

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

Now in its third edition, this authoritative handbook offers a comprehensive and up-to-date survey of work and health psychology. Updated edition of a highly successful handbook Focuses on the applied aspects of work and health psychology New chapters cover emerging themes in this rapidly growing field Prestigious team of editors and contributors

Examines core contemporary topics in HRM using case studies to highlight theory and provide students with a business context within which to understand the topic. Questions help students to critically evaluate the material and reflect on alternative approaches. Ideal for undergraduate, postgraduate and MBA students.

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 intraindividual change process

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.

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.

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.

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.

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.

This book offers a contemporary review of talent retention from the viewpoint of human resource management and industrial/organisational psychology. With a practical and relevant perspective it enriches critical knowledge and insight in the psychology of talent retention. It offers interpretation of difficult factors facing organisations such as the conceptualisation of talent, the forecasting of talent demand and supply, external and internal factors that influence talent attraction, development and retention, the alignment between talent management and business strategy. Also covered is the implementation of human resource practices and strategies in response to the needs of different organisational contexts and workforce characteristics. The chapter contributions will not only enrich knowledge and insight in the complex phenomenon of talent retention, but also advance new original ways of thinking and researching this critically important area of inquiry. The book is intended for graduate students and researchers as an overview of the topic of talent retention, practitioners will also find it informative. 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. --

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.

'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.

The *Routledge Handbook of Sport Management* is the most up-to-date and comprehensive guide to theory and practice in sport management ever published. It provides students and scholars with a broad ranging survey of current thinking in contemporary sport management, exploring best practice in core functional areas and identifying important future directions for new research. Key topics covered in the book include: managing performance marketing human resource management the economics and finance of sport strategy managing change governance of sports organizations customer relations branding and retail. With contributions from leading scholars and professionals from around the world, the book illustrates the global nature of contemporary sport business and highlights the opportunities and challenges for managers operating in an international market place. Representing a definitive survey of contemporary issues in sport management, this is an essential reference for all students, scholars and practitioners working in sport.

*Work Across the Lifespan* coalesces theoretical and empirical perspectives on aging and work. This volume examines a collection of human development theories that explain trajectories of change, including patterns of growth, maintenance, and decline across the adult lifespan. At its core, the lifespan perspective assumes a focus on aging as a continuous process of intraindividual change and goal-based self-regulation. In this text, the lifespan perspective serves as a lens for examining the complex relationship between aging and work. Integrating research from the fields of developmental psychology as well as industrial, work, and organizational psychology, this authoritative reference brings together the collective thinking of researchers who study work, careers, organizations, and aging. Summarizes key tenets of lifespan theories Applies lifespan theories to work, organizational life, and careers Examines age and work-related processes Provides an comprehensive lifespan perspective on work and aging Focuses on aging as a continuous intraindividual change process

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 resulting 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.

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.

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.

Organizations today are facing heightened challenges in their efforts to perform effectively. These challenges are reflected in the failure of many long-standing organizations and the shortened tenure of senior level executives. There is

increasing agreement that the unique competitive advantage organizations have today lies in their people, their human resource management practices and their cultures. All other elements of production can be readily obtained, bought or copied. We are now in the era of human capital; to be successful organizations need to unleash the talents of their people. Fortunately we now have considerable understanding of what high performing organizations look like. However, a large gap still exists between what we know and what managers actually do. With contributions from a team of leading academics and practitioners, *Building More Effective Organizations* provides an extensive survey of human resource management and the organizational practices associated with the high performance of individuals.

Human resource management systems differ across corporations around the world. Japan has unique characteristics that create specific challenges for HRM and there is currently a lack of research focusing on Japanese HR issues available to westerners. This book examines the major challenges and dilemmas in human resource management as Japan's industrial society continues its resurgence in the global arena. The first part of the book deals with Japanese HRM from an international perspective, analysing the overall structure of Japanese HRM systems and comparing these with current international systems. The second part of this book looks at Japanese HRM from a domestic perspective and as such covers the micro issues of HRM practice in Japan. Written by a leading team of HRM experts from Japan, the UK, France, Australia and Canada, this book will be of interest to anyone interested in HRM in Japan, and international HRM more generally.

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.

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 employer 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 a richness 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 implications of a holistic, multi-disciplinary, international, conceptualization of the employment relationship for theory development, empirical research and measurement, and policy.

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.

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.

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.

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.

Delivers refreshing insights from a host of scientific investigations pertaining to hospitality, leisure, and tourism while rendering an academic forum to stimulate discussion on literature, contemporary issues and fresh trends essential to theory advancement as well as professional practices from a global perspective.

This Handbook incorporates a variety of disciplines and approaches in order to provide a comprehensive and authoritative examination of the issues that result from increasing age diversity at work. Despite interest in this area exploding over the past few years amongst academics, practitioners and policy makers, the analysis of age diversity has remained primarily within disciplinary 'silos' such as Psychology or Sociology with a focus on ageing or generational differences, rather than a combination of approaches to understanding age diversity. Unique in its coverage of multiple perspectives, it considers not only generational and ageing perspectives to age diversity, but also highlights the importance of context in driving both the impact and response to this issue. The *Palgrave Handbook of Age Diversity and Work* includes contributions from leading scholars in age and generational diversity from across the world, discussing cutting-edge research findings about

the nature and impact of age diversity and presenting approaches to managing this phenomenon.

Understanding Psychological Contracts at Work A Critical Evaluation of Theory and Research Oxford University Press

This handbook provides an overview of the research on the changing nature of work and workers by marshalling interdisciplinary research to summarize the empirical evidence and provide documentation of what has actually changed. Connections are explored between the changing nature of work and macro-level trends in technological change, income inequality, global labor markets, labor unions, organizational forms, and skill polarization, among others. This edited volume also reviews evidence for changes in workers, including generational change (or lack thereof), that has accumulated across domains. Based on documented changes in work and worker behavior, the handbook derives implications for a range of management functions, such as selection, performance management, leadership, workplace ethics, and employee well-being. This evaluation of the extent of changes and their impact gives guidance on what best practices should be put in place to harness these developments to achieve success.

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.

This exciting new edition provides an overview of the main professional, ethical and research issues that are required knowledge for counsellors, therapists, psychologists and psychiatrists engaging in therapeutic or clinical work. These issues form part of the curriculum and practice requirements of all the major counselling, psychotherapy, psychology and psychiatry professional organisations (including BACP, BPS, HCPC, RCP, UKCP, IACP, IPS and IAHIP). Divided in six clearly defined sections, this book will provide a comprehensive overview of all the major professional practice and ethical issues in one edited volume. The authors are well-known experts in their fields and their work has been brought together with clarity and helpful features, including reflective questions and case vignettes. This new edition has also been updated to include content on social justice, community psychology and professional guidelines, reflecting the latest academic research and clinical developments. This book is unique in the breadth of issues covered and its focus on therapeutic practice. It will be of interest to practitioners and students of psychotherapy, counselling and psychiatry.

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. 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.

Written by a team of experts and with contributions from seminal academics and leading practitioners, *Work and Occupational Psychology* links theoretical learning with key practical skills to form an ideal companion to any student in the field. Structured around the 8 core areas of Occupational Psychology to ensure a rounded overview Assumes no prior knowledge making it ideal for students studying Occupational Psychology for the first time Contemporary discussion including cutting edge research and reflections on the future Reflects a global workplace through discussion of international and cross-cultural issues and a range of international case studies Engages critically with the subject to encourage analytical thinking Online learning aids include hints and tips for discussion questions, online readings, and chapter podcasts [www.sagepub.co.uk/zibarras](http://www.sagepub.co.uk/zibarras) Electronic Inspection Copy available for instructors here

[Copyright: df11a1a3258861ee99b750c70a55bc5a](https://doi.org/10.1080/00140139.2014.938861)