PREFACE

Today the industry is so dynamic as it was never before. We find a plethora of jobs and exponentially increasing applicants. In such a situation it is extremely difficult to find a right fit for any position for a recruiter. The present work very humbly tries to answer this question by empirically studying new-hires' mode of adjustment and the factors affecting it. The worst effect of any misfit hiring is an increased turnover rate. According to a study in United States of America alone, every year Rs. 50,000 crores are lost due to wrong hiring decisions. This work, therefore, aims to study the mode of adjustment of any employee before any hiring decision is made.

In his book 'The Smart Interviewer', Bradford D. Smart states that out of 35,000 managers surveyed in 35 countries, 90% list hiring among their most important decisions. A decision based on incomplete or wrongly interpreted information can result in a 'mishiring' – a situation painful both to the organization and to the individual who has been put into a 'no win' situation.
In a survey by J. McCormic of HBS & Amrop International, 66% of the 237 CEOs and VPs cited their failure to invest enough time and money in hiring and developing the right executives as a common mistake.

At different kind of work environments different kind of personalities can be required to perform better. One dimension to it can be the mode of adjustment of the new hires. This is directly related to work performance and job satisfaction, which are in turn directly related to firing or quitting respectively. Therefore, the present study will help employers to employ the persons who are more likely to be adjusted as per the need of the work—divergent or convergent.

The scope of the present work might be extended to promotions and transfers in any organization. This is wherever there is going to be a change in any employee's nature of work his adjustment patterns can be studied.

Hope, the pages ahead will help any recruiter build a better organization and reduce turnover rate, in the light of person-organization fit.