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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

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to examine how societies differ in the nature of psychological contracts in employment and how global business initiatives are bridging these differences.

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workers and firms are changing worldwide. Nowhere is this more evident than in the psychological contracts of employment - that is, the obligations workers owe to their employer, and vice versa. Psychological Contracts In Employment contains the cross-

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organizational scholars from 13 countries to examine how societies differ in the nature of psychological contracts in employment and how global business initiatives are bridging these differences.

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The psychological contracts workers experience cross-nationally are becoming more diverse within firms, more idiosyncratic between people, and

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more directly shaped by market-related factors. The...

(PDF) Psychological contracts in employment

The psychological contract, by definition, represents the understanding of mutual

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expectations between employees and employers. In theory, the psychological contract is used to maintain a positive employee-employer relationship by founding a set of mutually agreed ground rules. It pays particular attention to the 'human side' of a working

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relationship, rather than the purely commercial or transactional side.

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The psychological contract refers to the unwritten set of expectations of the employment relationship as distinct from the formal, codified employment contract. Taken together, the psychological contract and the

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employment contract define the employer-employee relationship. Originally developed by organisational scholar Denise Rousseau, the psychological contract includes informal arrangements, mutual beliefs, common ground and perceptions

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between the two parties.

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to think enlarged and faster can

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be undergone by some ways.
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Although the notion of
psychological contract describes

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the expectations of both employers and workers, the concept has been mainly studied from the perspective of the employee. The psychological contract differs from a legal contract of employment which offers a limited reality of the

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employment relationship. The legal contract refers to an agreement, usually written and signed, about the mutual obligations of the employer and the worker.

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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

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Cross-National Perspectives

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

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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

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ground-breaking work into the
global arena.

Organisational scholars from a
range of countries discuss the
variety of psychological contracts
in employment that different
cultures and societies agree to.

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They consider how global
business initiatives are bridging
those differing contracts.

The book covers seven countries:
Belgium, Germany, the
Netherlands, Spain, Sweden, and
the UK, as well as Israel as a

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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. --

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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,

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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

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included. The book concludes with an assessment of societal trends that point to large scale changes in future employment contracts.

How can we understand the relationship between employer

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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

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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

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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

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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

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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

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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

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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

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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

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professionals and practitioners in
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Management Consultancy,
Human Resource Management,
Careers and Career Management,
Career Counselling,
Workplace Training.

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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

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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

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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

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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

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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

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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

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Concerned with the improved performance of people and organisations.

This book explores the differences between Western and non-Western cultures to provide a more comprehensive

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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

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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

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South Asian workforce and will advance research on industrial relations, employee relationship management, and corporate management of South Asian employees around the world.

Decisions in businesses and

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Organizations are too often based on fads, fashions and the success stories of famous CEOs. At the same time, traditional models and new cutting-edge solutions often fail to deliver on what they promise. This situation leaves managers, business leaders,

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Consultants and policymakers with a profound challenge: how can we stay away from trends and quick fixes, and instead use valid and reliable evidence to support the organization? In response to this problem, evidence-based management has

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evolved with the goal of improving the quality of decision-making by using critically evaluated evidence from multiple sources - organizational data, professional expertise, stakeholder values and scientific literature. This book sets out and

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Explains the specific skills needed to gather, understand and use evidence to make better-informed organizational decisions. Evidence-Based Management is a comprehensive guide that provides current and future managers, consultants and

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Organizational leaders with the knowledge and practical skills to improve the quality and outcome of their decision-making. Online resources include case studies, exercises, lecture slides and further reading.

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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

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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

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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

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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

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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

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and developmental opportunities for aging workers along with activities aging workers can engage to enhance their own job crafting, learning and employability.

Employees' concern for striking a

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better balance between their work and non-working life has become a feature of the modern workplace in recent times because of significant shifts in both demographic and socio-cultural norms, and this has driven significant changes in the

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structure and requirements of the labour market. As a result organisations are developing work-life balance (WLB) strategies to enhance the autonomy of employees in the process of coordinating and integrating the work and non-work aspects of

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their lives. More specifically, organisations are increasingly using a co-ordinated communications strategy, referred to as a WLB employer branding strategy in this thesis, to promote the organisations' WLB credentials to prospective and

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existing employees. The aim of this research study was to examine the impact WLB policies and employer branding activities have on employee perceptions of expectations for WLB organisational support. Furthermore the study sought to

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identify and understand the factors that lead to employees perceiving that the organisation has fulfilled those expectations for support around their WLB needs and how employees respond in terms of trust, job satisfaction, affective

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Commitment, intention to leave the organisation, in-role and contextual job performance. The study used the concept of a WLB psychological contract to examine these relationships. The WLB psychological contract in this study is defined as those

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expectations and beliefs an employee has of an organisation to provide a supportive work environment that enhances the employee's sense of balance between their work and non-working life. A cross-sectional research design was used to

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Study the perceptions of employees in the Stage 1 survey and supervisor perceptions of their reports performance in the Stage 2 survey. The sample size for the Stage 1 survey was 627 and 167 supervisors responded to the Stage 2 survey. The sample

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was drawn from seven Australian organisations from the health, local government and fast moving consumer goods (FMCG) sectors. The study demonstrates that employee perceptions of effective communication of WLB policies and programs and

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awareness of WLB policies form WLB psychological contracts. Furthermore, WLB supervisor support performed a role in forming WLB psychological contracts due to its moderating influence on WLB policy awareness. Consistent with

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previous literature demonstrating the positive role of WLB supervisor support and organisational culture, both variables performed an important antecedent role in fulfilling employees' WLB psychological contracts. As expected, a positive

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relationship between WLB
psychological contract fulfilment
and enhanced levels of employee
trust, job satisfaction, affective
commitment and contextual
performance directed at both the
organisation and colleagues were
uncovered. The study also

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demonstrated that WLB psychological contract fulfilment reduces the employee's intention to leave the organisation. In addition to the main effects relationship trust had with WLB psychological contract fulfilment, trust also mediated the

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relationship between WLB psychological contract fulfilment and job satisfaction, affective commitment, intention to leave the organisation and contextual performance directed at colleagues (i.e., interpersonal facilitation) in the study. Finally,

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and counter to expectations, based on sensemaking theory, organisational justice dimensions failed to moderate the relationship between WLB psychological contract fulfilment and trust. The use of signalling theory to examine WLB

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psychological contract formation presents the most significant contribution of the study. The study also makes a valuable contribution to both the WLB and psychological contract literature by extending the work of other researchers that have focused on

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the more narrowly defined concept of a work-family psychological contract and employee responses to work-family psychological contract breach. By contrast, this study tests relationships that explain both the formation of the more

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expansive work-life balance
psychological contract and
responses to WLB psychological
contract fulfilment from the
employees' perspective. The study
also makes several contributions
to practice because the HR
function and its managers tend to

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play an important role in shaping and implementing an organisation's WLB strategy. The study's findings demonstrate the importance for HR practitioners to take a considered approach to the development of WLB policies and communication of WLB

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programs because of the role they play in creating employee expectations around WLB support. Furthermore, HR practitioners have a key role to play in enhancing supervisor support and facilitating the organisational culture required to

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fulfill employees' WLB psychological contracts. Finally, influencing employee-related outcomes included in this study (e.g., trust, job satisfaction, affective commitment, intention to leave, performance) are an important part of the HR

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practitioner's role and the results provide important insights into how these outcomes can be enhanced.

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