

Read Online **Managing The Psychological Contract Using The Personal Deal To Increase Performance**

Managing The Psychological Contract Using The Personal Deal To Increase Performance

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

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

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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.

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.

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

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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.

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[Psychological Contracts in Employment](#)

Scholars agree that change has become a staple in organizational life and will likely remain as such beyond the 21st century. As the rate of change continues to accelerate, organizations must strive to develop and implement new initiatives in order to obtain significant benefits to organizational survival, economic viability, and human satisfaction. Organizational Change Management Strategies in Modern Business covers the most important elements of change management as well as the difficulties and challenges that organizations have faced when

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implementing change. In sampling different disciplines relevant to topics such as resistance to change, mergers and acquisitions management, leadership, the role of human resource strategies, and culture, this reference work is a useful resource for academics, professionals, managers, administrators, and others interested in organizational change.

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

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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

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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.

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.

Employee perceptions of psychological contracts were explored in a mixed methods design project. Although psychological contract research has been popular since its inception over 50 years ago, the field makes a number of assumptions about how employees truly experience psychological contracts (Conway & Briner, 2009). The

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primary goal of the present research was to identify how psychological contracts should be measured and theorized to reflect the natural experiences and language of employees. In Study 1, I examined a number of the theory's assumptions by asking employees in interviews about their psychological contract experiences. A descriptive phenomenological approach allowed me to best capture the real life contexts through the eyes of the employees. The interviews involved discussions about employees' perceived legal contract perceptions, the existence of psychological contracts, and the nature of their psychological contract experiences, if one existed. Interview findings revealed that while some psychological contract theory assumptions were supported (e.g., psychological contracts are perceived to evolve), others were not (e.g., universality of psychological contracts). The interview findings also identified the natural terminology used by employees, thus informing how psychological contracts should be measured. In Study 2, I used Study 1

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findings to develop and test a revised feature-based measure of psychological contracts. I also further expanded Study 1 findings by quantifying the prevalence of and preference for psychological contracts, and their implications on organizational commitment, employee engagement, and turnover intentions. As predicted, those who did perceive a psychological contract were more likely to score high on commitment and engagement ratings, compared to those who did not. Contrary to predictions, there were no significant group differences for turnover intentions and contract preference did not play a moderating role on these relations. A revised measure is also presented in Study 2 which supported existing psychological contract theory typology (Relational and Transactional contract types). The contract type factors significantly predicted commitment, engagement, and turnover intention, mostly as hypothesized. The general discussion reviews how the two studies sequentially contribute to psychological contract measurement and

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theory. Guidelines are also presented to provide recommendations for both management and employees in how best to manage their psychological contracts. 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

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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.

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.

[Aging Workers and the Employee-Employer Relationship](#)

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[Psychological Contract and the Financial Crisis](#)

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

Contracts in employment are of two kinds: the formal, written contract and the equally important, informal and unwritten psychological contract--how people think they should be treated. Both involve rights, obligations and expectations on the part of the employer and the employee, and a breach in one can have important effects on the other. For example, how people feel they are being treated by the organization can affect their perception of their levels of pay. "Organizations and the

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"Psychological Contract" has two main aims in exploring these issues: to act as a handbook for practicing managers, and as a basic text in management courses. **"Organizations and the Psychological Contract"** has two main aims in exploring these issues in the organizational context: to act as a handbook for practicing managers, and as a basic text in management courses. Relevant theories are explained and developed using practical examples, self-assessment exercises, and case studies. This is a revised and much expanded version of **"Managing People at Work,"** with the addition of chapters on Selection and Career Development, Understanding and Coping with Change, Empowerment and Self-Management, and the Behavioural Approach to Motivation. As well as undertaking research into many aspects of organizational life, the authors have many years' experience as consultants, acting for industrial and commercial organizations in all sectors of the economy.

For any organization to be successful, it must operate in such a manner that knowledge and information, human resources, and technology are continually taken into consideration and managed effectively. Business concepts are always present regardless of the field or industry – in education, government, healthcare, not-for-profit, engineering, hospitality/tourism, among others. Maintaining organizational awareness and a strategic frame of mind is critical to meeting goals, gaining competitive advantage, and ultimately ensuring sustainability. The Encyclopedia of Organizational Knowledge, Administration, and Technology is an inaugural five-volume publication that offers 193 completely new and previously unpublished articles authored by leading experts on the latest concepts,

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issues, challenges, innovations, and opportunities covering all aspects of modern organizations. Moreover, it is comprised of content that highlights major breakthroughs, discoveries, and authoritative research results as they pertain to all aspects of organizational growth and development including methodologies that can help companies thrive and analytical tools that assess an organization's internal health and performance. Insights are offered in key topics such as organizational structure, strategic leadership, information technology management, and business analytics, among others. The knowledge compiled in this publication is designed for entrepreneurs, managers, executives, investors, economic analysts, computer engineers, software programmers, human resource departments, and other industry professionals seeking to understand the latest tools to emerge from this field and who are looking to incorporate them in their practice. Additionally, academicians, researchers, and students in fields that include but are not limited to business, management science, organizational development, entrepreneurship, sociology, corporate psychology, computer science, and information technology will benefit from the research compiled within this publication.

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

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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.

Positive psychology focuses on finding the best one has to offer and repairing the worst to such a degree that one becomes a more responsible, nurturing, and altruistic citizen. However, since businesses are composed of groups and networks, using positive psychology in the workplace requires applications at

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both the individual and the group levels. There is a need for current studies that examine the practices and efficacy of positive psychology in creating organizational harmony by increasing an individual's wellbeing. The Handbook of Research on Positive Organizational Behavior for Improved Workplace Performance is a collection of innovative research that combines the theory and practice of positive psychology as a means of ensuring happier employees and higher productivity within an organization. Featuring coverage on a broad range of topics such as team building, spirituality, and ethical leadership, this publication is ideally designed for human resources professionals, psychologists, entrepreneurs, executives, managers, organizational leaders, researchers, academicians, and students seeking current research on methods of nurturing talent and empowering individuals to lead more fulfilled, constructive lives within the workplace. 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. --

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[Handbook of Research on Positive Organizational Behavior for Improved Workplace Performance](#)
[Managing 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

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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

Bringing together a wide range of theory from social and cognitive psychology, organizational behaviour, organizational learning and the management of change, this text draws useful conclusions about important psychological processes.

In his landmark study of exchange and power in social life, Peter M. Blau contributes to an understanding of social structure by analyzing the social processes that govern the relations between individuals and groups. The basic question that Blau considers is: How does social life become organized into increasingly complex structures of associations among humans. This analysis, first published in 1964, represents a pioneering contribution to the sociological literature. Blau uses

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concepts of exchange, reciprocity, imbalance, and power to examine social life and to derive the more complex processes in social structure from the simpler ones. The principles of reciprocity and imbalance are used to derive such processes as power, changes in group structure; and the two major forces that govern the dynamics of complex social structures: the legitimization of organizing authority of increasing scope and the emergence of oppositions along different lines producing conflict and change.

Employment relations is concerned with the relationship between employees and their employers and is one of the most important aspects of an HR role. Managing Employment Relations will give students a thorough grounding in the processes, context and practical application of employment relations and give them the knowledge and skills they need for a successful career in HR. Covering everything from the legal aspects of employment relations, essential policies, strategies and the changing social context to conflict resolution, mediation, employee engagement and workplace discipline, Managing Employment Relations is an indispensable guide. With brand new content on gig economy workers, supporting diversity in the workplace, individual and group policies and the need for greater transparency in the employer-employee relationship, this book is a comprehensive guide to the theory and practice of employment relations. Mapped to the CIPD Level 7 module in employment relations and full of case studies and exercises to help students understand the practical application of the core topics, this is an essential textbook for postgraduate HR students and practitioners in an employment relations role. Online resources include a lecturer guide, lecture slides, sample essay questions and additional case studies for students and lecturers as well as annotated weblinks.

The psychological contract is considered a critical construct in organizational behavior literature because it informs employee

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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. High-value talent management must be relevant to today's workplace Misplaced Talent takes a hard look at the cluttered field of Talent Management, and offers a clear guide to making better people decisions in any organization. Deliberately challenging practitioners to do more, this insightful discussion sorts through the tools and techniques developed over the last century to examine their true relevance to the modern workplace. You'll learn which activities show the greatest potential to improve the lives of employees and the organizations they work for, and identify which of your existing practices don't really add enough value to be worth the expenditure of time, money, and potentially lost talent. The author asks you to make up your own mind about which approaches work best for your own specific talent decisions, but provides the best theory and practice available today as a foundation upon which to formulate a more relevant strategy. In a world of big data, the potential to understand employees and react appropriately has never been greater. So why is Talent Management as an industry relying on outdated theory and practices? This book is a guide to bringing HR up to date, giving you the tools, techniques, and perspective you need to demonstrate more value to your organization. Adopt the tools and techniques most effective in today's workplace Identify and discard methods that don't add value to the organization Implement critical changes that can transform the HR function Make better people decisions based on psychology and research Fundamentally, not much has changed in what constitutes good

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people practice. Practitioners must demonstrate the value of Talent Management, but the solutions implemented often fall short of the rigor and discipline they deserve. Misplaced Talent provides the insight you need to refocus attention and engage your organization about the value of better people decisions.

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[Psychological Contracts in Organizations](#)

[A Handbook of Remuneration Strategy and Practice](#)

[Employment Contracts, Psychological Contracts, and Employee Well-Being](#)

[Organizations and the Psychological Contract: Managing People at Work](#)

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.

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

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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.

Essay from the year 2012 in the subject Economics - Job market economics, language: English, abstract: A key example of drastic change in today's global working environment with important consequences for employees since the diversification of all aspects of work is the transformation of the -psychological contract- among employees and their organizations. As such -psychological contract- is defined by Rousseau (1995) as -the belief that a person for the terms and conditions of a mutual agreement transaction between him/her and another participant, in this case between the employee and the organization-. More specifically, the term -psychological contract- refers to mutual obligations, values, expectations and desires of employees from their employers, beyond any formal employment

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contract. In other words, it is a transaction relationship, where employees and employers have certain expectations about their mutual obligations, which are, of course, different for each employee and significantly affect what each side believes is its obligation. The psychological contract has been characterized in a various ways, for example, as -unstable, subjective, unconscious, indirect, alive, something that employees know it exists, only when it is changed- (Appelbaum et al.).

Ensure your organization complies with the latest Human Capital Management standards with this comprehensive guide.

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.

Improving positive and reducing negative organizational behaviors in businesses are important in terms of organizational success as this will lead to an increase in employee organizational commitment and job satisfaction. Considering that the tourism industry has such a dynamic structure, it is obvious that behavioral issues in the industry need to be scrutinized. *Organizational Behavior Challenges in the Tourism Industry* is a collection of innovative research that aims to explore relevant theoretical frameworks in terms of organizational behavior issues and provides the opportunity for tourism organizations to understand their employees' behavior. While highlighting topics including emotional labor, deviant behavior, and organizational cynicism, this book is ideally designed for hotel managers, tour directors, restaurateurs, travel agents, business managers, professionals, researchers, academicians, and students.

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