

Psychological Contract Application in Induction Training for Fresh Graduates

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Abstract: In recent years, study on psychological contract in an enterprise has become an emerging and popular topic in the field of Human Resources Management. The paper firstly analyzes the present situations of the induction training for fresh graduates in China. Then the induction training is brought in after analyzing the fresh graduates' characteristics. Furthermore, it combines their specialties to design the targeted questionnaire. At last, we give the induction training some suggestions for fresh graduates, making full use of psychological contract.

Keywords: Psychological contract; application; Induction training; Fresh graduates

1 Introduction

When it comes to 21st century, the majority believe that talent is the theme. The key to compete for the company is the competition of human resource. For the reasons that there are a large number of graduated students and they master the advanced science and cultural knowledge, they have played an important role in the talent construction of the company. It is much more important to make full use of the fresh blood. Induction training, as a vital part of human resource management, is increasingly paid attention by Western largely-organized enterprises. The aim is to improve employees' sense of identity and intimacy towards the enterprise as well as to make them acquainted with the environment, to grasp essential job knowledge and ability, smoothly accomplishing the transitions.^[1] However, in China, little attention is paid to the induction training: without clear aim or long plan; simple content and only boring system and slogan; with no connection with graduated students' characteristics; no attention to training performance evaluation.^[2] Hence, with the increasing improvement of employees' education and quality, the traditional human resource management has been challenged greatly and has difficulties in solving the problems of mobility of talents and the development of new human resource.

The use of psychological contract provides a new view. Scholars usually consider that the establishment of psychological contract between the trainers and the enterprise will create better environment for the following development, also bring in profit for the company.^[3] Presently, several scholars have made some research in this field. Such as: Yuan Li (2002) has designed a new kind of questionnaire from the view of psychological contract,^[4] Yulan Jian (2006) has proved the vital prob-

lems during the training process.^[5] However, with the connection of psychological contract and induction training for fresh graduates, there are few researches and ways from the view of psychology.

On the basis of analysis of contemporary fresh graduates' characteristics, the author designs targeted questionnaire, the results of which give suggestions of how to do the induction training for fresh graduates. The results show that if psychological contract-related knowledge can be fully applied, the effect of induction training for these new graduates will be doubled.

2 The Analysis of Fresh Graduates' Characteristics^[6]

Refer to different objects of psychological contract, different methods can be used. Therefore, it is necessary to make sure the fresh graduates' characteristics. Based on these focuses, the enterprise can design their induction training for fresh graduates on the basis of large reading relevant materials, this paper points out some characteristics of contemporary college graduates.

1. They hold both optimistic and pessimistic attitudes toward life and unstable career view.
2. They usually have a high level of computer skill and professional knowledge.
3. They maintain particular definition of success.
4. They have their own views of the authority and do not normally behave in the work.
5. They are loyal to their life style rather than their job.

The above characteristics will guide the design of psychological contract questionnaire. During the process of designing, all of their characteristics should be fully considered.

3 The Application of Psychological Contract in Induction Training for Fresh Graduates

3.1 Design of Questionnaire^[4]

Due to fresh graduates' specialties from other groups, the paper purposely designs the questionnaire. Based on the statistical results, the paper concludes their psychological trend in training so that the enterprises are targeting to provide induction training from the term of employees and the enterprise. The questionnaire aims to test the commitment of staff-to-business and business-to-staff. In all, 100 questionnaires were issued. In order to cover more sample groups, the survey groups contain each 50 percent of college students in Sichuan and of other places, 50 percent of male and of female, 50 percent of liberal arts and science students, 50 percent of one child and non-single child. The questionnaires have been issued to graduates in 2008, recollecting a total of 82, of which 79 are valid, accounting for the total of 79 percent and the total recollecting of 96.34percent. *

3.2 The Analysis of the Result

Through the analysis of the results and the anticipation of statistical trend, the paper concludes the following focus of the psychological contract of fresh graduates.

(1) They pay great attention to career planning

The results can be seen from the statistics, most of the fresh graduates are satisfied with the current work conditions. 28 percent graduates consider that the company provides challenging work, 32 percent think that the superior-subordinate relationship is harmony, 56 percent believe that the company supply a friendly and comfortable environment, meanwhile, 67 percent fresh graduates hold the view that they are not sure whether the company offer development opportunities for the employees, 63 percent believe that the company must offer them with more updating space. With the special definition of success, graduated students hope that they will make a better development. For the performance of their wishes and success is planning to rely on a progressive realization. They pay attention to the role of career planning, hoping a clear direction to guide the development of their work at the beginning. So they pay attention to the effect of career planning, with the hope that they will be guided by their group.

(2) They pursue the sense of equality and value company atmosphere

25% of people believe that companies must have great respect to staff, seeing that the psychological satisfaction and job satisfaction are their main focus. Therefore, in

the process of induction, employers should establish relations of equality, and respect the employees. This requires the trainers should pay attention to the atmosphere and the way to meet the psychological contract in the pursuit for equality. As for treatment and job security, fresh graduates are not particularly valued.

A sense of belonging among employees, as a core to keep key staff, can effectively control switch acts. For a sense of belonging among the factors that enhance choice, the team dedicated to the work of human enterprise management, enterprise harmonious personal relations of some members of the three highest proportion of 83%, 72% and 59%. For the choice of factors which can enhance the sense of belonging, the team dedicated to the work, the human management and harmonious personal relations of some members are of the three highest proportion, accounting for 83percent, 72percent and 59 percent. Therefore, graduates have a high demand of enterprise atmosphere; they hope human management and harmonious environment. There is 25 percent maintain that the enterprise must respect employees, which shows that their focus of satisfaction in psychology and work lie in whether they are respected.

(3) They like teamwork

Refer to the key reason to decide the job quality, 49 percent tested objects think it is the trust among colleagues, 57 percent agree with job autonomy, more than 93 percent hold on the view that the company treat employees sincerely. It is apparent that graduates are autonomy-oriented group, who expect harmonious relationship between colleagues. They like teamwork and rely on members of the team. For most of them are one-child, it will benefit if employers help them feel the warmth of organization.

78 percent view that good cooperation with colleagues is quite important. At the same time, 30 percent are not sure whether they can sacrifice for the company profit. When come to whether to take the lead role, different professions, different personalities of people have different views, but most hold a positive attitude. Hence, the passages can conclude that graduates are lack of the sense of ownership, which should be considered when making induction training.

(4) They need to get the feedback of training on time

The results show that 59 percent will accept overtime work when necessary, 73 percent will be loyal to the company, 64 percent will not support their competitors, and 72 percent will inform the company before resignation. In conclusion, they have strong responsibilities. If the company does not give them feedback of training information on time, it is bound to let them down, also to influence the whole training process which is the lastly important key to build psychological contract. Avoid doing it by halves and bring a bad influence at the end of training. This is the last session to establish psychological contract and also the key.

* Because of space limitations, questionnaires and the statistics results are not listed in this article, if readers need, please contact the author.

3.3 Suggestions

According to the analysis above, the paper gives the following advices in the induction training for fresh graduates.

(1) Provide scientific career planning teaching and training. Companies should enhance staff career training and education; combine their personal career planning and career management, meet organizations' needs of human resources and individuals demand through a career development system; achieve a balance between careers and create a highly efficient working environment. Graduates usually choose a business development based on the pursuit of career development. If an excellent staff can not develop, he will choose switch and find another job, especially in a market-oriented economic society. Good maintenance of the psychological contract is that enterprises respect the rights of employees. Therefore, enterprises should provide scientific career planning teaching and training. Tell the staff the direction of their development and career path for each employee in order to establish a comprehensive career planning books.

(2) Create comfortable environment and adopt varied methods. Graduates are around the age of 22-25, flexible thinking, and lack of patience. It will be difficult to focus attention for them when they sit a long time in classroom. Let them do something physically active participation in sports or other activities will promote their blood circulation, put their whole body and mind in study and improve their learning outcomes. In training course, the trainees should be allowed to participate actively in order to let them feel that they are important as well as the cultivation of ownership.

(3) Focus on teamwork, fostering their sense of responsibility and affirm their specialties and contribution. The majority of graduates aware of the importance of teamwork, they hope to be able to show the value of their own. This requires that enterprises should set up appropriate induction training that teams can complete the task together. In the completion of tasks the fresh graduates could practice their ability of co-ordination, and to some extent, develop their sense of social responsibility and corporate responsibility.

(4) Build objective and fair evaluation and incentive system, and give feedback timely. Through questionnaires, written tests, role-playing, skills testing and other forms of induction training for fresh graduates to assess the effect. Make their own participation in assessment of the effect of training; determine the involvement of the knowledge or skills. From the comments and suggestions we can understand the views and recommendations of the training content and the associated practical problems, the effectiveness of training, ease of training, such as whether it is appropriate. Timely feedback not only can make them understand their performance in a certain period of time, but also enabled them to understand their own shortcomings and direction. Fresh graduates accept

new things immediately, and have strong curiosity. Only a timely manner to reflect the results of training in training can make them a better overall grasp.

4 Conclusions

21st century is full of talents completion. Making full use of fresh graduates will play a long-standing and decisive role. So it is important to ensure that they have equal rights and reciprocal obligations, responsibilities and reciprocal reward. Therefore, it's on a special significance to train fresh graduates from the psychological, emotional relationship, develop commitment and foster loyalty between organizations and staff. The paper concludes the psychological focus through the survey of 100 graduates. Based on the precedent result, the paper gives four feasible suggestions, also provides theory guidance and policy advices for the induction training application of psychological contract. The paper makes no research on the contrary theory of psychological contract, which will guide the following research.

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