

Managing The Psychological Contract Using The Personal Deal To Increase Performance By Michael Wellin 2007 02 28

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.

The psychological contract lies at the heart of your relationship with the organisation you work for. It is the deal you make with your employer and colleagues at work; it is about your mutual expectations and their fulfilment. Too often this contract is implicit and left to chance, resulting in misunderstanding, stress, lower commitment and performance. The author demonstrates how to use the psychological contract to raise the business game and increase personal fulfilment. *Managing the Psychological Contract* is the first book which shows how the psychological contract can be used in practice. In it Michael Wellin advocates going beyond the traditional static view of the psychological contract between the organisation and its employees. He shows how to create unique and dynamic customised Personal Deals between people and teams. He does this by showing how to make personal deals explicit and mutual, and provides practical tips for leaders, employees and HR professionals. Separate chapters are devoted to leadership, culture change and strategic HR management. There is also a chapter of practical ideas for individuals who want to change their personal deal at work. The author's ideas are based on his own research and consultancy experience as well as the latest business school research. The book has a number of case studies showing how different organisations use the psychological contract. This is an important and extremely readable book for all those concerned with the improved performance of people and organisations.

In discussing a management topic, scholars, educators, practitioners, and the media often toss out the name of a theorist (Taylor, Simon, Weber) or make a sideways reference to a particular theory (bureaucracy, total quality management, groupthink) and move on, as if assuming their audience possesses the necessary background to appreciate and integrate the reference. This is often far from the case. Individuals are frequently forced to seek out a hodgepodge of sources varying in quality and presentation to provide an overview of a particular idea. This work is designed to serve as a core reference for anyone interested in the essentials of contemporary management theory. Drawing together a team of international scholars, it examines the global landscape of the key theories and the theorists behind them, presenting them in the context needed to understand their strengths and weaknesses to thoughtfully apply them. In addition to interpretations of long-established theories, it also offers essays on cutting-edge research as one might find in a handbook. And, like an unabridged dictionary, it provides concise, to-the-point definitions of key concepts, ideas, schools, and figures. Features and Benefits: Two volumes containing over 280 signed entries provide users with the most authoritative and thorough reference resources available on management theory, both in terms of breadth and depth of coverage. Standardized presentation format, organized into categories based on validity and importance, structures entries so that readers can assess the fundamentals, evolution, and impact of theories. To ease navigation between and among related entries, a Reader's Guide groups entries thematically and each entry is followed by Cross-References. In the electronic version, the Reader's Guide combines with the Cross-References and a detailed Index to provide robust search-and-browse capabilities. An appendix with a Chronology of Management Theory allows readers to easily chart directions and trends in thought and theory from early times to the present. An appendix with Central Management Insights allows readers to easily understand, compare, and apply major theoretical messages of the field.

Suggestions for Further Reading at the end of each entry guide readers to sources for more detailed research and discussion. Key themes include: Nature of Management Managing People, Personality, and Perception Managing Motivation Managing Interactions Managing Groups Managing Organizations Managing Environments Strategic Management Human Resources Management International Management and Diversity Managerial Decision Making, Ethics, and Creativity Management Education, Research, and Consulting Management of Operations, Quality, and Information Systems Management of Entrepreneurship Management of Learning and Change Management of Technology and Innovation Management and Leadership Management and Social / Environmental Issues PLUS: Appendix of Chronology of Management Theory PLUS: Appendix of Central Management Insights

This annual series presents research on the theory and practice of management. Its goal is to be truly comparative--in terms of the broad scope of management perspectives, in the broad-ranging locations of its research as well as its application, and in its comparisons of findings, methodologies, and operational definitions. Part I, "Organization Theory, Change, and Effectiveness," presents a model of organizational congruency, discusses managing interdependence to enhance organizational effectiveness, outlines a theoretical framework that clarifies the means by which IT can affect organizations' economic activities, and suggests how organization development approach can help find more satisfying equilibria of forces and stakeholders in today's organizational cultures. Part II, "Behavior and Attitudes in Organizations," considers values and leadership roles, discusses the role played by trust in interfirm collaboration, and explores the relationship between organizational climate and ethical decisions. Part III, "International and Cross-cultural Management," looks at various issues of management including power bases of supervisors and subordinates' conflict management strategies and commitment, organizational commitment of the U.S. and Korean workers; superior-subordinate communication in a multicultural workforce in Macao, and cynicism toward change in the public sector in Australia. Part IV, "Human Resource Management," deals with consequences of removing performance appraisal and merit pay; the entrepreneurial role to bring disconnected parties together for economic, social and/or political benefits; and relationships of downsizing to career perceptions and psychological contract. Part V, "Inference and Data in Management Research," urges greater use of strong inference and discusses the strength of data and the interaction between data and inference in a procedure called strong inference.

Contracts in employment are of two kinds: the formal, written economic 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.

Contemporary Issues in Human Resource Management is uniquely holistic in its approach to advanced HRM and takes the reader logically through a wide variety of practical issues and functions that affect HR practitioners. Topics addressed include competition and choice, people and skills, regulation and public policy, social trends, engaging people, managing an international workforce, and developing and implementing HR strategies. It is an essential one-stop resource that clearly evaluates the issues surrounding the way people are managed, offers insight into the future development of HRM, and provides the theoretical framework that will enable success in practice. *Contemporary Issues in Human Resource Management* is packed full of engaging features, such as chapter-by-chapter learning outcomes, case studies, critical reflections, questions and activities designed to actively engage you with the material addressed and summaries of key points to aid learning. Taking you step-by-step through the aspects of HR management so vital for the practice of HR within an organisation, Stephen Taylor's innovative textbook is ideal for students taking an HRM module at undergraduate or Master's level, as well as students taking other modules that explore people management in relation to the wider business context. Online resources are offered to complement the material and include annotated web links, for a wealth of

useful sources and information to develop your understanding, multiple choice questionnaires, PowerPoint slides for tutors to design their programmes, along with Lecturer's guides.

Managing People and Organizations in Changing Contexts addresses the contemporary problems faced by managers in dealing with people, organizations and change in a theoretically-informed and practical way. This textbook approaches people management from the perspective of practising and aspiring managers, making it a valuable alternative to existing texts on organizational behaviour and human resource management. This new edition considers new emerging organizational forms such as e-lancing and recent management concerns such as employee engagement, de-professionalization and the growing challenges of social media. Built around a chapter framework that connects different themes to managerial action and practices, this textbook covers a wide range of topics including: managing at the individual, group and organizational levels change management managing creativity and innovation, and corporate governance and corporate social responsibility. There is an increased international flavour, reflected in the range of contemporary case studies and literature used throughout, which explore business and management problems in the private and public sectors. This text will be relevant to practising and aspiring managers studying people management, organizational behaviour and change management.

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.

The book covers seven countries: Belgium, Germany, the Netherlands, Spain, Sweden, and the UK, as well as Israel as a comparator outside Europe. Data was collected from over 5,000 workers in over 200 organizations, and from both permanent and temporary workers, as well as from employers. --

Positive psychology focuses on finding the best one has to offer and repairing the worst to such a degree that one becomes a more responsible, nurturing, and altruistic citizen. However, since businesses are composed of groups and networks, using positive psychology in the workplace requires applications at both the individual and the group levels. There is a need for current studies that examine the practices and efficacy of positive psychology in creating organizational harmony by increasing an individual's wellbeing. The Handbook of Research on Positive Organizational Behavior for Improved Workplace Performance is a collection of innovative research that combines the theory and practice of positive psychology as a means of ensuring happier employees and higher productivity within an organization. Featuring coverage on a broad range of topics such as team building, spirituality, and ethical leadership, this publication is ideally designed for human resources professionals, psychologists, entrepreneurs, executives, managers, organizational leaders, researchers, academicians, and students seeking current research on methods of nurturing talent and empowering individuals to lead more fulfilled, constructive lives within the workplace.

This special issue addresses such concerns as the loss of employment security and promotion prospects and their effects, primarily from the organization's perspective.

Prepare to Think and Act like a manager with the powerful insights, solid concepts, and reader-friendly approach in ORGANIZATIONAL BEHAVIOR: MANAGING PEOPLE AND ORGANIZATIONS, 12th Edition. This text equips you with the skills and practical understanding to meet modern management challenges. You will delve into the fundamentals of employee behavior in today's organizations as the book balances classic management ideas with thorough coverage of the most recent organizational behavior developments and contemporary trends. Memorable examples from organizations and managers you will instantly recognize are woven throughout the book and work with new cases and boxed features that focus on pressing issues and reinforce the book's practical perspective. You'll also learn more about your strengths and areas where you need development though an array of self-assessment activities. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

Employee perceptions of psychological contracts were explored in a mixed methods design project. Although psychological contract research has been popular since its inception over 50 years ago, the field makes a number of assumptions about how employees truly experience psychological contracts (Conway & Briner, 2009). The primary goal of the present research was to identify how psychological contracts should be measured and theorized to reflect the natural experiences and language of employees. In Study 1, I examined a number of the theory's assumptions by asking employees in interviews about their psychological contract experiences. A descriptive phenomenological approach allowed me to best capture the real life contexts through the eyes of the employees. The interviews involved discussions about employees' perceived legal contract perceptions, the existence of psychological contracts, and the nature of their psychological contract experiences, if one existed. Interview findings revealed that while some psychological contract theory assumptions were supported (e.g., psychological contracts are perceived to evolve), others were not (e.g., universality of psychological contracts). The interview findings also identified the natural terminology used by employees, thus informing how psychological contracts should be measured. In Study 2, I used Study 1 findings to develop and test a revised feature-based measure of psychological contracts. I also further expanded Study 1 findings by quantifying the prevalence of and preference for psychological contracts, and their implications on organizational commitment, employee engagement, and turnover intentions. As predicted, those who did perceive a psychological contract were more likely to score high on commitment and engagement ratings, compared to those who did not. Contrary to predictions, there were no significant group differences for turnover intentions and contract preference did not play a moderating role on these relations. A revised measure is also presented in Study 2 which supported existing psychological contract theory typology (Relational and Transactional contract types). The contract type factors significantly predicted commitment, engagement, and turnover intention, mostly as hypothesized. The general discussion reviews how the two studies sequentially contribute to psychological contract measurement and theory. Guidelines are also presented to provide recommendations for both management and employees in how best to manage their psychological contracts.

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.

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 text is a comprehensive overview of what is now the major way of trying to understand the employment relationship - the concept of the psychological contract.

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.

'This is an extremely welcome and timely contribution which extends our understanding of the relationship between trust and HRM in organizations, a relationship which has until now been under explored.

This excellent edited collection explores trust in the context of HRM stage by stage from pre-entry to exit in a thoughtful and provocative way. In each chapter leading scholars in the trust and HRM fields highlight critical issues for both researchers and practitioners to consider. Key reading for anyone interested in how HRM can enhance and develop trust and how trust can contribute to the success of HRM.'

– Antoinette Weibel, University of Konstanz, Germany and President of First International Network on Trust 'The issue of trust in organizations is an extremely important one, given the global economic situation. This edited collection is outstanding, comprised of the leading academics in the field and highlighting the challenges for HR over the coming decade. A must read for those in HRM, if we are to build trust in organizations in the future.' – Cary L. Cooper, CBE, Lancaster University Management School, UK An organization's human resource management (HRM) policies and their implementation have long been claimed to influence trust within an organizational environment. However there has, until now, been a limited examination of the relationship between the two. In this unique book, the contributors explore the HRM cycle from entry to exit, and examine in detail the issue of trust and its links with HRM. Each chapter takes an aspect of HRM including; selection, performance management, careers and personal development, training, change management and exit, and offers a new understanding and insight into the role, importance and challenges to trust within these processes. This timely book will prove to be an invaluable resource for academics interested in trust, HR and organizational behaviour. HR professionals should also not be without this path-breaking study.

Businesses worldwide are faced with major challenges related to the progressive (and many times unavoidable) incorporation of information technologies into their processes. Often, organizations don't suitably react to the new requirements of these technologies, resulting in outdated policies, practices, and strategies. *Human Resource Management in the Digital Economy: Creating Synergy between Competency Models and Information* is a reference for both practitioners and academics that demonstrates how to implement e-management and competency models in companies. This book offers perspectives on the impact of integrated e-human resource policies and provides recommendations for addressing the shift from traditional human resource policies to new perspectives.

What is the psychological contract? How do the psychological contracts of professional workers change over time? Do professional workers feel more committed to their profession or to their employing organization? Can psychological contracts be 'managed'? These are some of the key questions addressed by this book in its examination of the role played by the psychological contract in the developing careers of professional workers. 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. Beginning with an introduction of the history and concept of the psychological contract, the book provides an overview of the major areas of research. However it goes beyond a simple description to focus on the careers of professional workers, from factors influencing the entrance into a profession, to the process of developing professional identities and career progression. The developing professional career may involve a progression to managerial responsibilities which can lead to organizational conflict. The book offers insights into the influence of the psychological contract when it comes to critical career decisions, including a discussion of the consequences of psychological contract violation. Finally the role of HR is examined with reference to the 'management' of the psychological contract and the retention of key professional workers within organizations. The book is key reading for all psychology students, especially those specializing in occupational, organizational, work and business psychology. It will also be of interest to HR students and HR professionals, business students and health professionals.

Get 12 months FREE access to an interactive eBook when purchasing the paperback* Reflecting the global nature of the workplace with its use of real world examples and case studies, Nick Wilton's book is not another 'How to?' of HRM in practice, but goes beyond the prescriptive approach to the practice of strategic HRM and encourages critical reflection to prepare students for the issues and dilemmas they could face in their careers. Providing an introduction to the management of people in work organizations, it seeks to outline the purpose and operation of HRM activities in the 'real world?', whilst situating practice in the context of associated debates and controversies played out in the parallel field of academic study. It adopts a critical perspective on the study and practice of HRM to provide the reader with an understanding not only of the potential for HRM to contribute to both improved organizational performance and individual well-being in the workplace, but also why it very often fails to achieve either of these positive outcomes and suggests that the management of people is not the exclusive preserve of HR specialists, but an area of interest or concern for all organizational actors. The new edition comes packed with features that encourage readers to engage and relate theory to practice including: - Management skills and attributes boxes outlining the required competencies of line managers and HR practitioners - HR in practice boxes illustrating how HRM theory works in real world practice - Ethical insights presenting ethical considerations for budding practitioners - Global insights highlighting practices around the world - Research insights inviting students to explore further academic research - Case Studies and Examples offering a more in-depth look at HRM across a variety of organizations - A free interactive eBook* featuring author videos, web-links interactive multiple choice questions, free SAGE journal articles, extended case studies and other relevant links, allowing access on the go and encouraging learning and retention whatever the reading or learning style. Aimed at students across the academic spectrum, whether studying on a specialist HRM or CIPD program of study, a generalist business and management programme or studying HRM as part of a programme in an unrelated discipline (such as engineering or humanities). *Interactivity only available through VitalSource eBook included as part of

paperback product (ISBN 9781473954199). Access not guaranteed on second-hand copies (as access code may have previously been redeemed).

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.

Analyzes key critical HR variables and defines previously undiscovered issues in the HR field.

The relationship between workers and firms are changing worldwide. Nowhere is this more evident than in the psychological contracts of employment. This book combines the cross-national perspectives of organizational scholars from thirteen countries to examine how societies differ in the nature of psychological contracts in employment and how global business initiatives are bridging these differences. The contributors include social scientists with deep knowledge of the particular societies they describe, and whose personal scholarship involves psychological contract phenomena locally as well as abroad.

Readers of Denise Rousseau's award winning book, *Psychological Contract in Organizations* (Sage 1995) will welcome the extension of this ground-breaking work into the global arena.

This book focuses on the aging workforce from the employment relationship perspective. This innovative book specifically focuses on how organizations can ensure their aging workers remain motivated, productive and healthy. In 15 chapters, several experts on this topic describe how organizations through effective human resource management can ensure that workers are able to continue working at higher age. In addition, this book discusses the role older workers themselves play in continuing work at higher age. To do this, the authors integrate research from different areas, such as literature on leadership, psychological contracts and diversity with literature on the aging workforce. Through this integration this book provides innovative ways for organizations and workers to maintain productivity, motivation and health. *Aging Workers and the Employee-Employer Relationship* summarizes the latest research on how employment relationships change with age and its implications for supporting the well-being, motivation and productivity of older workers. It identifies ways to improve how both companies and workers solve the problems they face. These include better designed employment practices and more adaptive job content and developmental opportunities for aging workers along with activities aging workers can engage to enhance their own job crafting, learning and employability.

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.

Judged "the undisputed 'bible on the topic'" by the "Journal of Administrative Management," the definitive book on the subject explains reward management, which is concerned with implementing policies and strategies that aim to reward people fairly, equitably, and consistently.

Scholars agree that change has become a staple in organizational life and will likely remain as such beyond the 21st century. As the rate of change continues to accelerate, organizations must strive to develop and implement new initiatives in order to obtain significant benefits to organizational survival, economic viability, and human satisfaction. *Organizational Change Management Strategies in Modern Business* covers the most important elements of change management as well as the difficulties and challenges that organizations have faced when implementing change. In sampling different disciplines relevant to topics such as resistance to change, mergers and acquisitions management, leadership, the role of human resource strategies, and culture, this reference work is a useful resource for academics, professionals, managers, administrators, and others interested in organizational change.

This book explores the differences between Western and non-Western cultures to provide a more comprehensive understanding of psychological contract and its consequences on employees' behavioral, attitudinal, and cognitive outcomes. Further, it discusses the culturally-relevant elements of HR practices that affect employee expectations, job satisfaction, commitment, and motivation based on their perceptions of the level of fulfilment of their psychological contract. Integrating both qualitative and quantitative methods, it is the first book to examine the current state of the South Asian workforce and will advance research on industrial relations, employee relationship management, and corporate management of South Asian employees around the world.

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.

Managing the Psychological Contract Using the Personal Deal to Increase Business Performance CRC Press

[Copyright: 9977f9ad1b2a64cd65408a5702900c2b](#)