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***An investigation into psychological contract
formation from recruitment
material in the context of public
administration system***
A case study on Moldovan Ministry of Finance

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Acronyms

R&S	-	Recruitment and Selection
HR	-	Human Resources
HRM	-	Human Resource Management
RJP	-	Realistic Job Preview
RM	-	Republic of Moldova
MF	-	Ministry of Finance

Abstract

In the past 15 years the concept of psychological contract has reached considerable attention due to circumstances such as technologies, increased competition, downsizing, demographic diversity, etc. Both academics and practitioners have acknowledged that the concept of the psychological contract can be applied to understand and manage the shifting employment relationships. The majority of research on psychological contract theory has been carried out on the dyad between the employer and the employee, and the reciprocal expectations and obligations they perceive. However, some researches state the importance of forming the psychological contract at the early beginning of the hiring process. It is at the R&S phase when its concept starts to develop and have significant effects on the further employment and performance activity within the organization. Hence, the research on how to understand the formation of the psychological contract from the recruitment material and how to develop it in a more accurate way is vital. Here, both organizational and sectorial contexts play a critical role in the contract creation. As such, public sector seems to carry specific features in this respect. William et al (2004) stress the point that in the last decade challenges in the public sector arose due to a great pressure in order to deliver high quality and custom oriented services. The initiatives taken by the public sector organizations in trying to increase performance changed the employment relationship with their employees. The obligations toward public servants have changed and augmented, the same happened to the employees expectations (Willem et al, 2004). This affects negatively the state of the psychological contract which in its turn influences in line job satisfaction of the employee, employee performance, early turnover and finally the organization performance in long run (Tekleab, Takeuchi, Taylor, 2005).

Thus, the focus of the research lies in a particular category of the employees which are civil servants. Hence, in this thesis I search for the components of the psychological contract presented already in the R&S material derived from a public authority. By doing so, I assume to find enough elements which can form a primary psychological contract of a prospective civil servant, even for that who reads job advertisement for the first time. The research on the developing inaccurate psychological contracts has shown that it often leads to its breach. Then, employees perceive decreased job satisfaction, organizational commitment, performance and increased turnover intention. All these factors also point to the effectiveness of R&S process. Therefore I have reasons to believe that the formation of the psychological contract at an early stage of the R&S is crucial for positive the R&S outcomes as well as the organizational performance within public administration system.

The project is organized as a case study in a public authority, in which qualitative data are analyzed from the available recruitment material oriented to the job seekers from the organization itself and from legislative framework as well. A document analysis and a qualitative interview are carried out to explore the psychological contract elements which can lie at its formation. As communicated obligations are at the foundation of the psychological contract content I search for identifying the explicit organizational/employee obligations (as variables) explored in the specified sources. The aim of the thesis is to analyze the psychological contract formation during the R&S process using the recruitment material, as well as to show how psychological contract in the R&S phase could be managed more accurately by improving it h communication through.

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Chapter 1. Introduction

The psychological contract is a mutual exchange agreement between an organization and employer based on the reciprocal obligations in the employment relationship (Rousseau, 2000). The renewed interest for the psychological contract concept is emerged from the preoccupation of the academic and practice worlds to manage the employment relationship the between employer and employees. In 1960s Argyris (1960) first introduced this theory, then many other scholars investigated this concept in order to explain the nature of the relationship between the employer and employee. More recently, Rousseau (1989) made a significant implication into the developing the concept. Many researches such as Herriot et al (1997), Robinson (1996), Taylor and Tekleab (2005) and others, take this investigation as a basis to continue the analysis of the given analytical tool or even made critiques and enriched the theory with their new insights. However, most of the researchers highlighted the importance of the psychological contract formation and point to the crucial role of it at an early stage of communication between parties, even during pre-hired period. Rousseau (2001) also stresses the significant role of the recruitment stage. The scholars tend to agree that the psychological contract has already started to develop during the recruitment period. Thus, information provided by the recruitment material plays a significant role in the determining the state of the psychological contract.

Therefore the present paper delivers therefore an analysis of the R&S process from the psychological contract perspective. I find it relevant, since the R&S constitutes a critical function of human resource management (HRM) due to its role in increasing organizational performance. In order to improve its performance not only the private sector introduced the numerous human resource practices but also the public sector did it, especially regarding HRM. William et al (2004) stress the point that in the last decade challenges in the public sector arised. It was contected with the demand to deliver high quality and custom oriented services. The initiatives taken by the public sector organizations attempting to encrease performance changed the employment relationship with their employees. The obligations toward the public servants have changed and augmented, the same happened to the employees expectations (Willem et al, 2004). This negatively affected the state of the psychological contract which inits turn influenced in line job satisfaction of the employee, employee performance, early turnover and finally the organization performance in the long run (Tekleab, Takeuchi, Taylor, 2005).

Although the need for improvement has been acknowledged, the task becomes even more complecated. One of the instruments toward it lies in the initiatives to establish a good employemet relationship. In the employment relationship one of the main variables constitutes the psychological contract. The two components, the psychological contract and the R&S process, interract at prehiring period, thus, the content of the contract starts to develop from the delivered

recruitment data. Hence, the communication process of the accurate and clear information, during the R&S phase, in order to promote the development of a positive psychological contract inherits a great interest from both academics and practitioners (Rousseau, 1995). The interest grows when the environment challenges are more complex and it attributes to a special profession such as the civil servant is. Moreover, there is a growing concern not only for countries with a well established market economy, but especially for those which still have to face the transition period and are on their way of the public system reformation.

The Republic of Moldova (RM) has a transitional regime (Freedom House 2008), and currently the economic, social, technical and political factors of the globalization process, as well as the reformation stage enormously affect the Moldovan public administration system. Hence, the Government acknowledged the requirement of public administration modernization. The Strategy for the Central Public Administration was adopted through the Governmental Decision No. 1402 dated 30 December, 2005. Its main goal was oriented toward identifying the needed measures in order to assure a modern central public administration and to increase its capacity. The Public Service Management was one of the main targets of the reformation process, as an essential element in the central public administration reform of RM, it was the attempt for professionalization of the public administration. The development and implementation of an appropriate mechanism of the recruiting and selection of the public servants acquired a particular interest, as the existed one used old methods which were inappropriate in a changed environment. The legislation regarding the conditions and rules of the R&S had to be revised and adjusted to the new standards. In this respect, the requirements were changed and as well as the understanding of the employment relationship.

Thus, I find it strikingly challenging and interesting to analyse under what conditions the R&S material has a positive impact in the future employment relationship, particularly in a such specific sector as public administration. This challenge also results from the in-between condition that the public authorities are currently facing concerning the current transition regime of the country.

With no doubt, a lot of perspectives to research the R&S are explored in the HRM literature, but this paper emphasizes the importance of the psychological contract theory in achieving positive the HR outcomes. The recruitment followed by the selection are vital stages during which the psychological contract is created. The formed expectations deliver its content which further develop along with the relationship between the employee and employer. The organizations do “communicate” a lot of information which lies at the foundation of the psychological contract, so that the judgments can be made about the future exchange relationship between the employer and prospective employee. On the other hand, the potential job applicants

are forming their own 'models' about the organizations based on the available information. The outcome of the employment relationship depends on their degree of matching. In addition, a realistic job preview (RJP) helps applicants to form realistic expectations about how the organization will treat them. This approach attempts to provide a more applied view on the future employment relationship.

Hence, in conducting my investigation I start with describing the psychological contract concept and the R&S process as expressed by the literature. Then I make an analysis on the psychological contract reflection to the practice within the R&S phase. To do this, I intend to apply a case study in a public authority, which points to the specific sector such as public administration is. In short, I explore the topic by testing a diagnostic methodology from the theoretical, legislative and organizational aspects: that is - (a) describing the psychological contract term and its importance in the employment relationship; - (b) describing the R&S components: - (c) providing a systematic tool for identifying the psychological contract elements in the R&S phase; - (d) conducting a psychological contract's "what is?" assessment during the R&S in a public authority; - (e) seeing how it takes part in the public authority; - (f) testing if the process fits in terms of the explored framework; - (g) analysing if it needs improvement.

However, the interest of the recruiting process was gaining along with the development of the public administration system. According to Scott & Wanna (2003), from the early 40s till the 1960s the recruitment of the public servants turned from the predominant into a dominant theme in the public administration literature involving both administrators and academics. Academic world was attracted by the process of the HR Management operation - this field became interesting. According to this article a long debate between academics and servants had taken place till the agreement on the collaboration appeared and recruitment constituted one of the dominant topics in this field. The recruitment gained finally a scientific approach. After 1960 the issues dealing with the staff employment were oriented not only to the current problems of the organizations but had a strategic tendency. Nowadays the attention given to the recruitment and selection of the HR is in a progress. Currently there is a huge number of books, articles, researches on these issues. Conferences and Round Tables are gathering academics and administrators all together to discuss the R&S mechanism which takes part in the public administration.

Approximately in the same period of time the study on the psychological contract, as a dominate variable in an employment relationship, has started. As it was previously mentioned, Argyris (1960) was among the first ones to introduce this concept. From that time researchers directed their attention to its notion and investigated its influence on the employee's behavior and attitude. Nowadays, the significance of the psychological contract is more than obvious due

to its strong influence on the job satisfaction of the employee, employee performance, an early turnover and, finally, the organization performance in the long run and other factors (Tekleab, Takeuchi, Taylor, 2005). The researchers point out its importance from the very beginning of the hiring process (Rousseau, 2000).

What exactly is the psychological contract? Basically, it is an unwritten agreement the between the job holder and organization (Rousseau, 1995). It encapsulates mutual expectations which both sides are expected to be deliver to each other. It begins even at the recruitment phase. Over promising or under delivering the expectations can have a major effect on the work of employees, on their commitment, on the level of satisfaction and perhaps the psychological contract constitutes a vital source of motivation among workforce (Tekleab et al., 2005).

On the other hand, according to Beer (1984:67) the recruitment decisions affect the composition of the workforce and employee turnover. The effectiveness of the recruitment consists in hiring qualified and appropriate people in a long range employment which consequently is negatively related to turnover. The criteria of the effective R&S seems to have the same outcomes as if the psychological contract be in a good state. The employment relationships shaped by the implicit and explicit expectations of the employee who develops the psychological contract, are aspects which have proven to influence greatly the future of employee performance, behavior and attitudes, and, in their turn, have a great impact on turnover and organizational performance in the long run (Willems et al., 2004, Turnley et al., 2003). Many expectations are already formed by the written material for staff recruitment (Turnley, Feldman, 1999). It means that the physiological contract begins from available written information. In order to investigate the explicit elements of the psychological contract perceived at the R&S stage, I start my investigation from the psychological contract concept. Then, I investigate the R&S phase and see it in practice by examining the information and documents implied in the process. The way I have chosen to do it is through an organizational case on the Moldovan Ministry of Finance, as a representative example of the public authority from the public administration system. Therefore, I want to see specifically whether some suggestions can be done in order to improve the R&S in the ministry. Hence the central research question sounds as follows:

- *What are the elements of the psychological contract derived by job seekers from the R&S material?*

In order to be able to answer this general research question three sub-questions are stated in the following way:

1. What derived elements form the content of the psychological contract from the explicit recruitment material?

2. What is the type (character) of the content retrieved from recruitment material?
3. What are the specific elements forming the content of the psychological contract in terms of the legislative and organizational contexts?

The three goals are directly related to the three sub-questions and they are: - (a) to discover the elements which form psychological contract in the recruitment material and if they do; - (b) to assess if they form different types of the contract; - (c) to discover if some other specific aspects can be identified in terms of the organizational as well as the sector dimensions. Hence, these goals represent the construct of general overview regarding explicit expectations and promises of both parties, based mostly on the employer/employee obligations list elaborated by Herriot et al (1997).

In order to answer the first research sub-question a content-oriented assessment is engaged for identifying explicit obligations according to the Herriot et al. list (1997) communicated by available sources (document sample and a qualitative interview). Identifying the content of the psychological contract we can answer the research question what basic elements in the recruitment phase are. Further, for identifying if the presented elements tend to form a relational or transactional contract, an analysis regarding their types is explored which consequently answers the second research sub-question. Contrasting the differences between the nature of dependent variables (obligations) in terms of the psychological contract typology, I determine the types that tend to be formed by the job seekers while reading the recruitment material. The main types are explored with the respect to the relational and transactional elements identified by Rousseau (1990). In order to answer the last sub-question I apply a documentary analysis by using the legal and organizational documents. This will give a general overview regarding the sectorial and organizational contexts of the prospective employment relationship.

Thus, the present investigation is a qualitative, cross-sectional study aimed to elucidate the elements that lie in the formation of the psychological contract of the prospective civil servant. In order to identify these elements and to answer the central research question a qualitative method is applied. The qualitative method represents the use of the naturalistic and an interpretative method of data collection and analysis; as well as it explores questions about quality, meaning, process or context to the object of study. In a qualitative method the focus is on the researcher's ability to make connections and recognize patterns across a variety of data. Thus, the interaction of such thesis components as the psychological contract theory, the R&S process and the use of the qualitative method determines the outcome of the research - the content of the psychological contract derived by the job seekers from the recruitment material. Below, the schema of the thesis illustrates the relationship and interaction of the thesis components (Fig. 1).

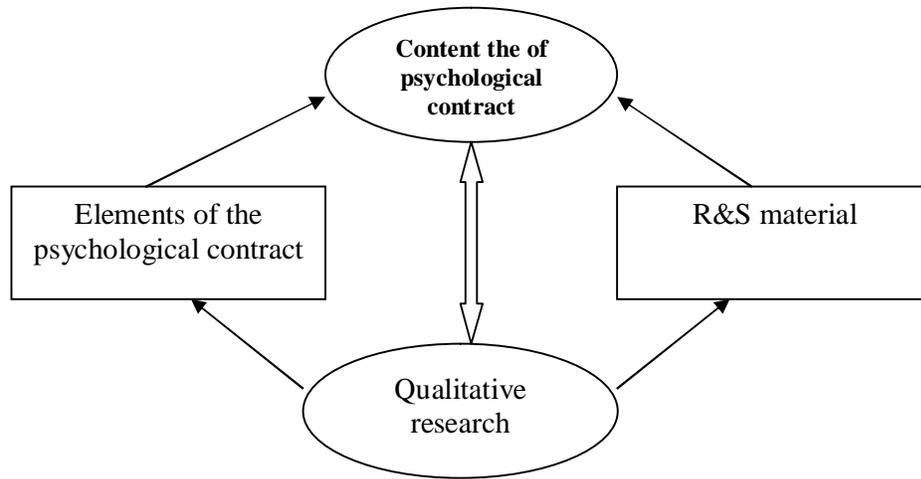


Figure 1. The relationship of the thesis components

To summarize, the concept “psychological contract” is increasingly used in exploring different aspects of the employment relationship. As recruiting high quality employees is a key function of the HRM, the psychological contract can be a vital source in terms of the R&S effectiveness. Therefore, the first impression on the problem how the applicants perceive the organization and job they would join has a great effect on their further performance. That is why the sources that “communicate” expected obligations contribute to the forming mutual expectations of both parties. Here begins the foundation of the “primary” psychological contract originating from R&S process. However, the influence of the psychological contract on the R&S phase is not investigated by the researches in a proper way. Moreover, the literature in the public sector regarding this issue is less elaborated than in the private sector.

In doing my research, I focus my attention only on identifying explicit elements of the contract which come from different available sources. The explicit elements are the primary “signals” in shaping mutual expectations. Due to the usage of limited information (that is only available), the research shows the constrains. But it points out the visible aspects and factors which create the psychological contract within the R&S period. Therefore, a need to investigate the perceptions of the employee and employer regarding those aspects and factors requires more research. In this context, I think the analysis of the R&S process from the psychological contract theory is a question that needs further attention. A future research on the matter should also rely on including also the implicit elements of the contract during the R&S phase. To do this means to identify the formed perceptions of the both parties. This will provide more data for drawing better conclusions on creating the psychological contract and the potential means for improving the R&S procedure and consequently its outcomes in the long run.

Chapter II. Theoretical framework: the psychological contract and R&S process

The theoretical framework of the paper serves the purpose of building a guideline that will help to find answers for the research questions and topic to be studied. Important concepts and theories will be applied to analyze the practical problem. Thus, the chapter II reflects the literature relevant to the study of the psychological contract and R&S process. In my investigation I search for the elements of the psychological contract presented R&S process which takes part in a public authority. The theoretical viewpoints construct the path the study has taken in order see the role of the psychological contract in R&S outcomes. The premise of this paper is that the elements of the psychological contract included in recruitment material influence its formation at the pre-employed period. Because the current research encompasses theories on both psychological contract concept and R&S, a comprehensive review of the literature of two components is required.

First section presents the general concepts related to the psychological contract and its emergence within R&S phase, because I believe that explicitly specified elements at R&S stage affects, in greater part, the R&S outcomes. In other words, I need to look for the preconditions that form the psychological contract from written R&S material. After presenting the definition of the contract and underling its significance in an employment relationship, sources and constructionist characteristics of the contract will be sorted out in order to follow the study purpose. The focus mainly falls with understanding the process how psychological contract is forming in R&S phase.

The reason for the R&S research is to explore what are necessary steps to attract and select prospective employees. Although R&S might be evaluated from different perspectives, the psychological contract theory assists us to observe a specific dimension of the R&S in terms of effectiveness. In the second section R&S material will be explored, as I expect to find elements which already can form a particular psychological contract regarding future possible job in an organization.

To sum up, the investigation of the psychological contract concept and the R&S process help to (1) understand psychological contract reflection and its effects in R&S (2) in order to answer to the research question, (3) but also for uncovering the interrelation of these concepts.

2.1. The psychological contract: conceptual framework

2.1.1. A historical approach of the construct and its characteristics

Literature review points that an essential assumption which explains a relationship is that it implies a change of set of arrangements between actors (Willems et al., 2004). The

employment relationship relies on mutual obligations and commitments. On their fulfillment depend the outcome of the relationship; therefore an exchange takes part between actors. From the perspective of social exchange theory, social exchange relationships “are comprised of the voluntary actions that each party engages in with the expectation that the other party will reciprocate those actions in one way or another” (Suazo, 2005: 24). To put in other words, the foundation of the employment relationship lies on the commitment to fulfill reciprocal obligations expressed in the employment agreement such as for example contract is. However, a long procedure is taking place until the legal contract is signed between prospective employee and organization. Even though, the established agreement between two parties goes far beyond the signed, explicit and legally binding document. Their agreement incorporates the psychological contract that comes to fill the gaps which could not be included in the signed contract.

The psychological contract derives from the social exchange perspective and explains the working mechanism of employee-employer relationship. Its function is to minimize insecurity. Psychological contract represents one of the main variables which “operationalizes” the social exchange relationship and respectively the employment relationship. It elucidates the mode in which obligations fulfillment affects different factors such as performance or motivation within and beyond the call of duty (Turnley et al., 2003).

Prior empirical research has provided considerable evidence that the concept of the psychological contract could explain the quality of this relationship in terms of stimulating high job satisfaction, job performance, reducing the likelihood of strong turnover intentions and, ultimately, turnover itself (Tekleab, Takeuchi, Taylor, 2005). The concept sets out the beliefs and expectations of the employees and their fulfillment will derive ultimately into employees’ wellbeing, attitudes and performance.

The “psychological contract” term was introduced by Argyris (1960) in order to present the importance of implicit mutual expectations between a worker and organization. He refers to the psychological contract concept as to the employer and employee expectations and mutual obligations of the employment relationship. After Argyris’s definition, a significant number of researches were done by academics that developed different perspectives regarding contractual agreement between worker and employer. Later, a revised approach into psychological contract theory has been credited to Rousseau. Rousseau (1989) goes beyond primary concept. She points at the unilateral character of the psychological contract as “an individual belief regarding the terms and conditions of the reciprocal exchange agreement between the focal person and another party”. Recently, Rousseau (1995) makes advancement in exploring the term and defines it as a reciprocal obligation based on explicit and implicit promises.

As it was outlined above, its term is not used identically by researchers, although the Rousseau's definition seems to suit more from the perspective of the study purpose. She argues that the characteristics of a psychological contract are following: a) psychological contract reflects an individual's belief(s) in reciprocal obligations between that individual and another party; b) based on reciprocate relationship where one party has paid for and offer a consideration in exchange for an agreement that other party will fulfill its commitments; c) "where both the promise and the consideration are highly subjective (i.e., existing in the eye of the beholder, the individual), and (d) where nevertheless, the individual holding a belief in a psychological contract attaches to this belief assumptions regarding good faith, fair dealing, and trust, greeting treating this contract as part of the larger fabric of the relationship between the parties" (Rousseau, 1989:128). I find this definition appropriate because it states explicitly what a psychological contract is and it fits more to investigate the concept within R&S process.

The psychological contract term is also used at different levels. For example in a macro meaning it explores understandings on different sector levels such as labor union and economic sector, but the focus of present paper is on its micro level aspect where a manager has an understanding with an employee aiming to clarify expectations of employees and their supervisors. (Berman, West, 2003). Rousseau (1989) also argues that psychological contracts are taking place at the individual-level and the agreement between members of the same organization can strengthen the relationship with the employer. It is in the eye of beholder and express the relationship based on reciprocal obligation. Therefore, the interdependencies between sets of expectation shape its context (Rousseau, 1989). Thus, the process includes two parts and reflects the agreement between them in terms of worker commitment and alignment with the needs of the organization. In such mode a balance between what prospective workers want and are able to give and what they will receive in return forms a motivated and fair employment relationship with their employer which should, as much as possible, exclude wrong assumptions. Otherwise wrong or inflate assumptions on mutual promises will lead to frustration and misunderstanding in the employment relationship.

Additionally, the psychological contract theory is still debating regarding its mutuality aspect. However, psychological contract is mostly seen as a reciprocal exchange between individual and organization and a belief that this obligation of reciprocity will be accomplished. Therefore, an individual belief that "a future return has been made, a consideration or contribution has been offered (and accepted), and an obligation to provide future benefits exist" (Rousseau, 1989:126) can be described and explained on the basis of social exchange theory (Homans, 1958). Social exchange theory, with its notions of continuous exchange rewards or

resources between actors (Zafirovski, 2003), is essential to understand psychological contracts. Social exchange theory deals with the behavior as a result of exchange in a more general sense than is explored in psychological contracts – although psychological contracts can be explored and explained in terms of social change and stability of the process by negotiating exchanges between parties. Employees who believe that exchanges will take place at a mutual level might be unsatisfied if reciprocal expectations are not met, the costs of relationship outweighed the benefits, then, according to theory, and the person will probably leave the relationship. In this respect, the reciprocity seems to have a great influence both in the understanding the given relationship and in exploring psychological contract concept.

Social exchange theory also says that “all human relationships are formed by the use of a subjective cost-benefit analysis” (Michener, 2004). Subjectivism is a challenging characteristic in any issue but especially in studying psychological contract concept. The analysis of contracts becomes difficult because of subjectivity. Firstly, even written or unwritten, contracts do carry a subjective character, and the relationship-based agreements can enhance different understandings. Secondly, psychological contract might greatly differ from one employee to another (Berman, West, 2003). Thirdly, the relationship goes beyond economical exchange explicitly put on paper; parties also extend the relationship in a form of other exchanges. The various expectations, in different senses, aspects and by nature, that exchange will occur in a reciprocal mode, maintain the employment relationship at a workable level. To distinguish all the expectations is simply impossible. Therefore, the key point here is the subjectivism dimension within which is charged the exchange between a promise and offered considerations. In addition, even the legal contract, which is a part of psychological contract, seems to carry subjectivity, although in less proportion. In an attempt to further define its concept, some authors point out at the delimitation of signed and psychological contracts and demarcate their constructs.

Suazo, Martinez and Sandoval (2008) argue that in order to examine the creation of psychological contract it could be helpful to distinguish the difference with the legal one. There are a various types of legal contracts but Suazo et al (2008) limited to the general specification of its three elements: 1. an offer; 2. an acceptance of the offer; 3. consideration in terms of bargaining of a party and giving in exchange for the promise. Characteristics of these elements are: clear, definite and explicit (involve both parts). While psychological contract is based on beliefs and perceptions of employee (Rousseau, 1989) and its characteristics are: optional, discretionary or indefinite, enhancing a broader context in comparison to legal contract which seems to be narrower. (Suazo et al., 2008) That is, the elements of psychological contract discussed above shape its content (see Appendix 2).

2.1.2. Elements of the psychological contract

Psychological contract content incorporates general obligations based of specific promises made by employer and newcomer. Ven (2005) presents in this paper the conceptualization of the psychological contract as a multi-dimensional construct by involving five dimension to distinguish organization promises and another five dimensions for employee promises (see Appendix 1). However the dimensions could vary in dependence to different organizations but in general it highlights the content of psychological contract. In order to figure out the content of the contract, Herriot et al (1997) developed a list of both organizational and employee obligations, by specifying them clearly in their research (see Appendix 3). I argue that an agreement between an employee and employer should clarify what are their promises and consequently obligations.

Herriot et al. (1997) argue that a focus on content of the psychological contract is critical in understanding what both parties can offer and receive within an employment relationship. This clarifies the forming and negotiating process of the contract. In addressing the exchange process of the obligations, Herriot et al. (1997) indicate that the mutuality of fully understanding of the obligations are facilitated by the quality of their communication and discussion between employer and employees. They stress the fact that “such understanding is vital if we are to form satisfactory employment relationship based upon the psychological contract”(Herriot et al., 1997:152). Thus, the aim of their study is to explore the content of the contract in the UK workforce sample. Following their list of obligations, I will search for respective elements in the recruitment material in order to determine the process of the contract formation. Hence, I follow the given list to determine the development of the primary psychological during pre-hiring stage. In addition, psychological contract tend to divide into its derivatives as a consequence of different aspects of obligations it contains.

Among a wide range of types and derivations of psychological contract term, the literature delimitates psychological contract between two major elements: one includes transactional, the other relational parts. Rousseau (1990) points that transactional contract stresses in most part the monetary issue. Indeed, the transactional element comes closer to legally written contract which stipulates the conditions for work, the payment, bonuses, etc. Its components can be easily determined as are more explicit and formal. While the relational element seems to be less clear, it is about interpersonal exchange enhancing a broader context. It relates to socio-emotional dimension such as loyalty and trust. However its components are more often not stipulated in any document. The employees, in most part, have to figure out by themselves what are its elements. Since Rousseau seeks to define the concept and identify the possible categorizations, the researches focus mainly on the impact of contract violation and its

consequences. The significance of its violation is explored below due to a number of negative effects that can occur for both employer and employee. I argue that the attempt to understand violation reasons may lie in a better understanding the formation process of the more positive psychological contract.

2.1.3. Why is the psychological contract worth to be taking into account?

A myriad of authors investigated psychological contract impact on performance and intention to leave the job. Psychological contract does have a great influence in comparison with signed contract where not all conditions, obligation, right and benefits could be fully incorporated. Moreover, the psychological contract emphasis how human needs can be better met in employment (Rousseau, 2003; Rousseau, 1989). Here an important role plays the balanced exchange which should occur during employment relationship.

The experience of imbalanced changes between parties turns into contract violation by not honoring its terms which leads to damage the relationship between the individual and the organization (Rousseau, 1989). In their study Suazo et al. (2005) claim that the contract breach makes job holders feel let down and betrayed and, as a consequence, it can signal loss of a particular relationship and even the termination of the employment relationship (Rousseau, 1989) and negatively affect the in-role job performance due to contract violation. The research conducted by Gakovic and Tetrick (2003) in a organization which faces with changing environment shows that the failures in fulfillment of organizational obligations, or, in other words, psychological contract breach, “may be an important source of emotional exhaustion and job dissatisfaction for employees”(Gakovic, Tetrick, 2003:244) However, specific circumstances can be associated with employees perception that the psychological contract has been violated.

At the same time, there is evidence that employees with different perceptions respond differently to any change within organization and to contract violation (Schalk, Freese, 2000). Schalk and Freese (2000) argue that managers should pay more attention to the implicit and explicit promises, especially in a changing environment, in order to escape the unwilling attitudes and behaviors of employees which indeed lead to poorer employee performance and the intention to quit the job. Moreover, its impact could have a negative outcome not only for the particular organization but also can lead to the decision to quit the profession. The increased exit and neglect as a result of psychological contract breach was investigated by Turnley and Feldman (1999) which also pointed at its bad effect on organization performance.

Berman and West (2003:272) define psychological contract as “an unwritten (informal) understanding between an employee and his or her immediate superior about the expectations and contributions of each...., and is characterized by a reasonable balance between expectations

(what one gets) and contributions (what one gives)". Their definition, as an alternative to Rousseau (1995) stresses the informal character of the psychological contract that operates above written contract of employment. The specification of "unwritten" agreement may raise different assumptions and frustrations in its fulfillment, but as it was mentioned above, each breach might lead to undesirable actions as poor performance till the intention to leave the organization. Moreover, even though it is "unwritten", the psychological contract should be discussed in an open and fair manner from both parts and its renegotiation will have a continuous character, that is why, a good communication process is pivotal for the both parts.

The communication is the key feature of psychological contract because it makes the perceived balance of agreements between worker and manager open and discussible. From the early stage of employment process the concept of psychological contract should be taking into account, before patterns of communication are established (Berman, West, 2003). In addition, as the understandings are between employee and immediate supervisor, the latter should be involved even in such activities as job analysis and preparing a job description/person specification. Psychological contract concept is a potentially tool in following R&S as it provides a way of considering expectations of two agents relating to employment relationship: their commitments and obligations.

In their paper, an attempt to minimize the risk for contract violation, Suazo et al. (2008) stress the importance of understanding the differences between the perceptions for both employer and employee. They provide knowledge on how realistic the perceptions of promises should be and how accurate are employment contracts should be communicated by the employer. They state the idea that organization plays a fundamental role in creation of the psychological contract, even if the concept often is treated only as a unilateral approach. Especially at the time of forming the psychological contract, human resource (HR) practices play an important role. Suazo et al. (2008) point out that the HR practices incorporate two sources in forming psychological contract process such as: Human contract makers (recruiters, managers, colleagues, line managers top managers) and administrative contract makers (performance review, benefits, training etc). In starting the development of psychological contract both sources should be oriented at the reducing the degree of unrealistic or inflated expectations that newcomer has regarding the new job. The great deal of literature stresses at the importance of realistic job preview (RJP) as a tool of reducing discrepancy between the reality of the job and expectations of the new worker.

2.1.3. Realistic Job Preview: some insights

RJP approach helps to reproduce as much as possible the realty in order to form an accurate psychological contract. Researchers largely investigate RJP, but a consensus in defining it is still

unreached (Breugh, Billings, 1988). Similarly, researches have given little attention to its characteristics. As a part of their argument, Breugh and Billings (1988) focused on the key attributes for following a RJP such as:

1. accuracy – RJP should convey an accurate information;
2. specificity – contains specified details in order to make a decision (e.g. to accept a job offer);
3. breadth – contains enough/sufficient information as the applicant is able to take a job decision regarding broad range of job aspect;
4. credibility – concerns not only about the “sent” message, but also “received message” and its credibility in the eye of the applicant;
5. importance – applicant should receive lacking information, besides is already known, regarding aspects of the job.

Among these five elements of RJP, accuracy seems to be the most significant in terms of faithness and truthiness. However all five attributes are hard to measure, both because of insufficient research and their intangible characteristics.

Thus, it can be beneficial to consider attributes from the RJP theory in exploring psychological contract concept. Breugh and Billings (1988) offer a guideline from the RJP perspective which can also help in contract formation process:

1. RJP content – to ensure realism and relevance of the job information the five key attributes should be implied: accurate, specific, broad in scope, credibility and importance.
2. Sources of RJP information – communication should be provided by multiple channels (booklet, film, job incumbent, employee manual, job description etc.).
3. Communicating the RJP – using two-way conversation between parties.
4. RJP recipients - the RJP approach should be expand to all types of jobs and sources of recruitment (external or internal).
5. The timing of the RJP – should be given before a job offer is accepted. However, an increasing model for providing RJP could be more effective even in monetary terms. Going on for several steps in line with R&S process, the most expensive selection tool (e.g. interview) would incorporate the most comprehensive RJP information.

In the simplest sense, RJP is a means which tend to reduce the discrepancy between the expected aspect and the real one. In terms of psychological contract RJP approach would minimize the inflate newcomers expectations regarding a new position. At the very beginning of employment process, when employment relationship starts already to develop, offering the reality of the job will improve the fit between the expectations of the job holder and organization

(Wanous, 1977). At each stage of the R&S, persons who are in charge of it should be aware to communicate as clear as possible the real aspects of the vacant position. The imbalance created between actors as a result of mismatch of what is believed to get and what is in turn given should be minimized as much as possible by clarifying communication.

Thus, besides communication as a source in creating psychological contract, some research mentions and others such as signaling. For example Suazo et al (2008) discuss the signals that HR practices send to employees at the stage of recruitment. They stressed that a variety of means can transmitted signals. Here is it important that those signals will not lead to the development of inflated expectations. In this respect organizations should be aware what kind of signals they can transmit through the R&S process.

However, in order to attract the most qualified candidates the temptation to construct best image of organization can develop unrealistic expectations from candidates. By presenting a realistic overview of both favorable and unfavorable aspects are the preconditions in developing accurate contract regarding many aspects related to working conditions. Additionally, the greater accuracy can result from both employee and employer by holding in common the realistic information although it is not inherently unbiased (Rousseau, 2003). For example the psychological contract is defined as “a social or intangible contract that is implicit in organizational membership” (Huges, Palmer, 2007:144). According to the given definition psychological contract gives a feeling of fully membership. Masterson and Stamper (2003) claim, that individuals see membership as a mean via which their needs are fulfilled. Beyond economic benefits, for instance, the status of being a member with all rights as other members have may appeal to individuals. Interestingly to notice that permanent workers rated relation obligations higher in relation to value commitment stresses the fact that the continuity of job, or at least not a well defined termination of the contract, affects work-related outcomes. The inaccurate way by which is communicated that, in fact, the current position is a temporary one, can create confusions and frustration. In this case security may become an influence source in employee’s performance. A “temporary” membership seems to not satisfy entirely the employee’s needs, especially when a job holder figures it out after accepting the position. That is why, in case of temporary job offer, this aspect should be reflected in job advertisement. Or, in case of full time job, the inputting of the probation period for a determined period will signal a more realistic perception of the security aspects. In such case applicant can revise their job decision. Otherwise, prospective employee is likely to meet disappoints, frustrations, anger, etc. The discrepancy of the unmet expectations would form imbalances in employment relationship. The experience of imbalanced changes between parties is distinct from that of contract violation

by not accomplishing its terms and will damage the relationship between the individual and the organization (Rousseau, 1989).

As presented previously, RJP is a useful tool to apply in developing psychological contract formation. It is beneficial to consider RJP in presenting information to job applicants. Based on RJP theory, the reciprocal promises will better fit with reality and respectively will form a stronger psychological contract.

2.1.5. The process of formation of the psychological contract

The process of psychological contract formation may give solutions to diminish its violation. However, the literature regarding the formation process is less elaborated than the research of the effects of violation. Yet, at the joining up stage, the two parties can determine the elements of the contracts and see if they match. Some researches use term of “rudimentary” contract for newcomers who just enter the organization (Thomas, Anderson, 1998, Schalk, Roe, 2007). They argue that rudimentary psychological contract change considerably after working some time. However, psychological contract is a very dynamic term and it is changing continuously during an employment relationship (Rousseau, 1989). Besides, as previously was mentioned, a big discrepancy between pre-employment beliefs and after increases the occurrence of its violation. Rousseau (1990) argues that job prospective employees start to form psychological contract at pre-hire interview time. I argue that employees begin to develop their contract at the time then a decision was taking to apply for the vacant job. The formation lies practically in available information from different channels. During pre-employment period a lot of sources such as job advertisement or recruiters spread details about vacant job. Thus, it is worth to take a look to a variety of sources in order to investigate psychological contract creation. Beyond all possible sources, the focus of current paper is on written and available recruitment material or other documents. Among sources, Rousseau (1995) distinguishes job advertisement, organizational representatives, and colleagues. Additionally, I expect that information which comes from other sources than the given organization also can constitute a valuable data. Thus, I categorized the sources which explicitly communicate information a job seeker use in order to form some beliefs.

1. At the moment of open vacancy and during R&S process – a job advertisement – mostly job specification;
2. Organizational environment – a particular types of organization gives and overview about organization status (internet sites usually contain a lot of information on how is going on within organization);
3. Legislative framework – each profession has a specific legislative aspects explored in certain laws. Also there are other legislative documents which regulate the status, rights, obligations, benefits or other issues in an employment relationship.

Thus it is interestingly to notice that each source contains specific information and once a job seeker decides to apply for a vacant job, she/he will obtain more information in accordance with his/her movement through R&S stages.

To sum up, in this section the psychological contract definition has been presented along with its characteristics. Then, studies that investigated the impact of contract violation and breach on employee and work outcomes have been reviewed, followed by an overview on the RJP approach. I then follow the process of contract formation. However, the following elements conceptualize its term in current study:

1. Psychological contract includes beliefs, expectations, promises, obligations and values of employer and worker and that those elements, mostly implicit, are perceived to be met.
2. To the extend of meeting them will be affect the trust in employment relationship in terms of fulfilling or violating them
3. Although these expectations are mostly made implicit, they do relate positive to the employment relationship implying accuracy and fairness
4. It is a subjective issue based on individual perceptions
5. It's violation will lead to psychological contract breach which has a negative impact on employee job satisfaction, commitment, in-role performance, and is positively related to the intention to leave the organization
6. A RJP is a useful means to be considered in formation of an accurate and positive psychological contract
7. The formation of the psychological contract starts with the R&S process and has a great impact on developing employee-employer relationship further.

As such, I conclude that for my research the above mentioned statements point to the influence of the psychological contract on employment relationship. Thus, the current study highlights the important of the psychological contract formation stage. In order to understand the effects of the given construct the investigation of its elements, its characteristics and its effect on employment relationship may lead to the advancement in the studying the psychological contract development during R&S phase. Next, review of R&S process focused mostly on written recruitment material available for job seekers are investigated. The study is proposed to consider

the documents which contribute to the formation of the psychological contract within R&S phase.

2.2. Recruitment and selection

2.2.1. Recruitment

Recruitment and selection is a linking of essential functions of human resource management that have been debated intensively last decades. Since 1990 recruitment becomes the biggest single challenge facing personal managers due to significant skilled human resources shortage. At that time emerged interest on given topic made to begin “the era of recruiter” (Bratton, Gold, 1994:144). The negative impact of constantly challenged environment on labor market as well as demands for profound changes upon organizations put recruitment and selection of human resources on top of the personnel agenda. Organizations had to reorient their thinking, as well as their practices and policies, to recruit and retain staff as a valuable and necessary resource.

As Mathews and Redman (2002) argue, R&S constitutes “a key ingredient in the recipe for organizational success”. Although the HR management is a rather broad function, they stress that the most important task of human resource department is R&S of staff which indeed occupies a central position in HR practices. Despite the fact that recruiting is both expensive and time consuming, its “phase has largely been ignored by researchers and it remains an area where a lot is opined but little is known”. The research was done more in selection process but in recent years there is evidence of increasing interest, investment and innovation in recruitment phase of hiring mechanism in both academic and practice world.

A great diversity of definitions is presented in literature on R&S topic. Attwood (1989) suggests that the purpose of R&S process is “matching the characteristics of individuals to the demand of jobs”. He stresses that recruitment and selection are not simple techniques, but rather complex ones which embed various factors. Cascio (1991) believes, too, that R&S is the central phase in the process of matching individual and job.

Some of authors do see R&S as interrelated process but still approach them in separate way. Brannick, Levine and Morgeson (2007:219, 222) refer to recruitment as to the situation “when employers have jobs to fill, they encourage people to apply for them” and to the selection as “the process of choosing from among applicants those whom the company wishes to hire”. Although the both processes are simple in theory, it gets rather complicated in practice where legal, psychological and other dimensions are involved. From this point of view, it seems logically to investigate each of them separately. Hall and Goodale (1986:215) argue that the main difference between recruitment and selection lies “in their orientation toward application”. The former is about selling the job opportunities and attracting large numbers of qualified

applicants, whereas the latter evaluates applicants, rejects less qualified candidates and choose one with the best potential.

To proceed to R&S, a preparatory work should be done in terms of assessing the need for additional human resources. An estimation of the number of employees to meet the organizational goals and periodic forecast ought to be done in order to determine a vacancy. Then, recruitment begins and it includes (1) the examination of the vacant position, (2) the consideration of sources of qualified candidates and (3) making contact & attracts applications from them. (Graham, Bennett, 1998). In the respect of analysis of the vacant position, an accurate job description and clearly conditions of employment should be put on paper by human resource professionals in cooperation with line managers. (Hall, Goodale, 1986:215). The job analysis is a process of gathering all data about a job together with job description and person specification (Pearn, Kandola, 1993). Its objective is to define each job in terms of the behaviors necessary to perform it. The process of matching the individual and the job typically begins with a detailed specification by the organization of the work to be performed, the skills needed, and the training required by the individual jobholder in order to perform the job satisfactorily (Cascio, 1991).

Robinson (2001) argues that job analysis can be task oriented as job includes various tasks, activities and responsibilities, and person-oriented which focus on skills and attributes for a successful performance. Both approaches are used in combination, however different methods such as Critical Incident Technique, Hierarchical Task Analysis and the Position Analysis Questionnaire are involved. Pearn and Kandola(1993) compared the advantages and disadvantages of the methods, their descriptions are included in Table 1.

Table 1. Job Analysis Methods to provide a detailed picture of a job
(Robinson, 2001; Pearn, Kandola, 1993)

Job analysis methods	Approach	Description	Covering
Critical Incident Technique	Person- oriented, using indirect examination of the job through reports	Participants describe, in detail, incidents both negative and positive, in achieving an objective	Specific aspects of a job
Hierarchical Task Analysis	Task-oriented, detailed descriptive data, highly-structured, examining directly by observation	Precise tasks involved in a job	All aspects of the job
Position Analysis Questionnaire	Person- oriented, mostly numerical data, using indirect examination of the job through reports	Focus on skills and attributes	All aspects of job

In addition, Robinson (2001) suggests that a competency model should be also involved. Competency profile, as person specification, allows assessing the information about skills, knowledge and personal qualities. In doing so, needed information will be gathered in order to formulate a recruitment message for attracting the most suitable candidates to apply for a vacant job, but not before exploring the sources through which applicants are invited to apply for job.

Based on R&S theory, the authors suggest that job applicant can be recruited by using two main sources: internal (from current organizational members) and external (Gatewood&Field, 1987; Dessler, 1988; Hall&Goodale, 1986; Graham&Bennett, 1998). Internal source occurs to be more efficient, as the candidate could be more motivated, knows already the rules of company, the managers know more about his/her competencies etc (Dessler, 1988; Hall&Goodale, 1986). Moreover, the employee who possesses scarce skills is difficult to find via external source (Graham&Bennett, 1998). From this respect, the positions with high responsibilities consider to be filled by internal source. Werther and Davis (1989) even suggest starting to seek firstly within organization itself, and only if no internal applicants are suitable, then external recruiting begins. However, the organization decides upon internal or external method of recruitment in accordance with its needs. Once the employer decided to recruit candidates from external source a cost effective method should be selected (Werther, Davis, 1989; Torrington, Hall, 1991) in order to get the right person for the vacant position in an effective way. When the organization needs are specified in job description and the sources to attract job seekers are chosen, next step is the method within which appropriate candidates are stimulated to apply.

Advertising remains the most popular method of recruitment (Graham&Bennett, 1998; Beardwell, Holden, 1997). According to Dessler (1988) there are two issues to be addressed in order to bring results: (1) the media to be used and (2) the content & structure of the advertisement. However, an ad in a newspaper can cause high expenses (Graham&Bennett, 1998; Dessler, 1988). Moreover, “an advertisement which produces hundreds of replies is bad” (Graham, Bennett, 1998:210) and it becomes more difficult to sort out suitable candidates. On other hand Strauss and Sayles (1972) argue that advertisement do attract great number of applicants, but posted in a certain edition (of specialty) or newspaper, it will enhance the chance to get more people with certain background and needed qualifications. The following concern lies in its content and structure. Gatewood and Field (1994:12) argue that the message of recruitment is regarded “as an opportunity to sell the organization as a favorable place to work” and usually it looks as universally positive and can attract a big number of applicants. Werther and Davis(1989) also stress the importance of having a large pool of recruits from which to select applicants. They emphasis the success of R&S direct depended on selection ration – the

relationship between number of applicants needed and number of applicants who applied for the vacant position.

$$\frac{\text{Number of applicants needed}}{\text{Total number of applicants who applied}} = \text{selection ratio}$$

The low quality of recruits can be the result of small selection ration (1:2), a large one – 1:25, will consequently increase the quality. For increasing the ration such interventions should be applied by HR managers such as including additional duties, redesigning of the ad and/or title or enriching the information.

However, a large selection ratio is not always an indicator for the judgment of an effective R&S process. In spite of understanding that such a marketing approach is considered to be beneficial, although it could have a negative impact on expectations of prospective employee. The attractiveness the organization tends to form opinions which often overestimate the actual perspective of employment and can, therefore, raises false expectations (Gatewood, Field, 1994). If the gap between previous expectations and actual job of the employee has been too big, the R&S would be repeated. In order to eliminate the risk of over praising, applicants should see not only positive aspects but also negatives ones. In this way job applicants form more accurate expectations. Such an approach reframes the intention to attract as much as possible candidates (Hall, Goodale, 1986) into a more sophisticated one, as is an attempt to attract the ones with appropriate qualifications and high potential and “discourage those who do not possess the necessary attributes” (Beardwell, Holden, 1997:217). Anderson (1993) also highlights the importance of the realistic view in communication due to the increased chances to invite more suitable job candidates. Wanous (1977) argues that Realistic Job Preview (RJP) approach is about matching needs of candidates and organizational climate. It enables applicants with real information, both positive and negative, which influences job satisfaction by attempting to prevent job dissatisfaction as well as voluntary turnover. RJP allows “to understand the job and job settings before hiring decision is made” (Werther, Davis, 1989:201). It usually involves the clear description of type of work, working conditions, equipment etc. RJP is even compared to medical vaccination by “injecting” job candidates with a small dose of “organizational reality” (Werther, Davis, 1989:202). Research on effectiveness of RJP does show the decrease of turnover rate in case of its use which consequently approves that RJP contributes to attract the most appropriate candidates. That is why the message of recruitment should contain a broad, accurate job description and clearly specified qualifications. In addition, the use of such perspective will increase the rate of qualified candidates (Gatewood, Field, 1994) and at the same time will minimize voluntary turnover (Dugoni&Ilgen, 1981). Thus, the content of the job advertisement

need to be well thought in terms of realistic approach and constructed correspondingly. For an effective and less expensive ad, Graham and Bennett (1998:211) propose the following structure:

1. Job specification and personnel specification

- “Job title; description of job and employer(including location); experience, skills and qualifications required; age range; working conditions; training given; what action the candidate should take”.

The study performed by Mathews and Redman(2002) analyzed the importance of various information items included in job advertisement and concluded “that employers are not making the most effective use of this aspect of the hiring process”. Moreover, Mathews and Redman(2002) suggest that “ the designers of recruitment advertisements could valuably learn some lessons in this respect from their marketing colleagues and develop a market orientation.” They stress the importance of basic elements such as location, the organization, salary and job details. As it was mentioned above, organizations try to do the best in “selling the organizational opportunities for employment and attracting large numbers of applicants”(Hall, Goodale, 1986:215). On contradictory, Dugoni and Ilgen (1981) argue that in trying to look attractive the expectations of applicants can be high which consequently will increase voluntary turnover and will lead to time consuming and expensive process. On the other hand, candidates can present information which makes them more attractive and actually will “increases the possibility of biasing the information exchange”(Dugoni, Ilgen, 1981:579). That is why the accurate information is very important in R&S (Dugoni, Ilgen, 1981, Farinacci, 1995). To increase the recruitment effectiveness Farinacci(1995) stresses the importance of realism of job information. Beyond attractive factors such as payment, job security, promotion policies, working conditions, the job candidate should acquire enough information on organization, job, but also about prospective team with which he/she could work together. Farinacci suggests even offering resume of potential colleagues. Such approach can be also used only for specific positions such as managers or chiefs. The resumes should contain fair and correct data about qualifications, experience, background and training of the employees. Of course, such data could be discussed during interview process, but Farinacci (1995:12) argues that resume viewing will convey “to others that this is an open organization that is proud of its employees”. However, it should be mentioned that is up to organization to present resumes or not, but it is obviously that especially in positions with high responsibilities such approach can favor to make an intelligent employment decision.

2.2.2. Selection

Once a sufficient pool of applicants is generated by recruitment, selection is the next phase. (Beardwell, Holden, 1997) Selection is a central aspect of HRM which deals with

evaluation of candidates and “the development of systems, procedures and methods to ensure that sound selection decision are made”. (Anderson, 1993:169) The author argues that selection is a two-way decision making process of both parts: candidates and employer. Selection represents one of the most important decisions made in organizations because, firstly, it can lead to new opportunities for organization strategy, secondly, implies a significant investment in human capital.

Additionally, a rational decision made by both parties should be based on “adequate information about job, and the organization, to enable candidates to decide if they really want the job”(Anderson, 1993:171). During selection, information is collected by organization judgmentally (e.g., by interviews), mechanically (e.g., by written tests), or in both ways. Scorable application blanks, written or performance tests, interviews, and background and reference checks are several examples of useful data-gathering techniques. At the same time job applicants also make their judgments using different source of information discussed in previous section.

When needed data is received, organization starts to precede the selection itself. Berdwell and Holden (1997) suggest categorizing applicants in three groups: probable, possible and unsuitable. Potentially suitable candidates will be invited to further testing. Then, selection methods are implied diverse and could be used more than one. Along with various tests, which are mostly mechanically, interview is a commonly used selection tool in selection process and is seen by (HR) managers an essential part in hiring process. According to Nevo and Berman (1994) employers prefer interview due to the following advantages:

1. **“The “personal touch”**. An employer or manager may wish to evaluate the prospective employee personally. The employer can ask questions that an indirect resource could not pose, and can obtain a personal feel for whether or not the applicant would be suitable for the position and would fit into the social context of the company.
2. **Facility of operation**. With a small number of applicants, interviews are relatively easy to operate. They can be given at any time or place, and do not need special materials for their execution.
3. **Perceived inexpensiveness**. The interview appears to be a low- budget operation (again, when the number of candidates is small). No money needs to be spent on purchasing special tests or hiring test administrators.

4. **Face validity.** The interview has high face validity. Interviewing seems to be the most natural method of selection because the impressions we form of others in everyday life also come from speaking and interacting with people.
5. **Flexibility.** The interview is adaptable and is capable of serving multiple purposes. Interviews can be used at several stages of personnel management, including recruitment, screening, selection and negotiation. The interview is a way to introduce an applicant to the organization in a warm, personal way. In addition, it gives the applicant the opportunity to satisfy his or her own questions about the company, and to get a feel for the group of people they might be working for. “

Other authors also highlight such advantages as flexibility, speedy and variety of information discussed during interview, but they also see that the main problem with interview could be the strong influence of the physical make-up of the candidate or subjectivity (Stanon, 1996; Werther, Davis, 1989). Moreover, interview seems to be a discriminatory tool for selection, also there could be contrasting effects with previous candidate. Even the popularity of interview is very high “there is little in the way of strong evidence for its usefulness in predicting job success” (Stanton, 1996, p.169). Hall and Goodale (1986) suggest that the main problem with interview lies in the lack of standardization because no rigid rules are settled and each interview is conducted in different way. Consequently, the judgments for different candidates risk to be biased and unfair. In this respect a more structured approach can remove the gaps. (Hall, Goodale, 1986)

Nevo and Berman (1994) emphasize that the optimal way to conduct interview is indeed a combination of structured and unstructured interviews. A design of “two step interview”, in their opinion will allow reaching both “standardized, psychometrically oriented approach and a flexible, clinically oriented approach.” Non-structured personnel interview is an open ended dialogue between employer and candidate focus more on individual approach, whereas structured one has a well defined format and involves a test like character by gaining credentials on applicant’s answers. Both modes of interview have advantages and disadvantages that is why their combination is viewed by Nevo and Berman(1994) the optimal variant in hiring of personnel. In Table 2 are summarized major features of structured and non-structured formats.

Table 2. Features of structured and non structured formats of the R&S interviews
(Nevo, Berman, 1994)

A Comparison Between the Features of Structured and Non-Structured Selection Interviews		
Feature	Structured Interview	Non-Structured Interview
Defining the specific	Viewed as essential for the selection	Not always viewed as necessary.

A Comparison Between the Features of Structured and Non-Structured Selection Interviews		
Feature	Structured Interview	Non-Structured Interview
dimensions to be covered by the interview.	process. Specifications of dimensions are guided by proper job analysis.	Sometimes an assessment of “the quality and normality” of the interviewee is presented as the goal of the interview.
Questions presented to the interviewee.	For every dimension, a pool of predetermined questions is prepared. Questions during the interview are taken from these pools.	Questions differ from one interview to another depending on the dynamics of the interview.
Rating of the interviewee.	Rating is systematic. It is based on rating codes, anchored examples, and illustrations.	Rating either does not exist, or is performed by the interviewer intuitively.
Standardization of the physical conditions of the interview setting.	Viewed as essential.	Viewed as advantageous but not essential.
Single vs. Panel of interviewers.	Panel of interviewers is preferred.	Single interviewer is preferred.
Training of interviewers.	Viewed as essential by both methods.	

The integrated variant of “two step interviews” includes two parts. First part is highly structured interview which consists on a standard set of questions and is seen more as objective procedure (most commonly used in selection tool in governmental organizations) and can last 20-40 minutes. The second part is a flexible, free-style open dialogue, where applicant has the opportunity to manifest and present her/himself. However, interviewer creates mostly subjective impressions from speaking and interacting with applicant. The duration of II part is 15—30 minutes. The percentage ranking of both parts is taking in accordance with decisions of employers. Nevo and Berman propose that “the weight of the Part II score is 20% of the total score, and the weight of Part I is 80 %”. In their view the two-step interview process for personnel selection implies reliability and validity as well as the face- to-face format which gives the sense of being informed and in control. Werther and Davis (1989:191) also highlight the features of mixed interviews as a combination of structured and unstructured questions which provides “realistic approach that yields comparable answers plus in-depth insight”.

2.3. Conclusions

This chapter deals with theoretical framework aimed to analyze the psychological contract concept in R&S phase, particularly the identification of the contract elements from R&S stages. In order to arrive to the choice of sources which can communicate its elements, the R&S process is examined in detail. The typology of the contract can also be distinguished according to

theory, particularly the transactional and relational dimensions. Thus, the interdependent relationship between psychological contract and R&S outcomes can be explained. Below the three approaches are presented which are to (a) discover the elements which form psychological contract in recruitment material, (b) assess if they form different types of the contract, (c) point out at the importance of the psychological theory, in terms of communication its elements during R&S process (Fig. 2).

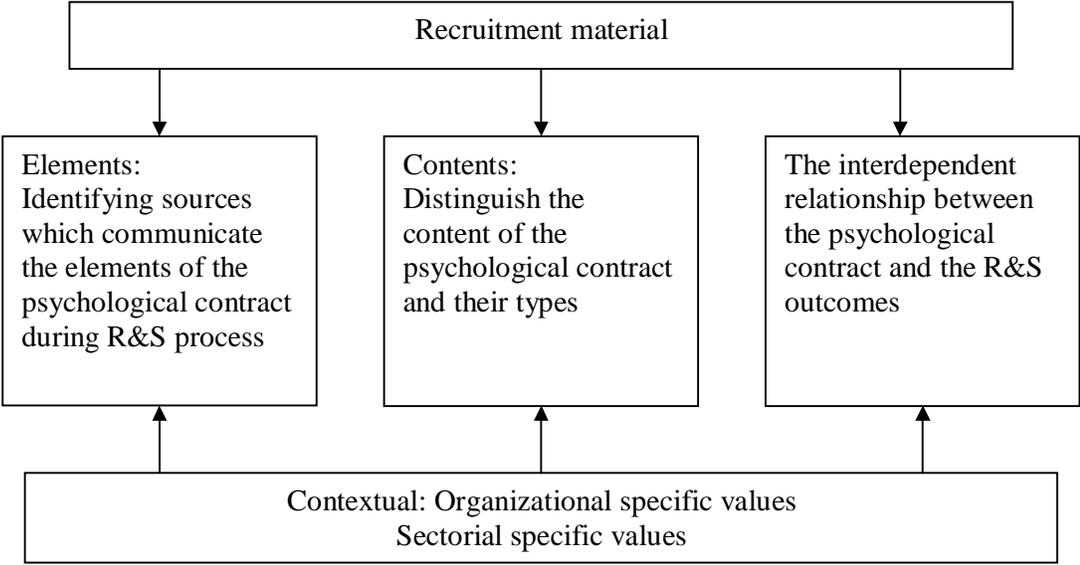


Figure 2. Theoretical framework.

Both employee and employer know how vital the employment contract is in maintaining their relationship. Less well known is the term of psychological contract which affects job holder’s sense of wellbeing, attitudes and performance. It incorporates the beliefs workers have about exchange between themselves and organization. Literature review shows the importance of managing psychological contract at the beginning of hiring process. Every stage of R&S sends out signals to job seekers about what they can expect from organization. Prospective employees form their expectations by reading recruitment material, by information they get from other sources as well as by their perceptions they form by reading between the lines. That is why managing the psychological contract becomes very difficult because it is a highly individual and subjective concept. As psychological contract defines the employment relationship, its formation starts from R&S process. The understanding of the process formation from very beginning leads to a positive outcome for employment relationship. Then, a close look at the R&S process from the psychological contract perspective seems to obtain the desired outcomes not only in terms of reaching “best” job decision as a final result but also would have a positive impact on the organizational performance in the long-run.

Chapter 3. Methodology : research topic, research design, operationalization and measurement

This chapter aims to provide a brief presentation over methodology applied in current study and a framework for research process. Thus, research strategy reflects the design of the study in order to be able to connect research questions with the appropriate methods and to determine what procedures and instruments are used in answering these questions. First, the research design which clarifies the nature of the approach utilized in the thesis as well as reasons to choose the respective approach will be discussed. Second, by creating conceptual order of the study, operationalization process is clarified, discovering dependent and independent variables of the research. Next, variables of the study and scales measuring the variables will be explained in detail. Information on sampling approach and basis for the documents selection for the analysis will also be provided. In the current research, a unit of the analysis consists of organizational and legal documents and a semi-structured interview. In addition, time horizon should be determined. This is a cross-sectional study as the data is gathered just once (it is not gathered at two or more points in time)(Babbie,2007:102). The chapter ends with the discussion on the limitations and potential future research as well as a conclusion section for the chapter summary.

3.1. Research topic

Current study draws on finding out a response to the general research question:

- *What are the elements of the psychological contract derived by job seekers from the R&S material?*

In order to answer the general research question, three sub-questions guide the research.

They are:

1. What derived elements form the content of the psychological contract from the explicit recruitment material?
2. What is the type (character) of the content retrieved from recruitment material?
3. What are the specific elements forming the content of the psychological contract in terms of legislative and organizational contexts?

In conducting this study, I argue that the information included in the recruitment material does already form the psychological contract during the R&S phase. According to literature review, the psychological contract is one of main variables in outcomes of the employment relationship. Scholars investigated the influence of the psychological contract on factors which

actually reflect the criteria for judging recruitment effectiveness. This fact highlights the significance of the psychological contract formation at an early stage of recruitment. According to Turnley (Turnley et al., 2003), fulfillment of psychological contract is directly related to the increased performance in terms of in-role and employee performance. Additionally, the breach of the psychological contract is likely to have a negative impact on the organizational performance in the long run. Moreover, Suazo (2005) investigated the psychological contract breach which made its members feel let down and betrayed. Consequently, it could signal loss of a particular relationship and even the termination of the employment relationship (Rousseau, 1989). It becomes influential on the intention to quit the job which causes a negative relation with the R&S outcomes. On the other hand, in their work, Breugh&Strake (2000) point out the importance of taking the R&S process into consideration and respectively orienting it towards post-hire outcomes. They argue that such objectives influence the job satisfaction, initial job performance and first-year retention rate of new employees. Hence, the R&S is defined not only as the mechanism which “provides the organization with talents”, but also as the one which has “significant impact on long-range employment stability and turnover” (Beer, 1984:75). In such a way, I come to the conclusion that the psychological contract and the R&S outcomes are interdependent.

3.2. Research Design

The research is conducted in order to explore the characteristics of the concept of the psychological contract in the R&S phase. With this purpose in mind, the research objective is constituted of identifying elements of the psychological contract in the R&S material job seekers use. I apply deductive reasoning to show that information available at an early recruitment period the job candidate develops his/her psychological contract with the prospective employer. Accordingly, features of the found elements can point to the tendency of the particular kind of contract formation: relational vs. transactional. Three goals are to (a) discover the elements which form psychological contract in recruitment material, (b) assess if they form different types of the contract, (c) discover if some other specific aspects can be identified in terms of organizational as well as sectorial dimensions(Fig. 3). The key issue, however, encompasses the idea that candidates have already formed their psychological contract based on their evaluations regarding the mutual obligations stated in the written recruitment information at the time they have been attracted, then, they develop their contracts further while going through the midst of the R&S process.

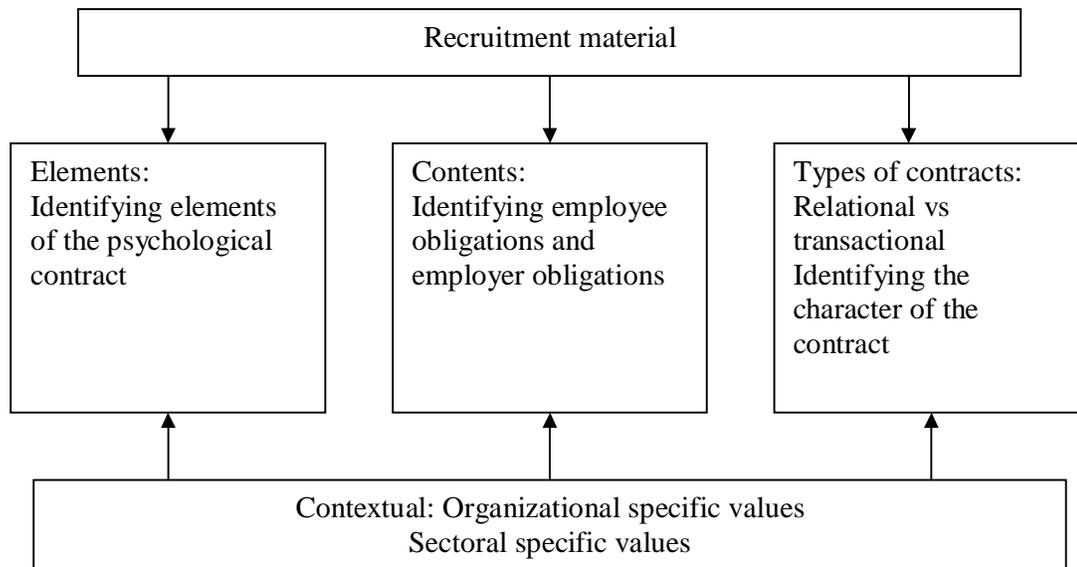


Figure 3. – The conceptual framework (methodology approach).

3.3. Research method

To start with, the investigation of the psychological contract is an interesting topic due to the fact that a myriad of scholars have demonstrated its influence on the employment relationship and its effect on the organizational performance in the long-run. Some scholars even stress the psychological contract's impact on the decision to quit the profession (Schalk, Freese, 2000). Therefore, both in academics and business worlds a rapidly growing interest to managing the psychological contract as an essential component in the employer-employee relationship has appeared. Thus, I argue that even at the beginning of the formation process of the psychological contract, which is actually taking place during the R&S phase, employer should be aware of its accurate and clear state. Consequently, the current research raises a number of important questions to be answered. To remind, a general research question sounds as follows: *What are the elements of the psychological contract derived by job seekers from the R&S material?* The current study is conducted in a public sector. In public administration, a rapidly growing concern has emerged on the effectiveness of the R&S mechanism as the main step aimed for sourcing the public authorities. A legislative framework has been revised and new laws were adapted by Moldovan Parliament in order to face the challenges of the system. Accordingly, the Law Regarding Public Function and the Status of the Civil Servant was adopted on 04.08.2008 while applicable from 01.01.2009(Law No.158). The law clearly stipulates the mode of employment of the prospective public servants. Shortly, the Regulation No. 201 on the filling the civil servant vacancy through competition contains strict rules in the recruitment and selection of the job candidates via competition. Thus, public authorities had to align with new legislative framework and to apply the relevant rules in their R&S procedures. In this respect, the period for the

analysis was determined according to the enforcement of the basic legal documents as: from January, 2009 to July, 2009.

The present investigation is a qualitative, cross-sectional study aimed to elucidate the elements that lie in the formation of the psychological contract of the prospective civil servant. In order to identify these elements and to answer central research question a qualitative method is applied. Qualitative method represents the use of naturalistic and interpretative methods of data collection and analysis; and it explores the questions about quality, meaning, process or study context. In a qualitative method the focus is on the researcher's ability to make connections and recognize patterns across a variety of data. The given method allows deriving "the nonnumerical examination and interpretation of observations, for the purpose of the discovering of underlying meanings and patterns of relationship"(Babbie, 2007: 212). Since the data from selected sources is used to answer questions and to test ideas (Punch, 2006:58), the following qualitative research seems to be more capable of bringing answers to the research question.

Additionally, as the focus is to analyze what the components of the psychological contract in the R&S material are, I use content analysis. This method helps identify particular patterns existing in the sample of the documents. A content analysis is a "systematic, replicable technique for comprising many words of text into fewer content categories based on explicit rules of coding" (Stemler, 2001), and thus, it is appropriate for identifying trends and patterns in documents. In addition, a semi-structured interview is conducted. Hence, I use this method to obtain data regarding selection interview which takes place during the R&S phase. This enables me to elicit and then categorize the elements of the psychological contract discussed during the employment interview by both the organization and job applicant. All interviewed persons are directly implicated in the R&S process in the respective organization and the given period of time. Interview is done on the voluntary basis and all respondents are assured about the confidentiality. Then, I apply the content analysis to identify statements or words that point to the established indicators of obligations. The confirmation relates to the matching process of the dependent variables found within the independent ones. As such, cited documents and a research interview deliver necessary data.

On the other hand, the case study represents the current situation mostly dependent on available data in a determined period of time. Moreover, one of the critics toward qualitative analysis lies in its main dependency on the researcher's views and it accordingly enhances a high degree of the subjectivity. Thus, I put an effort to give the descriptions of the concrete elements in order to allow the readers to make further assumptions. Furthermore, the fact is to admit that it is almost impossible to analyze all aspects of R&S mechanism and its correlation with

psychological contract. Moreover, the found job advertisements represent a rather small sample due to the possibility, according to law of employing civil servants, to use other methods of employment too. But here I conduct analysis by intentionally limiting myself to the competition method. In this sense, for the manageability concerns, I logically select a subset of texts which I argue to be essential in the R&S process explored in the next section.

3.4. Creating conceptual order

In this section, I focus on the clarification of the concepts as key elements in the data collection in a qualitative research (Babbie, 2007:128). According to Babbie(1997:126), a complete conceptualization implies a specific, agreed-on meaning for a concept by identifying various indicators with which it is measured. To put in other words, here I explain what I am going to observe, how I will do it and what interpretation I am going to place on observations (Babbie, 2007:129). This stage represents the operationalization process of concepts involved in the analysis.

The first step toward this research lies in identifying elements of the psychological contract. In order to define specific elements, a content-focused approach is involved. Herriot et al. (1997) argue that employer obligations of employer and employee are elements which stay at the foundation of the psychological contract. They state that elements of the psychological contract include such items as organizational/employee obligations; and which basically form its content. Herriot et al (1997) in their study listed 12 dimensions of the employer obligations, including their specification as well as 7 employee obligations. For the further specification the given list of concepts represents the nominal definitions for each obligation in part. In order to determine the way of identifying the similar meaning in the research sample, a content analysis is applied. Thus, indicators are clarified in order to identify presence or absence of each variable (coding). A content analysis fits neatly into the process of analyzing recruitment material through the use of a written text. In this respect a thematic analysis can be adopted in order to identify words, expressions, partial or whole sentences which can be codified and respectively it involves data reduction. Thus, based on the settled indicators, which constitute categorization, it allows to develop a detailed coding and search through the documents sample for their presence. By doing this, I form a process of the content analysis applied to the whole study and frame it. Therefore, the process includes 3 stages. Firstly, I convert the nominal definitions of the statements from the given list into respective concepts and defining indicators (operational definition). Secondly, I search for the similar meanings according to the indicators through the documents. Thirdly, I conclude what items are found. A diagram outlined below (Fig. 4) shows the progression of analyzing steps from a broad sense of what “a term means to specific measurements in a fully structured scientific study” (Babbie, 2007:129).

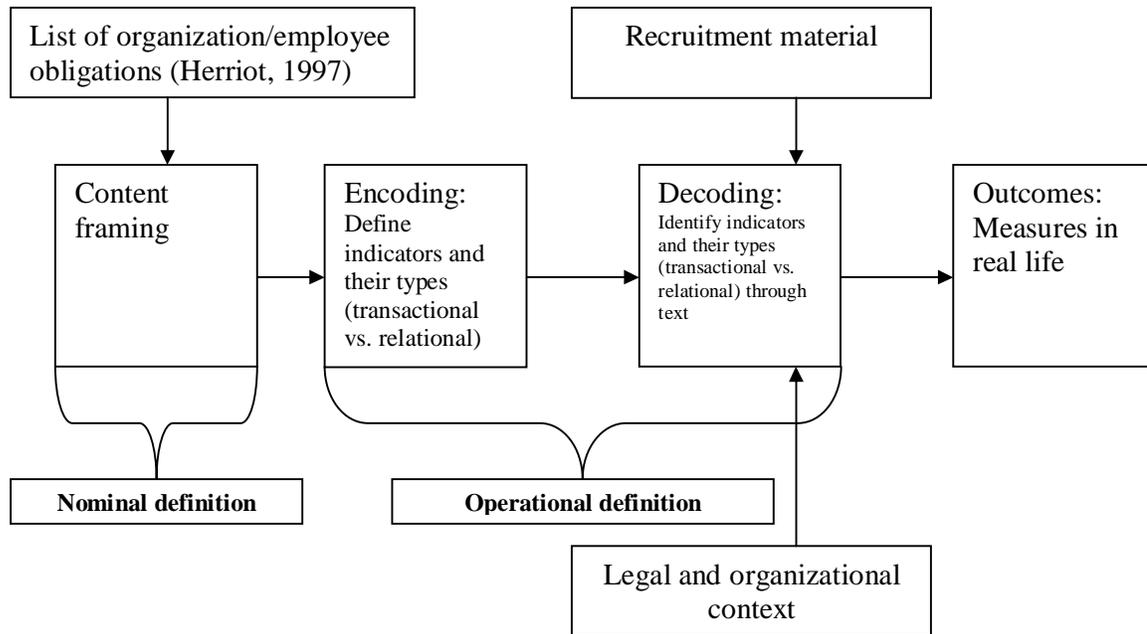


Figure 4 – Operationalization process

3.4.1 Define organizational/employee obligations indicators

During this section I convert the statements in the list of employer/employee obligations (Herriot 1997). As additional orientation, I use some incidents stated by Herriot et al. (1997) in their work (second column in Appendix 6). First, I analyze organizational obligations and I could observe that fairness is an often stated condition in the text. According to Donais (2007), workplace fairness is one of the most urgent problems both employers and employees are currently facing. It is commonly agreed in academic and practice world that workplace fairness lies at the heart of the organizational performance. Moreover, it affects general sense of unfairness. Thus, unfairness in organizations conditions society to accept unfairness in other aspects of life and in the world. Therefore, fairness is critical especially in workplace structure where “all individuals deserve equally of concern and respect regardless of their position in life”(Donais, 2007:1). Following the given notion of fairness I would seek for fair and reasonable standards in organizational obligations.

1. *Training* - Providing adequate induction and training – This item corresponds to the employer’s duty of providing new comers with all information related to the activity and life in the organization. As from Herriot et al. (1997) incidents, I could conclude that the statement mostly specifies the employer’s role in facilitating the settlement period of the new recruited for a quickly involvement in a productive role. To put in other words, the manager of the new employees assists, looks after, helps and mentors new comers. Basic things such as how to work

with certain tools till the ones related to job responsibilities that new employees are required to do should be clearly explained. However, Herriot et al. (1997) see this statement almost as induction training; I would specify as not only induction training but also the possibilities to follow courses, internships and other seminars beyond the ones that line managers can offer. In this respect I label it as induction training in terms of assisting new employee in all aspects of organizational life as well as specifying the opportunity to improve continuously the knowledge according to training policy of the organization.

2. *Fairness* - Ensuring fairness of selection, appraisal, promotion and redundancy procedures – A fairer and more accurate assessment can be visible by applying the same rules. The fairness issue arises for the procedure used to determine the certain outcomes and the way it is explained. In this view, the transparency and accuracy are the critical factors in fairness issue. Thus, systems regarding selection or appraisal procedures should be organized according to the established rules. The rules are the same for all employees and are applied in the same manner to each person using the same scale of measure. For example, in the job advertisement same condition for all job seekers is provided. The same requirements are applied to the selection methods (e.g. same package of submitted documents; same appraisal rules are applied for all candidates; same selection test). The absence of such requirements as age, gender, ethnic group, religious or social status etc., indicates to the absence of discrimination aspect which consequently points to the fair treatment to all applicants. By following an established procedure of R&S, the organization ensures employees that they are treated fairly according to strict employment guideline. An indicator of an equal employment model would encourage females to apply to a vacant position, or hiring a highly skilled person regardless of the invalidity grade or age s/he has etc., unless all required conditions are met and persons are able to perform the job.

3. *Needs* - Allowing time off to meet personal or family needs – In order meet their personal and family needs, the organization can allow free time to solve employee’s problems. Moreover, I find relevant to point here the flexibility of the working time. According to Dick (2006:39), “as women participation in the labor market has increased, there has been an attendant rise in number of organizations offering family-friendly employment practices”, and this aspect is considered to be a part of their psychological contract. Then, I argue that, within possible limits, flexible working hours and allowing time-off to meet personal/family needs point to the given statement.

4. *Consult* - Consulting and communicating with employees on matters which affect them. – The employees can be affected if such communication fails. The established communication and

consultation influence the open discussion. For instance, in case of personnel reduction it would be beneficial to provide with reasonable occasions to discuss matters affecting employees. It commits to discuss openly and to get employees views, suggestions on these issues. Another example is the temporary aspect of the given position, or that there is a probation period for 6 months, or in near future a restructuration (changes) within the organization could happen and shifts in departments or even location should be communicated. Hence, taking into account the situation of the employee and treating with respect by explicitly explaining circumstances of the job position or other matters which affect them as well as listening to their opinion would detect the given statement more clearly. In addition, the good acknowledgment of both obligations and rights by the employee lies in the organizational commitment.

5. *Discretion* - Minimal interference with the employees in terms of how they do their job. – The statement highlights the power given to the employee in order to be able to fulfill job requirements. Accordingly, the empowerment to receive the needed information from other parties also reflects the given indicator. The level of implication in the decision making process or delegation power in case of the senior's absence or to represent the employer in certain issues are other pointers of this categorization.

6. *Humanity* - To act in a personally and socially responsible and supportive way towards employees. – In case of need, the help from employer in monetary, material or other aspect is undertaken by the organization. The protection of the employees is also an indicator of this categorization.

7. *Recognition* – Recognition or reward for special contribution or long service. - The statement relates to the additional payment in case of the job overdue by using different benefits or bonuses. At the same time the promotion in the hierarchical or civil servant system due to high competencies and contribution made for the organization point to the recognition aspect.

8. *Environment* - Provision of a safe and congenial work environment. - According to such determination it seems that employer commits to create a healthy and comfortable work. The comfort can be judged by the existence of the technologies, equipment and space needed to accomplish job responsibilities. The organization commits to offer a safe working environment. In case of accidents at the working place, the organization compensates the recovery cost and other expenses.

9. *Justice* - Fairness and consistency in the application of rules and disciplinary procedures. - Such approach reflects the justice of application in the same manner to all employees: same

rules and disciplinary procedures. This commits organization to have a discrimination free workforce. The established rules and consequently following them in such a way that the personnel have equal access to promotions as well as same disciplinary procedures for all employees would signal the justice indicator. For ex. coming late or smoking in forbidden places will be punished in the same way for all employees. However, looking at one statement presented by Herriot et al (1997) as an example regarding harassment, I would highlight here fair treatment for all persons regardless their race, gender, appearance or the political, social, religious views etc.

10. *Pay* - Equitable with respect to market values and consistently awarded across the organization. – The payment will be provided according to the scale in terms of established rules, for all persons, indifferent of some personal attributes such as gender or age. However, the equitable issue reflects certain specific aspects in payment regarding employee's activity. Thus, the experience accumulated as a result of profession activity which increase the knowledge in the work field would be included as additional sum to general payment used for all employees in the same manner. Moreover, the achievements during job activity, the experience in a particular organization using the same payment scale to all employees would also characterize the statement. Thus, such indicator would be financial obligations applied in the same manner according to strict rules, indifferent of any personal aspects, such as gender for instance.

11. *Benefits* - Fairness and consistency in the administration of the benefit systems. - Benefits offered by the organization are guaranteed in the same manner for all employees from the same level. Therefore, same benefits offered to all employees by using same rules for determining the vacation period, medical leave, maternal leave, retirement and other social assistance.

12. *Security* - Organization trying hard to provide what job security they can. - The employer assures the stability of the job and in case of transfer, the employee receives a similar position. A high degree of security could reflect the need for the employee acceptance regarding transfers within organization. In most cases, positions are for an undetermined period.

Thus, having identified the organizational obligations (Appendix 6 contains the given set of indicators); the investigation can define the values of the employee obligations. This permits to discover their presence in the research sample. Appendix 7 contains a brief description of the indicators list.

1. *Hours* - To work the hours you are contracted to work. – The statement points to the employee commitment to comply with working schedule in terms of punctuality and dedicating

all contracted hours to the accomplishment of the job responsibilities. Strict working time table and the reward according to the done job directly point to this categorization.

2. *Work* - To do a good job in terms of quality and quantity. – Fulfillment of all job responsibilities at a high level, correctly and in due time attributes to the quality and quantity. Here I would like to point to the compliance with the given orders and the hierarchy in the organization as a vital factor of the organization in a good order working activity. Also, I would like to highlight the approach an employee activates with as follows: respect, impartiality, efficiency and kindness with both work colleagues and clients.

3. *Loyalty* - Staying with the organization, guarding its reputation and putting its interests first. - In determining loyalty aspect I search for conditions such as keeping organizational secrets, remain truthful to the organization, being proud of it and care for its image.

4. *Property* - Treating the organization's property in a careful way. - Obligations include abiding with the internal orders in using different tools, respect of rules, using organizational resources in an efficient way, following certain rules for using technologies etc.

5. *Self-presentation* - Dressing and behaving correctly with customers and colleagues. - This statement can be represented by such requirements as dress-code, kindness and politeness toward clients, keep the working place in good condition, apply protocol rules, ethical behavior. A guide regarding ethical behavior would represent the category best.

6. *Flexibility* - Being willing to go beyond one's own job description, especially in emergency. - The statements which indicate at the willingness to work beyond job description can include the use of personal knowledge which is not required by job description such as using foreign languages. Also, it could be the readiness to perform beyond working hours in emergency case, or to be delegated for a period of time to represent the organization in other country.

7. *Honesty* - To deal honestly with clients and with the organization. – Such obligations as to act in limits of employees' power as well as do not accept some rewards in change for job service or contribute to some one interest by favored some clients more than other would reflect the given item. Corruption can also be mentioned as totally incompatible within the organization. In addition, in case of illicit orders from senior managers a request to report to the higher manager would be another indicator of honesty.

In operationalization process, my starting point is to determine the indicators for organizational or employee obligations (Herriot et al, 1997) represented in Appendix 6 and respectively Appendix 7. After defining the indicators for obligations, I need to identify which of these items refer to transactional or relational dimension. Therefore, the assessment of the

psychological contract content is based on the distinction between its types: relational and transitional. To identify each feature, the following indicators are presented in the table below (Table 3).

Table 3. Features for identifying relational/transactional type of obligation

No.	Features to identify the type of the obligation	Continuum Relational vs. Transactional	Indicators for transactional type	Indicators of a relational type
1	2	3	4	5
1	Duration	Short-term vs. long term	Short term work agreement focused mostly on monetary aspect – Temporary position, payment range, fringe benefits	Long term work agreement involving socio-emotional aspects – Undetermined period of employment Job security, career development
2	Tangibility	Tangible vs. Intangible	Written agreements, job description, performance requirements and evaluation criteria are explicit, less unwilling to take additional responsibilities	Broad definition of roles, large reliance on trust, high commitment to stay with organization. Training; promotion opportunities
3.	Scope	Narrow vs. broad	Strict division between work and personal life, employees develop marketable skills – delivery acceptable performance following the agreements between parties Pay linked to performance, benefits	Readiness to contribute beyond stated obligations - willing to commit to one company - Go beyond job responsibilities; offer an emotional support for employees. Support with personal/family problems.
4.	Stability	Flexible vs. stable	High tolerance of uncertainty, continuous change and reinterpretation of roles. Most jobs are offered for a determined period, no limitation in proceeding other activity beyond organization.	Low tolerance of uncertainty. Consultation and communication with employees.
5.	Loyalty	Little organizational loyalty vs. high organizational loyalty	Less interested in image or interest of the organization.	Concerns for the organization image, protect its interests, deal honestly with organization and its clients. Recognition of contributions to/of the organization.
6.	Contract level	Individual vs. collective	Aspects of the employment relationship are regulated individually persisting individual negotiation and agreements.	All employees are treated in the same way, same rules of payment, and same benefits for retirement or other social needs. Fairness and justice in personal procedures.

To conclude, transactional element is linked to performance-related and short term aspects, while relational one is based on emotional involvement. I try to find out if recruitment material reflects a more transactional contract with the emphasis upon economic aspects or a more relational one, involving emotion-relational elements. By doing this I use the features in

the Table 3 to assess the type of the organization/employee obligations. I attribute to each of the item either “T” - attribute for transactional or “R” attribute for relational ones according to the concepts identified in transactional vs. relational elements table (see Appendix 8).

3.5 Data collection & analysis

As the goal of this study is to identify the elements of psychological contract “communicated” via R&S material, I search for the explicit components which signal obvious expectations made by employer at R&S stage. In doing this, I use content-oriented approach by examining specific terms of the concept. The content refers to both explicit and implicit promises made by employee and employer in an exchange agreement (Freese, Schalk, 2000). However, as it was mentioned above, I direct my attention to the explicit promises and expectations which come from employer, as I conclude that the given elements stay at the foundation of an accurate psychological contract. More concrete, I search for the presence of the specific obligations based on employer promises in written documents designed for R&S, as well as a semi-structured interview intended to investigate employment interview stage too. The plausible types of obligations emerging during recruitment are identified based on the list of obligations used in the research done by Herriot et al. (1997).

Based upon the definition that psychological contracts begin when employee infers obligations based on promises, which give rise to belief of the reciprocal relationship with employer (Rousseau, 1989), the author can specify limits in exploring the concept. As the focus of investigation lies in R&S process, the employee beliefs are derived from what is written in different sources of recruitment which a prospective employee reads before applying for a vacant job. As such, their perception, as an essential and major factor of psychological contract, is derived from the presented information. Therefore, the information plays a critical role. The issues under investigation require data source derived from recruitment documents because they allow appropriate exploration of the key points in marking explicitly stated elements of psychological contract. In identifying first signs which lead to form psychological contract, I search for respective sources. As the qualitative analysis of documents implies a determined set of text involved in the study, I have to decide upon the set of documents to be analyzed. The sample is logically constructed in order to cover the whole the R&S process. Firstly, a required set of documents implicated in R&S process (described in theoretical framework) is enumerated such as job advertisement and job description (Appendix 4). The interview stage is also highlighted as a significant phase in R&S. In this case a semi-structured interview is undertaken for defining obligations discussed at employment interview stage.

The psychological contract relies on the information which elucidates particular requirements; the recruitment material is suggested in this paper to be the main source which forms the psychological contract. Seeking to enrich rather than dispute the current assumption that the foundation of the contract starts with available information, I suggest that job advertisement is the primary source to construct the psychological contract. In this respect ads perform the following functions in addition to posting vacancies: (1) provide job seekers with information about current aspects of the vacancy (2) present expected requirements and offers; and (3) provide information about prevailing terms of the employment exchange, then (4) are the primary source in the process of psychological contract formation. The 5 job advertisements-positions are withdrawn from Official Gazette and the official web-site of the public authority for the period January-June 2009. These represent the vacant positions opened for the competition in the given period. Along with the sample of advertisements, their job descriptions are further analyzed. Finally, a set of questions are addressed to the persons who are directly implicated in the R&S process, to figure out which elements of the psychological contract, in terms of organizational/employee obligations, are discussed during interview stage.

The content of the papers will be analyzed by using a checklist. The checklist itself will be the standard in finding out the psychological contract elements. I argue that the content of the psychological contract could be formed even at the primary stage. Moreover, I expect that different types of the psychological contract can already have been developed at this stage. This can be investigated by figuring out which of the organizational/employee obligations are explicitly communicated by the given sources. Further, it is explored if the identified obligations facilitate the formation of a transactional or a relational one. Finally, in order to identify specific obligations a research from organizational as well as legislation perspective is undertaken. The documents used here stipulate the status of civil servants and requirements toward their activity.

3.5.1 First sub-question

Rousseau (1989) argues that psychological contract formation is influenced by the information received by the prospective worker during hiring process. Hence, at the early stage of R&S the elements which start the development of psychological contract content are already provided by available sources. Therefore, the first research question is stated as follows:

- *What derived elements form the content of the psychological contract from the explicit recruitment material?*

In order to deliver the answer, I turn to the theoretical part where it is stated that the content of psychological contract is formed of both employer and employee obligations by the

prospective worker. Three samples of R&S materials from different R&S stages are selected in order to search for elements which can develop the psychological contract. The content measure is applied according to twelve categories of organization obligations and seven of employee obligations developed by Herriot et al. (1997) in their study. Therefore, the independent variable would include the list of obligations for research and the depended variables would contain the found indicators of obligations in the selected documents. Attributes which give a value to the found variables are the followings: for their presence receive (+), and respectively (-) for their absence. Hence, the content of the contract is analyzed in the checklist. Findings will be provided briefly in the checklist columns.

To sum up, a content-oriented assessment would be engaged as it tends to address “the terms and reciprocal obligations that characterize the individual’s psychological contract” (Rousseau, Tijoriwala: 685). The assessment can be made from both the employee’s perspective by identifying explicit obligations stated in selected documents and employer’s perspective (Herriot et al. 1997). The identified content of the psychological contract can answer the research question as what the elements which stay at its foundation in recruitment phase are. Further, in order to determine if found elements tend to form a relational or transaction contract, an analysis regarding their types is explored.

3.5.2. Second sub-question

The nature of employer/employee obligations stated in recruitment documents seeks to determine job applicants to form a particular type (character) of psychological contract, supposing that the nature of workplace obligations carries features of transactional and/or relational elements. Thus the next sub-question is:

- What is the type (character) of the content retrieved from the recruitment material?

Contrasting the differences between the natures of the dependent variables (obligations) in terms of psychological contract typology, I determine the types that tend to be formed by the job seekers while reading recruitment material. The main types are explored with respect to relational and transactional elements identified by Rousseau (1990). These characteristics stay in opposite ends of a continuum: transactional ones tend to foster less commitment, while relational ones are more stable and look for benefits of employment and loyalty. Within this aspect the elements of the psychological contract are identified (as was done in first sub-question) and then coding them as transactional or relational. While the transactional and relational features seem to be opposite ends of a continuum, the elements are separately measure by excluding each other. The list of obligations is divided into 2 dimensions (transactional and relational) using a

distinction previously identified in operationalization section (Section 3.4). Then I match identified obligations into two as follows: statements indicating transactional elements and those indicating relational elements. Each statement is coded with (+) value if it meets the categorization and (-) if not. Additionally, “T” or “R” attributes would point to the type of given items.

3.5.3. Third sub-question

The employment sector and organization tenure also have significant impact in forming the psychological contract at the pre-hiring period. As such, these aspects are explored in the third sub-question. These factors can derive specific expectations based on expressed settled status and activity within given organization. In this respect the last sub-question is formulated as follows:

– What are the specific elements forming the content of psychological contract in terms of legislative and organizational contexts?

I apply a documentary analysis by using legal and organizational documents. The selected documents should meet the requirements of the investigation which means explore the status of the employee in a given sector. Hence, a set of documents stipulating the status of civil servant is analyzed such as the Law regarding the Status of the Civil Servant, The Code of Ethics, the Law Regarding Remuneration System in Public Sector and the Internal Regulation of The MF of RM. The first two documents were elaborated in the context of the Reform of the Central Public Administration which point to the high importance the documents carry. Both papers are in Romanian language which means that their investigation is conducted in original language. Then, the analysis is realized in English. In analyzing these documents, I search for the rights of the civil servant, which mirror the organizational obligations, as well as civil servant’s obligations. The same manner of research used in first and second sub-questions is applied to answer the third question. The positive value, meaning the presence of key indicators in the given document, would be marked as ‘Yes’, while the absence of the item leaves an empty space.

3.6 Limitations and future research

The current study’s design is limited due to several obstacles. First, the analysis is conducted based only on the selected written documents and a semi-structured interview: advertisement, job description and interview stage, which I argue is rather a modest sample. However, the documents are selected in parallel with the R&S process in progress. Hence, at the beginning of R&S the advertisement is analyzed, in the midst of R&S – Job description – and finally the interview stage. Secondly, the study is conducted on the basis of written texts and do

not take into account other sources of information such as verbal communication or recruiters' attitude etc. Thirdly, it explores only the given text but not their impact on beliefs they could form in the eye of the job seekers. In this respect for future research, a survey of attracted candidates who applied can clarify their real perceptions.

Furthermore, the research is limited to the analysis the content of the contract, but this limitation was made in order to narrowing the scope of research concerning the time constrains. On the other hand the limitation creates an opportunity to focus only on particular selected aspects such as explicitly stated organizational and employee obligations via recruitment material.

3.7. Conclusions

This study assesses the presence of the psychological contract elements in the recruitment material using a content-oriented approach which identifies organizational/employer obligations along the continuum of transactional and relational aspects. The investigation is conducted through the qualitative data by analyzing the content of the samples. By doing this, I look through two kinds of documents: those that are related not only to R&S process and given vacant job(job advertisement, job description, interview stage) but also the documents which reflect legal and organizational aspects.

To sum up, this chapter delivers the approaches I chose to address the research questions. It describes the methodology used in the study, including the design of the study, operationalization process, data collection and analysis, limitation and reasons. The sources of data collection consist of analysis of selected documents and a questionnaire administered to HR practitioners in order to explore the interview process. In the next chapter the descriptive analysis from the given sources is developed.

Chapter 4. Data analysis

Before starting to pass to the analysis of the results, I should specify that the goal in this chapter is to try to distinguish the explicit elements of the psychological contract specified in the recruitment material. It is anticipated that the study will provide considerable evidence that the psychological contract can be already formed on the basis of available recruitment information. Accordingly, its state is positively related to the mode and amount of information withdrawn from the available sources.

The main purpose of the current part is to deliver a documentary analysis using the qualitative data of the selected document samples. I also conduct a semi-structured interview in order to obtain more information regarding given research. The analysis is going to include several sections. The introduction sections give a comprehensive overview about the organization and the R&S process taken part in it. Then, the next first section responds to the first sub-question and uses the recruitment material such as job advertisement, job description and employment interview. They constitute the basis for assessing the formation of the psychological contract by the job seekers who decide to apply for vacant job. The third section of the analysis deals with finding out the types that the identified elements can deliver. Here, I evaluate the list of the distinguished obligations in order to attribute relational or transactional character to each of them. The forth part explores organizational documents and legislation. Finally, I complete the chapter with a conclusion of the analysis as a whole.

4.1. Profile of the organization

This chapter presents a case study which takes place in a public authority in the Republic of Moldova. The public authority is the Moldovan Ministry of Finance. According to the Decision of the Government No.1138 dated 01.11.2005, the ministry is a State central organ of specialty, established and organized in terms of legislation. Its major aim is to transfer the Government policy and decisions into life in a certain time period (stipulated in the Ministry's Regulation). In this role, the ministry is a central public authority of specialty managed by the Government. The top manager of a ministry is the minister appointed by the prime-minister. The minister has a double function: as a member of Government s/he has a political function, and as a top manager of the ministry - an administrative one. The structure of the ministries depends on the complexity, significance and specific of their activity and is established by the Government. The Government is the one which adopts the scripted personnel number and the amount of the payment fond.

As one of the most crucial ministries in the central public administration, the Ministry of Finance is a leading authority which elaborates and brings up the unique policy of the

Government in budgetary and fiscal domains. The organization creates and manages public finances. To date, the Ministry of Finance incorporates The State Treasury which has its representatives in each region of the country. It employs five hundred and two staff, most of who are based in Chisinau, capital of Moldova (184 central apparatus of the ministry, 38 – Central Treasury and 280 through the all regions of the country). The ministry maintains patronage to a range of important institutions (eg. Fiscal Inspectorate), but which have their autonomy and power of decision in terms of legislation. Having a goal of high importance and strategic influence over the overall policy and its implementation, the precondition of the organization is primordially the high quality of the services and, thus high performance of its employees.

However, due to high demands and external circumstances, the organization seeks to have qualified workers in order to achieve its objectives. One of the methods in obtaining appropriate professionals lies in the sourcing mechanism. The R&S process taken place in public administration is continuously improving in last years by implying a fair, equal, transparent, competency & professional merit and open competition (Decision of the Government No. 201 dated 11.03.2009) According to law, the competition is the main employing method in the public organizations. In order to analyze the R&S further, the exploration of the R&S process followed by the research sub-questions is provided.

4.2. R&S and elements of the psychological contract

Recent literature approaches the impact of recruitment activities on applicant's job choice and the R&S outcomes in general. The psychological contract theory also has called into question regarding its impact on the employee's attitude and behavior within organization. However, most of previous findings related to the psychological contract were based on its fulfillment. Thus, raising questions about the formation process to which prior expectations are bond is less explored. This chapter is calling to deliver answers to the central research question - what are the elements of the psychological contract derived from the recruitment material.

Recruitment process

The Ministry of Finance (MF) has an established fixed structure with a strictly limited number of positions represented by the organization chart. Accordingly, in most cases a vacant job appears only when an employee leaves the organization. The following stage, after determining the need for recruiting, is a revision of the job description. The job description is elaborated by the HR employees in collaboration with representatives of all ministerial divisions in part. A sample of job description is presented in Appendix 10.

After identifying the necessity of recruitment and revising job description of it, follows the publicity of the vacant position. The competition process in public administration is described by the Regulation on Filling Civil Service Vacancy through Competition approved by

the Decision of the Government No.201 dated 11.03.2009. Under this regulation, all job advertisements should be placed in the Official Gazette. Moreover, job advertisements should be placed on the official web-site of the organization as well as on the informational panel within the territory of the institution. The ad should be published twenty days before the competition starts. The conditions of participating to the competition and list of references should be included in the message of the organization. All these requirements and rules to be followed point to fairness, equality and transparency of the process. The Regulation on the Filling the Civil Service Vacancy through Competition stipulates that the publicity of the vacant job for competition is mandatory. It is worth mentioning that besides competition, there are other ways of employment which were largely used. But nowadays the focus is on competition method. Thus, till recently, the competition method was almost not used, but which to date is increasingly applied.

For current analysis, the job advertisements placed in January-June period are depicted. All of them were published in all required mass-media sources (according to the Law No.201 and Regulation respectively). Beyond, the Official Gazette, the official web site and the informational panel of the organization, the job advertisements were placed additionally in a profile edition oriented to the specific readers (“Economicheskoe obozrenie”, respondents’ answers during interview), which actually fit with the theory (Chapter II:15). According to Strauss and Sayless (1972), such step enhances the efficiency via attracting more appropriate people for the vacant position. “Economicheskoe obozrenie” is an economic review addressed to professionals from economics, finance, management, banking, audit sectors. Thus, communication channels seem to meet the requirements of settled rules as well as the theory. In this way, it is trying to eliminate obstacles and ensure an equitable participation for the eligible and most appropriate candidates.

Hence, I select the sample of job advertisements for further analysis. In order to identify which the approximate content is withdrawn from a job message, an analysis in depth of the job advertisements is provided below.

4.2.1. Job advertisement

According to Herriot et al. (1997), the content of the psychological contract consist of organizational and employee obligations. The employment obligations constitute the psychological contract, embedded in the context of exchange (Rousseau, 1989). Thus, the balance between employer and employee obligations is preferred, as it turns into a strong employment relationship (Payne, Culertson, Boswel, Barger, 2008). As obligations are essential in composing the positive psychological contract and in maintaining a “healthy” relationship

between actors, I search for the elements which specify the contributions of both parties stated in the job advertisement.

In analyzing the job advertisements a general description regarding its components is delivered first. As such, all job advertisements seem to follow the same structure (an example is provided in Appendix 15). The headings of the advertisements clearly communicate their goals (announcement for filling a vacancy), point to the method used (via competition), specifies the sector (public function), as well as the organization (in the MF). Guest (1987) argues that titles are not neutral. The job titles are product of conventions and carry connotations. Accordingly, the titles form indicators of the current idea. In this respect, a title seems to be the first indicator which develops the job seekers' perceptions. Thus, as headings influence job seekers' perception, it would affect his/her decision to apply for the vacancy. Here, as well as in whole message, the RJP approach is vital in forming a more realistic message, and ultimately, in developing a more accurate psychological contract.

Even at the beginning of the job advertisement a reference to a normative act points to the mode and rules used in R&S process. Thus, the Regulation on Filling the Civil Servants Vacancies through Competition, approved by the Government Decision No. 2001 dated 11.03.2009, stipulates the general requirements in formulating job advertisement as well as the mode of organizing the competition. The message of job advertisements follows the structure described in the given normative document. The advertisement gives an explicit presentation of the employer: name, profile, location (Graham, Benett, 1998:211). Both theoretical framework and the message of the document tend to follow the description of the circumstances of the vacant position and the conditions imposed to apply for it. Thus, I proceed to search for organizational and employee obligation through the ads in order to identify the content of the psychological contract oriented to the job seekers.

I assess organizational obligations using list of Herriot et al. (1997). It consists of 12 items describing organizational obligations of the extent the employer has to provide to its workers (Appendix 6). The analysis on each of them is provided below.

Training - If to consider the text samples for the inclusiveness aspect of the "training" word, in the context of the content analysis, its interpretation attributes rather to the required educational background of the candidate than to the meaning carried by the variables determined in the methodology chapter. In particular, I search for the items in the following way: the induction training, continue training and development opportunities. Even if a job seeker can intuit that induction training through mentoring by the senior worker is implicitly expected, he/she can assume that certain hours of trainings are provided during a year, however, the "training" indicator is totally absent.

Fairness – The word “fairness” itself is not specified in the ad messages. But a set of expressions which postulate the conditions for the competition and rules applied in its organization reflects clearly fairness perceptions. The fact that at the beginning of the announcement guidance (Regulation) is used in the procedure for all persons willing to candidate ensures fairness of the R&S. The given Regulation points to the fairness of procedure and actions in R&S. Thus, all published vacancies explicitly provide the mechanism of the competition. While the procedure of registration to the competition is clearly understood through entire text, and it reflects fairness approach via such signals as imposing a mandatory deadline for receiving a complete package of documents, I argue that elements of the “fairness” indicators are present in job advertisement. Moreover, criteria for initial selection are consistently applied to all candidates. The period for preparing documents is also an indicator for fairness, as it gives the equal opportunities in terms of time to prepare all necessary documents for participation. The following strict rules according to a guidance and open communication of all steps to be followed by candidate are vital in ensuring fairness of the procedures. Thus, I argue that all job seekers can clearly understand what is expected in terms of actions, standards, time limit and behavior, in order to apply for vacancy. However, the conditions which explain appraisal and promotion are left out.

Needs – Personal and family needs are influencing performance of the employee. Thus, a flexible approach to the allowing time off to meet these needs by giving them sufficient priority would balance “work-life” aspects. However, the possibility for time off in case of family illness or flexibility in working-hours due to some circumstances etc., are elided by the organization.

Consult - The description of the vacant position includes a complete presentation as it contains its title, the section, the aim of position, basic responsibilities (to each vacant job in part). Even if the name of the position sounds too general – Consultant or coordinator- the name of the section, division clearly describes the nature of the job. For example “Consultant in bookkeeping in Section of the Territorial Chisinau Treasure” communicates that prospective candidate will do bookkeeping activities within treasury system. Moreover, by providing the general aim of the position and its basic responsibilities give the job applicant an overview about the work nature and on his/her duty regarding future activity. Supposing that a detailed description included in the advertisement is complete, I can conclude that organization is trying to communicate at the very beginning the duties directly related to the fulfillment of the job tasks. In this way, an explicit explanation of the circumstances of the prospective job and clear description of job tasks are indicators for a consult item.

Two advertisements from the sample pay the applicants’ attention to the fact that the positions are temporary ones. According to the indicators of the organizational obligations, the

communication of the restricted duration of the vacancy points to the intention of the organization to communicate this very aspect. Moreover, I would point to the use of RJP approach in the messages as the circumstances are openly told. I argue that in this manner only the candidates who are willing to enter the organization for a determined period would apply. The restricted period of the job offer may influence the prospective employee's acceptance of the position (Breaugh, Starke, 2000). On the other hand, the possible average of the working period is not mentioned. This can create confusion and the job candidate should be communicated about the uncertainty of the job duration in an open manner, applying RJP in the further stages of the R&S as for example interview is.

Discretion – Many persons have substantial discretion to how they should do their jobs. The possibility to use their discretion positively affects employee performance within organization (Joshi, 2007). The indicator to identify discretion item would be the grade of empowerment of the prospective employee to fulfill his/her tasks. However, none of these aspects are treated by the job advertisements.

Humanity – Besides tangible things like payment or benefits, softer issues such as personal support is very important for employees. The advertisements do not contain the description of measures taken by the organization in order to protect its employee or support accorded.

Recognition – The job advertisements do not encompass any information about the recognition system.

Environment – In their study, Herriot et al. (1997) demonstrate that the safety environment is one of the first concerns employees ranked. However, texts about job vacancy do not communicate any aspects regarding the provision of a safe and congenial work environment.

Justice – The “Justice” item is close to “Fairness” one. Equal opportunity and lack of discrimination are general elements to identify justice. The texts of job ads communicate assumptions about justice applied in registration of the job candidates. The fact that only complete package is accepted for the competition and only those received till the deadline point to the fairness and consistency in the application of rules and disciplinary procedure. Moreover, lack of discrimination elements such as age or sex differentiation or personal appearance stresses the presence of the justice aspect.

However, the eligibility criteria is that the job applicant should be up till the retirement age (57 for women, and 62 for men). This criteria, along with others specified in the employment ad, is settled by the Law No. 158, dated 04.07.2008, regarding Public Function and the Status of the Civil Servant. It is, on one hand, an age limitation for the candidates and on the other, it can be a signal of justice as, according to legislation, persons have right to a pension at a particular

age. Despite their rich experience, they are not accepted to the competition. In this respect other candidates who do not have, for example, job experience are encouraged to apply. From this point of view I could argue that retirement age signals justice in terms of letting other persons manifest and develop their carrier. However this aspect can be debatable.

Pay & Benefits – Ads can contain indirect references to payment (e.g.”competitive salary”, “attractive salary plus benefits”), but rarely cite explicit sums (Rafaeli, 2006). In the ad samples the conditions specifying payment and benefits are not mentioned at all.

Security – The primary function of the psychological contract is the decrease of the insecurity (Ven, 2005). To date, the scholars argue about shift from job security within the given organization to employment security on the labor market (Ven, 2005). However, in the current study, both approaches analyze the presence of “security” item. The job advertisements omit such specification. Even if two patterns specify the temporary character of vacant job, the rest do not contain any information regarding the period of the employment. Additionally, interesting to notice that job security variable positively influences “the extent to which people engage in surveillance through reading ads” (Rafaeli, 2006).

As the psychological contract is mainly characterized by the balance of exchange between parties, further, the level of employee obligations is assessed via content analysis. As the job advertisements do not use word “obligation”, the similar meaning of it in terms of conditions and requirements are also relevant in terms of employee obligations.

Hours – The recruitment messages do not contain any information regarding working hours or days. Although most jobs are following a standard work schedule, especially those from the public administration, there is no evidence in communicating “Hours” item to potential job candidates through job advertisements.

Work – Firstly, requirements for a specific background (Bachelor degree in economics, finance, bookkeeping etc), experience (preferably in economic domain or in public authorities), computer abilities (e.g. Microsoft Office:Excel), knowledge on national legislation (e.g. finance domain), foreign language skills (preferably, but not mandatory) describe needed abilities and skills that an applicant must have in order to fulfill the job tasks. The quality and quantity of a work directly depend on given requirements and rely on person’s qualifications. Thus, skills and abilities would help in accomplishing job responsibilities. They are at the foundation of exchange relationship, defining what individuals can bring to an employment agreement (Rafaeli, 2006). From this perspective, I argue that “Work” item is mirrored through all the texts by the qualification requirements as well as explicitly stated job tasks. In addition, two requirements posed in abilities section point to such skills as for example analysis and/or synthesis needed to deliver acceptable performance in terms of quality and quantity (*Work*).

Even if efficient communication and diplomatic approach point to the behavioral attitude which rather highlights by the “Self presentation” categorization, but due to lack of information regarding communication I code it as ability. In addition the flexibility issue is required also, but there are not any specification regarding this requirement.

Loyalty, property, self-presentation, flexibility – None of the advertisements highlight the respective aspects.

Honesty – As mentioned before, job advertisements specify a set of criteria to be met by the job candidate in order to apply for a public position. These criteria are settled by the Law No. 158 regarding Public Function and the Status of the Civil Servant. Thus, the Art.27 of the given Law, specify the conditions necessary to hold public position. In this respect, I can attribute them to the employment obligations as they encompass the idea of determining and meeting particular expectations in terms of their activity.

The same criteria are posed both in normative documents and all job advertisements such as:

- a) The candidate must have Moldovan nationality and domicile in RM;
- b) The candidate must know the State language both written and spoken.
- c) The candidate must have full capacity of exercise;
- d) The candidate must have a proper health to apply;
- e) The candidate must be up till the age of retirement;
- h) The applicant must not have been convicted of a crime against humanity, against the State or against the authority, service or in connection with the service, which prevents the administration of justice, of false or acts of corruption or crimes committed with intent, which it would be incompatible with the exercise of public office, unless intervened rehabilitation;
- g) The candidate must not have been dismissed from public function for a period of 7 years due to disciplinary reasons.

Within these criteria first five conditions are the basic issues which could not fit in a special category of the employee obligations. However, all of them require honest approach of the candidate. Especially (h) criteria points to the *Honesty* indicators. The word “corruption”, as well as the mode of dealing with the organization and clients imply the honesty aspects. The last criteria (g) also could signal the honesty feature of the job candidate as it states that the candidate should not be dismissed from the public function due to “discipline” factor.

Conclusions

Thus, I should admit that a job advertisement can not include every aspect of the vacant position; the identified elements are reflected in Table below.

Breaugh and Starke (2000) argue that the research in recruitment demonstrated that during the search process job seekers frequently lack information about vacancy, job

circumstances and organizational attributes. The lack of data may turn to a negative reaction from persons. It can signal either lack of interest in candidate or lack of professionalism (Breugh, Starke, 2000). Both of the given explanations regarding lack of information are undesirable for any organization. Concerning information, it influences the formation of the psychological contract with the organization. General information is frequently not enough to make a right decision in respect of applying and then accepting the job. With no doubt, RJP is a useful tool in communicating the message. Breugh and Starke(2000) stress that the RJP is lowering job satisfactions, and consequently has a positive effect on turnover and effect. On contradictory, even if the employer tries to present realistic data, the information can be simply too vague and is not enough to provide a fairly accurate view about the vacancy. Thus, the question states if the job candidate lacks specific information or lacks accuracy in the message. However, it is obvious that the job seekers may infer information from a job advertisement. Consequently, the given inferences stay at the foundation of their psychological contract. In this respect, a well-designed recruitment message seems to be essential in employing the most appropriate candidates. Further the next sample of documents is investigated.

4.2.2. Job description

The process of job analysis represents one of the most complex and significant activities in HRM. In view of the field researchers, this is a systematical mode of collection and analysis of information on the job requirements (Jalencu, 2005:27). In the public administration it is more essential to carry out the update job description, as the functions become more complex, requiring not only an extensive theoretical training but also practical skills and certain specific abilities for a particular public organization. In Moldova, the Concept regarding the Personnel Policy in Public Service No.1227-XV stipulates that the analysis of the job and elaboration of job descriptions are mandatory.

The job description, according to theory, delivers information for formulating a job advertisement in case of the emerged vacant job. Therefore, job description appears to be more informative than the message included in the employment advertisement. Along with the sample of the advertisements, the job descriptions of the advertised vacant position are investigated. In this stage of the study, I try to figure out the elements of the psychological contract in the given sample (job descriptions), according to methodology chapter. Structurally, all job descriptions follow the requirements stipulated in Concept No.1227-XV. I assume that job descriptions (Appendix 10) contain all elements of the psychological contract communicated by the job ad. I use the same list of indicators (Appendix 6 and 7) in order to determine the elements of the psychological contract content.

Organizational obligations

Training - The job description has such compartment as continuous training, where it is stated that employee has the right to follow trainings and courses annually. Thus, by this statement the organization promotes continuous training for every employee; it attributes special importance to lifelong learning. The preparation of workers in new domains as well as enhancing their knowledge show the employer's commitment to help staff in developing and ascending their carrier. Firstly, training and development imply changes in skills, knowledge, attitude or social behavior. Secondly, the importance of training and development is attested to the substantial financial and administrative commitment of most organizations for these efforts. Training programs are designed to modify or to develop abilities, skills, attitudes, or knowledge so that employees can acquire the competences that will enable them to perform their jobs better (Cascio, 1991). Regarding induction training, job description clearly stipulates the hierarchical order in the respective unit. Thus, implicitly the applicant can understand that a senior colleague or line manager will carry out induction training. However, the sample does not communicate this fact clearly. To sum up, following these arguments I argue that the organization commits to provide adequate training, but there is no information about induction.

Fairness – Analyzing the content of the job descriptions, I notice that job tasks are clearly described in all documents, as well as the rights and grade of the empowerment. These can give a sense of fairness, but the texts do not provide any information about the mechanisms of selection, appraisal and promotion, and consequently, do not ensure about their fairness. Thus, the job descriptions leave out to communicate the “fairness” item as one of the organization obligations.

Needs – The job description totally omit any information regarding allowing time off to meet personal or family needs.

Consult – This item can be withdrawn from the explicit description of the job tasks in terms of the circumstances of the given position. In general, all job descriptions contain duties to be performed by an individual employee. The duties are clearly defined in all texts. Moreover, a statement in the section which stipulates the rights of the employee states that the employee can require necessary consultancy regarding and/or inform on emerged problems in performing tasks. However, these statements are related only to the direct activity within the organization and do not regulate the matters which affect them personally as is, for instance, communicating in advance about staff reduction.

Discretion - Job description stipulates the grade of empowerment of each employee in part. Analyzing each document, I observe that the employee can request information needed for fulfilling the job tasks and collaboration with external institutions. The higher positions receive

higher degree of autonomy and empowerment (e.g. taking part in decision-making regarding issues of their competency, making proposal and participating at the meeting where important issues such as elaboration of the state budget are discussed etc.). Hence, each function has a certain level of autonomy according to the organizational hierarchy. Thus, the grade of interference in terms of performance would be according to the employee's status.

The subsection entitled empowerment settles clearly the limits of the power in terms of the level of inclusiveness in the decision making process. For example, in most job descriptions it is written that the employees can make proposals and address them to the relevant persons. Additionally, a statement which stipulates the hierarchical order to whom the employee subordinates, whom he can replace and who is replaced shows the grade of the interference of the employee in how they do their job. Also, it is interesting to notice that in the list of the requirements the words such as being "innovative" and "creative" stress the use of activities that go beyond prescribed role and welcome people who undertake initiative in their performance.

Humanity and recognition - Job descriptions do not contain any element which can point to humanity or recognition aspects.

Environment - Environment is reflected by the work place under which the job is performed. Job descriptions specify the work type (office work), contain a list of tools put on employee's disposal (e.g. computer) as well as the list of documents for guidance. However, the texts leave out the safety aspect of the workplace (actions needed in case of fire, conditions for healthy work with computer etc.).

Job descriptions leave out *justice, pay, benefits and security* indicators.

Employee obligations

Hours – Among the list of responsibilities of the employee included in all job descriptions, one points to the compliance with the working hours regime. However, the statement does not give any other comments regarding the specified working hours or the measurements taken in case of going out of regime (e.g. late come or going into debit on flextime hours). Thus, I argue that the job applicants can see that to follow the working hours is mandatory within organization. Thus, job descriptions reflect the "Hours" item, although it is too general.

Work – All job descriptions highlight the importance of fulfilling the job tasks in terms of quality and quantity. Each document includes detailed description about the duties employee must perform as well as the minimum qualification requirements necessary for the position. The first responsibility stated in the job description includes the execution of the employee's duty in time limits and in an optimal mode. Additionally, the reaction in time to the orders, requests and other tasks as well as their execution in accordance with legislation point to the employee

obligation to do job qualitative and in due time. Another indicator is the qualification requirements necessary for a successful performance (in terms of nature and amount of experience, knowledge, educational background, skills).

Loyalty – Loyalty item is represented by the responsibility which stipulates the protection of the organizational information and keeping the organizational secrets.

Property, self-presentation and flexibility are not discussed in job descriptions. The last responsibility relates to the working atmosphere based on correctitude but it can be hardly judged from a single word in order to identify it to “Honesty” item.

4.2.3. Interview

Straus et al. (2001) stress the fact that the principal goal of the selection interview lies in the evaluation of the applicant is the job-relevant knowledge, abilities, skills etc. According to these final evaluations, both parties make job decisions. I argue that the final stage of the R&S is the one which can elucidate all unclear aspects of the vacant jobs. During selection interview, both employer and employee can in detail discuss the matter related to their prospective employment relationship. I expect that prospective employee can develop a more accurate and comprehensive psychological contract if both parties communicate openly. Here, actors can discuss organizational and employee obligations. In order to investigate it, an interview with persons who are directly implicated in R&S process is involved. Further, the analysis of date is delivered.

Training – The organization commitment to provide possibility for employee induction and trainings are highlighted by all interview respondents. During the interview stage the applicant receives information about the future mentoring and how the procedure is taking place. Usually, the line manager organizes the induction process (s/he can point a senior specialist to undertake this responsibility). The job applicant is also told that s/he would follow certain hours per year for trainings. However, the employer tends to specify that the organization offers also the internal courses. Thus, the respondents point out that the job candidate is told about the practice within ministry that so called “professional hour” takes place weekly. Moreover, such courses as foreign languages (French, English) or in IT domain are also organized frequently. Following these arguments, I argue that the employer provides the information both on induction and training issues for the prospective employee.

Fairness – Regarding the opportunity for promotions, the applicant receives the information about the rules to be followed in that direction. The job applicant feels free to ask about the possibility to develop his/her career, which, according to respondents, happens. The parties discuss the issue as the employer stress the fact that promotion is done according to the

merit aspects. Also, the employer suggests that the specific rules are applied in order to follow hierarchy in the organization. Thus, the employer refers to the law which clearly specifies not only the merit issue for a promotion but also the experience acquired by the worker. For instance, to get a promotion for a consultant function, a chief specialist should work about three years in the current position. The rules for the selection as well as for the appraisal are also stipulated by the respective law. The employer communicates to the job applicant that the organization follows strict rules according to the legislation. Thus, the fairness issue is reflected in the job interview.

Need – This item is not usually discussed by the parties. The participants argue that the organizational documents regulate such incidents as allowing time off for meeting the personal/family needs, but this aspect is not discussed during job interview.

Consult – The job applicant receives a clear and comprehensive description of the job tasks as well as of the circumstances of the job position. The job applicant receives also information related to the temporary aspect of the job. For a determined (in time aspects) position the prospective employee gets clear information that s/he has to work for a certain period. For example, a temporary position vacant due to the fact that the employee left for maternal leave would point to the limited working period for the prospective employee which would depend on the return date of the original worker.

Discretion – The grade of interference of the employer in terms of performance would be applied according to position. Thus, the beginners would have less freedom in way of doing their jobs. They have to follow orders of the line-managers and comply with rules and standards established in the organization. The higher positions allow more degree of autonomy; they also are more involved in decision-making process regarding their competences. Hence, each position has a certain level of autonomy according to organizational hierarchy; therefore the *Discretion* item seems to be partly applied.

Humanity – The discussion of the organization's role in the humanity issue during interview is not a major consideration. Even the respondents stress the fact that humanity aspect in terms of protection is undertaken by the organization and it is implicitly understood. Typical comments of the respondents are: "The organization has responsibility toward its employees and their feelings; we look after their state and try to support them both monetarily and morally, but usually we do not discuss it during job interview, unless the job applicant does not ask about this." However, this is an important aspect that can influence the behavior and attitude of the employees, but this point is not reflected during the job interview.

Recognition – The main indicator of the recognition serves the civil servant oath. The employer communicates to the prospective candidate that a probation period of time has to be

passed in order to become a civil servant (from 3 to 6 months, according to the Law No.158). This aspect serves as a recognition indicator as the candidate is told about the mechanism of acquiring a certain statute within organization.

Environment – It is possible to generalize the aspect regarding workplace. As such, the employer can communicate very fair that the prospective employee has particular place where s/he will spend the working day and usually does not mention any aspects regarding the provision of a safe and congenial work environment.

Justice – The employer stresses the fact that the applied rules are stipulated by legal and organizational documents and are used in the same way to all persons.

Pay – The employer clearly communicates what is the payment mechanism. The job applicant is aware of the strict retribution scale regulated by the legislation and these mechanisms are applied to all employees in the same way. The payment system is stipulated by specific laws and in such a way a high degree of transparency is applied by excluding any discrimination aspects.

Benefits – The prospective employee is aware that the public sector operates in a well-organized legislative framework, where many aspects are regulated by particular documents. The benefits system is also regulated by a set of rules. Following these practices the benefits seem to be applied in a fairly mode.

Security – The practice shows that the employer is aware of offering the job security for the employees. For example, in case of restructuration the prospective employee is aware of his/her right. If the given position is cut, the employer has to offer another function to the respective employee. In case if the employee does not accept the proposed job; s/he will receive 6 medium salaries as compensation due to job lost. Such acts point to the security organization tries to provide for its employees. This item is frequently discussed during the job interview due to instability and difficult economic situation of the country.

Further employee obligations are examined:

Hours – The employer stresses the importance of following the work schedule. The prospective employee is aware about the strict rules related to work hours, by excluding late comes or early leavings from office. S/he is also told about the work hours per week. As such, prospective employee could get enough information about given obligation.

Work – The employer points to the high level of responsibility of the employees to do correctly, carefully and due time their work. The organizational order is also significant as the employee must follow and accomplish received tasks from managers. These facts highlight the *Work* item.

Loyalty – The overwhelming evidence from all respondents is that organization concerns about employees loyalty. Some typical comments about the loyalty aspect are: “The loyalty issue refers first of all to the service of the employee for the state, progress, and for the citizens in order to improve national economy and country’s welfare. Such attitude would reflect also the loyalty for our organization, as the main aim of the ministry is being always at the citizens’ service” or “the civil servant oath is the best example for the loyalty toward entire system”. The prospective employee could also be aware of some secret aspects of the future work.

Property – The subject about treating the organization’s property in a careful and efficient way is somehow implicitly understood. The both employer and candidate do not discuss in detail the rules regarding using some tools or other organizational resources. As suggested by respondents, the respective item is provided in detail during induction period, then the employee gets all the necessarily information (e.g. how to deal with machineries and what are the rules of using organizational resources).

Self-presentation – One of the comments says: “During job interview, often it is mentioned that civil servant should be a good example for the society”. Moreover, the respondents point to the fact that professional and ethical behavior, including dress-code and protocol rules, of the prospective employee are two faces of the same coin. The employer stresses this aspect during interview and concretizes this to the candidate about the importance given to self-presentation issue.

Flexibility – During interview candidates are asked about other abilities they possess which are not included in job description. For example, the employer asks the candidate if s/he knows any foreign language and will s/he use it in case of necessity during professional activity. Another example of flexibility encompasses the idea of the working beyond time schedule in case of emergency. Such questions indicate that the prospective employee would be willing to go beyond job responsibilities and can have great importance in the organization performance.

Honesty – The given item appears quite often during job interview. Thus, the respondents point to the tendency toward emphasis’ and strength of honesty issue. The compliance with hierarchical order, the subordination aspect, the following of the established rules, the high responsibilities etc. generalize the understanding of the honesty item. The interview also reflects the corruption problem. The total neglect of the corrupted behavior serves to emphasize this honesty item even more. One respondent mentions that job applicants are told about the impartiality and honesty attitude they should have.

To recapitulate, almost all obligations items are discussed during job interview. Actually, just Needs, Humanity and Environment items for organizational obligations and Property for employee obligations are left out.

Table 4. *Organizational obligations*

Sample of documents	Training	Fairness	Needs	Consult	Discretion	Humanity	Recognition	Environment	Justice	Pay	Benefits	Security
Job advertisement	-	+	-	+ partly	-	-	-	-	+	-	-	-
Job description	+ partly	-	-	+ partly	+	-	-	+ partly	-	-	-	-
Job interview	+	+	-	+	+ partly	-	+	-	+	+	+	+

Table 5. *Employee obligations*

Sample of documents	Hours	Work	Honesty	Loyalty	Property	Self-representation	Flexibility
Job ad	-	+	+	-	-	-	-
Job description	+	+	+	+	-	-	-
Interview	+	+	+	+	-	+	+

To sum up, in current section, I search for elements of the psychological contract in the recruitment material by applying content analysis. Their indicators are also presented briefly in the tables put in Appendix 6a and respectively Appendix 7b as well as the way they are reproduced from the sample's sources messages. The research sample involves two types of documents and an interview method. In the sample of documents I include job advertisements and job description. Then, I conduct an interview in order to withdraw data from interview procedure made with potential candidates for a vacant job. In the analysis, the organizational/employee variables are entered in Table below. Identified obligations receive “+” attribute and in case of its absence -“-“. This permits an examination of the variables in terms of their inclusiveness in given documents.

4.3. Relational vs transactional components of the psychological contract

Once the psychological contract elements are identified, the investigation into what type they are nearly to develop more is further analyzed. The literature review differentiates between two types of the psychological contract. Most researchers treat the two dimensions as a continuum by developing a more transactional contract or a more relational one. The transactional type mostly specifies the rate of payment related to the job service. The relational type is more about loyalty, trust and interpersonal exchange (Rousseau, 1990). Appendix 8

(operationalization section of the methodology chapter) explores the tendency of each obligation in transactional or relational dimension.

Qualitative data addressing organizational and employee obligations stated in *job advertisements*, reveal a number of indicators which reflect their presence in these messages. The most withdrawn from the texts and then marked in the Table No. 4 are: fairness, consult and justice. Respectively in Table No.5 they are: work and honesty. However, job advertisements contain these indicators in a vague mode due to lack of information.

Further, the indicators identified in the sample of *job description* are the following: training, consult discretion and environment for organizational obligations and respectively hours, work, honesty and loyalty for employee obligations.

The employment *interview* covers more items in general and those relational in particular. Accordingly, during an interview both parties discuss such relational components as: security, honesty, self-presentation and flexibility. Thus, both transactional and relational elements could be identified at the current stage of the R&S process. Table No. 6 presents the results of the type analysis.

Table No.6. Organizational/employee obligations and their types.

Organizational obligations	Type	Job ad	Job description	Interview	Employee obligations	Type	Job ad	Job description	Interview
Training	R		R+	R+	Hours	T		T+	T+
Fairness	T	T+		T+	Work	T	T+	T+	T+
Needs	R				Honesty	R	R+	R+	R+
Consult	T	T+	T+	T+	Loyalty	R		R+	R+
Discretion	T		T+	T+	Property	T			
Humanity	R				Self-presentation	R			R+
Recognition	T			T+	Flexibility	R			R+
Environment	T		T+						
Justice	T	T+		T+					
Pay	T			T+					
Benefit	T			T+					
Security	R			R+					

Overall, the picture reflects the elements each document can provide as well as a tendency to form a particular type of contract.

Examining the table above, we can see that there is clear difference between documents and interview. Job advertisement includes more transactional character reflected by fairness, consult, justice, work and honesty. I stress the point that consult indicator in the job advertisements reflect only those issues which are related directly to job activity and consequently stress more the transactional nature of the given item. Finally, it is interesting to

notice that transactional contract should encompass monetary aspects; however job advertisements do not communicate any information on the payment rate. Thus, the data here suggests that the job advertisements mostly meet obligations with the transactional character. They include specific elements of the psychological contract by pointing to the details of the organization and the job responsibilities. These elements include the organization profile, detailed job tasks, detailed criteria of eligibility and strict educational background. Job advertisements appear to reflect an authoritative way of recruiting as none of the organizational obligations is being depicted. Nevertheless, job advertisements are likely to develop a transactional psychological contract.

Examining the differences with job advertisements, job descriptions contain more sites in terms of the both organizational and employee obligations. Job descriptions are more likely to provide a certain type of the psychological contract. The found elements are: training, consult, discretion, environment, hours, work, honesty, loyalty. Honesty and loyalty are characteristics of the relational aspects, but transactional ones prevail consistently.

The third focus of identifying indicators is employees' responses to organizational/employee discussion which occur during a selection interview. In this study, I use a semi-structured interview with the persons who are directly involved in the R&S procedure. However the results show that the interview stage tends to encapsulate both the transactional and relational components. It is interesting to notice, however, that the employee obligations refer more to the transaction aspects, leaving out the *Needs* and *Humanity* issues. As for the employee obligations, the respondents stress more the relational elements such as *Honesty*, *Loyalty*, *Self-presentation* and *Flexibility*.

To summarize, the psychological contract tends to be incomplete only by the documentary analysis. Neither job advertisements nor job descriptions can initially spell out all the details of a prospective employment relationship. Indeed, it is impractical to expect that each source would provide all the relevant details regarding job vacancy. Moreover, I argue that they can effectively encompass the most essential features and in total to form an accurate overview of the vacant position. That is to say, by filling in the blanks along the way during the R&S process, both the employer and job applicant can come to have consistent understanding in terms of organizational and employee obligations. In essence, these obligations morph into the psychological contract, necessitating attention to their complete communication and their accuracy as well. Primary sources of information shape a transactional psychological contract such as job advertisements and job descriptions. Interview stage conveys both transactional and relational aspects. Likewise, a job candidate can develop a complete and more realistic psychological contract which includes both relational and transactional components.

4.4. The legislation and organizational context

The role of The State in modernization of the public administration

In Moldova, governmental reforms started at the very beginning of 1990s with the goal to introduce the democracy principles and enhance the capacity of the public administration system. As such, Public Administration Reform is a continuous process bringing evolution to all public life domains which started after the inheriting independence in 1991. As a new state, RM faced with enormous challenges. It is known that the public administration performance determines, with no doubt, the evolutions in economy, local and regional development, social aspects, etc. Thus, a strategic and systematic approach to the public administration reform was re-launched at the beginning of 2004, when it was proposed for debates and then adopted as a comprehensive strategy regarding accelerating the process of reformation. Hence, the Government acknowledged the requirements for the public administration reform and adopted in 2005. It was through the Governmental Decision No. 1402, dated 30 December, 2005, the Strategy for Central Public Administration. Its main goal was oriented toward identifying necessary measures for assuring a modern central public administration and increasing its capacity. The public Service Management was the main target of the reformation process. Acts such as the Law regarding the Public Function and Civil Servant status, the Law on Code of ethics of Moldovan civil servant, the Law regarding conflict of interests, the Law on Remuneration of Civil Servants etc. have been recently revised/adopted. However, the Government's intention to reform the system of the public service is continuing till nowadays.

An essential element in a central public administration reform of RM is an attempt for professionalization of the public administration. The development and implementation of an appropriate mechanism of recruiting and selection of public servants acquires a particular interest. The legislation regarding the conditions and rules of the R&S had to be revised and adjusted to new requirements and standards. In this respect, the requirements have been changed as well as the understanding of employment relationship. Each sector carries particular features in regulation of the employment relationship. Specific documents come to shape the expectations of those who want to enter a new profession. In fact, the legislation and other internal documents clearly delineate the general aspects in terms of roles and responsibilities of a certain profession. Thus, a significant constituent in the formation of the psychological contract at the R&S stage, along with the job advertisement and job description, lies in already stipulated terms, concepts and conditions of the existed legislative framework. Hence, in this part of the study identifying the elements of the psychological contract I examine the proceeding of the document analysis of legal acts. Four legal acts and one internal regulation come to answer the third research sub-question:

What are the specific elements forming the content of the psychological contract in terms of legislative and organizational contexts?

At the beginning, in order to understand better the status of the analyzed function, its definition would be appropriate to present. According to the Law No.158 regarding the Civil Servant Status (Art. 2), a civil servant is a person who is appointed to a public function. The same article gives the notion for public function - as all tasks and obligations stated by the law for achieving the public power prerogatives. Thus, in order to identify specific elements which can form the content of the psychological contract of a prospective civil servant, I search for both organizational and employee obligations in a given document as well as in the other following legal acts: the Law on Code of Ethics of Moldovan civil servant, the Law on Remuneration of Civil Servants and the Internal Regulation of the Ministry of Finance of RM.

Civil servants benefit from a set of rights in political, economic and social settings, stipulated by the law. These rights, which are in fact employer obligations, reflect a general, impersonal and unilateral dimension of the function and are directed to all civil servants. Then they are the same for each person who has a civil servant status. (Preda, 1992 :118).

However organizational obligations are not stipulated as such in the legal documents. But, for example, on seeking to fulfill employee obligations, an individual tries to figure out what s/he can take (pay, level of responsibility) as a return to what s/he gives (Employee obligations). Likewise, the employee holds expectations of what to give and what it expects to receive in return (Herriot et al, 1997). As civil servants rights are presented in response to their obligations, the word “rights” can mirror the meaning of the word “obligations” for the other party. Thus, it comes feasible to argue that civil servant’s rights may be integral for analyzing the organizational obligations. Further, the analysis of each indicator of the organizational obligations is delivered.

Training – Legislation highlights both induction and continuous training within the organization. Art.36 of the Concept (Annex to the Law No.158) clearly stipulates the procedure on induction training. According to it, the mentor has following responsibilities:

- a) to guide the work of the newcomer during the period of probation;
- b) to get familiar with the organizational culture of the public authority;
- c) to provide information on the position held;
- d) to assist junior public civil servant in identifying the most effective ways of achieving tasks, and solving problems;
- e) to oversee the implementation of the job tasks by junior public civil servant;
- f) to identify training gaps of junior public civil servant and propose direct and driver service to human resources issues training internal and external to it.

Such detailed description of the mentor roles shows the provision of a properly induction by the organization. Along with induction a well established training system is also provided.

An effective training and development system must take a long-term view of the organizational needs and it must focus on the developing the talent currently available in the workforce in order to meet those needs (Art. 37 of the Law No.158). Training development system helped employees focus on their goals, skills and behaviors, so the greatest impact on performance would be achieved. In this respect the system takes a continuous commitment toward training issue. The Law No.158(Art.37) stipulates that civil servant has to follow average training hours per year(40- annually and 72 once in three years). With no doubt, the role of a civil servant is not a simple and easy task. The various responsibilities can be met only if a special training, a high level of knowledge accumulation through the use of the theory and practice of the public administration are applied. A continuous improvement of the professional level is a precondition for a successful fulfillment of public administrative activities and higher quality of public services. As such, the training system encompasses different forms of continuous trainings: from the short term courses up to the post university studies with two or three year duration. Thus, induction and continuous training are important aspects highlighted by the Law No.158, however, the rest of the documents do not contain any information regarding the *Training* indicator.

Fairness – One of the organizational commitments is treating all employees fairly. According to the legislation (Law No.158), the public authorities have to follow strict rules in such procedures as selection (Art.27-30), appraisal (Art. 34-36), promotion (Art.45), etc. The guidance related to different procedures reflects the fairness issue. The selection process has strict rules to assure fairness (Regulation on the Filling the Civil Service Vacancy through Competition, No. 201 dated 11.03.2009). Fairness of selection procedures signals the established strict rules of the organizing competition. For example, in order to assure equitable conditions for preparation, a concrete date for the applications deadline is established for every person – 20 days after the day of publication of the job announcement. Another indicator is that no evidence of discriminatory aspects is presented and the condition of the eligibility both general and specific, are applied to every candidate. Moreover, the same package of documents is requested from the jobseekers, and in a case of uncompleted package, the candidate is automatically excluded from competition.

The Law No.158 also stipulates the appraisal procedure clearly and in detail. All civil servants can follow and develop a career and respectively a promotion within organization. The Code of Ethics contains some elements of the fairness indicator as well as the Law on remuneration. Both documents stipulate implicitly that all measures regard to all civil servants;

however, internal regulation does not use it. To sum up, documentary analysis shows that the given texts ensure fairness of selection, appraisal and redundancy procedures in all studied legislative acts

Needs – No evidence for allowing the time off to meet personal or family needs exists in the legal acts. However, The Ministry Regulation clearly stipulates the situations regarding the personal matters and time off to meet them. For example, in order to attend a family wedding, the employee can take a paid day off. Regarding flexible working hours, the same Regulation of the organization stipulates the possibility of changing the work schedule in specific conditions (parent of a child up to 3 years, persons with invalid group, etc.),and makes reference to the Code of Labor of the RM.

Consult – The explicit description of rights and obligation of the civil servant points to the consult issue. The internal regulation of the ministry gives a comprehensive description of all activities the organization is in charge with. Another indicator is that the Law No.158 stipulates the acceptance of the employee in case of moving to another position or even location (Art. 50). However, these formulations are rather vague and too general for making an accurate assumption about the further consulting and communication with the employees on matters which affect them.

Discretion – The essential element in the right for carrier and some stability is the absence of political implication in the public administration as well as certain independence for the better function of the Civil Service. The legislation points to such values as the personal accomplishment, independence, individual attitude. These values in their turn bring about features such as the minimal control in way of doing the job. However, there are explicit systems of control to ensure compliance and there is no deviation from the norms (guidance and standards). Finally, these features have already oriented a well established mode of doing job, but they can give some freedom in way of doing it. However, this fact is very difficult to identify from the analysis of the given documents. Besides, the legal acts clearly stipulate the management issue in the public authorities. Thus, the public administration uses a top-down communication, authoritarian style, dependence on the superiors approach etc. These values then shape the organizational features such as: centralized, having tall vertical structures which are based on the traditional lines of command. As such, these facts are very much in accordance with the low discretion.

Humanity – The Law No.158 stipulates the protection mechanism of the civil servant. Thus Art.20 states that the civil servant is protected by the law in exercising his/her job responsibilities. The public authority has to provide security to its employees and their family members in case of frightens or violence due to their professional activity. The same article

points to the organizational engagement to compensate any material or moral loss during the exercising of the job tasks (Law. 158, art.21, p. (3)).

Recognition – The sample of documents provides both material and moral aspects of recognition issue.

First, in order to shape particular achievements in terms of commitment as well as duration of serving a public authority, the civil servants receive ranks and grade according to the legislation. The public functions are divided into three ranks: the first rank includes managers of public authorities, the second includes managers of units and officials of the local public administrations and the third rank includes other functions (Law No.158, art.33). In addition to the ranks, the law provides degrees and qualifications of the civil servant. The transfer of an employee from one grade to another is based on his/her qualification, contribution, certification work carried out as well as the experience in the public administration institutions. Such a classification points to a kind of recognition, as the public authority confers the employee with certain status among other employees.

Second, the Law No.158 promotes establishment of effective mechanisms of accordance rewards for the civil servants. As such, art. 40 stipulates that civil servant can receive recognition such as monetary reward, Honor Diploma, recognition and acknowledge from peers and superiors for an individual contribution to the organization etc. The Regulation of the Ministry comes to elucidate the details of the reward accordance for effective contribution in his/her activity.

Third, the right for career development also reflects recognition issue. The documents embody the mechanism of ascending the hierarchical structure of the organization. These promotions are based on the employee's merit. Also, the Law No.355, art. 25 regulate the mechanism to merit salary payment. The merit salary is paid on merit achievements and fairness principle.

Both legislative and organizational frameworks encompass issues regarding recognition item. They stipulate both the recognition for the special contribution (e.g. Honor Diploma) and long service (conferring grades in public administration system).

Environment – Art.14 (point d) of the Law No.158 states that civil servant is provided with appropriate workplace conditions as well as safety for the physical and psychological health.

Justice – Equality is the dominant value in identifying “Justice” item. Justice can be implicitly distinguished as the stated requirements in all legal and organizational acts concern the civil servants. None of the documents stipulates particular conditions which can highlight in detail the fairness and consistency in the application of rules and disciplinary procedures.

However, general rules regarding breaking norms are calling to be applied to all employees, which implicitly points to the tendency of fairness of applying the established rules to all studied documents.

Pay - An important right of the public servant is the payment for the service. The retribution in civil service is made in accordance with the Law No.355 from 23.12.2005 regarding salary system in the public sector. It clearly stipulates the mechanism of payment for public servants, which in terms of significance and content, differs from those of an employee in the private sector. Moreover, in accordance with the positive outcomes, a civil servant has bonuses, a certain percent paid for experience in work, and other benefits stipulated by the law. These regulations give a right to equal pay and conditions for men and women doing equal work for a public authority. No evidence is observed for differential pay policies that allow any inequities in any aspects. The law No.158 also contains some general measures regarding payment of the civil servant.

Benefits – According to the Law No.158, civil servant benefits from vacation, medical or maternal leaves as well as social assurance rights such as in the case of the work incapacity, death, retirement etc in equitable mode. It clearly stipulates that the organizations offer various benefits according to the following strict rules. To obtain a complete picture of the fairness and consistency in the administration of the benefit system some examples are further provided:

- 1) The vacation period of the civil servant consists of 35 working days (Law No. 158, art.43). Thus, all public servants receive the same duration of their holidays.
- 2) The Law No. 158 stipulates some social guarantees for all civil servants: civil servant can receive material help for solving living and social issues (Art. 42 p. (1). However, such acts should meet legal requirements.
- 3) All civil servants have the same right regarding retirement benefits (Art. 42, p. (2)) etc.

All specifications concern all civil servants, this can be understood implicitly, as explicitly no document specifies that these regulations are applied regardless of such aspects as gender or ethnic differences.

Security – Being employed legally in a public function, the civil servant has the right to exercise his/her activity within the public authority. According to the legislation, a civil servant can not be suspended or revoked unless certain discipline rules are broken. Civil servant can not be transferred, except in particular cases, unless a similar in grade and salary position is proposed. Additionally, once a civil servant leaves the public system, he can return to the same or similar position with the same grades received during previous career in the public authority. All these factors point to a high security a civil servant has in an employment relationship and are present only in the Law No.158.

Rights and obligations do not exist independently from each other, but in a closely interrelated relationship, as each comes at the response of the correlative obligation(s). The same is valid for the organizational and employee obligations as they tend to make a balance (Rousseau, 1990). However, I argue that obligations or duties of a public servant are crucial, because these actions trigger the public service quality. The obligations of the public servants concern the moral-volitional attitudinal and behavioral engagement aspects. In the legal literature different terms such as duties, tasks, and obligations of the civil servants are used. The Law No.158 operates with the “obligations of the civil servants” expression. Although the ethical aspect of the public employee is an inherent obligation, I consider that the given aspect is essential for the responsibility fulfillment. Therefore, the issue of ethics and its consequences deserve attention as it serves as an exemplar for the whole society. Moreover, the successful achievement of the state functions depends on the behavior of the public officials. The Code of Ethics (Law No.25 from 01.01.2009) comes to regulate and ensure a good function of a public authority, increases service quality and eliminates bureaucratic corruption in the public administration. In this respect I can directly link this expression to the employee obligations. Further the analysis of each obligation in part is delivered.

Hours – One of the Civil servants’ duties is to come and leave work under work program. They are not allowed to leave from office without approval from the manager. The Law No.158, art 19 clearly stipulates working hours per day and week. In case of going into debit on flexi time a limit is established for extra working hours per year as well as the remuneration for overtime work. The law points to the duty of the organization to monitorize working hours for each employee in part. As such the hour’s indicator reflects the schedule and the management of overtime job in case of its existence.

Work – The Law No.158 marks out some requirements on high quality of delivered work. The *Work* indicator is also underpinned by several articles in the Code of Ethics. All these measures foster the quality and quantity of the job done. As such the documents state that civil servants must perform their duty in terms of quality and quantity, with professionalism and fairness.

Honesty - Two documents define anticorruption measures regarding the civil servant activity. The Code of Ethics emphasizes the significance of an honest behavior. In accordance with it the document proclaims establishment of effective actions to exclude corruption attitude. Through this document, the Government comes closer to the problems of the prevention and elimination of the corruption. Regarding the leading managers’ obligations, the managers of all levels have to promote ethical norms and to assure their fulfillment by their subordinates. Thus,

equal treatment of the subordinates and avoiding any discriminatory criteria are mandatory in their activity (Code of ethics, Art.13). The Law No.158 also delivers anti corruption measures.

Art. 3 of Code of ethics states a that civil servant has to respect the Constitution of the Republic of Moldova, the legislation and international treaties to which Moldova is a party. In case of the received orders come in the contradiction with the rules of the conduct, he/she should communicate the top manager. Art.4 stipulates the obligation of the civil servant in terms of the impartiality, non-discriminatory and equitable manner without giving priority to particular persons. He/she must have a behavior based on the respect and fairness toward society and managers, colleagues and subordinates.

Loyalty – Both Law regarding Civil Servant Status and Code of Ethics provide requirements for loyalty of the employee towards system, institution and organization. For instance, art. 7 of Code of Ethics stipulates the importance of the loyalty principle. According to it, civil servant is obliged to serve in a good faith to the public authority in which he/she operates, as well as the legitimate interests of the citizens. The Law No. 158 uses the same interpretation to make accent on the loyalty issue.

Property - The Code of Ethics claims that the civil servant's obligation is to assure the security of the public property and to avoid any prejudice of it. The use of resources has to be directed exclusively toward the fulfillment of the public function responsibility. The efficient use of the public financial resources is mandatory. The same requirements are found in the Law No.158

Self presentation – The Code of Ethics envisages principles of civil servant conduct, ensuring, in particular, principles of legality, impartiality, independency and professionalism (Art.2).Mentioned principles the code transforms in obligations, because the following articles specify in detail their predestination by using the expression “civil servant is obliged”. Art.10, for example, stipulates that civil servant should represent the organizations at different national and international events and s/he should be guided by the protocol rules. As such, I consider that the Code of Ethics regulates some features of the self representation indicator.

Flexibility – In terms of flexibility the studied text encourages active participation by involving creativeness and initiative, with special attention to follow the orders of the top managers. However, specifications to the attempt and tendency of the civil servants to go beyond the job descriptions responsibilities are nearly absent in the given acts.

To obtain a complete picture of both organizational and employee obligations reflected by the given documents a table which provides content analysis of these obligations follows.

Table 7. The content analysis of the legal and organizational acts

Content of the psychological contract	Indicators	Exist/do not exist	The Law regarding Status of the Civil Servant No.158	The Code of Ethics	The Law on Remuneration	The Internal Regulations
Organizational obligations	Training	Yes	Yes			
	Fairness	Yes	Yes			
	Needs					Yes
	Consult	Yes	Yes(partly)			Yes
	Discretion					
	Humanity	Yes	Yes			
	Recognition	Yes	Yes		Yes	Yes
	Environment	Yes	Yes			
	Comments:	(partly)	(partly)			
	Justice	Yes	Yes	Yes	Yes	
	Comments:	(implicitly)	(implicitly)	(implicitly)	(implicitly)	(implicitly)
Employee obligations	Pay	Yes	Yes		Yes	
	Benefits	Yes	Yes		Yes	
	Security	Yes	Yes			
	Hours	Yes	Yes			
	Work	Yes	Yes	Yes		
	Honesty	Yes	Yes	Yes	Yes	
	Loyalty	Yes	Yes	Yes	Yes	
Property	Yes	Yes	Yes	Yes		
Self presentation	Yes			Yes		
Flexibility						

As regards to the organizational and employee obligations and their degree of presence in the given legal and organizational acts, the obligations are described in detail in the studied documents. Some of the documents prescribe the more general aspects (Law No.158), others concentrate on the particular issues such as the Law on remuneration in the public system. The Code of Ethics also centers more on the ethical aspect of the civil servant activity. However, the sample does specify almost all obligations which stay at the formation of the psychological contract.

To conclude, this chapter provides the analysis results on identifying content elements of the psychological contract as well as their types in the recruitment material available for the job seekers. The investigation is centered on the particular specific organization – a public authority. The assumption that recruitment materials have a great impact on the formation of the psychological contract is made due to the amount and the mode in which the information about a vacancy is communicated.

As a part of this research which attempts to provide answers to the general research questions about the elements of the psychological contract derived by the job seekers from the R&S material, the documentary analysis is executed. The content analysis of the selected sample, related directly to R&S process as well as the legislative and organizational acts on this issue, is conducted according to the key concepts presented in the conceptual diagram operationalized in the methodology chapter. Hence, the purpose to this chapter is to identify the important elements and interpret the findings in response to the general research question within the context of the theoretical framework.

Chapter 5. Discussions

This chapter analyzes the communication process between the prospective employee and the organization in terms of the psychological contract elements during the R&S phase. Specifically, I examine the psychological contract content. As the contract content consist of both the organizational and employee obligations (Herriot et al, 1997), their persistence in the recruitment material is crucial in order to form an accurate psychological contract for the future employee. Thus, I examine what the contract elements are possible to identify in the R&S phase by the job seekers. I argue that recruitment material can point the essential obligations to be carried by both parties. In addition, I expect that the specific statute of the profession as well as the image of the organization do complete the picture of the future job.

Using a documentary analysis of the recruitment material from the public sector and a qualitative interview with the persons directly involved in the R&S mechanism, my finding suggests that there is a broad communication to the job seeker regarding the obligations that governs the employment relationship. I expect that such communication can cover the topic of the obligations for both parties. The bidirectional way by including both the organizational and employee obligations would facilitate the development of a positive psychological contract. However, I have found that the perceived organizational obligations at the initial stage (job advertisement) are almost absent in a comparison with the employee's ones, but for example in the midst of the R&S process (job description) the job applicant receive more information regarding the commitment of both parties. Furthermore, I have found that during employment interview stage the prospective candidate can form an accurate psychological contract by covering all the obligations using in their discussion the RJP approach. The legislative and organizational contexts also come to provide comprehensive information which has a great impact of the psychological contract formation. Overall, these findings provide initial empirical support for the development on a positive psychological contract in the employment relationship, which benefits both parties as well as positively influence the outcome of the R&S process within organization. Further conclusion on each research sub-question is delivered below.

5.1. Discussions for research sub-questions.

1. The first sub-question of the study says: *what derived elements form the content of the psychological contract from the explicit recruitment material?*

The analysis of the psychological contract content is made in the light of the evidence that has been explored in the theoretical chapter. The dimensions cited by Herriot et al (1997) are

used as an instrument to identify the organization and employee obligations. As such, two documents and a qualitative interview give the answer to the first sub-question.

Job advertisement – Rousseau’s theory (1989) stresses the fact that obligations represent the essence of the psychological contract. The communication of the obligations comes from a variety of sources among which job advertisement is (Rousseau, 1995). The study of the job advertisement reveals that job seekers can form a certain opinion about future work and even start to form their psychological contract. Once they have read the job advertisement and made a decision to apply for the vacant job, they have already acknowledged some information about the employment relationship. Following the organizational/employee list of Herriot et al (1997), the study confirms that some obligations are present in the given text. The analyzed job advertisements include the following organizational obligations: fairness, consult and justice. However, I should mention that these items are either very vaguely communicated or job seekers can implicitly derive them from the text. Here, the involvement of the RJP approach is vital as, according to Breugh and Billings (1988), it ensures realism in the relevance of the items. However, a job advertisement fails to provide clearly an overview of the organizational obligations. This lack could be explained by the authoritative attitude of the employer toward the job seekers. Hence, there are some theoretical explanations that can give an answer regarding some aspects. For instance, the job advertisements can contain the indirect references to payment (e.g. “competitive salary”, “attractive salary plus benefits”), but rarely cite the explicit sums (Rafaeli, 2006). Thus, the payment item is not the crucial element of the job advertisement.

However the job advertisement seems to follow the structure specified in the theory by Gram and Bennet (1998:211). The structure includes a job title, description of the job and employment including location, experience, skills and qualifications required, and what actions the candidate should take. Experience, skills and background are the requirements more related to the employee obligations which mostly highlight the *Work* item. The job advertisements also contain *Honesty* indicators, but the rest of the items are totally absent.

To conclude, I should admit that a job advertisement can not include every aspect of the vacant position (the identified elements are reflected in Tables No. 4 and No. 5 from the data analysis chapter). On the other hand, Breugh and Starke (2000) argue that the research in recruitment demonstrated that during the search process the job seekers frequently lack information about vacancy, job circumstances and organizational attributes. The lack of data may turn to a negative reaction from persons. It can signal either lack of interest in candidate or lack of professionalism (Breugh, Starke, 2000). Both of the given explanations regarding lack of information are undesirable for any organization. Concerning information specification, it directly affects the formation of the psychological contract with the organization. General

information is frequently not enough to make a right decision making in respect of applying and then accepting the job. With no doubt, RJP is a useful tool in communicating the message. Breugh and Starke(2000) stress that RJP is lowering job satisfactions, and consequently has a positive effect on turnover and effect. On contradictory, even if the employer tries to present realistic data, the information can be simply too vague and is not enough to provide a fairly, accurate view about the vacancy. Thus, the question states if the job candidate lacks specific information or lacks accuracy in the message. However, it is obvious that the job seekers may infer information from the job advertisement. Consequently, the given inferences stay at the foundation of their psychological contract. In this respect, a well-designed recruitment message seems to be essential in employing the most appropriate candidates. Thus, it may be benefic to take a closer look to the inclusiveness of more obligation items in order to form a more realistic expectation toward future job. Further, the next sample of documents is investigated.

Job description, according to theory, delivers information in order to formulate a job advertisement for an emerged vacant job. It contains a detailed specification by the organization of the work to be performed, the skills needed and the training required by the individual jobholder (Casio, 1991). Therefore, job description appears to be more informative than the message included in the employment advertisement. The practice proves this assumption. I could identify more obligation items specified in job description texts than in the ones from the job advertisements. The organizational obligations highlight *Training*, *Consultant Discussion* and *Environment* items. Note that *Training* and *Environment* indicators are the ones which are absent in the job advertisements. Thus, the job applicants can enrich their psychological contract in terms of the organizational obligations. The same tendency is observed with the employee obligations. Beyond *Work* and *Honesty* items, the job description explores *Hours*, *Discretion* and *Loyalty* indicators. Of course, this effect may influence the formation of the psychological contract, however many items are still not communicated at all. The documents leave out the following items: *Fairness*, *Needs*, *Humanity*, *Recognition*, *Justice*, *Pay Benefit* and *Security* for the organizational obligations and *Property*, *Self-representation* and *Flexibility* for the employee ones. As the set of obligations reflects future contributions to the exchange employment relationship (Coyle-Shapiro, Kessler, 2002), it is benefic to include almost all possible indicators in the job descriptions.

Interview is the last stage during R&S in which both parties can discuss openly their obligations. This is crucial due to the fact that “central to the workings of psychological contracts is the interplay between employee and employer obligations, their relative magnitude and contingent relations” (Rousseau, Tijoriwala, 1998:692). In the context of employment interview, the organization is communicating the mutual obligations to prospective employees. Using a

two-way conversation between parties, as one of the RJP attributes (Breugh, Billings, 1988) it leads to the development of the realistic expectations.

From the preceding discussion, I argue that the distinctive items of the psychological contract content provide the contract elements in an ascending mode. If the both parties discuss the list of obligations, then the content of the psychological contract tends to be complete. Therefore, in theory, the organizational and employee obligations form its content (Herriot et al, 1997).

I analyze the presence/absence of the obligations and conclude that almost the whole topic covers the interview stage. The tables of results (Table No.4 and No.5) differentiate between job advertisement, job description and employment interview stage. The results provide strong evidence in communicating the obligations to prospective employees. Specifically, employer does not communicate about *Needs, Humanity, Environment* and *Property* items. I argue that a lack of information about mentioned items is due to implicit understanding regarding their aspects. Or, the lack of clarity about the *Property* item can point to the low level of importance given by the organization to the respective indicator. Or, as respondents point, the job applicant does not receive any information about the way of treating the organization property, because the induction period deals mostly with this issue. However, this happens after the job decision is taken. On the other hand some items in detail such as *Loyalty* or *Honesty* are discussed. These items seem to be interrelated and come into interaction. *Self - presentation* also provides insights regarding the way of behavior. As such *loyalty, honesty* and *self-presentation* shape the attitude of the new employee. S/he gets enough information on how the organization expects s/he behaves as an employee in a public authority.

However, all elements should be present in order to form a more accurate psychological contract content. Drawing on Nevo and Berman (1994) idea of a “two step interview”, the first part of interview, which is properly structure, can consist of a standard set of questions designed in such a way as to include both the organizational and employee obligations. It is therefore useful to compose the questionnaire guide by including all elements required by the psychological contract content.

Further, the study moves to the analysis of the type the elements of the psychological contract tend to develop. Thus the second research sub-question sounds as follows:

What is the type (character) of the content retrieved from the recruitment material?

Amongst various typifications of the psychological contract, the characteristics in terms of a continuum between the relational and transactional aspects (Rousseau, 1995) are involved in the current analysis. The investigation design described in a methodological part is applied.

In recent years, scholars point to the shift from a relational contract, with focus on loyalty, trust and job security, to a transactional one, where monetary aspects emphasize the employment relationship (William et al, 2004). The analysis and findings of the content type rely on the identified element of the psychological contract from the first sub-question. Interestingly to notice, that job advertisement tends to form a transactional contract. Despite the fact that advertisement does not provide any monetary issues, it contains *Fairness* item, which points to the use of the strict rules in applying for vacant job for all job seekers (e.g. transparency in the competition process by pointing to the document which stipulates the competition procedures). It can also deliver the information about the temporary aspect of the job. *Justice* item is reflected by the fact that any person, regardless social status or gender, can apply, unless the eligibility criteria are met by the candidates. However, the eligibility criteria do not contain any discriminatory aspects; still one of the criteria requires a certain age, up till retirement age. But this issue can be viewed as a justice item (explored in data analysis chapter) due to the given possibility for the candidates with less experience or with no experience at all to participate in the job competition. As for employee obligations, only *Work* item describes in detail the tasks of the prospective employee. *Honesty* item is very vaguely distinguished. Even if it carries a relational character; its presence does not tend to form a relation contract. To sum up, the job advertisements are likely to develop a transactional psychological contract.

Job descriptions include more items than the job advertisement. The appearance of the *Training*, *Discretion* (in limited form) and *Environment* items enrich the list of the organizational obligations. These issues reflect very diverse concerns of the prospective workers, but their communication would help to align both organizational and employee obligations between the employer and worker. These matters do not vary much in their type. Indeed, the results from Table No.6 attribute them a transactional character. Employee obligations also include more items in the comparison to the job advertisement. The *Time* indicator, along with *Work*, is clearly associated with the transactional type. The appearance of *Loyalty* is of great a importance, because it addresses concerns regarding future attitude of the prospective employee toward the organization. In this respect, the job candidate can conclude that the organization tries to go beyond the transactional dimension and stresses the relational elements. *Honesty* item also persists as the one which carries the relational characteristics. However, even if the employee obligations contain two relational items, in total it seems that the transactional indicators prevail relational ones. Finally, both organizational and employee obligations in the job descriptions are more likely to develop a transactional contract.

Interview reflects a great poignancy in the emerged relational aspects. The signs regarding relational type are interpreted by the involvement into a discussion of such employee

obligations as *Loyalty, Self-presentation, Flexibility, and Honesty*. The positive change intervened in the job interview by including the given items shifts the tendency in psychological contract formation. Thus, interview stage seems to involve both transactional and relational elements. It should be mentioned that due to the time constraints or other reasons both parties discuss some issues too generally or do not discuss them at all, the actors should be aware of this and try to make the obligations more explicit. To summarize, the open and honest discussions would minimize misunderstandings. Here the role of the RJP would give less chance of contract breaches caused by the inflated and unrealistic expectations.

Further, in order to see what elements of the psychological part can be withdrawn from the legislation and organizational context, the analysis of the respective documents is applied.

3. The third research sub-question states as follows: *What are the specific elements forming the content of the psychological contract in terms of legislative and organizational context?*

The attempt to modernize the administration system as well as the adoption/revision of a set of the legal papers related to the civil servant statute, has a great impact on the perception of the staff employed in the public authorities and on their employment relationship. As such, documents come to regulate a lot of procedures which take place in the public authorities. In this way, many questions disappear as the laws approach various aspects related to civil servant. Thus, the employer and employee obligations are already put into the legislation or organizational papers.

Usually, the legislation seeks to determine certain behavioral patterns, policies or standards in a given profession. Some of the professions are regulated by the legislation scrupulously. A good example in this way, as the data analysis shows, would serve the civil servant function due to a vast set of obligations possible to be depicted from the legislation. The organizational regulations are also significant. It is important for all organizations, particularly those with a long history of activity and with high responsibility toward population, to be aware of the organizational settings and to provide it for the future employees. Indeed, it is closely related to the organizational culture. Such approach enables both the employer and employee with the more accurate expectations. The employer's duty is to try to provide as much as possible the realistic information regarding future job. This would eliminate a risk of the contract breach which has a negative impact on the employment relationship.

Hence, the Law No.158 regulates the status of the civil servant along with the other legal documents such as the Law on Code of Ethics of Moldovan civil servant, the Law on Remuneration of Civil Servants and Internal Regulation of the Ministry of Finance of RM which come to provide more information regarding public sector employees. According to the data

analysis in chapter 4, Table No.7, the total results show that almost all obligations are covered by the given documents. However, the *Discretion* item in the organizational obligations is difficult to get from the analyzed texts; even though the messages specify some freedom in employee's activity, but still it remains in a very vague form. For the employee obligations only *Flexibility* is the one which provides very little incidents of it. Thus, the research reflects almost all sets of obligations both the organizational ones and for the employees. However, I suggest that very often some items are more defined and the employees are more likely to get the complete information, others are hidden in the text or are implicitly communicating a certain feature. A complete overview on items is also a problem; their partial representation may affect the realistic understanding of the perspective employee. For example *Environment* item communicates the working conditions to the job candidates, but they do not get any information about the safety issue of the working place such as the computer protection or actions of the employee in case of a fire alarm. In this respect, the employment interview can fill all gaps in terms of both organizational and employee obligations.

5.2. Conclusions.

While comparing the analysis results (Table No. 4, No. 5, and No.7) in terms of the content elements, I can definitely confirm that the recruitment material "communicates" the information which contributes to the formation of the psychological contract. I think that the predominant influential impact is mostly carried out by the job advertisement, as it is the first source which can make jobseekers to apply for the vacant job position. Then, each document in line does contain a set of obligations explicitly specified in their texts. Moreover, they present the content elements of the psychological contract in an ascendant mode, making other obligations be undertaken by the parties. The legal and organizational acts tend to cover the list of obligations from a general view, although some gaps have also been identified. However, investigating all research samples, the job seekers form a quite understandable view from the given sources in relation to the prospective job. Rousseau (1995) stresses a number of inputs which influence the formation of the psychological contract. The law or cultures, including the organizational culture, and other factors are the base of the employment relationship. The analysis does show that the legal and organizational acts can provide a lot of contract elements. That is why, their acknowledgement during the R&S stage is primary and vital in the formation process of the psychological contract and it is at that time when the job applicant should develop a more accurate contract closer to reality.

Chapter 6. Conclusions.

This research is conducted in order to identify the elements of the psychological contract derived by the job seekers from the R&S material. The present chapter gives the answer to the general research question by following the results of the three sub-questions. Do the prospective employees form their psychological contract even at the stage of recruitment?

To summarize, the current paper draws attention to the factors that can influence the formation of the psychological contract at the pre-hiring stage. The understanding of the given process plays a major role in orienting the job candidates to derive their perceptions of the both organization and employee obligations. Furthermore, as these obligations compose the content of the psychological contract, they can also provide a certain type of the contract. This suggests the quality of the employment relationship.

According to the literature review, the psychological contract is one of the main variables in the outcomes of the employment relationship. The researchers investigated the influence of the psychological contract on the factors which actually reflect the criteria for judging the recruiting effectiveness. This fact highlights the significance of the psychological contract formation at an early stage of the recruitment. According to Turnley (Turnley et al., 2003), the fulfillment of the psychological contract is directly related to the increased performance in terms of the in-role and employee performance. Additionally, the breach of the psychological contract is likely to have a negative impact on the organizational performance in the long run. Moreover, Suazo (2005) investigated the psychological contract breach which made its members feel let down and betrayed and, consequently, it could signal loss of a particular relationship and even the termination of the employment relationship (Rousseau, 1989). It turned to influence the intention to quit the job which came to a negative relation to the R&S outcomes. On the other hand, in their work, Breugh&Strake (2000) point to the importance of taking into consideration and respectively orient the R&S process toward the post-hire outcomes. They argue that such objectives influence the job satisfaction, initial job performance and first-year retention rate of new employees. Hence, the R&S is defined not only as the mechanism which “provides the organization with talents”, but also the one which has “significant impact on long-range employment stability and turnover” (Beer, 1984:75). In such a way the interdependent relationship between the psychological contract and the R&S outcomes can be explained.

To address these concerns, the present study raises and successfully answers the research questions. The general research question sounds as follows: *What are the elements of the psychological contract derived by job seekers from the R&S material?* The research sub-questions come to formulate the central answer for to current investigation. First, I distinguish the sources which can provide these elements and then identify the elements which form the

content of the psychological contract. Recruitment material as well as a qualitative interview gives an insight into the formation process of the contract. Here any decision that is made needs to account for the inclusiveness of the obligations items. The comprehensive understanding of the obligations would have a benefic impact on both the employer and employee. The managers responsible for the R&S are in a difficult position as they have to provide not only a clear and accurate message toward the job applicants, but also to complete information. They have to be aware of the information that should be included into the job advertisements, job descriptions and during the employment interview. Thus, the inclusiveness of more obligation items into the job advertisements and job description would enhance the realistic level of the vacant job. The interview stage comes to fill the uncovered gaps by following certain interview guidance. Drawing on Nevo and Berman(1994) idea of a “two step interview”, the first part of interview, which is properly structure, can consist of a standard set of questions designed in such a way as to include both the organizational and employee obligations. It is therefore useful to compose a questionnaire in order to include all elements required by the psychological contract content. In addition, a short film placed on the official site of the organization or a booklet describing the life of the organization would definitely provide a lot of useful and real information for the potential job seekers.

Then, the types of the identified obligations, in terms of transactional or relational aspects, show the dimension of the contract. The primary sources of information shape a transactional psychological contract in the way the job advertisements and job descriptions do. The interview stage conveys both the transactional and relational aspects. Likewise, a job candidate can develop a complete and more realistic psychological contract which includes both the relational and transactional components.

However, Naswall et al (2008:93) stress the fact that even it could be stated that “fulfilled, relational contract content is more satisfying than transactional psychological content”, this argument is mostly based on a rather restrictive interpretation of both types of contracts. Thus, a psychological contract of a new type emerges in the contracts in which the stressed employability and flexibility are more important than security and loyalty. It is argued that a shift to a new deal is observed within those contracts in which both relational and transactional aspects are changing in relation to new requirements. The similar tendency is observed from the data analysis: a mix of transactional and relational components is provided by the recruitment material. Rousseau identifies such mix of elements as the ones forming the balanced contracts (Rousseau as cited by Hall, 2008). Coyle-Shapiro and Kessler(2002) even argue that workers do form their psychological contract from both relational and transactional components. The data from the research sample provide some support for a balanced type of

contract. While I am cautious about the overstating the transactional elements in the primary documents sample, these preliminary findings point to many features of both types. Besides, Willem et al (2004) stress the fact that a civil servant tends to form a relational contract by strengthening loyalty aspect. Such a claim is quite reasonable taking into account the special statute of the civil servant. Nevertheless, the data suggests that recruitment material would develop both types of content.

A significant constituent in the formation of the psychological contract at the R&S stage, along with the job advertisement and job description, is the stipulated terms, concepts and conditions in the existed legislative framework. Hence, in this part of the study the identifying elements of the psychological contract are preceded from the document analysis of the legal and organizational acts. In this way, many questions disappear as the laws reflect various aspects related to a civil servant. Usually, the legislation seeks to determine certain behavioral patterns, policies or standards in a given profession. Some professions are regulated by the legislation scrupulously. A good example in this way would serve the civil servant function as a vast set of obligations can be already depicted from the legislation. The given sample of documents includes almost all items of the organizational and employee obligations. However, their stipulations can have a very general character and can not provide certain specific issues. This gap can be filled by the employer who should try to provide as much realistic information regarding the future job as possible, for example, during the employment interview.

According to the data analysis, I conclude that a generalized view on the organizational and employee obligations is held. The earlier documents are more likely to develop a transactional content of the contract (job advertisement, job description), while the last stage plays a key role in covering all the items as well as enriching the content with the relational elements (interview phase). The job interview is a powerful determinant in forming the psychological contract, aligning broadly to Herriot et al (1997) list of obligations. However, some items seem to be leaved out or too general discussed. Thus, the inclusion of all items and ability of the job candidates to discuss the problems free would significantly improve the realistic understanding of the future obligations regarding the prospective job.

The analysis reveals that the organizational and legislative contexts also provide a generalized view of the psychological contract content. The legal requirements are clearly regulating the aspects regarding the civil service statute. The main concern rises in relation to the level of acknowledgement of the prospective employee of the stipulated aspects. It is interesting to mention that the list of the references added to the job advertisement includes the laws which operate with these notions. During testing the employer may ask specific questions regarding the civil servant statute, rights and obligations or some issues from the Code of Ethics in order to see

if candidates are acknowledged with them. Hence, it is of very important for both parties to reach the early understanding of the future obligations of the employer and employee order to provide a good state of the psychological contract.

Some recommendations

To sum up, the main goal of this study was to analyze the formation process of the psychological contract during the R&S as one of the possibilities to achieve positive recruitment outcomes, to increase the organizational performance and to low early turnover. The investigation shows that the recruitment material reveals the information which are the basis of the prospective employee's psychological contract. However, its elements could be depicted in different proportions and a certain lack of communication could be observed. Additionally, some of the items appear to be implicit, but not openly discussed. Thus, the following recommendations can be benefic for the improvement of the R&S process in the organization:

- A well-designed recruitment message should contain more specific information including as much the organizational and employee obligations as possible. Besides the job advertisement, a short film placed on the official site of the organization or a booklet describing the life in the organization would definitely provide a lot of useful and real information for the potential job seekers.
- In job description it may be benefic to take a closer look at the inclusiveness of more obligation items in order to form a more realistic expectation toward the future job. For example *Needs, Humanity, Recognition, Justice, Security, Self-representation* would not only deliver a more comprehensive message about the prospective job but also would tend to form a more relational type of the psychological contract.
- In order to cover all items during the employment interview stage regarding obligations the idea of a "two step interview" drawn by Nevo and Berman (1994) would be useful to apply. The first part of an interview, which is properly structured, can consist of a standard set of questions designed in such a way as to include both the organizational and employee obligations. This will contribute to the formation of the more accurate psychological contract content.
- As regards to the organizational and employee obligations and their degree of presence in the legal and organizational acts, they are described in detail in the studied documents. Some of the documents prescribe more general aspects (Law No.158), others concentrate on the particular issues such as the Law on Remuneration in the Public System. The Code of Ethics also centers more on the ethical aspect of the civil servant activity. However, those aspects which are not covered by the given documents should be discussed in detail during the interview stage.

- Due to time constraints, little space, high costs or other reasons the prospective employees can receive very vague or too general information regarding the vacant position. The employer should be aware of this and try to make the obligations more explicit. To summarize, the open and honest discussions would minimize misunderstandings. Here the role of the RJP would give less chance of the contract breaches caused by inflated and unrealistic expectations.

Nowadays, when series of developments and evolutions are emerging due to the impact of various economic, social, technical, political factors of the globalization process, the reformation stage and transition period of the RM which affects enormously the employment relationship, especially in public administration system, the psychological contract approach involved in the R&S could increase the effectiveness of the R&S outcomes. As such, the major challenge highlighted by the present paper, comes to the HR professionals. It consists the formation of an accurate and realistic psychological contract during the R&S phase as a crucial phase in the future employment relationship when the prospective civil servants start to develop their perceptions toward the job and employer. The consideration of usage the psychological contract concept in an effective way indicates the improvement of the R&S mechanism as well as it would lead to the positive outcomes for organization.

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Appendix 1

Five dimension to distinguish organizational and employee's promises (Derived from Ven (2005))

Organization promises	
1. Career development	Offering possibilities for development and/or promotion within the organization (such as possibilities for development, chances of promotion)
2. Job content	Offering challenging, interesting job content (such as work in which employees can use their capacities, challenging tasks)
3. Social environment	Offering a pleasant and cooperative working environment (such as good communication among co-workers, good cooperation within the group)
4. Financial compensation	Offering appropriate compensation (such as remuneration commensurate with the work, conditions of employment that have favorable tax consequences)
5. Work-private life balance	Offering respect and understanding for the personal situation of the employee (for example, flexibility in working hours, understanding of personal circumstances)

Employee promises	
1. Effort and performance	Willingness to make efforts to perform well for the organization (for example, making efforts for the benefit of the organization, doing good work both quantitatively and qualitatively, working well with co-workers)
2. Flexibility	Willingness to be flexible in carrying out the work that needs to be done (for example, working overtime, taking work home)
3. Loyalty	Willingness to continue working longer for the organization (for example, not accepting every job offer that comes along, working for the organization for at least several years)
4. Ethical conduct	Willingness to conduct oneself ethically towards the organization (for example, not making confidential information public, dealing honestly with resources and budgets)
5. Availability	Willingness to keep one's availability status at an acceptable level (for example, taking training courses that become available, keeping up with trade literature)

Appendix 2

Legal and psychological contract – their elements

Contract	Elements	Characteristics of elements	Breadth	Description
1. Psychological	Belief Perception Obligation	Optional Discretionary Indefinite	broad	Relational vs. Transactional
Relational			broad	High organizational loyalty Employees develop company-specific-skills Stable employment Willing to commit to one company High intent to stay with organization Members highly socialized
Transactional			narrow	Little organizational loyalty Employees develop marketable skills Unstable employment Flexibility/ easy exit Less willing to take additional responsibilities Reward system focuses on short term
2. Legal	1. Offer 2. Acceptance 3. Consideration	Clear Definite Explicit	narrow	Express, mainly written.

Appendix 3
List of organization and employee obligations
(Herriot et al, 1997)

Nr.	Organization obligations	Employee obligations
1	<i>Training.</i> Providing adequate induction and training	<i>Hours.</i> To work the hours you are contracted to work.
2	<i>Fairness.</i> Ensuring fairness of selection, appraisal, promotion and redundancy procedures.	<i>Work.</i> To do a good job in terms of quality and quantity.
3	<i>Needs.</i> Allowing time off to meet personal or family needs.	<i>Honesty.</i> To deal honestly with clients and with the organization.
4	<i>Consult.</i> Consulting and communicating with employees on matters which affect them.	<i>Loyalty.</i> Staying with the organization, guarding its reputation and putting its interests first.
5	<i>Discretion.</i> Minimal interference with employees in terms of how they do their job.	<i>Property.</i> Treating the organization's property in a careful way.
6	<i>Humanity.</i> To act in a personally and socially responsible and supportive way towards employees.	<i>Self-presentation.</i> Dressing and behaving correctly with customers and colleagues.
7	<i>Recognition.</i> Recognition of or reward for special contribution or long service.	<i>Flexibility.</i> Being willing to go beyond one's own job description, especially in emergency.
8	<i>Environment.</i> Provision of a safe and congenial work environment.	
9	<i>Justice.</i> Fairness and consistency in the application of rules and disciplinary procedures.	
10	<i>Pay.</i> Equitable with respect to market values and consistently awarded across the organization.	
11	<i>Benefits.</i> Fairness and consistency in the administration of the benefit systems.	
12	<i>Security.</i> Organizations trying hard to provide what job security they can.	

Appendix 4

The information regarding a vacancy can be depicted from the systematic process R&S by eliciting evidence on the basis of available sources on which a match of the individual to the job/organization could be judged

<i>HR Components</i>	<i>Aspects</i>	<i>Elements</i>	<i>Analysis</i>	<i>Sample</i>
Recruitment	Job description in terms of requirements for a vacant job	Knowledge, skills, abilities, attributes	Content	Job advertisement
	Candidate specification	Desirable traits, eligible criteria	Content	
Selection	Job analysis Description of the positions within organization and specification of the person	Detailed specification of the work, needed skills and required training	Content	Job description
	Matching evidence to criteria	Tests Interview	Qualitative, semi-structured interview	Employment interview between employer and job candidates

Appendix 5

The list of the legislative and organizational acts regulating the status of civil servant

The Law Regarding Public Function and the Status of the Civil Servant was adopted in 04.08.2008

The Regulation on Filling the Civil Servants Vacancies through Competition, approved by the Government Decision No. 2001 dated 11.03.2009

The Code of Ethics

The Law Regarding Remuneration System in Public Sector

The Internal Regulation of the MF of RM

The Decision of the Government No.1138 dated 01.11.2005

The Decision of the Government No. 201 dated 11.03.2009

Appendix 6
Organizational obligations

<i>Obligations (Herriot, 1997)</i>	<i>Examples to explore the obligations(Herriot et al, 1997)</i>	<i>Indicators for identify obligations</i>
<p><i>Training.</i></p> <p>Providing adequate induction and training.</p>	<ul style="list-style-type: none"> – A new manager was introduced to his staff by his boss, who then disappeared for six weeks. – A trainee manager was continually used to cover staff shortages. – A manager personally coached a young man afflicted by extreme shyness. 	<p><i>Assisting and training the new employees in all aspects related to the job responsibilities and organizational life; providing both induction trainings and opportunities to continuous improvement of the professional level following different academic and practice seminars, courses or other activities –training and development.</i></p>
<p><i>Fairness.</i></p> <p>Ensuring fairness of selection, appraisal, promotion and redundancy procedures.</p>	<ul style="list-style-type: none"> – Published vacancies are a charade; it's all an inside job. – Promotion as a mechanism of getting rid of an unwanted employee to another branch. – Absence of age discrimination in the recruitment of traffic wardens. 	<p><i>Assurance of the explicitly provided mechanism of the selection , appraisal, promotion by communicating and then explaining the outcomes by applying the same procedure and e rules for every person based on general rules applied to all persons. The unique method of R&S procedures which reach all parts of labor market, apply the established qualification requirements in a fair, job-related fashion in testing and selecting the best-qualified persons among all eligible candidates, the clear established guide for getting a promotion, the general rules of appraisal for assessing the performance of the workers in the same manner for assuring equal opportunity to member of minority groups, women, and those disadvantaged by educational, economic, physical or social handicaps.</i></p>
<p><i>Needs.</i></p> <p>Allowing time off to meet personal or family needs.</p>	<ul style="list-style-type: none"> – Time off to visit relatives in hospital. – Refusal of a one-hour extension to the lunch break to attend a family wedding. – Allowing a visit to the Chelsea Flower Show. 	<p><i>Helping employees meet their family and personal needs by offering time off at the employee request and family-friendly employment practices reflected by (the possibilities of)flexible working hours(change in working schedule).</i></p>
<p><i>Consult.</i></p> <p>Consulting and communicating with employees on matters which affect them.</p>	<ul style="list-style-type: none"> – Communicating about a possible impending takeover bid. – Imposition of new working practices without consultation. - Allowing staff representation on the selection panel for a new colleague. 	<p><i>Explicitly explain of both obligations and rights, the circumstances of the job positioning terms of its duration (temporary job) or other matters which affect employees(probation period), communicate in advance about reduction of the function as well as listen to employee's opinion (e.g. ask for the employee acceptance regarding his/her shift to other department).</i></p>
<p><i>Discretion.</i></p> <p>Minimal interference with employees in terms of how they do their job.</p>	<ul style="list-style-type: none"> - Harassment about being away from one's work station. – A great degree of autonomy given by corporate HQ to a branch. – Absence of delegated power to make even a petty purchase. 	<p><i>Empowerment of the employee to get the needed information from other parties, delegation power in making decision process in the absence of the senior as well as delegacy to represent employer interests in certain issues related to job activity.</i></p>
<p><i>Humanity.</i></p> <p>To act in a personally and socially responsible and supportive way towards employees.</p>	<ul style="list-style-type: none"> – Counseling when an employee's relative is seriously injured in an accident. – Humiliating an employee in front of customers. – Staff caught stealing being allowed to resign rather than being sacked. 	<p><i>Organizational support and help in case of emerged problems as well providing protection to its employees(protection in fulfilling job responsibilities).</i></p>

<p><i>Recognition.</i></p> <p>Recognition of or reward for special contribution or long service.</p>	<ul style="list-style-type: none"> - Long service award of a paid-for holiday. - Recognition of a special effort to get to work through the snow. - A perfunctory note, insufficient recognition for huge extra effort in the installation of a new system. 	<p><i>It includes different benefits or bonuses as well as the promotion in hierarchical scale in the system due to high competencies and contribution made by employee for the organization reflected in a incentive awards program which provides recognition for exceptional performance and successful ideas for improving operations A reward regarding long commitment to the organization, a celebration related to professional activity. Additionally, particular grouping and classification of positions by occupation according to similarities or differences in dates, responsibilities and qualification requirements within organization will also point to this item.</i></p>
<p><i>Environment.</i></p> <p>Provision of a safe and congenial work environment.</p>	<ul style="list-style-type: none"> - Sensitive shift rostering. - An excessive work-load, unfairly allocated so that some get all the nasty jobs. - Failing to ban smoking in open-plan offices. 	<p><i>Offering an equipped and safety working environment. In case of accidents at the working place organization compensates the recovery cost and other expenses.</i></p>
<p><i>Justice.</i></p> <p>Fairness and consistency in the application of rules and disciplinary procedures.</p>	<ul style="list-style-type: none"> -Discretion should have been exercised for a minor infringement, but the book was thrown. - Incidents of sexual harassment were hushed up, or both parties were dismissed. - There was transparent fairness throughout the organization, mainly as a result of the example set by the managing director. 	<p><i>Respect for person; treat all employees at the same level, equal employment opportunity applicable to all personnel action without regarding to political affiliation, race, color, national origin, sex, age, regions creed, marital status or physical handicap by encouraging females to apply to a vacant position, hiring young professionals or hiring a highly skilled person regardless the invalid grade or age s/he has etc, unless all required conditions are met for this matter; orderly and fair method of making necessary cutbacks in the work force due to budget reductions, decrease in workload, reorganizations, or other reasons.</i></p>
<p><i>Pay.</i> Equitable with respect to market values and consistently awarded across the organization.</p>	<ul style="list-style-type: none"> - The pay of a council gardener so low that he couldn't afford a holiday away, despite his wife also working. - The cut-off point for overtime differed between departments. - Organization pressured employees to take pay when they really wanted the time-off in lieu entitlement. 	<p><i>Payment according to established rules for all employees as well as additional payment due to period of experience or achievements in the organization applied to all employees in the same manner. The same payment rules to sound job analysis and position classification, which assures equity within the system and comparability with pay offered by other employers applied to all persons for similar work regardless gender, some physical deficiency etc.</i></p>
<p><i>Benefits.</i> Fairness and consistency in the administration of the benefit systems.</p>	<ul style="list-style-type: none"> - Share-option scheme for all employees. - Extended sick pay of 30 months when an employee broke his back representing the organization in a sporting fixture. - Generous payments to employees' widows. 	<p><i>The same benefits offered to all employees in terms of using the same rules applied for determining the parental, and sick leave, paid holidays, and employee's compensation for job-contacted injuries and sickness retirement and other social assistance.</i></p>
<p><i>Security.</i></p> <p>Organizations trying hard to provide what job security they can.</p>	<ul style="list-style-type: none"> - Offering alternative employment before resorting to redundancy. - Selling off part of the organization to the employees. - Downgrading as a mechanism to force people to leave. 	<p><i>Employer assures the stability and security of the job position. Most of jobs are for undetermined period. In case of paternal or study leave or long absence caused by illnesses , the employee is guaranteed at his/her return the same or similar job.</i></p>

Appendix 6a

Replicated organizational obligations' indicators in the sources' sample

<i>Obligations (Herriot, 1997), indicators for the given items</i>	<i>Job advertisement</i>	<i>Job description</i>	<i>Job interview</i>
<i>Training.</i> “Training”, “induction training” “supervisor of the new comers”, “assistance the new comers”, “following courses, seminars”, ”continue training”, “development opportunities”	Not found	Continuous training, follow trainings and courses annually	Information about future mentoring, induction process , hours per year for training, “professional hour”, organization of the different courses
<i>Fairness.</i> “Equal opportunities”, “following strict rules”, “time limit for all persons”, “same applied rules for all people”, “clear established procedure”	The unique method to apply for competition in terms of document package, deadline, needed background	Job tasks are clearly described, the rights and grade of empowerment are clearly stipulated	Rules regarding promotion, promotion according to merit, specific rules applied to follow hierarchy in the organization
<i>Needs.</i> “Time off for personal needs”, “day off for celebration”	Not found	Not found	Not discuss during interview
<i>Consult.</i> “Detailed description of the vacant job”, communication of the rights and obligations”, communication of the job circumstances”, “temporary aspects of the vacant position”, “probation period for the newcomer”	Detailed description of the job and the tasks to be accomplished, indication to the temporary aspect of the vacant job	Duties are clearly defined in all texts, employee can request information according to job tasks	A clear comprehensive description of the job tasks as well as the circumstances of the job position, temporary aspect of the vacant job
<i>Discretion.</i> “The delegated power to take decisions”, no rules in fulfillment the task”	Not found	Stipulates the empowerment to cooperate with different section within institution as well as external cooperation with different organizations, stipulates hierarchical order as well as level of subordonancy	The gradual freedom in way of doing their jobs, beginners have to follow orders of the line-managers, comply with rules and standards, higher positions allow more degree of autonomy
<i>Humanity.</i> “Moral/material support in case of necessity”, “protection”	Not found	Not found	Not found
<i>Recognition.</i> Recognition of or reward for special contribution or long service. “promotion in organizational/hieratical scale”, “reward for long commitment”	Not found	Not found	Civil servant oath as acquiring a certain statute in the given system

<i>Environment.</i> “Equipped working place”, “work protection policy”	Not found	Office environment, tools and machines on employee’s disposal	Information about work place and needed tools
<i>Justice.</i> “No discrimination incidents”, “equal employment opportunity”, “same rules applied to payment, appraisal, promotion systems”	Equal opportunity for employment, no evidence for discrimination tendency, only complete packages accepted for the competition points to the same applied rules for registration	Not found	Stress the fact that the rules applied are stipulated by legal and organizational documents.
<i>Pay.</i> “Strict rules for payment for all employees”	Not found	Not found	The payment mechanism is clearly communicated referring to the respective law(Law on remuneration)
<i>Benefits.</i> “Strict rules for offering benefits to all employees”, “the same rules applied for determining the parental, and sick leave, paid holidays, and employee’s compensation for job-contacted injuries and sickness retirement and other social assistance”	Not found	Not found	Strict rules are applied in the same manner for all persons for offering benefits to the employees
<i>Security</i> “Un/determined period of the job position”, “guarantee for the same position in case of long illness”	Not found	Not found	Restructuration aspects reflected by restructuration aspects

Appendix 7
Employee obligations

<i>Obligations (Herriot, 1997)</i>	<i>Examples to explore the obligations(Herriot, 1997)</i>	<i>Indicators for identify obligations</i>
<p><i>Hours.</i></p> <p>To work the hours you are contracted to work.</p>	<ul style="list-style-type: none"> – Going into debit on flexitime hours. – A hospital manager always making up for lateness but never taking time off in exchange for unpaid overtime. – Sitting in a parked car near the factory entrance so as to clock up travelling allowances. 	<p><i>Comply with working time policies and dedicate them for the fulfilling job responsibilities in a well-faith manner.</i></p>
<p><i>Work.</i></p> <p>To do a good job in terms of quality and quantity.</p>	<ul style="list-style-type: none"> - Slowing down so as to make overtime necessary. – Night-shift workers sleeping when they should be working. – Postal staff helping old ladies fill in forms, carry their shopping and cross the road. 	<p><i>The fulfillment of the all job responsibilities at a high level, correctly, carefully and in due time and compliance with the hierarchy in the organization based on respect, impartiality and kindness with both colleagues and clients.</i></p>
<p><i>Loyalty.</i></p> <p>Staying with the organization, guarding its reputation and putting its interests first.</p>	<ul style="list-style-type: none"> – Resigning rather than damage the organization’s reputation through being involved in an external scandal. – Volunteering to take a salary and wage freeze to help the organization survive. – Leaking sensitive information to a tabloid newspaper. 	<p><i>Keeping organizational secrets, being confident, remain truthful to the organization, being proud of it and care for its image; serve in organizational interest.</i></p>
<p><i>Property.</i></p> <p>Treating the organization’s property in a careful way.</p>	<ul style="list-style-type: none"> – Failing to switch off machinery one is using despite clear audible evidence that it is suffering severe mechanical damage. – Tending the organization’s garden, and bringing in flowers from it to brighten the office. – Intervening at personal risk in an attempted robbery of the organization’s property. 	<p><i>Comply with the internal order of using different tools, respect of rules, using in a efficient way the organizational resources, following certain rules for using technologies.</i></p>
<p><i>Self-presentation.</i></p> <p>Dressing and behaving correctly with customers and colleagues.</p>	<ul style="list-style-type: none"> – Warehouse foreman returning from lunch bad-tempered and smelling of beer. – Rude comments about a female colleague’s size. – Immaculate appearance of company car. 	<p><i>Dress-code, kindness and politeness toward clients, keep in good condition the working place in general an ethic behavior.</i></p>
<p><i>Flexibility.</i></p> <p>Being willing to go beyond one’s own job description, especially in emergency.</p>	<ul style="list-style-type: none"> – Helping the removals firm in the relocation of the organization’s office. – Refusing to work for a boss other than one’s own. – Using personal knowledge of a foreign language to interpret and translate. 	<p><i>Readiness to apply other abilities than required by job description, to work beyond working hours in case of necessity, to be delegated in order to represent organization in other regions for a period of time.</i></p>
<p><i>Honesty.</i></p> <p>To deal honestly with clients and with the organization.</p>	<ul style="list-style-type: none"> – Manipulating sales figures to obtain bonus payments. – Diverting the organization’s business to the employee’s private account, and stealing the necessary parts from the organization to do the work. – Claiming expenses for untaken journeys and nights spent at home. 	<p><i>Neglect of corruption, treat the clients at the same level, do not act in someone’s interest, do not accept presents from clients, fulfill honestly and according to the work guide/rules during the employee service, not to follow organizational interest in order to solve employee personal interest.</i></p>

Appendix 7a
Replicated employee obligations' indicators in the sources' sample

<i>Obligations (Herriot, 1997)</i>	<i>Job advertisement</i>	<i>Job description</i>	<i>Job interview</i>
<i>Hours.</i> “Working hours”. “work schedule”	Not found	Working hours regime,	Strict work schedule, , work hours per week
<i>Work.</i> “Qualification requirements” “accomplish the job tasks at a high level, correctly and in due time”, “compliance with hierarchy”, “respect”, “impartiality”, “respect for colleagues and clients”	Qualification requirements in terms of educational background and skills	Detailed description about the duties to be performed, qualification requirements necessary for position	Employee’s responsibility to do correctly in due time and carefully the work
<i>Loyalty.</i> “Keep organizational secrets”, “ being confident”, “truthful to the organization”, ,”proud of it and care for its image; serve in organizational interest”	Not found	Protection of the organizational information, keep the organizational secrets	At citizen’s service, Civil servant oath
<i>Property.</i> “Comply with the internal order”, “ using in a efficient way the organizational resources”, “following certain rules for using technologies”	Not found	Not found	Not found
<i>Self-presentation.</i> “Dress-code”, “kindness”, “ toward clients, keep in good condition the working place in general an ethic behavior”	Not found	Not found	Ethical behavior, dress-code, protocol rules
<i>Flexibility.</i> “To work beyond working hours in case of necessity”, “represent the organization”	Not found	Not found	Working beyond work schedule in case of emergency
<i>Honesty.</i> “Neglect of corruption”, “honest”, “act according to the work guide/rules”	Neglect corruption, honesty	Not found	Honesty, corruption problem, impartiality

Appendix 8
Assessing the types of the organization/employee obligations

Nr .	Indicators for identify obligations	R/T	Indicators for identify employee obligations	R/T
1.	<i>Assisting and training the new employees in all aspects related to the job responsibilities and organizational life; providing both induction trainings and opportunities to continuous improvement of the professional level following different academic and practice seminars, courses or other activities –training and development.</i>	R/T	<i>Comply with working time policies and dedicate them for the fulfilling job responsibilities in a well-faith manner</i>	T
2.	<i>Assurance of the explicitly provided mechanism of the selection , appraisal, promotion by communicating and then explaining the outcomes by applying the same procedure and e rules for every person based on general rules applied to all persons. The unique method of R&S procedures which reach all parts of labor market, apply the established qualification requirements in a fair, job-related fashion in testing and selecting the best-qualified persons among all eligible candidates, the clear established guide for getting a promotion, the general rules of appraisal for assessing the performance of the workers in the same manner for assuring equal opportunity to member of minority groups, women, and those disadvantaged by educational, economic, physical or social handicaps.</i>	T	<i>The fulfillment of the all job responsibilities at a high level, correctly, carefully and in due time and compliance with the hierarchy in the organization based on respect, impartiality and kindness with both colleagues and clients</i>	T
3.	<i>Helping employees meet their family and personal needs by offering time off at the employee request and family-friendly employment practices reflected by (the possibilities of) flexible working hours(change in working schedule).</i>	R	<i>Keeping organizational secrets, being confident, remain truthful to the organization, being proud of it and care for its image; serve in organizational interest</i>	R
4.	<i>Explicitly explain of both obligations and rights, the circumstances of the job positioning terms of its duration (temporary job) or other matters which affect employees(probation period), communicate in advance about reduction of the function as well as listen to employee’s opinion (e.g. ask for the employee acceptance regarding his/her shift to other department).</i>	T	<i>Comply with of the internal order of using different tools, respect of rules, using in a efficient way the organizational resources, following certain rules for using technologies</i>	T
5.	<i>Empowerment of the employee to get the needed information from other parties, delegation power in making decision process in the absence of the senior as well as delegacy to represent employer interests in certain issues related to job activity.</i>	T	<i>dress-code, kindness and politeness toward clients, keep in good condition the working place in general an ethic behavior</i>	R
6.	<i>Organizational support and help in case of emerged problems as well providing protection to its employees(protection in fulfilling job responsibilities).</i>	R	<i>Readiness to apply other abilities than required by job description, to work beyond working hours in case of necessity, to be delegated in order to represent organization in other regions for a period of time</i>	R
7.	<i>It includes different benefits or bonuses as well as the promotion in hierarchical scale in the system due to high competencies and contribution made by employee for the organization reflected in a incentive awards program which provides recognition for exceptional performance and successful ideas for improving operations A reward regarding long commitment to the</i>	T	<i>Neglect of corruption, treat the clients at the same level, do not act in someone’s interest, do not accept presents from clients, fulfill honestly and according to the work guide/rules during the employee service, not to follow organizational</i>	R

	<i>organization, a celebration related to professional activity. Additionally, particular grouping and classification of positions by occupation according to similarities or differences in dates, responsibilities and qualification requirements within organization will also point to this item.</i>		<i>interest in order to solve employee personal interest</i>	
8.	<i>Offering an equipped and safety working environment. In case of accidents at the working place organization compensates the recovery cost and other expenses.</i>	T		
9.	<i>Respect for person; treat all employees at the same level, equal employment opportunity applicable to all personnel action without regarding to political affiliation, race, color, national origin, sex, age, regions creed, marital status or physical handicap by encouraging females to apply to a vacant position, hiring young professionals or hiring a highly skilled person regardless the invalid grade or age s/he has etc, unless all required conditions are met for this matter; orderly and fair method of making necessary cutbacks in the work force due to budget reductions, decrease in workload, reorganizations, or other reasons.</i>	T		
10.	<i>Payment according to established rules for all employees as well as additional payment due to period of experience or achievements in the organization applied to all employees in the same manner. The same payment rules to sound job analysis and position classification, which assures equity within the system and comparability with pay offered buy other employers applied to all persons for similar work regardless gender, some physical deficiency etc.</i>	T		
11.	<i>The same benefits offered to all employees in terms of using the same rules applied for determining the parental, and sick leave, paid holidays, and employee's compensation for job-contacted injuries and sickness retirement and other social assistance.</i>	T		
12.	<i>Employer assures the stability and security of the job position. Most of jobs are for undetermined period. In case of paternal or study leave or long absence caused by illnesses , the employee is guaranteed at his/her return the same or similar job position.</i>	T		

Appendix 9
Interview Guide- Qualitative interview

Explain Research project:

In doing my Master Program at University of Twente in the Netherlands, Public Administration Track, I am working now on my Master Thesis. Thus, in order to obtain needed data for my analysis I conduct an interview. I am trying to find out the practices used in the public sector for R&S in order to see if obligations of both employer and employee are discussed by both parties during employment interview. For my present purpose, the important point is whether a job candidate is told about employees' and organizational obligations and what are those obligations. The interview questions are constructed according to the literature on the subject. This study is completely confidential.

Questions:

I. Some aspects related to R&S process which takes place in the organization:

1. How many vacant positions were opened for competition to large public during January-June 2009 period?
2. What are the sources by which the recruitment message was spread?
3. How many document packages have you received from jobseekers for each advertized vacant job in part?
4. How is the interview taking place? Please describe the procedure.

II. Promises made to the employees by the organization during interview stage

1. How is the prospective employee communicated about the training and development opportunities in case of enrollment in the organization?

Probes: How many hours would the prospective employee spend for training?

Is this aspect discussed with him?

2. Do the employer discuss about the opportunity for promotion?

Probes: Is the employer stress the fairness issue in being promoted?

Do you communicate the job applicant the rules for promotion and appraisal is taking place?

If so, what rules are you specifying then?

Is there a moment during interview when job candidate has the possibility to ask questions regarding this issue? Specify please.

3. Do the employer and employee discuss about the meeting of employees need in terms of:

- a) allowing time off to meet personal/family needs?
- b) What are the conditions put in order to take the employee a legitimate day off due to personal or family need (for example possibility to take a day off in case of family wedding)?

4. What kinds of aspects are mentioned during the interview about matters which affect employees as for example a future restructuring of the organization?

Probes: In case of temporary job, is the prospective employee told about the time limit and any aspects relating to it?

How do the job applicants understand that the two-way communication is applied in the organization?

5. What are the aspects communicated to the job candidate which reflects the freedom level in terms of doing the job or is communicated the rules s/he must follow in this respect? Please specify.

6. What does the employer communicate to the employee about the protection it offers as well as the support for employees? What are the aspects specified in this context? Bring examples please.
7. What kind of information does the applicant receive about recognition system in organization? If yes, then what recognition or rewards are discussed?
8. How is the job candidate aware of payment in detail and is s/he assured by fair rate of pay?
Probes: How do the applicants get a clear idea of the payment measures in terms of fairness and equality?
9. What does the employer communicate about the benefit package existed in the organization?
Probes: How the fairness of the benefit system is assured to the job applicant?
10. What aspects are discussed with job applicant regarding job environment? Does the employer communicate about rules of safety within organization? Bring examples please.
11. How does the employer communicate to the job applicant about the fairness and consistency in the application rules?

Probes: How does the employer tell about the unique system of rules applied to all workers?

12. What are the aspects discussed during interview concerning the security of the job and possibilities for support in case of reorganization?

III. Obligations required from the employees stated during interview stage:

1. How is the job candidate informed about working hours?
Probe: What are the requirements the organization put in front of employee in terms of time?
2. At what moment of the interview the job candidate is clearly communicated about the requirements regarding quality and quantity of work?
Probe: Which are the told measures for doing the job?
3. How does the employer acknowledge the loyalty attitude of the prospective employee toward the organization?
Probe: What are the questions addressed to the job applicant which reflects this issue?
Is the job applicant warned about keeping organizational secrets?
4. How is the job candidate warned about the treating the organization's property in a careful way?
Probe: What are the conditions settled for the job applicant in treating organizational property in a careful way?
How is the applicant told about the rules of using in efficient and correct way the organizational resources?
5. How is the employee requested to follow certain rules of behavior, dress code or protocol rules?
6. How does the employer discuss the willingness of the job applicant to go beyond his/her job descriptions (e.g. use foreign language in some cases even it is not stipulated in the job responsibilities)?
7. Which are the preconditions which impose the employee to deal honestly with clients and organization?
Probe: Is the corruption issue discussed in during interview? How? Specify please.
8. Are there other issues referring to the topic of organizational and employee obligations discussed during employment interview with job applicant, which you think might be significant for the research?

Appendix 10
Job description sample

Fișa Postului

Autoritatea publică: Ministerul Finanțelor

Compartimentul: Direcția finanțele autorităților
publice și reglementări
în domeniul remunerării muncii

Adresa: mun.Chișinău, str.Cosmonauților 7

Denumirea postului/funcției: Specialist principal

Scopul general al funcției

Asigurarea procesului bugetar la elaborarea CCTM și a Legii bugetului de stat pe anii corespunzători

Activitățile /atribuțiile de serviciu:

- 1) Elaborează plafoanele de cheltuieli în procesul de elaborare a CCTM.
- 2) Examinează propunerile instituțiilor la proiectul bugetului de stat pe anul corespunzător.
- 3) Participă la elaborarea și promovarea Legii bugetului de stat pe anul corespunzător, și a proiectelor de rectificare a Legii bugetului de stat.
- 4) Efectuează planificarea și controlul asupra asigurării integrale cu mijloace financiare necesare desfășurării activității organelor și instituțiilor patronate.
- 5) Examinează calculele și materialele justificative prezentate de instituțiile nominalizate la proiectul bugetului, precum și la planurile de finanțare.
- 6) Coordonează planurile de finanțare, modificările acestora pe instituțiile patronate atât la cheltuieli de bază cât și la mijloace speciale.
- 7) Examinează dările de seamă trimestriale și anuale privind executarea cheltuielilor de către aceste instituții și a efectivului de personal.
- 8) Efectuează analiza utilizării alocațiilor în contextul neadmiterii supracheltuielilor și creșterea datoriilor creditoare de către instituții.
- 9) Întocmește nota explicativă la dările de seamă anuale privind executarea bugetului de stat pe instituțiile patronate la cheltuieli de bază și mijloace speciale.
- 10) Examinează și avizează proiectele de hotărâri ale Guvernului referitoare la structura, efectivul-limită și regulamentul de activitate a instituțiilor patronate.
- 11) Examinează demersurile instituțiilor referitoare la problemele ce țin de competența direcției și prezintă în scris consultații și propuneri de soluționare a acestora.
- 12) Elaborează propuneri vizînd perfecționarea actelor normative ce țin de domeniul patronat.
- 13) Elaborează indicațiile metodice specifice ramurii pentru elaborarea propunerilor la proiectul legii bugetului de stat și pentru prezentarea dării de seamă anuale.
- 14) Examinează și avizează proiectele de hotărîre a Guvernului ce țin de alocarea mijloacelor financiare din fondul de rezervă al Guvernului pentru primirea delegațiilor oficiale în Republica Moldova și asigurarea financiară a delegațiilor oficiale ale Republicii Moldova peste hotare, pentru finanțarea unor cheltuieli neprevăzute.
- 15) Examinează petițiile cetățenilor ce țin de competența direcției.
- 16) Examinează și execută indicațiile organelor de conducere a țării (Președenție, Parlament, Guvern).
- 17) Ține dosarele documentației conform nomenclatorului aprobat de către minister și în termenii stabiliți transmite dosarele în arhivă.
- 18) Participă la ședințe ce țin de coordonarea divergențelor în procesul de avizare a proiectelor actelor legislative și normative în cadrul ministerului.
- 19) Examinează propunerile de fondare, reorganizare sau lichidare a instituțiilor, întreprinderilor de stat ce țin de domeniul patronat.
- 20) Examinează și înregistrează schemele de încadrare.

Funcțiile specialistului principal al Direcției prognoza și analiza veniturilor bugetului

3. Specialistul principal al Direcției prognoza și analiza veniturilor bugetului are următoarele funcții:

3.1. elaborează prognoza încasărilor pe următoarele tipuri de impozite și venituri: plata pentru resursele naturale, taxele rutiere speciale, impozitul privat, plata pentru arenda terenurilor;

3.2. întocmește planurile generalizatoare pe veniturile patronate și ține evidența modificărilor ulterioare în total pe republică și sub aspect teritorial;

3.3. efectuează analiza încasărilor veniturilor patronate și prezintă propuneri pentru rectificarea lor;

3.4. participă la examinarea repartizării lunare a veniturilor bugetelor unităților administrativ-teritoriale;

3.5. participă la examinarea bugetelor aprobate la venituri de către organele publice locale;

3.6. participă la examinarea dărilor de seamă trimestriale și anuale ale bugetelor unităților administrativ-teritoriale la partea de venituri;

3.7. formează și menține în dinamică baza de date privind încasarea veniturilor pe tipuri și bugete;

3.8. prezintă lunar Inspectoratului Fiscal Principal de Stat planuri la venituri pe tipuri sub aspect teritorial;

3.9. elaborează și perfecționează formularele dărilor de seamă la venituri;

3.10. participă la elaborarea avizelor la materialele altor direcții și secții din cadrul Ministerului;

3.11. examinează și pregătește răspunsurile la petițiile cetățenilor pe prolele ce țin de competența Direcției.

Responsabilitățile

Titularul postului este responsabil de:

- Respectarea legislației în procesul de executare a funcțiilor
- Executarea în termene proximale și pe căi optime a atribuțiilor sale de serviciu a indicațiilor date de șeful de Direcție, conducerea ministerului în problemele ce țin de competență
- Îndeplinirea întocmai a sarcinilor impuse
- Examinarea la timp a propunerilor, cererilor și adresărilor cetățenilor în domeniul activității sale de serviciu, în conformitate cu legislația
- Păstrarea secretului de stat și a confidențialității cu privire la informațiile de care a făcut cunoștință în virtutea exercitării funcției
- Pregătirea continuă profesională
- Respectarea regimului de muncă

Responsabilitatea specialistului principal al Direcției prognoza și analiza veniturilor bugetului

5. Specialistului principal al Direcției prognoza și analiza veniturilor bugetului este responsabil de:

5.1. îndeplinirea corectă, în termenele stabilite, a funcțiilor de serviciu;

5.2. corectitudinea și veridicitatea materialelor examinate și avizate;

5.3. corectitudinea consultațiilor acordate pe problemele ce țin de competența sa;

5.4. respectarea disciplinei de muncă.

Împuternicirile

§ Participă la elaborarea normelor și normativelor financiare în domeniul ce ține de cheltuieli pentru întreținerea organelor administrației publice centrale

§ Participă la seminare și grupuri de lucru în problemele ce țin de competență

§ Solicită de la instituțiile calculele și materialele justificative ce țin de utilizarea finanțelor publice

§ Verifică la indicația conducerii corectitudinea utilizării surselor financiare în corespundere cu prevederile actelor normative

Drepturile specialistului principal al Direcției prognoza și analiza veniturilor bugetului

4. Specialistul principal al Direcției prognoza și analiza veniturilor bugetului are dreptul:

4.1. să solicite, prin intermediul șefului Direcției, de la subdiviziunile Ministerului, informații și alte documente necesare pentru exercitarea funcțiilor de serviciu și activitatea Direcției;

4.2. să solicite consultanța conducerii Direcției, necesară pentru exercitarea funcțiilor sale;

4.3. să informeze conducerea Direcției despre problemele apărute în exercitarea funcțiilor atribuite;

4.4. să aibă acces la legislație și la alte informații utile pentru formarea profesională și utilizare în exercitarea funcțiilor de serviciu;

4.5. să participe la cursuri, seminare, lecții într-o perfecționare profesională.

Cui îi raportează titularul funcției (structura, funcțiile)

În activitatea sa raportează șefului de Direcție

Pe cine îl substituie

Consultant în Direcție

Cine îl substituie

Un alt consultant al Direcției

Cooperarea cu alții (personae, instituții, organizații)

- Specialiștii direcțiilor de ramură, direcției juridice, direcția rapoarte și dării de seamă;
- executorii primari de bugete;
- colaboratorii Guvernului, Ministerului Economiei și Comerțului și altor organizații din domeniu, departamente, instituții și organizații

Mijloacele de lucru/echipamentul utilizat

Monitorul Oficial al Republicii Moldova, culegeri de acte normative
Computer (MS Office , Excel, Power Point, Internet Explorer) imprimantă, Xerox, fax, telefon
Presa periodică
Materialele informative și metodice din domeniu
Dicționare, etc.

Condițiile de muncă

Lucrul în echipă

Specificarea persoanei/cerințele postului față de persoană**Studii**

Superioare în domeniul economiei

Experiență Cel puțin 3 ani în domeniu

Cunoștințe

Cunoașterea legislației în domeniu, obligatoriu limba de stat și a doua limbă (rusă)

Abilități

Profesionalism, receptivitate la idei și concepții noi, creativitate, inițiativă, planificarea, organizarea eficientă a volumului de lucru.

Atitudini/Comportamente

Responsabilitate, obiectivitate, exigență, loialitate, modestie, onestitate, disciplinare, corectitudine

Întocmită de:

Nume, prenume _____

Funcția publică de conducere _____

Semnătura _____

Data întocmirii _____

Luat la cunoștință de către titularul funcției:

Nume, prenume _____

Semnătura _____

Data întocmirii _____

Appendix 11

Job Advertisement

ANUNȚ cu privire la desfășurarea concursului privind ocuparea funcțiilor publice vacante în cadrul subdiviziunilor Ministerului Finanțelor

În conformitate cu Regulamentul cu privire la ocuparea a funcției publice vacante prin concurs aprobat prin Hotărârea Guvernului nr. 201 din 11 martie 2009, Ministerul Finanțelor anunță concursul pentru următoarele funcții vacante:

Informația necesară:

1.Denumirea autorității publice: Ministerul Finanțelor al Republicii Moldova

2.Sediul autorității: mun. Chișinău, str. Cosmonauților, 7

3.Denumirea funcției publice vacante: Trezoreria Teritorială Chișinău- bugetul de stat, Secția evidență contabilă - **consultant (2 funcții temporar vacante)**

a) scopul general al funcției:

- Contribuirea la implementarea politicii statului în domeniul coordonării și asigurării procesului de executare de casă a bugetului de stat prin sistemul trezorerial

b) sarcinile de bază ale funcției:

- Participarea la procesul de executare de casă a bugetului de stat prin sistemul trezorerial;
- Asigurarea reflectării exacte, transparente și în termen în evidența contabilă a operațiunilor efectuate prin sistemul trezorerial;
- Asigurarea aplicării legislației referitoare la procesul bugetar.

3.1. Denumirea funcției publice vacante: Trezoreria Teritorială Taraclia - **consultant – 1 funcție**

a) scopul general al funcției:

- Contribuirea la implementarea politicii statului în domeniul bugetar prin coordonarea și asigurarea procesului de executare de casă a bugetului de stat și bugetelor unităților administrativ-teritoriale prin trezoreria teritorială

b) sarcinile de bază ale funcției:

- Participarea la procesul de executare de casă a bugetului de stat și bugetelor unităților administrativ-teritoriale prin trezoreria teritorială;
- Efectuarea lucrului metodologic și organizatoric orientat spre aplicarea corectă a instrucțiunilor și regulamentelor ce stau la baza activității trezoreriei teritoriale.
- Efectuarea controlului cameral al documentelor de plată trezoreriale prezentate de executorii de buget.

4. Condiții pentru candidații la ocuparea funcției publice vacante în cadrul Ministerului Finanțelor

I. Cerințe generale:

- Să dețină cetățenia Republicii Moldova și domiciliul stabil în Republica Moldova;
- Să fie cunoscător al limbii de stat scris și vorbit;
- Să aibă capacitate deplină de exercițiu;
- Să aibă o stare de sănătate corespunzătoare funcției publice pentru care candidează;
- Să nu fi fost destituit dintr-o funcție publică sau să nu i se fi încetat contractul individual de muncă pentru motive disciplinare în ultimii 7 ani;
- Să nu fi fost condamnat pentru săvârșirea unei acțiuni contra umanității, contra statului sau contra autorității, de serviciu sau în legătură cu serviciul, care împiedică înfăptuirea justiției, de fals ori a unor fapte de corupție sau a unei infracțiuni săvârșite cu intenție, care i-ar face incompatibili cu exercitarea funcției publice, cu excepția situației în care a intervenit reabilitarea.
- Să nu depășească limita vârstei de pensionare (57 ani –femei; 62 ani –bărbați).

II. Cerințe specifice:

- Studii: superioare, absolvite cu diplomă de licență sau echivalente, în domeniul economic, financiar, contabil
- Vechimea în muncă în specialitate: preferabil cel puțin 1 an în domeniul economico-financiar
- Vechime în muncă în serviciul public: preferabil cel puțin 1 an
- Cunoașterea domeniului tehnologiilor informaționale: Word, Excel, Internet, E-mail;
- Cunoașterea legislației naționale în domeniul financiar;
- Preferabil cunoașterea unei limbi de circulație internațională (la nivel cel puțin intermediar)
- Abilități: analiză și sinteză, elaborarea documentelor, argumentare, comunicare eficientă, lucru independent și în echipă, autoperfecționare și valorificare a experienței dobândite.
- Atitudini/comportamente: diplomație, creativitate și spirit de inițiativă, flexibilitate, disciplină, responsabilitate, tendință spre dezvoltare profesională continuă.

5. Bibliografia:

- Constituția Republicii Moldova;
- Decretul Președintelui Republicii Moldova nr.39 din 10 martie 1993 cu privire la Trezoreria de Stat;
- Legea nr.847-XIII din 24 mai 1996 privind sistemul bugetar și procesul bugetar;
- Legea nr.397-XV din 16 octombrie 2003 privind finanțele publice locale;
- Legea bugetară anuală;
- Legea contabilității nr.113-XVI din 27 aprilie 2007;
- Legea privind achizițiile publice nr.96-XVI din 13 aprilie 2007;
- Hotărârea Guvernului nr.1265 din 14 noiembrie 2008 cu privire la reglementarea activității Ministerului Finanțelor;
- Ordinul ministrului finanțelor nr.91 din 20 octombrie 2008 privind clasificarea bugetară (Monitorul Oficial nr.195-196/581 din 31 octombrie 2008).

10. Ordinul ministrului finanțelor nr.98 din 28 noiembrie 2005 privind aprobarea Normelor metodologice privind executarea de casă a bugetului public național prin Trezoreria de Stat a Ministerului Finanțelor (Monitorul Oficial nr. 13-15/39 din 24 ianuarie 2006).
11. Legea nr.158-XVI din 4 iulie 2008 cu privire la funcția publică și statutul funcționarului public;
12. Legea nr.25-XVI din 22 februarie 2008 privind Codul de conduită a funcționarului public;
13. Legea nr.190-XII din 19 iulie 1994 cu privire la petiționare.
14. Legea nr.16 din 15 februarie 2008 cu privire la conflictul de interese.

6. Lista documentelor necesare a fi prezentate de candidați pentru participare la concurs:

- formularul de participare, indicat în anexa nr.1;
- copia buletinului de identitate;
- copiile diplomelor de studii și ale certificatelor de absolvire a cursurilor de perfecționare profesională și/sau specializare;
- copia carnetul de muncă;
- certificatul medical;
- cazierul judiciar (poate fi înlocuit cu declarația pe propria răspundere privind absența antecedentelor penale. În acest caz, candidatul are obligația să completeze dosarul de concurs cu originalul documentului în termen de maximum 10 zile calendaristice de la data la care a fost declarat învingător, sub sancțiunea neemiterii actului administrativ de numire).

Notă: Copiile documentelor nominalizate pot fi autentificate de notar sau prezentate împreună cu documentele originale pentru verificarea veridicității acestora. Candidații depun documentele personal, prin poștă sau e-mail (cu condiția că candidații vor prezenta în ziua concursului toate actele în original pentru autentificare)

7. Termenul de depunere a documentelor pentru participarea la concurs.

- Termenul limită de depunere a documentelor pentru participarea la concurs, care va include proba scrisă și interviul, este de 20 zile din ziua publicării anunțului. Data limită de prezentare - **01 iunie 2009 inclusiv**.

8. Locul desfășurării concursului.

- locul depunerii documentelor de participare la concurs și de desfășurare a concursului este mun. Chișinău, str. Cosmonauților, 7, biroul nr.221. telefoane de contact: 22-10-30; 22-05-82. E-mail: naparatu@minfin.moldova.md.

Persoana responsabilă de oferirea informațiilor suplimentare și primirea documentelor - **Natalia Aparatu**, consultant, Direcția resurse umane.

9. Cheltuielile.

- cheltuielile pentru organizarea și desfășurarea concursului sînt suportate de Ministerul Finanțelor al Republicii Moldova, iar cele legate de participare la concurs (deplasare la locul de desfășurare a concursului, cazare, utilizarea mijloacelor de comunicare, autentificarea copiilor de pe documente, etc.) sînt suportate de participanții la concurs.