer. The employee on his/her own part improves wellbeing through the benefits contained in the granted idiosyncratic deals while the employer has benefits that accrue from the positive task and contextual performance attitudes and outcomes by the employee. Therefore, the findings of this study support the main arguments of the social exchange theory.

Secondly, this study contributed to validating the I-deals theory (Arthur & Rousseau, 2001). The main assumption of this theory is that person tailored work arrangements granted to an employee by the employee his agent deviate from the normal generalized workplace conditions. Idiosyncratic deals when granted to employees make them feel valued, thus, confidence is built and job performance improves. Idiosyncratic deals can take two forms depending on the time they were arranged: “ex ante” during recruitment or “ex post” in an ongoing employment relationship (Rousseau *et al.*, 2009). In this study, the focus was on the “ex post” idiosyncratic deals because data was collected from staff that were already active in employment. Furthermore, according to the theory, the leader or supervisor represents the employer in negotiating idiosyncratic deals, which this study considered as head of units. The study thus aligns with the theory by representing the parties in the negotiation process. The theory also further posits that idiosyncratic deals differ in nature and terms of employment on which the negotiation happens. This study adopted the dimensions recommended by Rosen et al., (2013); Financial, Flexibility, Development, and Tasks and Responsibilities idiosyncratic deals. The current study fits into the four dimensions of idiosyncratic deals in totally as an all-

round employment perspective that affects employee performance. Previous studies have fronted the argument that idiosyncratic deals are indeed significantly related to various employee outcomes including job satisfaction, organizational commitment, organizational commitment, and employee performance (Liu et al., 2013; Rosen *et al.*, 2013; Singh and Vidyarthi, 2018; Anand *et al.*, 2010). This particular study adds to the existing literature that has utilized and validated the I-deals theory, with a focus on employee performance as an outcome. The factor analysis also further confirmed the conceptualization that was adopted from the theory, by identifying four constructs that make up the composition of idiosyncratic deals this was confirmed with the positive and significant relationships between the financial, flexibility, development, and tasks and responsibilities idiosyncratic deals and employee performance.

The third theory that was adopted in this study is the LMX theory (Graen & Scandura, 1987). The theory explores how leaders and managers develop varying relationships with the employees that they are responsible for in the workplace. In these relations, leaders chose whom to establish high quality exchanges with and those with whom to establish low quality relationships with (Anand et al., 2018). According to this theory, the quality of the relationship that exists between the leader and employee can either contribute to the growth and positive work outcomes or hold people back. In this study, Leader Member exchange quality was found to be positive and significantly related to employee performance, confirming that aspect of the theory. In regards to the moderation effect, the current study confirms that at different levels of Leader member exchange quality, the relationship between development idiosyncratic deals and employee performance varies. This means that high quality exchange relationships between the employee and their leaders will enhance the relationship between

development idiosyncratic deals and employee performance, validating the main assumption of the LMX theory.

The new direction brought up in this study was on the constructs of LMX theory. While the theory advances four constructs; loyalty, contribution, professional respect and affect, this study revealed 3 constructs from the exploratory factor analysis. These three constructs conformed to loyalty, professional respect and affect.

Lastly, the current study findings are in support of the Task-Contextual performance model by Borman and Motowidlo (1993). According to this theory, employee job performance and behavior are affected by the interaction between the person and the context. The context, in this case, includes all elements within the work settings. These could be social, environmental, and Human, such as the quality of the relationship that they have with their supervisors. Focusing on the current study, idiosyncratic deals granted in the form of financial, flexible schedules, development opportunities, and customization of tasks and responsibilities make up the contextual setting in which job performance thrives and therefore likely to affect the outcome. The findings on the direct effects confirm this theory by validating the fact that these situational and contextual factors such as idiosyncratic deals and Leader member exchange quality have an effect on the job outcomes of employees. This has been also confirmed by previous studies that confirmed the effect of task and contextual responsibilities on job outcomes (Abd Kadir and Taha 2019; Pradhan and Jena, 2017).

5.4.2 Implications to Practice

This study gives new perspectives into the, management of people using idiosyncratic deals in the workplace. In the ICT context, idiosyncratic deals have a workable space given that the study has proven that they have a positive impact on employee

performance. This implies that the implementation of individualized practices should be supported by organisations because they have the potential to contribute to the organisational strategy through innovativeness, creativity and improved output. As such, idiosyncratic deals may constitute important parts of HR strategy of organisations.

Managers and leaders of staff in ICT companies also ought to encourage employees to seek these customizations of financial, flexibility, development, and tasks and responsibilities aspects of their workplaces. Managers and other leaders in different units of the organisation should ensure that effective negotiations are done to benefit both parties. Customized work arrangements in the workplace helps to build the will of reciprocation with improved job outcomes from employees, given that these conditions of employment address their unique or unmet individual needs. This is in line with the social exchange theory that is built on the norm of reciprocity guiding the behavior of individuals to reciprocate favors granted by others, in this case, the different dimensions of the idiosyncratic deals.

In more specific terms, this study confirmed a significant positive effect of financial idiosyncratic deals and employee performance. This positive effect implies that the satisfaction of psychological needs from the extrinsic motivation that financial idiosyncratic deals offer (Ho, & Kong 2015). Customization of reward-related aspects of the job to individual staff helps to enrich employees through improving their specific economic (e.g., financial) needs. Subsequently, the economic nature of financial idiosyncratic deals has an undoubtedly need for the employee to reciprocate. Employers thus ought to recognize the importance of the variety of financial customizations in enhancing employees' reciprocation of outcomes in the organization.

Organisations also need to appreciate the importance of flexibility idiosyncratic deals in building grounds for desirable employee performance. Customized flexibility schedules enable employees to take charge and accommodate their time needs. This is consistent with the findings of Vidyarthi *et al.*, (2016) who argue that flexible work arrangements are important ingredients in encouraging employees' positive attitudes and behavior (e.g., Employee performance). With the current trends of the ever-changing employment environment, employers ought to develop strategies to motivate employees by granting them preferred work schedules within which they feel more productive than the standardized. In this way, the employer is also placed to benefit from such motivated employees when they reciprocate with improved job performance among other positive attitudes.

In regards to tasks and responsibilities idiosyncratic deals, employers in the ICT sector need to grant them for the realization of improved employee performance. These idiosyncratic deals provide an opportunity for an employee to negotiate for tasks and responsibilities that fit into their interest and abilities. This means that employees are able to build specialized skills in specific tasks on the job if they concentrate on job content that suits their abilities and interests. This is supported by Hornung & Yipeng (2015) that customized job content enables employees to fulfill their support psychological needs. Subsequently, tasks and responsibilities idiosyncratic deals culminate into intrinsically motivated. It is no doubt that employers that approve tasks and responsibilities idiosyncratic deals are likely to benefit from the reciprocation realized in employee performance.

This study further proved the importance of Development idiosyncratic deals on employee performance given the positive and significant effect. Training and career

opportunities that suite the specific interests of the employee are likely to drive their motivation and subsequently positive outcomes on the job. This position has been supported by previous research; Rousseau & Hornung (2008) for example found out that development idiosyncratic deals were significantly related to increased performance expectations. This means that management and leaders of staff in ICT companies in Uganda should encourage negotiations for customized career development opportunities. The approval of these opportunities come as a benefit in terms of desirable employee outcomes and behavior.

Furthermore, Leader Member exchange quality significantly moderated the relationship between development idiosyncratic deals and employee performance. This signifies the importance of leaders in the context of negotiating and receiving these idiosyncratic deals and the impact on employee performance. These results are consistent with Hornung & Yipeng (2015) who argued that development idiosyncratic deals create normative kind of commitment of employees, improving job outcomes. In this case, employees are helped in exchange relationships to repay their loyalty to employers for the opportunities for career development granted both on and off-the-job. The significant moderation effect simply implies that the benefits that arise from the employees receiving customized development opportunities in terms of positive job outcomes will vary with the quality of exchanges that the leaders have with these employees. Low quality relationships in terms of affect, contribution, professional respect, and loyalty will impact the relationship between development idiosyncratic deals and employee performance. Positive extrinsic motivation for employees. Leaders in ICT firms therefore ought to build high quality exchanges in order to enhance the benefits that arise out of the granting of development idiosyncratic deals for both the employees and the employers.

Lastly, the results of the study revealed a non-significant moderating effect of Leader member exchange quality on the relationship between financial, flexibility, and tasks and responsibilities idiosyncratic deals on employee performance. This means that the granting of the aforementioned idiosyncratic deals and their effects on employee performance does not vary with the leaders' loyalty, contribution, affect, and professional respect. More specifically, flexibility-related idiosyncratic deals for example give an employee the liberty to customize their work schedule and therefore this means that the contacts with the leader/supervisors could be reduced depending on the chosen schedule. The same applies to tasks and responsibilities customizations that enable a beneficiary employee to take on job content that interests them more, hence reducing the impact of their quality of exchanges interference with the leaders. It could mean that the quality of the leaders' professional respect or contribution does not affect the relationship. Previous research supports this stance in justifying that when tasks and job flexibility are customized to individual preferences, the contribution from the leaders and supervisors relationship may be insignificant.

Conclusively, the above findings make contributions to the practice of managing people in the contemporary business environment. Idiosyncratic deals provide is a much-needed response to individual differences and changing circumstances in the science of management of Human resources. The study fronts the usefulness of idiosyncratic deals in breeding the desirable job outcomes, specifically, the task and contextual performance, whilst not forgetting the wellbeing of the employee, who in most cases initiate the negotiations for the customizations.

5.4.3 Implications to Scholars

This study presentations varied contributions to scholars of Human Resource Management and employee wellbeing specifically.

The findings on the relationship between financial idiosyncratic deals and employee performance help to validate the findings of previous scholars on financial idiosyncratic deals and employee outcomes (e.g., Rosen et al., 2013). The confirmation of previous studies' findings helps to concretize the evidence of a particular relationship. The effect of flexibility idiosyncratic deals and employee performance was found to be positive and significant, confirming the studies by previous studies on flexibility idiosyncratic deals and job outcomes. The study by Vidyarthi *et al.*, (2014) in India found that flexibility idiosyncratic deals breed positive employee outcomes on the job among ICT professions. The findings of this study being conducted among ICT staff concretizes the said study that was in the same field, building the evidence further.

Tasks and responsibilities idiosyncratic deals was found to have a positive and significant effect on employee performance. These results validate research of previous scholars that have found similar results on the relationship between tasks related idiosyncratic deals and job outcomes. This study thus add voice to the study by (Bal & Lub, 2015) who found that customization of job content for employees helps to develop their skills and capabilities, while (Liao *et al.*, 2017) found a positive relation with job satisfaction. The relationship between development idiosyncratic deals and employee performance was also found to be positive and significant in the current study. This helps to validate research by previous scholars on similar relationships. For example, (Villajos, *et al.*, 2019; Hornung *et al.*, 2014) who found a positive impact of career developed idiosyncratic deals on varied work attitudes. The findings of the current studies and previous studies help to confirm the relationships between idiosyncratic

deals and job outcomes and also help to shape the direction of research for future scholars of idiosyncratic deals and job-related outcomes.

The findings on the significant moderating effect of development idiosyncratic deals and employee performance presents a new contribution to the scholarly work on idiosyncratic deals and employee job outcomes. This is because this study presents an interaction effect through the moderation. The interaction effect helps to strengthen the direct effects. Previous scholars have reported similar interaction results on the relationship between idiosyncratic deals and employee job outcomes (e.g., Anand, 2010; Rousseau, 2005). Interaction effects help develop a deeper understanding of third-party variables on relations between two variables. This study strengthens previous studies and also paves ground for further research testing effects of indirect effects on the relationship between idiosyncratic deals and employee job outcomes.

5.4.4 Implications to Policy

The implication of the contributions for this study to policy is twofold; first, the implication of the positive effects of idiosyncratic deals on employee performance, and secondly, the implication of the significant moderating effect.

The positive effect of idiosyncratic deals on employee performance is only possible if the terms on which they are granted are seen as fair and equitable. Managers and leaders are therefore supposed to ensure that the process of granting these idiosyncratic deals is transparent enough to avoid backlash from other employees that may seem to have feelings of unfairness (Greenberg et al., 2004). Policy makers and implementers therefore ought to ensure that idiosyncratic deals are openly communicated for the positive outcomes on the job to be realized.

The findings on the moderating effect of Leader member exchange quality on the relationship between idiosyncratic deals on employee performance help policy makers and implementers identify the role of leaders/managers in enhancing the effects of these idiosyncratic deals on employee outcomes. In this case, policy developers can advocate for good quality exchanges by encouraging training and skills development of leaders and supervisors to create a more positive exchange environment that enhances the effects idiosyncratic deals (more specifically, the development idiosyncratic deals as seen in this current study) and the desired employee outcomes.

5.5. Recommendations of the Study

From the current study, the recommendations are drawn from the findings on idiosyncratic deals, employee performance and leader member exchange quality, and also future study recommendations made;

5.5.1 Recommendations to practice

The main contribution of this study is on the significant interaction effect of Leader Member exchange quality on the relationship between development idiosyncratic deals and employee performance. It is therefore imperative to draw the following recommendations for organisations;

Despite the importance of standardized work practices in the workplace over the years, modern people management practices such as idiosyncratic deals have changed the dynamics. The results presented in this study gives sufficient evidence of the role of granting customized work place conditions to meet individual unique needs while driving the desired levels of job outcomes. Managers of organizations are encouraged to evaluate the benefits of addressing individual unique needs in order to accrue the

benefits of the same. These privileges however should be granted and communicated equitably.

From the findings of the direct effects of idiosyncratic deals and employee performance, the effects were positive and significant. The granting of customized financial, flexibility, development, and tasks and responsibilities opportunities lead to positive employee performance for staff in ICT firms in Uganda. Financial idiosyncratic deals should be granted help the employees to meet their unique financial needs while benefiting the organization in attracting and retaining quality employees. This can be done through negotiating for various rewards such as bonuses, financial support such as loans, and other relief funds as requested by the seeking employee.

Tasks and responsibilities idiosyncratic deals help develop specific specialization of staff that are developed from engaging in job content that match their interests. For organisations that look towards developing specialists in given job areas, granting job related customizations will come in handy. Managers of ICT companies should ensure that individual special skills and interests are identified and the job content for employees to be built on the same.

Individualized flexible schedules are important in ensuring work-life balance of employees and building of intrinsic motivation that helps to drive employee performance. Managers should ensure that requests for flexible schedules when advanced by employees are given consideration. These schedules could arise from demands from the different facets of life of the individual employees and when granted will lead to improved employee performance. Normally, these schedules depart from the normal practice that the organisation may have put in place such as Flexi-time, compressed work days among others.

Development idiosyncratic deals have been proved to improve employee performance. This is because customization of career development opportunities increases employees' skill sets while driving commitment (normative commitment) and employee performance as confirmed by this study. When employees advance interests to their employers requesting for specialized on or off-the-job opportunities, managers should consider granting them while looking out for the benefits that will accrue to the organisation out of the granting of these negotiations, such as improved employee performance.

Managers are encouraged to invest in establishing good quality exchange relationships with employees in order to drive positive tasks and contextual performance. The quality of the leaders' affect, professional respect, contribution and loyalty help to create a conducive environment for positive job outcomes. Management should ensure that leader's skills are enhanced through various fora such as training and development programs for managers and the various leaders of the organization. This will help in bridging the relationship gaps with members of the out groups and providing subordinate supporting the workplace, which subsequently improves their engagement on the job.

5.5.2 Implications for further study

Given the findings from this study, recommendations for future research can be drawn as follows;

First, the significant direct relationships between financial, flexibility, development, tasks and responsibilities idiosyncratic deals, and employee performance show consistency with previous literature and theory. Future studies however can test these different dimensions of idiosyncratic deals with other job outcomes and attitudes to examine similar relationships.

Also, the non-significant moderating effect of Leader member exchange quality on the relationship between financial idiosyncratic deals and employee performance, flexibility idiosyncratic deals, and employee performance, and tasks and responsibilities idiosyncratic deals and employee performance presented contradicting results from what was conceptualized. These can be further investigated, perhaps in a different context, or using different methodologies to get a deeper understanding.

Furthermore, this study utilized a cross-sectional design that does not take into account issues attributed to time lags and their causal relationships. Future research in a similar field can consider adopting a longitudinal design so as to incorporate the effects of time lags. This is because issues like “ex-ante” idiosyncratic deals can be effectively studied longitudinally, which this study did not and therefore focused on the “ex-post” alone.

Research on idiosyncratic deals is a developing area. Future researchers should explore and repeat the study with another sample of other staff of ICT companies, and also with a different blend of outcome variables and moderating or mediating variables. Examine the effect of other organizational factors that may impact the relationship between the different idiosyncratic deals and employee performance will help to enrich the literature of idiosyncratic deals.

The current study utilized only quantitative methods. Future researchers should consider adopting different methodologies to taste similar studies such as qualitative approaches or mixed methods. This will help to have a deeper understanding of the concepts of idiosyncratic deals, LMX quality and employee performance, especially in contexts where they have not been tested before.

Lastly, future researchers may utilize other forms of analysis approaches such as, STATA, SAS, Structural Equation Modeling, Hayes Process macro, given that this

study utilized only SPSS. Different analysis approaches could give different insights in similar studies.

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APPENDICES

Appendix I- Map Showing the Study Area



Appendix II- List of ICT Companies in Kampala

	Name of firm	Ownership	Category
1	NITA	Government	IT products and service provision
2	UBC Limited	Government	Television and Radio
3	New Vision Publishing Limited	Government	Publishing
4	Nation Media Group	Private	Television and Radio
5	Monitor Publications Limited	Private	Publishing
6	Data care Uganda	Private	IT service provision
7	Javanet systems	Private	IT products and service provision
8	ICT Consults	Private	IT products service provision
9	Hostalite Uganda Limited	Private	IT products service provision
10	OminiTech Limited	Private	IT products service provision
11	Techno Brain	Private	IT products service provision
12	The ICT Labs	Private	IT products service provision
13	Lobomerics	Private	IT products service provision
14	Yo! Uganda Limited	Private	IT products service provision
15	Jentroy	Private	IT products service provision
16	Huawei Technologies Uganda Limited	Private	IT products service provision
17	Andela Uganda	Private	IT products service provision
18	Next media	Private	Television and Radio
19	SALT Limited	Private	Television and Radio
20	Out Box	Private	IT service provision
21	Infinity Computing	Private	IT service provision
22	Computer World Limited	Private	IT service provision
23	Dembe Enterprises Limited	Private	Television and Radio

Appendix III-Letter of Introduction

To whom it my concern

Dear Sir/Madam,

REF: Introduction Letter

I am a Student of Doctor of Philosophy in Business Management at Moi University. Writing a research thesis is one of the requirements to be fulfilled for the award of the degree. The study topic is “Idiosyncratic deals, Leader-Member Exchange quality and Employee Performance among staff of ICT Companies in Uganda.

The purpose of this letter is to request you to participate in this study as a respondent to the attached questionnaire. The information you provide will be treated with utmost confidentiality and strictly for purposes of fulfilling the objectives of this study.

Your involvement is highly appreciated,

Yours Sincerely,

Mariam Tauba

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Appendix IV-Questionnaire

Dear Respondent;

You have been selected to participate in a study that seeks to establish the effect of Idiosyncratic deals and Leader-Member-Exchange quality on Employee Performance among ICT Companies in Uganda. Kindly respond to all questions as honestly as possible. All information will be treated with utmost confidentiality purely for purposes of a PhD Award of Moi University.

Name of Organisation.....

The questionnaire is divided into two sections; Section A covers the demographic information and Section B covers the variables under study.

SECTION A: Demographic characteristics

Please Tick the most appropriate response;

Gender;

Female	1
Male	2

Education level;

Diploma	1
Bachelor's Degree	2
Post Graduate	3
Professional Course	4

Age range;

Below 25	1
25-35	2
36-46	3
47-56	4
57-67	5
Above 67	6

Length of service;

1-5 years	1
6-10years	2
11-15 years	3
Above 15 years	4

SECTION B: VARIABLES OF STUDY

Please tick or circle the appropriate box to show the extent to which the following statements about idiosyncratic deals relate to you;

5=Most of the times, 4= Some times, 3=Neutral, 2=Rarely, 1=Very rarely

IDIOSYNCRATIC DEALS

No.	Flexibility Idiosyncratic deals	5	4	3	2	1
ID1	I bargain for a considerable customized work schedule that fits my personal needs					
ID2	At my request, my supervisor has accommodated my off-the-job demands when assigning my work hours.					
ID3	Outside of formal leave and sick time, I have negotiated for time off to allow me attend to non-work-related issues.					
ID4	I am able to negotiate to do work from elsewhere other than the office.					
ID5	On my appeal, my work schedule can vary based on my other personal demands					
	Task and responsibilities Idiosyncratic					
ID6	I negotiate with my supervisor on how I do my job.					
ID7	I am to bargain for responsibilities that better develop my skills on the job					
ID8	At my request, my supervisor has assigned me tasks that better develop my skills.					
ID9	I have negotiated for tasks that better fit my personality and abilities.					
ID10	On request, I am allowed to take on desired opportunities and responsibilities outside of my formal job requirements					
ID11	Base on how I negotiate to complete tasks on my job, I am able to make distinctive contributions					
	Financial idiosyncratic deals					
ID12	Management has ensured that my compensation arrangement meets the individual needs that I have advanced to them					

ID13	Because of my personal circumstances I have negotiated for a compensation arrangement that is tailored to fit me					
ID14	Because of my unique skills and contributions, the organisation is willing to negotiate my compensation.					
ID15	Beyond formal policies, the organisation has raised my pay when I make exceptional contributions to the organisation.					
ID16	On my initial appointment, I negotiated for a salary that rewards my unique contributions.					
	Development Idiosyncratic deals					
ID17	I have negotiated for an individual arrangement that allows me training opportunities.					
ID18	I have negotiated a unique plan that allows me on-the-job training activities.					
ID19	My supervisor creates for me career development opportunities.					
ID20	I am able to negotiate for arrangements that allows me special opportunities for career development.					

Adopted from (Rosen et al., 2013), with modifications

LEADER-MEMBER EXCHANGE QUALITY

Tick or circle the most appropriate box in the table to show the extent to which you relate to the statements on the quality of the relationship you have with your supervisor;

5=Strongly Agree, 4= Agree, 3=Neutral, 2= Disagree, 1=Strongly Disagree

No.	Affect	5	4	3	2	1
LMX1	I like my supervisor very much as a person					
LMX2	My supervisor is the kind of person one would like to have as a friend.					
LMX3	My supervisor is a lot of fun to work with					
	Loyalty					
LMX4	My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question					

LMX5	My supervisor would come to my defense if I were “attacked” by others					
LMX6	My supervisor would defend me to others in the organisation if I made an honest mistake					
	Contribution					
LMX7	I do work for my supervisor that goes beyond what is specified in my work description					
LMX8	I am willing to apply extra efforts, beyond those normally required, to further the interests of my supervisor					
LMX9	I do not mind working hardest for my supervisor					
	Professional respect					
LMX10	I am impressed with my supervisor’s knowledge of his/her job					
LMX11	I respect my supervisor’s knowledge of and competence on the job					
LMX12	I admire my supervisor’s professional skills					

Adopted from (Liden & Maslyn, 1998)

QUESTIONNAIRE ON EMPLOYEES' PERFORMANCE

Dear Respondent;

You have been selected to participate in a study that seeks to establish the effects of Idiosyncratic deals, Leader-Member-Exchange quality on Employee performance among ICT firms in Uganda. You are requested to participate by answering questions on employee performance of selected staff as their supervisor. Kindly rate the performance of the selected employees as honestly as possible. All information will be treated with utmost confidentiality purely for purposes of a PhD Award of Moi University.

Name of firm:

Number of people under your supervision:

EMPLOYEE PERFORMANCE

Use the scale (*Strongly Agree=5, Agree=4, Neutral=3, Disagree=2, Strongly Disagree=1*) to rate the levels of How the selected employees perform; Write figures 1-5 according to the scale provided in the spaces for each of the employees.

To what level do these statements apply to the selected employees?

	Task Performance	EM P1	EMP 2	EM P3	EM P4	EM P5	EM P6	EM P7
EP1	This staff adequately completes assigned duties							
EP2	This staff fulfils responsibilities specified in his/her job description							
EP3	The staff performs tasks that are expected of him/her							

EP4	The employee meets formal performance requirements for the job							
EP5	He/she engages in activities that will directly affect his/her performance evaluation							
EP6	The employee does not neglect aspects of the job he/she is obliged to perform							
EP7	The staff performs essential duties that are assigned to him/her							
EP8	He/she helps others in understanding their tasks							
EP9	Helps others that have heavy workloads or pending assignments							
EP10	The staff does extra duties assigned by the supervisor							
	Contextual performance	EM P1	EMP 2	EM P3	EM P4	EM P5	EM P6	EM P 7
EP11	Takes time to listen to co-workers' problems and worries							
EP12	Goes out of his/her way to help other employees							
EP13	Has a good personal relationship with co-workers							
EP14	Passes on necessary information to co-workers							
EP15	Attendance at work is above the norm							
EP16	Gives advance notice when unable to report to work							
EP17	Staff does not take undeserved work breaks							
EP18	Does not complain about insignificant issues at work							

EP19	Conserves and protects organisational property, hardware and software							
EP20	Adheres to informal rules devised to maintain order in the workplace							

Adopted from *Williams, L.J., & Anderson, S.E. (1991)*

Appendix V- Pilot Study Results

RELIABILITY

1- Employee Performance (Dependent variable)

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
This staff adequately complete assigned duties	73.00	72.000	.126	.592	.684
This staff fulfils responsibilities specified in his/her job description	73.41	68.470	.298	.808	.670
The staff performs tasks that are expected of him/her	73.57	63.863	.446	.699	.652
Staff meets formal performance requirements for the job	73.22	66.563	.429	.649	.658
He/she engages in activities that will directly affect his/her performance evaluation	73.86	60.287	.510	.772	.639
Neglects aspects of the job he/she is obliged to perform (R)	73.49	65.923	.362	.616	.662
Fails to perform essential duties (R)	72.95	74.053	-.041	.469	.703
Helps others that are absent	72.65	71.401	.186	.595	.680
Helps others that have heavy workloads or pending assignments	73.35	71.568	.131	.469	.685
Offers to assist the supervisor with his/her work	73.49	70.090	.202	.538	.679
Takes time to listen to co-workers' problems and worries	73.59	67.914	.304	.487	.669
Goes out of his/her way to help new employees	72.92	69.688	.295	.551	.672

Takes a personal interest in other employees	74.08	62.743	.321	.737	.668
Passes on necessary information to co-workers	73.43	65.252	.451	.686	.654
Attendance at work is above the norm	73.62	67.686	.327	.739	.667
Gives advance notice when unable to come to work	73.11	77.877	-.233	.684	.719
Takes undeserved work breaks (R)	73.92	69.132	.160	.766	.686
Complains about insignificant issues at work (R)	73.57	63.419	.421	.748	.654
Conserves and protects organizational equipment, both hardware and software	73.03	66.138	.415	.652	.658
Adheres to informal rules devised to maintain order in the workplace	72.86	74.120	-.013	.636	.693

2- Flexibility Idiosyncratic deals (Independent variable)
Reliability Statistics

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I bargain with my supervisor for a considerable customized work schedule that fits my personal needs	14.57	14.363	.486	.470	.811
At my request, my supervisor has accommodated my off-the-job demands when assigning my work hours.	14.81	13.824	.503	.300	.807

Outside of formal leave and sick time, I have negotiated with my supervisor to allow me to take time off to attend to non-work-related issues.	15.11	11.544	.734	.620	.737
Because of my particular circumstances, my supervisor allows me to do work from somewhere other than the main office.	15.24	12.023	.694	.518	.751
Based on my individual needs, I have negotiated a unique arrangement with my supervisor that allows me to complete a portion of my work outside of the office.	15.30	11.937	.614	.513	.777

3- Tasks and responsibilities Idiosyncratic deals

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I negotiate with my supervisor on how I do my job.	19.51	8.535	.192	.241	.627
I negotiate with my supervisor for extra responsibilities that better develop my skills on the job	19.51	8.535	.103	.171	.576

At my request, my supervisor has assigned me tasks that better develop my skills.	19.43	7.586	.365	.251	.452
I have negotiated with my manager for tasks that better fit my personality, skills, and abilities.	19.65	7.568	.306	.365	.477
My supervisor has allowed me take on opportunities and desired responsibilities outside of my formal job requirements	19.59	5.803	.457	.367	.378
In response to my distinctive contributions, my supervisor has granted me more flexibility in how I complete my job.	19.32	8.392	.306	.196	.486

4- Financial Idiosyncratic deals

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
My supervisor has ensured that my compensation arrangement meets my individual needs	13.97	8.805	.480	.242	.595
Because of my personal circumstances, my supervisor has created a compensation arrangement that is tailored to fit me	14.24	8.245	.461	.256	.602

Because of my unique skills and contributions, my supervisor has been willing to negotiate my compensation. Beyond formal policies, my supervisor has raised my pay because of the exceptional contributions that I make to the organization	14.46	8.477	.563	.340	.560
After my initial appointment, I negotiated with my supervisor to develop a compensation plan that rewards my unique contributions	14.24	10.078	.222	.094	.705
	14.43	8.752	.425	.263	.619

5- Development Idiosyncratic deals

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I have successfully negotiated with my supervisor a unique arrangement that allows me training opportunities. My supervisor and I have successfully negotiated a unique arrangement that allows me on-the-job training activities.	11.08	6.354	.622	.481	.737
	11.27	6.092	.566	.357	.765

I negotiate with my supervisor unique arrangements that allows me take on career development opportunities.	11.27	6.369	.665	.525	.719
My supervisor and I have successfully negotiated a unique arrangement that allows me special opportunities for skill development.	11.05	5.997	.584	.406	.756

6- Leader-Member Exchange Quality

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I like my supervisor very much as a person	43.11	32.488	.667	.651	.771
My supervisor is the kind of person one would like to have as a friend.	43.43	31.974	.726	.755	.765
My supervisor is a lot of fun to work with	43.27	33.592	.621	.709	.777
My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question	43.51	33.257	.512	.563	.787
My supervisor would come to my defense if I were "attacked" by others	43.46	35.089	.424	.514	.795
My supervisor would defend me to others in the organization if I made an honest mistake	43.38	35.908	.439	.569	.794
I do work for my supervisor that goes beyond what is specified in my work description	43.35	39.956	.037	.291	.826
I am willing to apply extra efforts, beyond those normally required, to further the interests of my supervisor	43.24	38.078	.197	.167	.814

I do not mind working hardest for my supervisor	43.16	35.695	.434	.411	.794
I am impressed with my supervisor's knowledge of his/her job	43.27	36.536	.368	.557	.800
I respect my supervisor's knowledge of and competence on the job	43.08	34.077	.491	.546	.789
I admire my supervisor's professional skills	43.41	35.414	.534	.708	.787

VALIDITY

1. Employee Performance

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.356
Bartlett's Test of Sphericity	Approx. Chi-Square	274.897
	Df	190
	Sig.	.000

2. Flexibility idiosyncratic deals

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.733
Bartlett's Test of Sphericity	Approx. Chi-Square	67.308
	Df	10
	Sig.	.000

3. Tasks and Responsibility Ideals

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.487
Bartlett's Test of Sphericity	Approx. Chi-Square	28.926
	Df	15
	Sig.	.016

4. Financial Idiosyncratic deals

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.721
Bartlett's Test of Sphericity	Approx. Chi-Square	27.125
	Df	10
	Sig.	.002

5. Development Ideals

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.680
Bartlett's Test of Sphericity	Approx. Chi-Square	45.650
	Df	6
	Sig.	.000

6. Leader Member Exchange Quality

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.670
Bartlett's Test of Sphericity	Approx. Chi-Square	173.832
	Df	66
	Sig.	.000

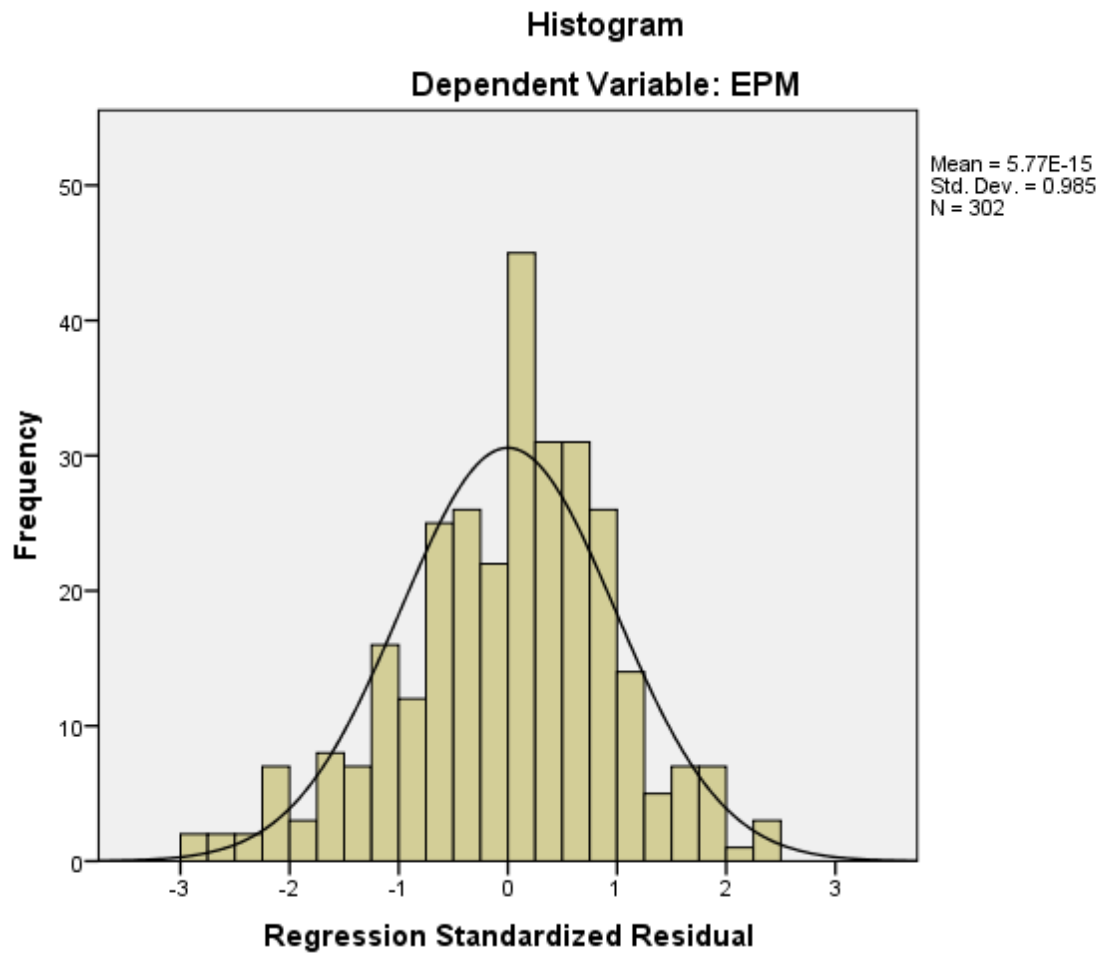
Appendix VI -Table 4.18: Factor Analysis for Idiosyncratic Deals

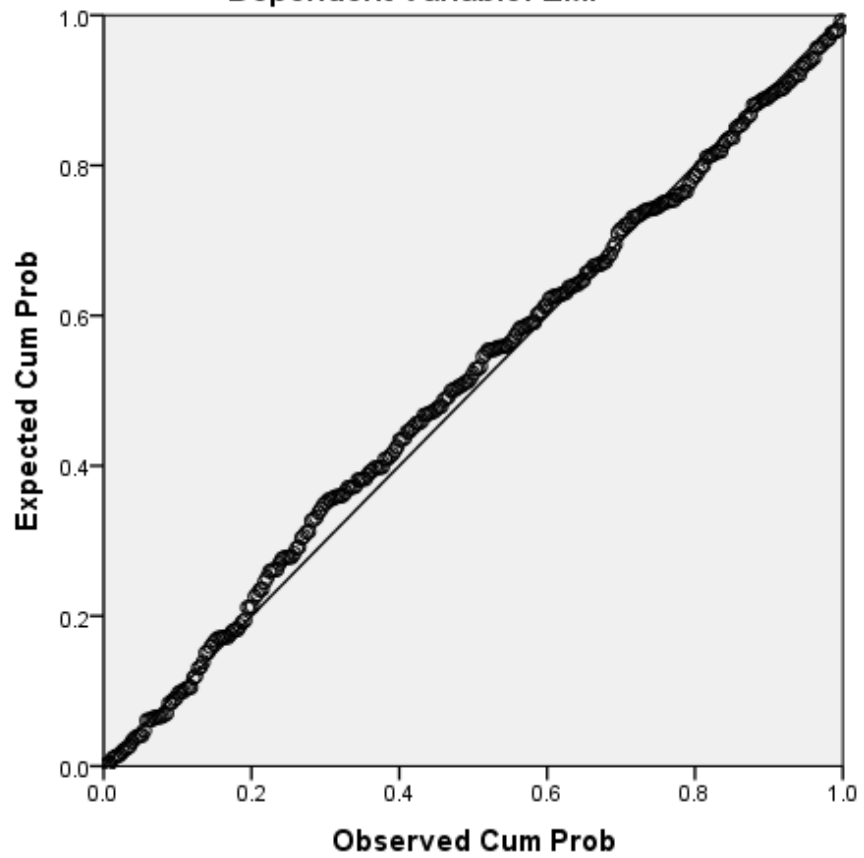
	Factor1	Factor 2	Factor 3	Factor 4
Items				
I bargain for a considerable customized work schedule that fits my personal needs	0.555			
At my request, my supervisor has accommodated my off-the-job demands when assigning my work hours	0.499			
Outside of formal leave and sick time, I have negotiated for time off to allow me attend to non-work-related issues.	0.498			
I am able to negotiate to do work from elsewhere other than the office	0.521			
On my appeal, my work schedule can vary based on my other personal demands	0.569			
Management has ensured that my compensation arrangement meets the individual needs that I have advanced to them		0.573		
Because of my personal circumstances, I have negotiated for a compensation arrangement that is tailored to fit my preference		0.624		
Because of my unique skills and contributions, the organisation is willing to negotiate my compensation.		0.563		
Beyond formal policies, the organisation has raised my pay when I make exceptional contributions to the organisation		0.483		
On my initial appointment, I negotiated for a salary that rewards my unique contributions.		0.475		
I have successfully negotiated with my supervisor a unique arrangement that allows me training opportunities			0.585	
I have negotiated a unique plan that allows me on-the-job training			0.592	
My supervisor creates me career development opportunities.			0.663	
I am able to negotiate arrangements that allow me special opportunities for career development.			0.598	
My manager and I negotiate how I do my job				0.517
I have negotiated for responsibilities that better develop my skills on the job				0.617

At my request, my supervisor has assigned me tasks that better develop my skills				0.553
I have negotiated for tasks that better fit my personality and abilities				0.563
On request, I am allowed to take on desired opportunities and responsibilities outside of my formal job requirements				0.523
Base on how I negotiate to complete tasks on my job, I can make distinctive contributions				0.565
Total Variance Explained: Rotation Sums of Squared Loadings				
% of Variance	15.342	13.542	12.622	11.599
Cumulative %	15.342	25.888	41.509	53.108
KMO and Bartlett's Test				
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.883			
Bartlett's Test of Sphericity, Approx. Chi-Square	1478.39			
Degrees of freedom	190			
Sig.	0.000			
Extraction Method: Principal Component Analysis. a. 4 components extracted.				

Source: Survey Data, (2020)

**Appendix VII-Histogram Showing the Dependent Variable Against the
Regression Standardized Residual**



Appendix VIII- Normal P-P Plot of Regression Standardized Residuals**Normal P-P Plot of Regression Standardized Residual****Dependent Variable: EMP**

Appendix IX- Moderation Output Results

Raw Results for Testing moderation effect

Model Summary^h

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.207 ^a	.043	.030	.47405	.043	3.328	4	296	.011	
2	.866 ^b	.750	.743	.24416	.707	205.945	4	292	.000	
3	.924 ^c	.853	.849	.18714	.104	206.050	1	291	.000	
4	.924 ^d	.853	.848	.18746	.000	.009	1	290	.926	
5	.924 ^e	.854	.849	.18730	.001	1.518	1	289	.219	
6	.926 ^f	.858	.852	.18495	.004	8.371	1	288	.004	
7	.927 ^g	.860	.853	.18430	.001	3.038	1	287	.082	1.968

a. Predictors: (Constant), LENGTH, GENDER, EDU, AGE

b. Predictors: (Constant), LENGTH, GENDER, EDU, AGE, Zscore(FlexID), Zscore(FinID), Zscore(DevID), Zscore(TaskID)

c. Predictors: (Constant), LENGTH, GENDER, EDU, AGE, Zscore(FlexID), Zscore(FinID), Zscore(DevID), Zscore(TaskID), Zscore(LMXQ)

d. Predictors: (Constant), LENGTH, GENDER, EDU, AGE, Zscore(FlexID), Zscore(FinID), Zscore(DevID), Zscore(TaskID), Zscore(LMXQ), ZFin_ZLMX

e. Predictors: (Constant), LENGTH, GENDER, EDU, AGE, Zscore(FlexID), Zscore(FinID), Zscore(DevID), Zscore(TaskID), Zscore(LMXQ), ZFin_ZLMX, ZFlex_ZLMX

f. Predictors: (Constant), LENGTH, GENDER, EDU, AGE, Zscore(FlexID), Zscore(FinID), Zscore(DevID), Zscore(TaskID), Zscore(LMXQ), ZFin_ZLMX, ZFlex_ZLMX, ZDev_ZLMX

g. Predictors: (Constant), LENGTH, GENDER, EDU, AGE, Zscore(FlexID), Zscore(FinID), Zscore(DevID), Zscore(TaskID), Zscore(LMXQ), ZFin_ZLMX, ZFlex_ZLMX, ZDev_ZLMX, ZTask_ZLMX

h. Dependent Variable: EMP

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.640	.135		26.965	.000
	GENDER	-.002	.056	-.002	-.036	.971
	EDU	-.103	.049	-.127	-2.114	.035
	AGE	.094	.043	.152	2.207	.028

	LENGTH	.052	.047	.077	1.108	.269
2	(Constant)	3.630	.070		52.003	.000
	GENDER	-.031	.029	-.032	-1.075	.283
	EDU	.049	.026	.060	1.885	.060
	AGE	.018	.022	.030	.820	.413
	LENGTH	-.003	.024	-.005	-.138	.890
	Zscore(FinID)	.066	.018	.135	3.584	.000
	Zscore(FlexID)	.134	.017	.276	7.785	.000
	Zscore(TaskID)	.116	.021	.242	5.628	.000
	Zscore(DevID)	.205	.019	.426	10.882	.000
3	(Constant)	3.698	.054		68.853	.000
	GENDER	-.062	.022	-.063	-2.751	.006
	EDU	.044	.020	.054	2.213	.028
	AGE	.013	.017	.021	.757	.450
	LENGTH	-.003	.019	-.004	-.145	.885
	Zscore(FinID)	.041	.014	.085	2.918	.004
	Zscore(FlexID)	.125	.013	.259	9.503	.000
	Zscore(TaskID)	.067	.016	.140	4.142	.000
	Zscore(DevID)	.162	.015	.337	10.987	.000
	Zscore(LMXQ)	.188	.013	.390	14.354	.000
4	(Constant)	3.698	.054		68.652	.000
	GENDER	-.062	.022	-.063	-2.747	.006
	EDU	.044	.020	.054	2.211	.028
	AGE	.013	.017	.021	.762	.447
	LENGTH	-.003	.019	-.004	-.152	.879
	Zscore(FinID)	.041	.014	.085	2.912	.004
	Zscore(FlexID)	.125	.013	.259	9.468	.000
	Zscore(TaskID)	.067	.016	.139	4.107	.000
	Zscore(DevID)	.162	.015	.336	10.964	.000
	Zscore(LMXQ)	.188	.013	.390	14.313	.000
	ZFin_ZLMX	-.001	.012	-.002	-.093	.926
5	(Constant)	3.703	.054		68.638	.000
	GENDER	-.063	.023	-.064	-2.819	.005
	EDU	.042	.020	.052	2.111	.036
	AGE	.015	.017	.025	.888	.375
	LENGTH	-.002	.019	-.003	-.121	.904
	Zscore(FinID)	.043	.014	.089	3.021	.003
	Zscore(FlexID)	.126	.013	.261	9.531	.000
	Zscore(TaskID)	.067	.016	.138	4.078	.000
	Zscore(DevID)	.161	.015	.334	10.863	.000

	Zscore(LMXQ)	.185	.013	.385	13.959	.000
	ZFin_ZLMX	.003	.012	.006	.248	.804
	ZFlex_ZLMX	-.016	.013	-.030	-1.232	.219
6	(Constant)	3.713	.053		69.544	.000
	GENDER	-.067	.022	-.068	-3.001	.003
	EDU	.045	.020	.055	2.254	.025
	AGE	.013	.017	.021	.753	.452
	LENGTH	-.001	.019	-.001	-.032	.975
	Zscore(FinID)	.051	.014	.104	3.530	.000
	Zscore(FlexID)	.126	.013	.260	9.603	.000
	Zscore(TaskID)	.067	.016	.139	4.161	.000
	Zscore(DevID)	.150	.015	.312	9.968	.000
	Zscore(LMXQ)	.179	.013	.372	13.473	.000
	ZFin_ZLMX	.025	.014	.049	1.756	.080
	ZFlex_ZLMX	-.009	.013	-.017	-.698	.486
	ZDev_ZLMX	-.039	.014	-.085	-2.893	.004
7	(Constant)	3.711	.053		69.739	.000
	GENDER	-.069	.022	-.070	-3.113	.002
	EDU	.043	.020	.054	2.206	.028
	AGE	.016	.017	.026	.926	.355
	LENGTH	-.001	.019	-.002	-.064	.949
	Zscore(FinID)	.050	.014	.104	3.531	.000
	Zscore(FlexID)	.126	.013	.259	9.634	.000
	Zscore(TaskID)	.070	.016	.146	4.351	.000
	Zscore(DevID)	.149	.015	.310	9.926	.000
	Zscore(LMXQ)	.179	.013	.373	13.554	.000
	ZFin_ZLMX	.016	.015	.031	1.032	.303
	ZFlex_ZLMX	-.019	.014	-.035	-1.325	.186
	ZDev_ZLMX	-.050	.015	-.107	-3.355	.001
	ZTask_ZLMX	.029	.017	.060	1.743	.082

a. Dependent Variable: EMP

Appendix X- Permission to collect Data in ICT companies

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 Subject please quote no:
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Ministry of ICT and
 National Guidance
 P O Box 7817
 KAMPALA
 UGANDA

THE REPUBLIC OF UGANDA

March 2nd 2020

Ms. Mariam Tauba

School of Business and Economics
 Moi University
 P.O. Box 3900-30100
 Eldoret, Kenya.

RE: AUTHORIZATION TO CARRY OUT RESEARCH AMONG ICT COMPANIES

Following your request to carry out your research titled "Idiosyncratic deals, Leader-Member Exchange Quality and Employee performance" in ICT companies, I am pleased to inform you that you have been authorized to carry out the research among the said firms in Kampala, Uganda.

You are however advised to comply with the conditions and approvals of the individual companies.

On completion of your research, you are required to present a copy of your duly completed thesis to the Ministry in a bid to share your findings.

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