

Organizations

and the

Psychological

Contract

Peter Makin

Cary Cooper

Charles Cox

PRAEGER

Organizations And The Psychological Contract

**David E. Guest, Kerstin Isaksson, Hans
De Witte**



Organizations And The Psychological Contract:

Organizations and the Psychological Contract Peter J. Makin, Cary L. Cooper, Charles Cox, 1996-07-17 Contracts in employment are of two kinds the formal written contract and the equally important informal and unwritten psychological contract how people think they should be treated Both involve rights obligations and expectations on the part of the employer and the employee and a breach in one can have important effects on the other For example how people feel they are being treated by the organization can affect their perception of their levels of pay Organizations and the Psychological Contract has two main aims in exploring these issues to act as a handbook for practicing managers and as a basic text in management courses Organizations and the Psychological Contract has two main aims in exploring these issues in the organizational context to act as a handbook for practicing managers and as a basic text in management courses Relevant theories are explained and developed using practical examples self assessment exercises and case studies This is a revised and much expanded version of *Managing People at Work* with the addition of chapters on Selection and Career Development Understanding and Coping with Change Empowerment and Self Management and the Behavioural Approach to Motivation As well as undertaking research into many aspects of organizational life the authors have many years experience as consultants acting for industrial and commercial organizations in all sectors of the economy Psychological Contracts in Employment Denise M. Rousseau, René Schalk, 2000-05-17 Contains 15 essays which discuss from diverse national perspectives obligations workers owe their employers and those owed by employers to their employees *Organisations and the Psychological Contract* Peter Makin, Cary L. Cooper, Charles Cox, 1996-04-11 This is an excellent text for practising managers and students on management and occupational psychology courses It deals with all aspects of organisational life from recruitment and selection to motivation leadership and organizational change The book provides a comprehensive coverage of all aspects of behaviour at work **The Psychological Contract: Managing And Developing Professional Groups** George, Christeen, 2009-10-01 The book seeks to make sense of the organizational experiences of the professional worker by drawing on several areas of research including the psychological contract social identity theory theories of career development and retention The author uses real life examples and short case studies to situate psychological theory within organizations Psychological Contracts in Organizations Denise Rousseau, 1995-05-18 The organizational social and psychological meanings of contracts both written and unwritten are the focus of this volume The author addresses a number of important topics including contract making interpretation of contracts contract violations strategies for changing contracts and contracts evolving from circumstances relevant to the 1990s In addition a thought provoking discussion of how contracts are linked to an organization s strategy and its human resource practices is included The book concludes with an assessment of societal trends that point to large scale changes in future employment contracts *Understanding Psychological Contracts at Work* Neil Conway, Rob B. Briner, 2005-11-17 How can we understand the relationship between employer and

employee What determines the give and take of such relationships and what happens when they go wrong This book is the first to provide a comprehensive and critical overview of what is now the major way of trying to understand the employment relationship the concept of the psychological contract Written contracts often specify very little in terms of the important details about what we are prepared to do for our employer and what we want back in return The psychological contract considers these implicit or unwritten aspects of the employment relationship What do employees really expect from work What happens when the contract or the deal with their employer is broken How well does the psychological contract help us understand what happens at work between an employee and their employer Is the idea of practical value in managing employees How can our understanding of this important concept be developed in the future Starting with a history of the concept from its emergence in the 1960s through to it finding wider acceptance in the 1990s the authors trace the conflicting and changing definitions of the psychological contract The shifting meaning of the concept allows possible methodological and conceptual weaknesses of the psychological contract to be explored such as the conceptual emphasis on process within the employment relationship which has so far been neglected by researchers The authors start to address this issue by considering whether employees and employers can use what is known about the psychological contract to better manage the employment relationship Written to provide a comprehensive yet critical introduction to the topic Understanding Psychological Contracts at Work will be key reading for advanced students lecturers and researchers in Organizational Psychology Organization Studies Management Studies Human Resource Management Occupational Psychology and professionals and practitioners in Occupational Psychology Management Consultancy Human Resource Management Careers and Career Management Career Counselling Workplace Training

Handbook of Research on the Psychological Contract at Work Yannick Griep, Cary Cooper, 2019 The psychological contract is considered a critical construct in organizational behavior literature because it informs employee emotions attitudes and behaviors in the workplace Although the psychological contract has been explored extensively over the last 50 years numerous theoretical conceptual empirical methodological and analytical changes have pushed the field forward As such it is time to take stock and move forward The contributors to this Handbook explore in detail this important component of modern management thinking Employment Contracts, Psychological Contracts, and Employee Well-Being David E. Guest, Kerstin Isaksson, Hans De Witte, 2010-07-22 Temporary employment has become a focus of policy debate theory and research The book addresses as its core concern the relationship between temporary employment contracts and employee well being It does so within the analytic framework of the psychological contract and advances theory and knowledge about the psychological contract by exploring it from a variety of perspectives It also sets the psychological contract within the context of a range of other potential influences on work related well being including workload job insecurity employability and organizational support A key aim of the book is to identify the relative importance of these various potential influences on well being The book covers seven countries

Belgium Germany The Netherlands Spain Sweden and the UK as well as Israel as a comparator outside Europe Data were collected from over 5 000 workers in over 200 organizations and from both permanent and temporary workers as well as from employers The book s conclusions are interesting and controversial The central finding is that contrary to expectations temporary workers report higher well being than permanent workers As expected a range of factors help to explain variations in work related well being and the research highlights the important role of the psychological contract However even after taking into account alternative explanations the significant influence of type of employment contract remains with temporary workers reporting higher well being In addition to this core finding by exploring several aspects of the psychological contract and taking into account both employer and employee perspectives the book sheds new light on the nature and role of the psychological contract It also raises some challenging policy questions and while acknowledging the potentially precarious nature of temporary jobs highlights the need to consider the increasingly demanding nature of permanent jobs and their effects on the well being of employees

Psychological Contracts in Organizations Denise Rousseau, 1995-05-18 Recipient of the George Terry Book Award sponsored by the Academy of Management The incredible number of specific illustrations embedded in this text is a great asset The book will be a good read for a potentially wide academic audience of professors and students especially in psychology and business schools anybody interested in contracts in the nonlegal sense and for thinking managers and practitioners Psychological Contracts in Organizations will become a standard reference in the organizational sciences by 1997 Richard Guzzo University of Maryland College Park This unique book examines the organizational social and psychological meaning of contracts written and unwritten in organizations The author addresses a multitude of important topics including contract making interpretation of contracts contracts that are emerging due to the turmoil and economic forces in the 1990s contract violations and strategies for changing contracts In addition this volume includes a thought provoking discussion of how contracts are linked to an organization s strategy and its human resource practices This outstanding volume concludes with an assessment of societal trends that point to large scale changes in future employment contracts Psychological Contracts in Organizations will capture the interest of advanced undergraduate and graduate students scholars managers and researchers in the areas of organizational behavior management organizational psychology human relations industrial relations law and socioeconomics

Managing the Psychological Contract Michael Wellin, 2007 This is the first book which shows how the psychological contract can be used in practice Michael Wellin reinterprets the psychological contract as something very tangible that exists between people at work and indicates how it can be used to increase business performance improve employee commitment and enable employees to realise their potential Throughout the book the author combines the latest organisation behaviour research findings including those on the psychological contract with his own and colleagues experiences to provide an important and extremely readable book for human resource specialists and all those concerned with the performance of their organisation

and its people *Psychological contract and the financial crisis* Fotini Mastroianni, 2017-02-16 Essay from the year 2012 in the subject Economics Job market economics language English abstract A key example of drastic change in today's global working environment with important consequences for employees since the diversification of all aspects of work is the transformation of the psychological contract among employees and their organizations As such psychological contract is defined by Rousseau 1995 as the belief that a person for the terms and conditions of a mutual agreement transaction between him/her and another participant in this case between the employee and the organization More specifically the term psychological contract refers to mutual obligations values expectations and desires of employees from their employers beyond any formal employment contract In other words it is a transaction relationship where employees and employers have certain expectations about their mutual obligations which are of course different for each employee and significantly affect what each side believes is its obligation The psychological contract has been characterized in various ways for example as unstable subjective unconscious indirect alive something that employees know it exists only when it is changed Appelbaum et al

Redefining the Psychological Contract in the Digital Era Melinde Coetzee, Alda Deas, 2021-02-18 This book introduces the psychological contract as a multi-level contextual construct and closes some of the knowledge gaps on the nature of the digital era psychological contract The digital era psychological contract gives rise to a new type of employer-employee relationship manifesting at the nexus between people and technology in a post-COVID 19 world The book volume provides promising new approaches for psychological contract research offering a rich compendium of reflections on the shifts in employer-employee expectations and obligations as well as suggestions for future research and practice Chapter contributions are divided into four main sections The Digital Era Contextual Issues and the Psychological Contract Managing the Psychological Contract in the Digital Era Issues for Organisational Practice Managing the Psychological Contract in the Digital Era Issues of Diversity Integration and Conclusion Redefining the Psychological Contract in the Digital Era is an insightful examination of the evolving nature of the psychological contract presenting novel insights into the antecedents consequences and facets of the new multi-level contextual digital era psychological contract The primary audience for this book volume is advanced undergraduate and postgraduate students in industrial and organisational psychology and human resource management as well as scholars in both academic and applied work settings Human resource managers and professionals will also have an interest in this book volume

The Dark Side of Organizational Behavior Ricky W. Griffin, Anne O'Leary-Kelly, 2004-05-03 In one comprehensive collection The Dark Side of Organizational Behavior provides a framework for understanding the most current thinking on the negative consequences of organizational behavior Written by experts in the field the contributors to The Dark Side of Organizational Behavior focus on the causes processes and consequences of behaviors in organizations that have a negative effect on the organization and the people in them

Influence of Organizational Culture on the Relationship Between Psychological Contracts and Organizational

Citizenship Behavior JENNIFER M. CARBAJAL,2025-05-22 What drives employees to perform organizational citizenship behavior s OCB may be affected in part by the type of psychological contract employees form with their organization This research specifically investigates the relationship between relational and transactional psychological contracts and the propensity to perform a altruism and b compliance OCB Furthermore the influence of organizational culture dimensions a internal orientation and b external orientation on this relationship was explored The results show that transactional psychological contracts were negatively related to both dimensions of OCB while relational psychological contracts were positively related to both dimensions of OCB For both OCB dimensions organizational culture moderated the relationship between PCs and OCB only when a transactional psychological contract was prevalent This work has been selected by scholars as being culturally important and is part of the knowledge base of civilization as we know it This work was reproduced from the original artifact and remains as true to the original work as possible Therefore you will see the original copyright references library stamps as most of these works have been housed in our most important libraries around the world and other notations in the work This work is in the public domain in the United States of America and possibly other nations Within the United States you may freely copy and distribute this work as no entity individual or corporate has a copyright on the body of the work As a reproduction of a historical artifact this work may contain missing or blurred pages poor pictures errant marks etc Scholars believe and we concur that this work is important enough to be preserved reproduced and made generally available to the public We appreciate your support of the preservation process and thank you for being an important part of keeping this knowledge alive and relevant *Supervisor Psychological Contract Management* Maida Petersitzke,2009-04-26 Maida Petersitzke provides an overview of the literature on psychological contracts and presents a four tier framework that details how organisations can systematically manage the psychological contracts of their employees **Understanding the Employee-organization Relationship** Maria Sofia Van Dijk,2004 [Handbook of Organization Studies](#) Stewart R Clegg,Cynthia Hardy,Walter R Nord,1996-09-19 A valuable guide to major issues in the field Gareth Morgan University of York The Handbook of Organization Studies completes the trilogy begun by two previous pathbreaking handbooks March s Handbook of Organizations 1965 and Nystrom and Starbuck s Handbook of Organizational Design 1981 Like the earlier two handbooks the editors have recruited an international group of up and coming junior scholars as well as seasoned veterans and the result is stunning a gold mine of ideas I wholeheartedly recommend this book Howard E Aldrich Kenan Professor of Sociology University of Northern Carolina at Chapel Hill A marvellous collection of up to date scholarship on organization studies from a whole array of perspectives A must for any organization researcher s bookshelf Koya Azumi Professor of Sociology International Christian University Tokyo The Handbook of Organization Studies provides a much needed synthesis of the literature and knowledge about organizations and organizing I recommend it as an essential reference book for business schools as well as social science departments Professor Jean Claude Thoenig INSEAD

Fontainebleau France This book is the most significant contribution to the study of organizations to have appeared in one volume since the classic Handbook of Organizations which James March edited thirty years ago This Handbook of Organization Studies should remain relevant for at least as long as its predecessor John Child Guinness Professor of Management Studies The Judge Institute of Management Studies University of Cambridge The Handbook of Organization Studies is a stunning accomplishment The volume forces relics of an earlier era like me to rethink the fields of organizations and organization studies It captures the exciting differences that are part of our literature in one place The volume undoubtedly will stimulate new enquiries which will require another such handbook in another three decades Richard H Hall Distinguished Service Professor Department of Sociology and Management State University of New York Albany This book will stimulate many exciting conversations among readers that would not have occurred without it It is creative in design and conception and the quality is superb Definintely it will appeal to those who wish to celebrate the diversity of perspectives and issues in the field and outflank those who wish to imagine that there is nothing of value outside the mainstream Professor John M Jermier University of South Florida Tampa This unique handbook presents a major retrospective and prospective overview of the field of organization studies Drawing on the talents of an outstanding team of international contributors the editors have assembled assessed and synthesized the key strands in past and current theory The text moves from the general to the specific from the past to the present and from the present to the future Addressing the established traditions as well as newer foci of inquiry it examines the questions that the fin de si gr ecle poses for organizations and for ourselves as organization members and researchers Central to the enterprise has been a concern to reflect and honour the manifest diversity of the field including recognition of the extent to which the very notion of a single field of organization studies is itself debated while also directing attention to the points of intersection and potential dialogue across the numerous conversations that make up this area of study Analyse des Zusammenhangs zwischen dem psychologischen Vertrag und der organisationalen Sozialisation Christina Böddeker, 2008-09-02 Inhaltsangabe Einleitung Menschen sind unser Erfolg und Mitarbeiter sind das herausragende Unterscheidungsmerkmal zwischen erfolgreichen und weniger erfolgreichen Unternehmen Dies sind personalpolitische Aussagen verschiedener Unternehmen die erkannt haben wie wichtig Mitarbeiter f r ihr Unternehmen sind Doch insbesondere die Einstellungen und Verhaltensweisen der Mitarbeiter haben in diesem Zusammenhang einen Einfluss auf den Erfolg einer Organisation Daher stellt sich die Frage wie diese Einstellungen und Verhaltensweisen im Sinne des Unternehmens beeinflusst werden k nnen Forscher der Arbeits und Personalpsychologie betrachten den psychologischen Vertrag und die organisationale Sozialisation als relevante Konzepte zur Erkl rung wichtiger Einstellungen und Verhaltensweisen der Mitarbeiter da sie einen gro en Einfluss auf die Arbeitszufriedenheit das organisationale Commitment und auf die Intention im Unternehmen zu bleiben haben Betrachtet man allein die Kosten die mit der K ndigung bzw Fehlbesetzung einer Stelle eines Arbeitnehmers verbunden sind wie z B Einstellungs Schulungs und

Administrationskosten wird deutlich welche Bedeutung der Erfüllung des psychologischen Vertrags und der erfolgreichen Sozialisation neuer Mitarbeiter zukommt. Der psychologische Vertrag beinhaltet die vom Arbeitnehmer individuell wahrgenommenen Konditionen und Bedingungen des Arbeitsverhältnisses. Die organisationale Sozialisation hingegen bezeichnet die Eingliederung neuer Mitarbeiter in eine Organisation. Sie wird sowohl als Prozess verstanden in dem neue Mitarbeiter sich das neue soziale Wissen und Fähigkeiten aneignen um sich in ihrer neuen Rolle zurechtzufinden aber auch als zeitlicher Rahmen in dem sich der psychologische Vertrag entwickelt. Obwohl wissenschaftliche Studien bestätigen dass insbesondere die ersten Monate des Arbeitsverhältnisses entscheidend sind um einen positiven Vertrag zwischen Arbeitnehmern und Organisation zu entwickeln wird der Formung und Entwicklung des psychologischen Vertrags während der organisationalen Sozialisation bisher wenig Aufmerksamkeit geschenkt. Doch nicht nur die theoretische und empirische Erforschung der Formung und Entwicklung des psychologischen Vertrags wird in der Literatur vernachlässigt auch dem direkten Zusammenhang zwischen der organisationalen Sozialisation und dem psychologischen Vertrag wurde bisher kaum Aufmerksamkeit geschenkt. Ziel dieser Arbeit ist es daher die Triggers at Work, 2023. In the current era of global competition innovation digital transformation and societal disruptions organizations are constantly undergoing changes. These changes not only reshape organizations but also impact the psychological contracts of employees. The psychological contract refers to the mutual expectations and obligations between the organization and the employee forming the basis for how employees evaluate their work environment. When organizations fail to fulfill their obligations either in a direct or indirect way or as a result of procrastination in delivering on promises it can lead to a breach of the psychological contract. This breach can have negative consequences for employees including reduced organizational commitment lower motivation higher turnover intention absenteeism decreased job satisfaction lower performance and even counterproductive work behavior. In times of change the risk of psychological contract breaches is high making research on psychological contracts more important than ever. While there has been extensive research on the effects of psychological contract breach little is known about the process through which it develops. In fact the dynamics leading to contract breach have not been fully established. The studies in this thesis shows that the process of breach is non linear rather than linear an iterative process that involves the perceiving appraising and coping with triggers over time. Triggers are those selected stimuli that signal a personally relevant situation within the employment relationship that require attention. They prompt a shift from automatic processing to conscious attention and activate the mental model of the psychological contract initiating higher order reasoning. Moreover triggers are highly idiosyncratic making the process of breach highly idiosyncratic too. The level of attention is the guiding principle for identifying triggers and as a consequence comparable or related stimuli from previous triggers will be activated faster. This is due to the memory effect whereby a stimulus that was repeatedly attended to in the past will now be more efficiently identified and selected. As a result these interconnected triggers can steer conscious

attention to the psychological contract more quickly This interconnectedness of triggers drives an accumulation process that strains the employment relationship until a threshold has been surpassed and the psychological contract breach is perceived There are fourteen clusters of potential disruptions in which positive and negative triggers respectively buffer or increase the strain that is placed on the employment relationship Hybrid triggers impact on the psychological contract seems to level out because of the opposing feelings experienced The negative impact of triggers with respect to the psychological contract heightens awareness of and attention to new triggers for an average eleven days This means that managers can use this window of opportunity to intervene and to de escalate the cumulative effect of triggers In this way they can minimize the negative consequences of felt disruptions for the benefit of employees as well as the organization Overall triggers fuel psychological contract dynamics and it is important to note that more in depth research from a process perspective is needed to gain more insight into these dynamics Understanding the triggers as well as the interconnectedness of these triggers and their origin can help managers and organizations mitigate and prevent psychological contract breaches This can ultimately lead to a more positive and productive employment relationship for both the employee and the employer

Organizational Behaviour Ray French, 2011 This new edition builds on the strengths and successes of the first edition and has been fully updated to reflect changes in the world of work following the global financial crisis The authors combine a managerial approach focusing on practical real world applications with a rigorous critical perspective that analyses the research behind the theories The text addresses alternative theoretical perspectives in parallel to the introduction of new worldwide cases and examples New pedagogical features such as the Ethical Dilemma and Critical Thinking boxes reinforce the critical approach The concise coverage of the core topics can be applied to both one semester and year long teaching and learning patterns

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