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Understanding Psychological Contracts at Work

*A Critical Evaluation of
Theory and Research*

**Neil Conway and
Rob B. Briner**

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

Melinde Coetzee,Alda Deas



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

Understanding Psychological Contracts at Work Neil Conway, Rob B. Briner, 2005-11-17 How can we understand the relationship between employer and employee What determines the give and take of such relationships and what happens when they go wrong This book is the first to provide a comprehensive and critical overview of what is now the major way of trying to understand the employment relationship the concept of the psychological contract Written contracts often specify very little in terms of the important details about what we are prepared to do for our employer and what we want back in return The psychological contract considers these implicit or unwritten aspects of the employment relationship What do employees really expect from work What happens when the contract or the deal with their employer is broken How well does the psychological contract help us understand what happens at work between an employee and their employer Is the idea of practical value in managing employees How can our understanding of this important concept be developed in the future Starting with a history of the concept from its emergence in the 1960s through to it finding wider acceptance in the 1990s the authors trace the conflicting and changing definitions of the psychological contract The shifting meaning of the concept allows possible methodological and conceptual weaknesses of the psychological contract to be explored such as the conceptual emphasis on process within the employment relationship which has so far been neglected by researchers The authors start to address this issue by considering whether employees and employers can use what is known about the psychological contract to better manage the employment relationship Written to provide a comprehensive yet critical introduction to the topic Understanding Psychological Contracts at Work will be key reading for advanced students lecturers and researchers in Organizational Psychology Organization Studies Management Studies Human Resource Management Occupational Psychology and professionals and practitioners in Occupational Psychology Management Consultancy Human Resource Management Careers and Career Management Career Counselling Workplace Training Handbook of Research on the Psychological Contract at Work Yannick Griep, Cary Cooper, 2019 The psychological contract is considered a critical construct in organizational behavior literature because it informs employee emotions attitudes and behaviors in the workplace Although the psychological contract has been explored extensively over the last 50 years numerous theoretical conceptual empirical methodological and analytical changes have pushed the field forward As such it is time to take stock and move forward The contributors to this Handbook explore in detail this important component of modern management thinking The Psychological Contract: Managing And Developing Professional Groups George, Christeen, 2009-10-01 The book seeks to make sense of the organizational experiences of the professional worker by drawing on several areas of research including the psychological contract social identity theory theories of career development and retention The author uses real life examples and short case studies to situate psychological theory within organizations **Age and psychological contract breach in relation to work outcomes** Pieter Matthijs Bal, 2009 **Redefining the**

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

Human Resource Management Theory and Research on New Employment Relationships Dianna L. Stone, James H. Dulebohn, 2016-10-01 This volume of the series Research in Human Resource Management HRM focuses on a number of important issues in HRM and OB including performance appraisal political skill gratitude psychological contracts the philosophical underpinnings of HRM pay and compensation messages and electronic human resource management For example the first article by Cleveland and Murphy considers a very controversial issue i e the reasons that organizations are abandoning the use of performance appraisal The next article by Harris Ferris Summers and Munyon is extremely interesting and focuses on how composite political skills e g social astuteness interpersonal influence helps individuals develop productive work relationships in organizations The third article by Scandura and Sharif presents a very innovative model of gratitude in organizations and the authors argue that gratitude is essential for maintaining positive social relations in organizations The fourth article by Suazo and Stone Romero provides an extremely comprehensive review of the theory and research on psychological contracts in organizations from 1960 2015 The subsequent article by Bae Kang and Kim presents a very unique perspective on HRM and considers the philosophical underpinnings of the field The sixth article by Murray Dulebohn Roehling and Werling presents a very innovative model to explain the role that organizational messages about changes in pay or compensation systems have on anticipatory pay satisfaction The final article in the series by Johnson Thatcher and Burleson presents a thought provoking framework for understanding the key role that information technology IT plays in the field of HRM The series should be useful to researchers and doctoral students in the fields of HRM OB and Industrial and Organizational Psychology It should also be

relevant for doctoral courses and scientist practitioners in these fields *Addressing Gaps and Advancing Scholarship in the Study of Psychological Contracts* Sarah Bankins,Yannick Griep,Samantha D. Hansen,2024-08-09 This book acknowledges the significant changes in the context and contours of the traditional employee employer relationship over the last several decades and highlights the emergence of exciting new directions for the study of psychological contracts PC New technologies and emergent forms of work are extending the temporal and spatial boundaries of employment such as through the rise of the shared economy and gig workers uptake of virtual work and flexible work arrangements and the use of off site co working spaces Technology use now permeates many aspects of jobs supported by artificial intelligence and machine learning technology Factors that motivate work are also changing as new generations of employees embrace their callings and organizations increasingly recognize their responsibilities to society and to employee wellbeing These changes are altering the traditional employer employee relationship and are key motivators of this volume The chapters in this volume chart new directions for PC research over the next decade by widening the theoretical and methodological lenses used to explore PC processes This book will be valuable to advanced students researchers and practitioners in organizational psychology organization studies workplace training and human resource management as well as those interested in improved performance of people and organizations The chapters in this book were originally published as a special issue of the European Journal of Work and Organizational Psychology *Corporate Reputations, Branding and People Management* Graeme Martin,Susan Hetrick,2006 The book helps HR practitioners understand corporate level concepts and their relevance to the key strategic agendas of organizations by drawing on a wide range of ideas from branding marketing communications public relations and reputation management It then examines how effective people management strategies and the role of HR specialist can contribute to this corporate agenda This contribution lies in four key areas organizational communications strategies developing compelling employee value propositions and employer branding HR strategies employer of choice policies and talent management creating new forms of psychological contracts and building stronger individual organizational linkages through employee identification employee commitment and psychological ownership and in developing supportive employee behaviors The book is based on a new model of the links between HR corporate reputation and branding developed from an extensive review and synthesis of different bodies of management literature This model has been refined from extensive case research and practical experience in building corporate reputations and brands Specially researched cases include Orange Aegon Scottish Enterprise Hudson International BSKyB Standard Life Investments and the Royal Bank of Scotland *Organizational Autoethnographies* Andrew Herrmann,2017-05-17 This text takes a new approach to autoethnography by using personal narratives to analyze our work across multiple disciplines and subdisciplines These stories feature authors working at the intersections of autoethnography and critical theory within a given organizational context Organizations are not simply entities but systems of meaning As such they are sites of cultural practices and

performances and of domination resistance and struggle Working at the intersection of organizational studies and autoethnography this book explores the ability of autoethnographic and personal narrative approaches to generate important innovative and empowering understandings of difference discourses and identities while attending to the various powerful dynamics that are at play in organizations These are stories of work at work and help to finally bring theory and direct exemplars together The Routledge Companion to Reward Management Stephen J. Perkins, 2018-11-14 The Routledge Companion to Reward Management provides a prestige reference work and a state of the art compilation mapping out contemporary developments and debates on rewarding people in employment and how they relate to business corporate governance and management Reward management stands at the interdisciplinary interface between economics industrial relations and HRM industrial psychology and organisational sociology and increasingly corporate governance incorporating debates around equity and fairness in and around the employment relationship and wider capital labour relations In recent years trade union decline and widening differentials between those employed at the top of organisations have generated critical commentary in the popular media which can negatively impact on social cohesion Theoretically underpinned but practically oriented this Companion will synthesise these trends and controversies around issues while tracing conceptual and empirical provenance currency and future prospects It will be an invaluable resource for student and researchers in reward management corporate governance management and HRM seeking convenient access to an area which is highly complex and controversial in application

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

1. Understanding the eBook Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research
 - The Rise of Digital Reading Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research
 - Advantages of eBooks Over Traditional Books
2. Identifying Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research
 - User-Friendly Interface
4. Exploring eBook Recommendations from Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research
 - Personalized Recommendations
 - Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research User Reviews and Ratings
 - Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research and Bestseller Lists
5. Accessing Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research Free and Paid eBooks
 - Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research Public Domain eBooks
 - Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research eBook Subscription Services

- Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research Budget-Friendly Options
- 6. Navigating Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research eBook Formats
 - ePub, PDF, MOBI, and More
 - Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research Compatibility with Devices
 - Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research
 - Highlighting and Note-Taking Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research
 - Interactive Elements Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research
- 8. Staying Engaged with Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research
- 9. Balancing eBooks and Physical Books Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time

11. Cultivating a Reading Routine Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research
 - Setting Reading Goals Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research
 - Fact-Checking eBook Content of Understanding Psychological Contracts At Work A Critical Evaluation Of Theory And Research
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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