

THE PSYCHOLOGICAL CONTRACT: A MODERN PERSPECTIVE FOR GAINING EMPLOYEES FIDELITY AND TO INCREASE THE EFFICIENCY OF THEIR WORK

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Abstract: This paper aims to highlight, beyond the truisms that always govern the reports between employer and employee, a component in the socio-economical context of our days, namely the psychological contract, as a base of the employees' reaction to consent the values of the organization and their tasks, but also the way the employees develop their thinking "scheme" of their own careers and how they see the retention of the organization they work for.

JEL classification: M53, M12, O15

Key words: psychological contract; employee engagement; motivation; career management; individual needs; organisational culture;

1. INTRODUCTION

"The idea of freedom is just a report between an intelligible cause and its extraordinary effect" Immanuel Kant

The study is divided in four chapters and it aims a parallel analyze of the organizations' perspectives beside the employees, as impersonal structures and as well as the interaction man-manager, man-employee and also psychological elements regarding the employees' attitude towards the organizations and work.

In the first chapter will be analyzed aspects relating the evolution of the concept of psychological contract in the socio-economic situation; in the second chapter will be studied the correlations between the management concept, organizational culture and their implications for the construction of a type of psychological contract depending on the managerial style and grown managerial culture; third chapter revealed significant psychological issues within the psychological contract: nature, human activity, interpersonal relations, psycho-social environment, the direct support provided by the non-verbal communication; the fourth chapter is dedicated to conclusions and further development.

In the corroboration of the interests between employee and employers, on their antithetical line, we will highlight those elements which are part of the psychological contract, employer-employee, which will improve the management, on the line of consent to employees' extra effort in the organization benefit and how to deal with the conflicts between employer-employee.

2. THE PSYCHOLOGICAL CONTRACT IN THE CURRENT SOCIO-ECONOMIC CONTEXT

The way that the concept of psychological contract evolves, since its appearance and until it has been taken into account as a motivational factor by the managers of different organizations, was obviously influenced by the general social and economic evolution. The notion of psychological contract, used for the first time by Levinson and his companions in '60 (Levinson, Price, Munden, Mandl, and Solley, 1962), then reiterated by Kotler and other several authors, describes a set of individual's perceptions about the exchange relationship between employees and their jobs, training sessions, benefits, unlimiting to these. The psychological contracts manifest as a mental representations of the individuals, based on mutual duties which aim the employee-employer relationship. These are based on the perceived perceptions, communicated to employess through a variety of communications channels: documents, discussions, organizational practices and consist of some obligations of both parts, some written, official, formal but most of them are implicit and are not openly discussed.

At the beginning of 1990, it can be remarked a significant change of the notion and nature of psychological contract, meaning that these new contracts are based on the interactive process of an exchange of relations. Hiltrop (Hiltrop, 1995, p. 286) defines the new labor contract in the following terms: „*There is no job security. The employee will be an employee as long as he adds value to the organization. In exchange, it has the right to pretend an intersting and important job, has the freedom and necessary resources to do it well, gets a salary which reflects the contribution and gain the experience and training he needs to be employed here or elsewhere.*”

In a survey, where 44 experts from Europe and America took part, from different fields, a survey about the predictions for the decade 1990-2010, more than 100 tendencies have resulted, tendencies about the contemporary society which are prolonged in the decade 2000-2010. Nine causes of changes have outlined. (Kreitner R., 2009):

Maturity of the population. The generation of those born in conditions of demographic explosion after the second world war have reached the middle age. There will be increased preoccupations in the labor field, educational preoccupations and those to change the retirement policy, in the sense of a delayed retirement.;

There comes a mosaic society in terms of population. Ethnic diversity will increase due to higher rate of development of minorities and immigrants. Products and services will be adapted to the new demographic conditions;

Mutation among society. The boundaries of public and private sectors are stopped, as long as the crucial issues - such as education reform - are increasingly taken by business leaders. All sorts of services provided by government, from garbage collection to manage prisons, will be made under contract by private companies or state, based on profit;

Informatized economy. The marriage of computers with the communicational technology transforms the information in a strategic resource. A more accesible information changes the traditional model of work and will increase the difficulties of working with people. More working from home, virtual office will appear. Education will become a top priority because it increases the demand for skilled persons.

Globalization. The people, goods, fund and information travel around the world more than never. Foreign ownership of productive assets will increase everywhere. America's dominant role in the global economy will decrease, while the influences of

Japan, China and Europe will increase. Relations between nations "rich" and "poor" will tighten as the world's population will increase and resources will be reduced;

Focus on life quality. Concern for human health and the environment will reach the top of national agendas. The public policy and the organizations practices will be reshaped. Toxic fumes, the current quality of care children and the elderly, the risks of professional diseases will get increased attention;

Economic restructuring. The new technologies and the global competition are forcing the big organizations to be more responsive and more sensitive and flexible in relation with the speed of changing circumstances. Small businesses will continue to proliferate. The services sector will continue to develop. New industrial branches will appear, while other existent branches will emerge towards countries with lower wages. The professional retraining will gain increasing importance, corresponding to a robust economy which is in rapid change;

Family and habitat redefinition. The traditional family traditions, such as child care, cleaning and washing, food preparation will be more often made by specialized companies. The traditional family: "father who brings the things necessary for the living, mother who is a housekeeper and the two children" is replaced by a diversity of one person householder, couples without children, unmarried couples, lonely parents and families with two incomes. Thanks to the informational technologies, more and more people will be able to work at home, to use banking services and to do shoppings without leaving the house;

Increased social activism. The expression „think globally and act locally“ will have a new meaning as the people deals with severe local problems such as family violence, drug abuse, lack of homes, murders, HIV and pollution. The business leaders will be asked to deal with the community problems in a generous way, ethical and creative. Former adversaries such as environmentalists and industrialists will unite to solve problems that will arise. The non-profit organizations (volunteer) will get increased importance, further contributing to the achievement of the social services provided by overcrowded governmental agencies.

These nine engines of change will be the basis for good and bad transformation of our world. The competent managers will have to consider them as preventive signals of the changes in the following plans: social, politico-legal, economic and technological. (Kreitner, R., 2009):

Possible causes that can generate changes in the concept of the traditional psychological contract: unstable organizations, long life, there is no continuity and predictability for the employees who suffer continuous adaptations to changes, horizontal development which does not allow rewards, more exigent requests from the employer. The new psychological contract is characterized by: a negotiated mutual relationship; the identity defined by many roles, most of them external to the organization; loyalty is defined through quantitative and qualitative results of the work.; a long term relationship is improbable, the employee must be prepared for any natural changes; the employee adds value; there are some possibilities of autonomous learning.

We consider that the real problem of the psychological contracts is that there are some situations in which: the employees do not know for sure what they want from the organization or with what they can contribute to its success; the employers do not know what they expect from their employees.

Due to these situations and to the fact that a psychological contract is implicit, here are chances to form in an unplanned manner and with unpredictable consequences.

Another issue oftenly met in the literature is that of the differences due to the fact that while the employees are aware of the existence of the psychological contract or a mutual exchange of commitments, it does not guarantee that the other employees situated on the superior hierarchical levels or the supervisor have the same level of knowledge upon this aspect. The psychological contract becomes a phenomenon with subjective character, due to the cognitive and perceptual limitations of each individual, due to the variety of information channels, which can affect the development and change of the psychological contracts.

In the context of socio-economic evolution, the need to delineate the elements of labor activity in their whole complexity had a normal evolution, and today we can talk about formal contracts, informal and psychological contracts. The formal contract refers to the official understanding, formal, usually written, legal, between the employer-employee. The informal contract aims those agreements between managers and employees which are sustained by the terms of a written agreement, but on which the parts agree in their collaboration reports. The psychological contract extends the concept of contract and tries to include the employer's inexplicit expectations, starting from the necessity of performance, and the employees' expectations, considering their social, professional and financial needs.

A lot of researchers have wondered which is the real function of the psychological contract. A possible response is that the psychological contracts are ways of personalized organization of the social life at work. There is multitude of reasons to approach the psychological contract in terms of career management. The formal contracts at employment are complex, it covers only the formal part of all aspects, the informal part is taken by the psychological contracts, even if they are „signed”, they are meant to diminish the individuals' insecurity, by assuming some responsibilities to respect some mutual conditions. Another relevant function of the psychological contracts is given by the fact that the individual can control his/her freedom and the feeling that his/her own destiny can be controlled and thus the career within organization.

3. THE MANAGEMENT AND THE ORGANIZATIONAL CULTURE - CONSTANTS OF THE PSYCHOLOGICAL CONTRACT

To better understand the psychological implications of the psychological contract related to the factors of socio-economic influence and closely related to management and organizational culture, we start from the definition of this concept given by Herriot: *“the psychological contract refers to the perceptions upon mutual obligations of both parts involved in the relation employer-employee, namely the company and the individual. These perceptions can be the result of some formal contracts or they can be involved, according to the expectations of each part, communicated through a series of subtle or less subtle modalities”* (Herriot et al., 1997).

3.1. MANAGERS, LEADERS AND PSYCHOLOGICAL CONTRACTS

In this sense, we can understand the fact that the factors of socio-economic evolution identified in the study mentioned above, have sustained an large process of adjusting the relation employer-employee. More and more managers have understood that their role is no more limited to understand the changes, but to understand people, the approach to adapt to new social and economic conditions requires changing the organizations they are managing, a change which has to start with themselves (Morrison, D.E.). The traditional visions about the roles a manager has to achieve, are most of them

time limiting if we analyze the problem in terms of work relations in their whole complexity and they refer mainly to the job he/she has in the company. There are few cases when the social job of the manager is accepted.

As they were described by Telespan C. and Stanciu L. In the paper The management bases, there are various methods for categorizing the types of managers and their methods of action. This decisively influences the way we build, implement, maintain and develop a healthy psychological contract.

Formulating the three dimensional theory of management, W. J. Reddin (Reddin, W.J., 1983) shows that it is based on three features which gives value to a manager, respectively the concern for the duties, human contacts and efficiency. The famous scientist sets eight working styles specific to managers: negative, bureaucrat, altruistic, promoter, autocratic, kindly autocratic, hesitant or oscillating and producer.

Table no. 1 Management styles

C Crt. No.	The leadership style	Interest for:			Influence on the subordinates' work
		Task achievement	Human contacts	Efficiency	
1	Negative	The lack of interest, the task achievement do not represent a purpose, but a way to avoid complications	Refuses to give instructions, the obvious lack of interest for the subordinates' problems	Very slow work instructions, aims a minimum efficiency; the slogan is "if you do not have sudden success, give up"	reduces efficiency
2	Bureaucrat	Lack of interest, respects the rules and instructions	Lack of interest, considers that discipline is maintained only through authoritative behavior. Can not stand the disobedience.	Greater than the negative one, faithfully executes the superiors' orders, even if he has few ideas, he considers himself as a productive person.	Apparently listened, he is hated by those who praise him. The team shows the achievements in a deformed manner.
3	Autocrat	Places the present duties before any other reasons	The manager is not interested of the contacts with people he does not trust, stopping any conflict	Though the manager is interested to obtain a superior efficiency, the managing process is hard, inefficient	Anxiety climate, through which obedience or general unconcern is obtained
4	Autocrat Kindly	Gives priority to achieve production, being ambitious, knows the company's	He/she can make people execute the orders, without irritating them	Anywhere he/she work, obtains good results, totally engaged to work, has	Gets what he/she wants from the subordinates, being kind with

		problems, all the new working methods and techniques		high efficiency, but the subordinates do not work in the same way	them
	Altruistic	Quite reduced, being a priority after solving his/her own problems	Charitable soul, concerned to create a friendly atmosphere; discuss the problems with the subordinates	Weak efficiency, even that related to human problems that he/she never solves	Totally inorganizable
	hesitant-oscillating	Even if he/she admits the necessity of correlating the efforts to get a high efficiency, this does not happen in practice. Hesitation is a feature, taking decisions only when he/she is forced to.	He/she stimulates the others but not very much	Nothing is made with precision in order to get efficiency, wishing to live without problems	Disorients and demobilizes
	Promoter	He/she works intensively, inciting the others to work, believes in the force of own example	Intensive preoccupation for the development of others' talent; spends a lot of time in the middle of the staff, using delegation	Preoccupied to realize a high efficiency of the staff	Mobilizes the staff in the duties achievement, creating a working atmosphere good for assertion
	Producer	Efficiently organizes the efforts of the collaborators to get immediate and perspective results	Knows how to work with the subordinates, differently. Receptive to the others messages, not rejecting their ideas	Combines the individual interests with the subordinates or the company's interests, sets high standards and expects high efficiency	Constantly adjusting and solving the conflicts. Gets a high engagement of the employees. The mobilizing effect increases due to personal engagement

Source: Telespan, C., Stanciu, L., *Management basis, The Academy of Terrestrial Forces Publishing House, Sibiu, 2005*

These styles of management, which are part of the gear which *stand behind the fulfillment of the organizational objectives, are rarely encountered in practice* in their pure

form, there is a mixture of these. This mix is part of the manager's personality. In this mix of tools, actions, attitudes, the modern manager must come over the strict phase of concentration on the duties and attributes and to understand the necessity of a psychological contract with its features.

As Menninger says (Morrison, D.E., 2008, p. 2) in his article "The psychological contract & the change", when there are expectations there is also a psychological contract. According to the study made by Harry Levinson in 1966 at the Company of electricity in Kansas and published in the magazine *Management and mental health* (Levinson, et al., 1966), the psychological contracts have five main qualities: implicit expectations, past expectations, interdependence, psychological distance and the dynamism. The same author, points out that unlike the formal contracts where the rights and duties are clearly stated, in the psychological contracts:

The expectations are not said and dated prior a legal contract, they exist as perception from the point of view of the organization and also the individual's point of view before they have met; in this situation the following question makes sense: what kind of important expectations do people have at work? Awareness and acceptance of interdependence: Do we need each other? Who needs who?

The psychological distance or finding the equilibrium between the human needs and the limits of privacy for each individual: close enough to others to deal with stress, to exchange information, to gain the necessary support to complete the tasks, far enough not to feel invaded. The dynamic of the psychological contracts without a formal authorization of change. In reality, the psychological contracts do not change and the change itself changes the contract. The changes bring the feeling of instability and people might feel unsafe (Levinson, et al., 1966).

It is impossible not to notice that it is impressive the fact that those five basic features defined by Levinson in his study in 1966 are as current today, even if in the meantime certain aspects of the human behaviour at work have changed since then: unspoken expectations, past expectations, interdependence, psychological distance, dynamic. All these come as an additional challenge which is the manager's responsibility, to approach the relation with the subordinates, to understand their needs and to motivate them.

The managers, see as they get professional experience that it is not enough to be a good manager to manage an organization, adapting to the changes appeared in management, personal involvement, additional effort in the employees' unspoken issues, so that these become leaders in terms of the qualities that characterize the successful managers: it is important to know the group he leads and the action area; relations in society and activity field; a certain reputation, antecedents regarding the success in different fields; skills and competences (the capacity to analyze, sure reasoning, strategical and multidimensional thinking, the capacity to get good relations at work, sensitivity for the others, understanding the human nature); personal qualities (integrity, honesty); a strong motivation to be a leader. (Zorlentan, T. et al).

3.2. THE ORGANIZATIONAL CULTURE AND THE PSYCHOLOGICAL CONTRACT

„Webster's New College Dictionary" defines the organizational culture as a *„model of integration of the human behaviour which includes modalities of thinking, language, action and also artefacts and which depend on the human capacity about the process of learning and transmitting the knowledge to the future generations."*

The organizational culture is characterized by the literature of speciality as being the invisible force in every organization, the social energy which motivates the employees to have performances.

As they have been presented in M.O. Cercel's paper, Political Theory 2010, some general features can be drawn, features of the organizational culture which aim the development, implementation and maintenance of the psychological contract: they form over a period of time; not any group develop an organizational culture, only those where we can talk about a certain stability in time of the group members who come to share a common history and a common process of learning; they are formed through a continuous interaction between the values, behaviours and the attitudes of the organization's stakeholders, modeled interaction and national culture of each of them; they make a reference frame for the members of the organization, they significantly influence the evolution of the organization and its performances. There is a tight relationship between the organizational culture and leadership; its change can be done only after a long process of rearranging the organization's values (Abrudan, D., 2009).

This is how the employee-employer interaction was refined over time, and for the managers to have performance, they had to take into account other aspects, intangible, of the whole organization.

If in the traditional organizational theory the employees were considered „work force” or „working mine”, and the staff's stimulation and motivation was financially made, focusing on tasks and not on individual, in the modern organizational theory, the employees become a source, and they perform as long as the job they have allow them to realize the aspirations of personal happiness.

4. THE EMPLOYEE'S PSYCHOLOGY-PART OF THE PSYCHOLOGICAL CONTRACT

4.1. THE HUMAN NATURE AND ACTIVITY, INTERHUMAN RELATIONS WITHIN THE PSYCHOLOGICAL CONTRACT

The needs, beside motivations, are two attributes of the human nature which define and differentiate us as people, setting each of us on a sector of thinking, of aspirations, life in general, different from the others and which guide us in the choices we make in our life.

The hierarchy of needs, according to Maslow, has five levels: elementary biological needs (physiological); security needs, protection; social needs; needs for individualization, esteem and recognition; the need for self-realization. (Maslow, H.A., 1954). If we look and analyze these needs through the work relations and interaction employee-employer, by simplifying the terms, we notice that the analyze of work relations leads us towards some extreme of actions.

4.2. THE PSYCHO-SOCIAL AMBIANCE AT WORK: CONDITION OF THE PSYCHOLOGICAL CONTRACT

In this part of the paper, we will use definitions met in the psychology field, and try to underline the psychological perspective upon work. The aim is to understand the complexity of the psychological contract in the work relations it involves, from the employees and employer's point of view.

Thus, the psycho-social work ambience (A.P.S.M.) represents an essential component of the psycho-socio-technical system, consisted of the total psychosocial phenomena determined by group work of a number of persons located in an organized form of production.

The organized form of production is the working group (the team) which represents the psychosocial unit made of a variable number of persons who are interacting, aiming to fulfill some production duties, acting according to the organization's norms and the psychological features of its members.

A first problem that needs to be known in the work group is the group structure, which have to be considered from several points of view: functional, the roles and statuses, preferential hierarchy, communication, cognitive, compositional and dimensional.

The functional structure of the group comes from the organizational structure of the unit, given by the organization chart, through which the organic components of the unit are ranked, according to their role and duties in the achievement of the production process.

The functional structure requires clear interactions of the members in relation with their duties in work activity. The roles and statuses of the members of the group come from its functional structure, the professional structures designate the places that the members occupy in the production process, and their statuses show the position (social quality) of each member in the working group, as position held, prestige, hoar in group and enterprise, relations with the leaders and so on.

The preferential or sociometrical structure of the groups consists of all the affective relations of attraction, rejection or indifference, which exist and manifest in the interactions between the members of the group.

This structure can partially correspond or not at all with the functional structure of the group.

In the big working groups (more than 30 members), the preferential structure can favor the formation of informal microgroups, with advantages and disadvantages which come from such a stratification for the process of production, the group cohesion and psychosocial work ambiance.

The informal working groups composed of indisciplined people, poor trained, vindictive, need managerial interventions to disperse them.

The informal working groups which reunite good specialists, work lovers, disciplined, sometimes appeared as reactions to the existence of „gangs” must be consolidated, being able to become the nucleus of a strong working group, which generates psychosocial ambiance favourable to work.

The hierarchical structure is organized according to the jobs held in the system, on vertical, setting people in leaders and subordinated. There is a formal hierarchical structure and leaders corresponding to it, and informal leaders in case of nucleus of informal groups.

The informal leaders are distinguished through some features (age, experience, audience to the superior hierarchical structures, sense of organization and so on) than the other members of the group, who admit their status, respect them and often listens more than the formal hierarchic leader.

If the informal leader access to this status through authoritarian behavior or „gang spirit”, the psychosocial work ambiance is profoundly affected, needing facts organizational interventions to restore the propitious atmosphere of the collaboration and work in groups.

If the informal leader, through his/her qualities, overcomes the formal hierarchical leader through prestige, authority and professional competence, organizational measures are imposed which are meant to put an end to this „duality of the power” in favor of the informal leader.

The communicational structure of the working group is made of all systems and communication methods existent a the level of the group, as part of the communication

system of the enterprise. The communicational structure based on the functional relations has a formal character, while the informal structure determined by preferential relations (sociometrical) has an informal character.

The whole system of communication in the organization (descending– ascending – on horizontal) contributes to the achievement of intercommunication. The communication systems on horizontal ensure the formal and informal links between team-mate and working groups, through some communication networks.

The communication networks can be centralized (in Y or linear), when the leader of the group can communicate directly to all the members of the group, the members being able to communicate one with the other only through their leader. Thus, intercommunication difficulties are created and implicitly, inter-knowledge, inter-influence difficulties with negative consequences on the working process and psychosocial work ambiance.

The decentralized communication networks (circular or hexagonal) allow the direct intercommunication between team-mates, facilitating the inter-knowledge and the development of the working activities in a propitious psychosocial ambiance.

Inter-communication is made with the help of the language, and extra linguistic ways (postural attitudes, gesture and mimics) which accompany and complete the verbal communication, making it more expressive and suggestive. To increase the efficiency and accuracy of the informations, the intercommunication can have technical means (telephone, intercom, fax and so on).

The cognitive structure includes all the cognitive processes which take place within the working group and have as result the intercommunication phenomenon. This phenomenon of interpersonal perception is usually before the verbal communication and contributes to tighten some interindividual relations between the members of the group, realizing on the knowledge of mutual behavior.

The magnitude, depth and quality of interknowledge are subject to a number of objective and subjective factors (Tabachiu, A., 2001).

As it can be noticed, considering the same elements of an organization functioning, we are revealed perspectives of approach slightly different than the truisms existent at the base of the employee's pyramid (working for money), or at the top of the employer's pyramid (results maximization). The informal components of the relation employer-employee are revealed with a lot of accuracy, which the manager has to take into account in the maintenance and application of the psychological contract mechanisms.

4.3. THE NON-VERBAL COMMUNICATION: SUPPORT IN THE ESTABLISHMENT OF THE PSYCHOLOGICAL CONTRACTS

To highlight the complexity of the elements which make the description of a psychological contract, appears as being relevant the call to its subtle elements, analyzing aspects of non-verbal communication which can substitute the traditional communication through language and which, in our opinion, can constitute a closer analysis, a more consistent information to accept the work tasks and also the expectations held by the employee or the satisfaction towards the feedback given to the results of his work.

In the paper „The Sage Handbook of Nonverbal Communication”, which groups a series of scientific articles of some known specialists in the field of non-verbal communication, the authors Valerie Lynn Manusov and Milles L. Patterson state that „*the aim of the article is to offer the readers the opportunity to understand the subtleties of our social interaction, emphasizing the primacy of the nonverbal communication in facilitating*

the interpersonal contact and regulating our social relationships.”In the same book , at the end of the third part of the paper, Linda Tickle-Degnen talks about the concept named in the scientific literature as the interpersonal rapport, in its context the nonverbal behaviour has an over-whelming share. In the author’s vision, the rapport represents the process through which two people have a good relationship, get trust, harmony and cooperation in relation with the other. The key to enter in the rapport is to accept, which means finding some common elements, familiar with the other one, whether we talk about places, behaviours and attitudes. At the question: why is this concept introduced and analyzed in the field of non verbal communication? A possible response might be: as it is a very powerful tool for the social influence, and the article has the role to describe the functions of the non-verbal behaviour presented a model of rapport which contains three components: the mutual attention, the positive orientation to the person in front of you and the coordination. These components have powerful social significations, because they are based on the behaviour analyze according to the situations where they appear. In order to get in rapport at a behavioral level, everything you need to do is to fit the tone, rythm and the other non-verbal elements that you notice and to say what you have to say in the same way as your partner for dialogue. The most obvious pattern of non-verbal behaviour which can be right are: the position of the body (the whole body, the position of the head or shoulders), the tone and rythm of the voice, repeated movements (Manusov, V.L., Patterson, M. L., 2006).

5. CONCLUSIONS AND FURTHER DEVELOPMENT

The psychological labor contract represents one of the modern methods of motivating the employees and make them loyal to the organization in order to increase their efficiency in their work.

The coordinates of the psychological contract are the result of social and economic evolution of the world we live in and is based on people’s natural needs.

Taking into account the many variables it involves, in this paper we have tried to introduce the elements that must be taken into account as factors in understanding the concept of the employees’loyalty and motivation, browsing items of socio-economic development, management styles in the formation and coagulation of the concept of organizational culture, we also took into account the psychological and behavioral factors in the relations at work.

The following conclusions and further development have resulted:

The way of approaching the work relations nowadays, is the result of the general socio-economic evolutions of the society and can not contain only the impersonal elements of the relation employer-employee.

Managers can not relate strictly to the duties of their job, they have to become leaders, primarily through their own change.

The sections of employer-employee interaction have added the evolution of the work relationships as a necessity, besides the formal and informal contracts and the psychological contracts.

The interaction complexity highlights the need to corroborate and mix a whole series of factors related to both the traditional theory of organization, the managers and employees’duties, so that the employees become faithful to the organizations, to have performances and to have results in order to achieve personal aspirations and happiness.

To understand the necessities and adaptation of the managerial behavior to the particularities and subtleties of the psychological contract, it is necessary an inclination towards the interpersonal knowledge in the relation manager-employee.

To transform the psychological contract in an element of employees loyalty and to increase their work efficiency, there needs and motivations have to be better understood

We also have to consider a well knowledge of the manager in terms of the position towards employees, through the way of communication, behavior and individual approach and very careful approach upon the ways of generalize the attitudes towards the groups.

The behavior of a manager in a psychological contract must take into account not only the informal relations of work but also the way in which the employees can perceive these as elements of their motivation and increase work efficiency.

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