

The Research on the Construction of Psychological Contracts for New Graduates' Review

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Abstract: With the rapid economic growth in China and the profound influence of Western culture on China, the pursuit of quality of life, lack of survival pressure, and concern with the realization of self-interest have become the distinctive features of today's new labor groups. What follows is the legal contract to newly recruited The restraint effect of employees gradually weakened, and the maintenance of the relationship between employees and organizations gradually relied on the psychological contract by relying on legal contracts (labor contracts) in the past. How to retain good employees has become one of the most talked about topics in today's business. As college graduates are the main force in the newly recruited working population, their employment quantity and quality are directly related to the future development of the country and social stability. Therefore, this study analyzes the psychological contract of newly recruited university graduates from the beginning of recruitment to five years of work Through the definition of the psychological contract, the related theory, the content and the dimension, the characteristic, the related research model, the psychological contract rupture and the violation as well as the psychological contract of the newly recruited staff to sort out the research status quo, Understand the current research status quo and existing problems of psychological contract, and provide theoretical reference and inspiration for the future research on psychological contract.

1. Introduction

With the entry of the army into the workplace after the 90s, the word "flash" has also emerged as a popular word on the Internet. Because of the distinctive characteristics of the post-90s, advocating a temporary, temporary contractual relationship and a liberalized, randomized attitude to life, there is almost no pressure to survive. Therefore, separation is the pursuit of life in its ideology. Since 2012, the number of new graduates has increased rapidly year by year, and the turnover rate has remained high. The average percentage of graduates who have graduated within six months of employment has reached about 35%. New graduates have changed jobs for one to two months. The proportion is the highest, and some even intend to leave after a week of employment, and the activity of job hopping is obvious. Therefore, retaining good employees in the company may become more and more difficult in the future (Michaels, Handfield-Jones & Axelrod, 2001). How to build an attractive and cohesive employee relationship and corporate culture is a question that every organization leader is thinking about.

There are two kinds of contractual relationships in maintaining the relationship between organizations and employees, one is a standardized legal contract, and the other is a psychological contract. Because the newly recruited university graduates have almost no survival pressure, for them,

the legal contract plays a less and less restrictive role, and the psychological contract is the perception and understanding of the exchange relationship between the employee and the organization. It has been widely concerned by the academic and business circles, paying attention to and studying the construction process of the psychological contract of the new college graduates, thus helping them to build a positive psychological contract has become the focus of research at home and abroad in the past decade. Through the study of the psychological contract construction process, we can understand the problems that new graduates pay attention to in each construction process, help them construct positive psychological contracts, and effectively reduce the turnover of employees, thus helping enterprises to retain talents.

2. Research Status of Psychological Contract Construction of Newly Involved Employees

Turnley & Feldman (1999) argues that there are three main forms of employee development that constitute a psychological contract. One is the specific commitment that the agent makes to them. The second is their perception of organizational culture and everyday practice. The third is their special (and often idealistic) expectations of the organization's operations. Dunahee & Wangler (1974) argues that the generation and maintenance of psychological contracts are mainly influenced by three factors. They are: pre-employment negotiations; redefinition of psychological contracts in the course of work; maintaining fair and dynamic balance of contracts. When the adjustment cannot be made or the adjustment process is too fast, one party will reject the contract. Rousseau believes that the formation of a psychological contract mainly includes four stages: pre-employment, recruitment, early socialization, and late experiences, each with corresponding The behavior and beliefs have an impact on the formation of psychological contracts. The psychological contract between the company and the employee begins with recruitment, and Rousseau divides the formation of the employee's psychological contract into four phases.

2.1 Before employment

Employees are not a “white paper” before joining the organization. They often have their own beliefs about work, career, and job organization (Goodrick & Meindl, 1995). This is what scholars call "patterns." From a psychological point of view, “pattern” represents an abstract prototype of a complex concept that is developed based on past experience and influences the way in which new information is subsequently organized. Some elements in the schema may be shared by individuals working in the same context or profession, or shared by members of a particular social culture; while others are very personal, it It may be related only to the specific personal experience of the current employer, and may also span the entire career. From the perspective of the formation of a psychological contract, the schema that an individual holds before hiring is usually incomplete, which encourages the individual to seek and integrate new information to better understand the new employment relationship. Therefore, understanding the conditions under which people are motivated to seek such information is important in determining how they are subsequently integrated into a psychological contract. From the perspective of organizational management, in order to maintain a relatively long-term and stable psychological contract with employees, the organization must do the following two things: (1) Provide reliable, clear and clear information release. Channels; (2) ensure consistency of information published by different information distribution channels.

2.2 Employment time

This is the second critical period of psychological contract formation. In this stage, the employer and the employee have in-depth communication on each other's rights and obligations and interests, so that both parties have further mutual understanding of their respective commitments. From the perspective of organizational recruitment practices, in the past, organizations often relied on the positive aspects of work to “sell” organizations. Managers who are recruiting tasks often deliberately conceal information about the problems and difficulties faced by the work. The vision to attract more job seekers. However, practice has proved that this practice is not conducive to the formation of a

correct, stable psychological contract or psychological expectations. For this reason, people now tend to adopt a technique called “Realistic Job Preview” – the task to be accomplished, the expected behavior of the organization, and the organization without any prejudice. Information such as guidelines and work processes are passed on to job seekers, which include both positive and negative factors, helping job seekers to form more appropriate assessments of the organization and the work they do.

2.3 Early socialization

This is the third sensitive period of psychological contract formation. Because the individual will continue to collect new information on the one hand, and will also compare and verify the collected information on the other hand. Since the psychological contract with the organization is at a formal stage of perfection, the contradictory information can easily erode the trust of employees in the organization. At this stage, once a new employee discovers that the nature of the job or the amount of work exceeds his or her ability, or does not agree with the boss, it will immediately sprout. For newcomers who have just entered, if there is no senior staff designated by the appointment department to assist the newcomer to adapt to the work environment during the trial period, the new employee will choose to leave if he finds something unsatisfactory. At this time, the turnover ratio can sometimes be as high as 80%. The study also confirmed that the first peak of employee turnover was three months to six months from the start of the work. Therefore, from the perspective of organizational management, the early socialization experience of employees after they are hired must not be underestimated and must be directed consciously.

2.4 Late experience

From a practical point of view, the late experience of employees after the organization's work for a certain period of time is also crucial for the psychological balance to maintain the dynamic balance. Through the analysis of the fluctuation rules of employees' psychological contract, we can find that there are two sensitive periods in the late experience stage: one is when the employees are in the promotion for two or three years, and the other is when they are tired of the future after five or six years of work. From the analysis of individual psychological laws, everyone has the need to grow and self-realize, and they desire their own values to be recognized by the organization. Therefore, after a period of time (two or five years), employees are committed to seeking greater responsibility. If the organization does not pay attention to the occurrence of this situation at this time, and does not timely update the specific content, quantity and quality of the reciprocal rights and obligations clauses in the psychological contract, and the manner of performance, then the existing psychological contract will have cracks. The possibility of being violated will gradually increase.

There are many influencing factors in the process of psychological contract construction. Rousseau's psychological contract construction model is mainly based on the employee's personal perception of the organizational state. Therefore, the model is based on the individual's psychological processing process of environmental and social information. Guest (1998) pays more attention to the reciprocal relationship between organizations and individuals, emphasizing the important influence of various background factors.

3. Conclusion

In conclusion, through the research on the psychological contract and the existing psychological contract construction of the newly recruited university graduates, the existing research pays less attention to the construction process of the psychological contract of the new generation of labor population, resulting in the staff of the newly recruited university graduates. In the process of how the four important stages of the construction of the psychological contract should help and guide the establishment of a positive psychological contract, the corresponding guidance is very scarce, which leads to a great compromise on the guiding role of practice.

Since the university graduates who have excellent family life conditions, less survival pressure,

and pursue the characteristics of life and personal subjective experience, the "employee-enterprise" relationship has been greatly improved compared with the past. Different, it is necessary to conduct an in-depth discussion on the psychological contractual relationship between employees and enterprises. From a broader perspective, use diversified methods and more effective means to conduct the content, dimensions and types of psychological contracts between employees and enterprises in China. Revealed scientifically. Through the research on the psychological contract construction and the change process of the newly recruited university graduates from the beginning of recruitment to the induction work within five years, it helps to understand the focus of the new generation of employment groups in terms of organizational attributes and job attributes, and understand the organization or leadership. The impact of changes in behavior on the construction of employees' psychological contracts provides a theoretical basis and practical guidance for the organization to deal with the relationship with a new generation of employed people. At the same time, this research will have an important guiding role for China's corporate personnel system reform, employee relationship management, human resources development strategy, as well as specific compensation and welfare design, selection and recruitment, training and education, organizational climate adjustment and corporate culture construction.

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