Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research


Stride Toward Freedom This book presents the most recent theoretical insights and practical intervention methods to (re)build trust between management and organized employees in organizations. Offering a multidisciplinary perspective on trust and conflict management in organizations, the book draws from diverse fields such as organizational psychology, business, law, industrial relations and sociology. It examines the often encountered breaches of trust between management and organized workers and the ensuing destructive social conflicts, social actions, strikes or dramatic business decisions. Its focus is on trust and conflict management at the organizational level in an industrial relations context: that of employee representatives and management. The book introduces a new theoretical approach: the Tree of Trust, designed to analyse and mediate the interconnected levels of trust and distrust in industrial relations. It presents case studies and practical recommendations to build trust and constructive conflict management in the organizations, and illustrates these by means of experiences from different countries around the globe.

Sustainable Human Resource Management 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.

Understanding Psychological Contracts at Work

Human Resource Management Work Across the Lifespan coalesces lifespan theoretical and lifespan-based empirical perspectives on aging and work. The book examines human development theories that explain patterns of growth, trajectories of change and maintenance of continuities across the entirety of life. Using the implicit focus of these theories on aging as a guide to intra-individual change and goal-based self-regulation processes, the book examines the relationship between work and aging. Drawing upon developmental psychology, life course sociology, microeconomics, and critical gerontology, this authoritative reference brings together the collective thinking of researchers who study aging and working, and aging and careers. Summarizes key tenets of lifespan theories Draws upon theories from work and organizational psychology, organizational behavior, and human resources management Applies theories to work, organizational life and careers Examines age and work-related processes Provides an exclusive lifespan focus on work and aging Focuses on aging as a continuous intradimensional change process

Organizational Control Employees with valuable skills and a sense of their own worth can make their jobs, pay, perks, and career opportunities different from those of their coworkers in subtle and not-so-subtle ways. Work at home arrangements, flexible hours, special projects—personally negotiated arrangements like these can be a valuable source of flexibility and personal satisfaction, but at the risk of creating inequality and resentment by other employees. This book shows how such individual arrangements can be made fair and acceptable to coworkers, and beneficial to both the employee and the employer. Written by the world's leading expert on the subject, T-Ideals: Idiosyncratic Deals Employees Bargain for Themselves challenges traditional notions that standardization is the way to create workplace justice. The book is filled with real examples, cases, and supporting data. It expands conventional ideas of workplace fairness, provides details on the power that workers influence over their employment conditions, and spells out how companies and employers can channel this influence into mutually beneficial innovations. The book is must reading for students and scholars in the fields of human resource management and organizational behavior, and for managers and employees everywhere.

Principled Labor Law During the last fifteen years, researchers have shown increasing interest in the exchange relationship between the employee and employer. Until now, the literatures examining the employment relationships have tended to operate either from the employee or the employee perspectives and have typically approached the topic from a single discipline be it psychology, sociology, human resource management, organizational behavior, industrial relations, law or economics. Failure to consider multiple perspectives has created a fragmented understanding of the employment relationship. This volume incorporates social exchange, economics, industrial relations, legal, and justice theory perspectives. In addition, chapters have been written by authors that reflect the full international body of research on the employment relationship and provide information about legislation, governance, and cultural differences across nations. The conceptual and empirical foundations for understanding the employment relationship from these different theoretical perspectives facilitates the establishment of the convergent and discriminant validity of the psychological contract and the investments-contributions models of the employment relationship in relation to related exchange constructs such as perceived organizational support and leader-member exchange. The interdisciplinary and international nature of the employment relationship literature reviewed and integrated in this volume provides archness that is rarely available in studies of the workplace, and many new and provocative ideas are presented in this volume. Bringing these perspectives together provides greater comprehensiveness, clarity, synthesis and understanding of the employment relationship. This volume is designed to promote the thinking of scholars in the employment relationship area. It will also have relevance to practitioners primarily through the implications of this multi-disciplinary perspective. The volume offers
Handbook of Research on the Psychological Contract at Work Strategy execution is one of the most important and exciting topics in management. Implementing strategy in today's complex organizations is an enormous challenge but one that all leaders must tackle. This lively book is an essential guide to strategy execution for practicing managers and those in advanced management education. It combines the rigour of advanced research with the accessibility of practical experience and application to lead readers through the subject. Drawing together existing knowledge and reporting findings from his own research, Andrew MacLennan brings this often neglected topic sharply into focus. After introducing and defining strategy execution, the book presents a series of systematic frameworks to help managers and leaders: identify common strategy execution barriers and diagnose performance problems in particular situations translate conceptual strategies into concrete activities align emergent activities and projects with strategic objectives support critical activities by aligning organizational designs and systems Strategy Execution is an insightful, engaging, and practical book. The models are supplemented throughout with real world examples, summaries of key issues and signposts to further readings. It is a comprehensive, easy to use book offering students and practitioners a systematic approach to strategy implementation.

Building Trust and Constructive Conflict Management in Organizations The 24th volume in this prestigious series of annual volumes, the International Review of Industrial and Organizational Psychology 2009 includes scholarly, thoroughly researched, and state-of-the-art overviews of developments across a wide range of topics in industrial and organizational psychology. An international team of highly respected contributors reviews the latest research and issues in the field with eight chapters supported by extensive bibliographies. This volume is ideal for organizational psychologists, MSc level students in organizational psychology, and researchers seeking literature on current practice in industrial and organizational psychology.

Age and psychological contract breach in relation to work outcomes

The Employee-Organization Relationship This book provides a multi-stakeholder perspective on sustainable HRM for the policymakers, managers and academics, addressing issues, approaches, research studies/frameworks and emerging patterns relating to the subject. It discusses various aspects of sustainability, such as making HR more responsible for ensuring sustainability focusing on the triple bottom line, characteristics of sustainable HRM, psychological contracts, emotional intelligence, and psychological development. The book also explores organizations, organizational citizenship behavior, employment relations, employee engagement, sustainable leadership, disruptive HR practices, sustaining employee motivation, educational sustainability, sustainable career management, sustainable environment, employer and employee branding, sustainable organizations, organization culture, training for sustainability, sustainable employee performance, business sustainability and sustainable employability. It provides an update on the concept, processes, issues and emerging paradigms from multidimensional and cross-country perspectives to showcase sustainable HR practices, and appeals to the academics, practitioners and policymakers in the area of HRM.

Men, Management, and Mental Health This book takes a multi-dimensional approach to the concept of organizational fairness, one that views organizational fairness as being comprised of procedural justice, organizational politics, organizational trust, and psychological contract breach, all of which are indicators of the global evaluation of the (un)fairness of the organization.

Aging Workers and the Employee-Employer Relationship The background for the international research conference “Health Hazards and Challenges in the New Working Life” was the emerging questions concerning the health and social effects of the rapid changes in the labour market leading to increasing long-term unemployment, temporary employment and irregular employment contracts. We knew that other countries have had this development at the labour market for a much longer time than Sweden has and it seemed a good idea to invite interested researchers and practitioners to an international seminar to share the relevant research findings and discuss future research needs. Thus, the first international, interdisciplinary research conference on “Health Hazards and Challenges in the New Working Life” was arranged in Stockholm during the last year of the 2nd millennium but was directed towards the foreseen development during the next millennium. We were very pleased that more than 200 participants came to a cold and dark country just after New Year’s Eve, and that it was a truly multidisciplinary setting. It became very obvious that it is necessary for the occupational health and safety research community to reach out to the public health research community as well as to the social and political sciences in order to understand the determinants and to perform comprehensive analyses at several levels in this new labour market situation.

Employment Contracts, Psychological Contracts, and Employee Well-Being Applied Human Resources Management is designed to give business students in-depth hands-on learning experiences that will help them practice the principles they are learning and develop the skills necessary when dealing with people in diverse settings and situations. The book covers critical issues in the effective management of human resources, which can be used for class discussions, or be given as homework problems, or used as essay questions on tests. - presents students with a situation where they can apply an HRM concept or principle to a new situation, which can be used as in-class exercises, or for self-study - provides experiential exercises, giving students an opportunity to learn by doing, which can be used again as in-class or out-of-class exercises

Psychological Contracts in Organizations Tracing the development of work psychology and organizational behaviour from the early 20th century to the present, this book focuses on the relations between knowledge, power and practice. The author charts the impact of such psychology upon the emergence of new management tools.

The Psychological Contract: Managing And Developing Professional Groups

Applied Human Resource Management: In Understanding Psychological Bonds between Individuals and Organizations the author integrates different theoretical perspectives on how individuals form deep, meaningful, and self-defining relationships with their employing organization and proposes a novel and comprehensive take on key triggers and processes associated with such relationships.

The Wiley Blackwell Handbook of the Psychology of Team Working and Collaborative Processes

Managing the Psychological Contract 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
Psychology at Work A state-of-the-art psychological perspective on team working and collaborative organizational processes. This handbook makes a unique contribution to organizational psychology and HRM by providing comprehensive international coverage of the contemporary field of team working and collaborative organizational processes. It provides critical reviews of key topics related to teams including design, diversity, leadership, trust processes and performance measurement, drawing on the work of leading thinkers including Linda Argote, Neal Ashkanasy, Robert Kraut, Floor Rink and Daan van Knippenberg.

Psychological Contracts in Employment 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.

Work Psychology and Organizational Behaviour The culture an organisation cultivates as an employer is just as important to its success as the brand image of its products or services. A culture that is at odds with the organisation's commercial activities is a very powerful signal to customers, employees and other stakeholders; it is a signal that will impact on the employers' sales, market reputation, share value and their ability to attract and retain the kind of employees that they need. In fact, employer branding is a complex process that involves internal and external customers, marketing and human resource professionals. Helen Rosethorn's book puts the whole topic into context, it explores some of the shortcomings of employer branding initiatives to date and provides a practical guide to the kind of strategy and techniques organisations need to embrace in order to make the most of their employer brand. At the heart of the book is the concept of the strategic employee lifecycle and ways in which an organisation should engage with potential, current and past employees. The Employer Branding Roadmap details this journey of a community, and shows how the twenty-six-year-old King, with his conviction for equality and nonviolence, helped transform the nation—and the world.

America—the Montgomery bus boycott—written by Martin Luther King, Jr. Dr. Martin Luther King, Jr.'s account of the first successful large-scale application of nonviolent resistance in America is comprehensive, revelatory, and intimate. King described the culture an organisation cultivates as an employer is just as important to its success as the brand image of its products or services. A culture that is at odds with the organisation's commercial activities is a very powerful signal to customers, employees and other stakeholders; it is a signal that will impact on the employers' sales, market reputation, share value and their ability to attract and retain the kind of employees that they need. In fact, employer branding is a complex process that involves internal and external customers, marketing and human resource professionals. Helen Rosethorn's book puts the whole topic into context, it explores some of the shortcomings of employer branding initiatives to date and provides a practical guide to the kind of strategy and techniques organisations need to embrace in order to make the most of their employer brand. At the heart of the book is the concept of the strategic employee lifecycle and ways in which an organisation should engage with potential, current and past employees. The Employer Branding Roadmap details this journey of a community, and shows how the twenty-six-year-old King, with his conviction for equality and nonviolence, helped transform the nation—and the world.

A Discourse Upon the Origin and Foundation of the Inequality Among Mankind 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 Bonds between Individuals and Organizations The classic story of nonviolent resistance in America—the Montgomery bus boycott—written by Martin Luther King, Jr. Dr. Martin Luther King, Jr.'s account of the first successful large-scale application of nonviolent resistance in America is comprehensive, revelatory, and intimate. King described his book as "the chronicle of 50,000 Negroes who took to heart the principles of nonviolence, who learned to fight for their rights with the weapon of love, and who, in the process, acquired a new estimate of their own human worth." It traces the phenomenal journey of a community, and shows how the twenty-six-year-old King, with his conviction for equality and nonviolence, helped transform the nation—and the world.

Pressure at Work and the Psychological Contract This milestone handbook brings together an impressive collection of international contributions on micro research in organizational behavior. Focusing on core micro organizational behaviour issues, chapters cover key themes such as individual and group behaviour. The SAGE Handbook of Organizational Behavior Volume One provides students and scholars with an insightful and wide reaching survey of the current state of the field and is an indispensable road map to the subject area. The SAGE Handbook of Organizational Behavior Volume Two edited by Stewart R Clegg and Cary L Cooper draws together contributions from leading macro organizational behaviour scholars.

Fairness at Work and the Psychological Contract 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.

Fairness in the Workplace 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.

Health Effects of the New Labour Market 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.

Handbook of Research on the Psychological Contract at Work

The Employment Relationship 'The Sage Handbook of Organizational Behaviour is a fine addition to past works of reference in the field, edited by two prominent scholars who are internationally known. Its approach is both critical and original in many incisive ways, aspiring to a cutting-edge coverage of the core and periphery of OB. Many of the chapter authors stick their necks out and avoid the more obvious, conventional expositions of their topic. It covers a wide range of topics of potential use to both undergraduate and postgraduate students of the subject, as well as academics, researchers and practitioners. It will be of particular interest to those on MBA and DBA courses. It can be strongly recommended as an essential faculty library purchase, as well as a useful tool for individuals interested in having such a guide to the subject at hand' - Professor Malcolm Warner, Emeritus Fellow, Wolfson College and Judge Business School, University of Cambridge 'This important new Handbook brings together for the first time a collection of major contributions on macro-organizational behavior. This area of study is concerned with the ways in which the people who inhabit organizations make sense of their situations, contributing to the distinctive character of those organizations through their actions and struggles. The conventional literature, artificially divided between micro organizational behavior and organization theory, has under-explored this obvious conjunction between people and organizations. Stewart Clegg and Cary Cooper perform a great service in helping to make good the deficiency' - John Child, Professor of Commerce, Birmingham Business School 'Thorough and comprehensive. Thoughtful critique and new insights' - Chris Argyris, James B. Conant Professor, Emeritus, Harvard University 'This second volume of The SAGE Handbook of Organizational Behavior, the focus is on the macro-organizational behavior, revealing ways in which the person and group affect the organization. Chapters are written by eminent and upcoming scholars in the field, each presenting on the major issues in organizational behavior as seen with a macro-lens. The Handbook is divided into three parts, the first introducing and framing the field; the second part considering the various organizational processes involved, including learning, teamwork, identity and power, among others, while finally Part Three introduces organizing on a macro-scale, covering topics such as organizational change, design governance and globalization. The SAGE Handbook of Organizational Behavior: Macro Approaches is an essential resource for researchers and students across management and organization studies.

Managing the Psychological Contract

I-Deals 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 SAGE Handbook of Organizational Behavior 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 SAGE Handbook of Organizational Behavior The expert authors of this leading text present a thorough introduction to HRM by exploring a variety of perspectives, styles and arguments. It takes a rigorous, critical approach that makes contemporary developments in Human Resource Management accessible to students. They explore the most pressing and topical themes and debates of today – the effects of HRM on organisational performance, management and leadership development, performance management and employee reward – whilst covering in depth the theory and practice of the operational aspects of HRM. The final part of the text compares trends across China, as well as the influence of multinational corporations. Human Resource Management is written for all undergraduate, postgraduate and MBA students, as well as those studying for the CIPD qualifications.

The Employer Brand “Employee-organization relationship” is an overarching term that describes the relationship between the employer and the organization. It encompasses psychological contracts, perceived organizational support, and the employment relationship. Remarkable progress has been made in the last 30 years in the study of EOR. This volume, by a stellar list of international contributors, offers perspectives on EOR that will be of interest to scholars, practitioners and graduate students in IO psychology, business and human resource management.

Understanding Psychological Contracts at Work The psychological contract lies at the heart of your relationship with the organisation you work for. Is it the deal you make with your employer and colleagues at work; is it 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, employers and professionals to develop 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.

Changing Employment Relations 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

Encyclopedia of Management Theory Shifts in economic, political, and social structures are occurring on an international scale and resulting in unprecedented changes in employment relations. These changes include the trend toward more part-time, contingent, and female workers in the workforce and a decrease in the number of unionized employees. This edited volume provides a broad, up-to-date review of related critical issues, joined with current representative research in the field of industrial and organizational psychology.

International Review of Industrial and Organizational Psychology 2009 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.

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