INTRODUCTION
Today is the world of increasing competition, global capabilities and standardization of products and services. Various companies/organizations have to work-hard to differentiate themselves. The modern organizations certainly need to cope-up with the changes that occur in the environment and amongst the employees. Only those individuals and organizations would survive and thrive which are prepared to respond quickly and creatively. Today’s work force needs to be more adaptive in order to feel comfortable and adjusted with the change at the work place. The need for productive adaptation of the new comer in a new setting may be debated on the grounds of their early adjustment, their socialization and their positive outcomes such as organizational commitment, turnover and better job performance etc. Furthermore, the speed and effectiveness of the adjustment also have many economic implications.

The past work-culture of Indian organization, once finalized was seldom questioned or re-invented at a fast pace. Therefore, managers had more time to orient and adapt to their jobs. Even the pressure from organizations was much less than today. It was true for the
pre-liberal Indian organizations, but in recent few years of globalization, situations have changed quite a lot. Only a single foreign posting may change everything. What worked in a particular country, may not work abroad. The employee has to prove himself all over again. It is just like joining a new firm as a managerial trainee, and one has to adapt to the new-culture and work-habits gracefully as soon as possible. Now a days, one manager is supposed to perform functions in diverse direction with the aid of high fidelity systems. As managerial employees start with a full salary but do not necessarily begin with a full understanding of the organization, work-unit or job, therefore, can't produce or contribute at a full level for some period of time. Consequently, the quicker the adjustment to the new jobs, the better the ratio of inducements and contribution; the slower the adjustment, the worse the ratio.

The ways in which new hires socialize themselves into work organizations have always been a topic of immense interest for scholars of organizational behavior and managers of organizations. From this viewpoint, the notion of person-environment fit has long been a focus of theory and research in vocational, organizational, and related research domains. (Muray, 1938; Jones 1986; Osipow, 1987; Schneider, 1973). Underlying this concept, is the assumption that individuals will be more satisfied and perform better, and that organizations will be more effective,
when attributes of the person and situation match, or are congruent. Congruence has been found to be related to job-satisfaction, organizational-commitment, turnover, adjustment and occupational stability (Holland, 1985; O'Reilly, Chatman and Caldwell, 1991). Schneider (1973a, b, 1987 a, b) proposed that people and organizations become integrated through a cycle of attraction-selection-attribution (ASA). People are attracted to organizations, which have characteristics similar to their own, and organizations select people who have the particular competencies and attributes that 'fit' the organization. In this situation any researcher will certainly find him interested in the factors which affect individuals' choice of adjustment mode. In order to facilitate the newcomers' adaptation in a new setting, an appreciation of, 'what newcomers typically experience during the transition period and how they cope with their experience', has already been proposed by Louis M.R. (1980). In her article about, 'Surprise and sense making: What newcomers experience and how they cope in entering unfamiliar organizational setting,' it is proposed that change, contrast and surprise constitute major features of the entry-experience.

In context to organizational setting, 'change' is defined as an objective difference in a major feature between the new and old setting. It is the newness of the 'changed to' situation that requires adjustment by the individual. The more the new situation is different from
the previous one, the more the newcomer has to cope with. With the start of a new job, the individuals experience a change in role and often in professional identity.

The second feature of the entry experience is a contrast, an effect described by Gestalt psychologists (Koffka, 1935; Kohler, 1947) that involves the emergence within a perceptual field of 'figure'. It is used to refer to those differences that emerge in the newcomers' perceptual field as personality significant, as subjectively experienced characteristics of the new situation. Contrast is knowable in advance and is personally rather than publicly noticed. In other words, contrast is person-specific rather than being indigenous to the organizational transition.

The third and last major feature, 'surprise' is used to refer to differences between newcomer's anticipation and actual experiences in the organizations/ or new settings. Adjustment reveals in making some sense of surprise rather than in attempting to avoid from surprise. In coping with change or surprise individual uses a sense-making process. In making sense, or attributing meaning to surprise, persons rely on a number of inputs. It can be their past experiences with similar situations or their personal characteristics, including predisposition to attribute causality to self, others, fate, etc. (e.g. the locus of control
(Rotter, 1966). As a result of sense-making process newcomers often attach meaning to action, events and surprise in the new-setting using interpretation schemes developed through their experiences in other settings. But it is always not that easy to get accurate information and interpretation, as newcomers probably have not developed relationships with others in the settings. Moreover, when individuals are faced with new or uncertain situations such as a new job or job-change-a series of changes in perception, feeling and behaviors ensues. Clear cut differences can also be seen in coping-strategies between new hires and job changers.

When it comes about socialization and adjustment, it has already been established in the literature of organizational behavior that socialization of individuals affect personal and role outcomes. The information provided by the organization through their socialization practices may influence the way newcomers adjust to the organizations. Individual differences, on the other hand, may also effect newcomers’ adjustment to the organizations. The other important related issue is the possibility that individual factors, job related factors, and organizational factors may furthermore moderate the effects of socialization process and individual orientations to roles.
A variety of scholars have proposed a variety of factors that influence an individual's mode of adjustment during a work-role transition. (e.g., Van Maanen and Schein, 1978; Feldman and Brett 1983; Nicholson, 1984). Not only these scholars, but West (1987), Zahra and Tosi (1989) have also examined the relationship between organizational and individual variables and job-innovation mode of adjustment.

In order to reduce their uncertainty and anxiety surrounding the entry process (Jones, 1983 b), organizations influence individual's learning process by using specific tactics of socialization. From such an interactionist perspective, it is necessary to investigate how, individual, job and organizational factors combine to influence,

1. New hires subsequent adjustment to organizations and
2. Their role behavior.

Before discussing these factors and their impact on adjustment, it would be better to discuss and describe the way, adjustment is made.

Schein (1971 a, 1971 b, 1978) has been one of the first to draw attention to the possibility that organizational-change, via the 'role innovative' behaviors of new job incumbents is a potentially important outcome of socialization practices. In their theory Van Maanen and Schein (1979) explained that new hires responses differ from person to person, as
the socialization tactics used by the organizations shape the information newcomers receive. By giving or with holding information in specific ways, organizations can encourage newcomers to evaluate and respond to situations in a predictable manner.

Van Maanen and Schein's (1979) theory gave on explanation of how methods of socialization influence one particular outcome of socialization, role-orientation. They provide a taxonomy with six major dimensions: collective vs. individual, formal vs. informal, sequential vs. random, fixed vs. variable, serial vs. disjunctive, investiture vs. divestiture socialization tactics.

The first two types of tactics vary in terms of the context in which organizations provide information to newcomers. Collective tactics involve socializing a distinct group of newcomers together, where new recruits go through common learning experiences designed to produce standardized responses to situations, while individual tactics involve newcomers being socialized separately. It gives each newcomer a unique set of learning experiences that allows heterogeneity in their responses. The second categorization of socialization tactics formal vs. informal is closely related to the first (i.e. collective vs. individual) in that it also deals with the context in which information is presented to newcomers. When organizations employ formal tactics, segregate
newcomers from other organizational members while they learn the responsibilities of their roles. By contrast, in informal tactics, newcomers become part of work-groups and learning takes place on the job.

The next two categorization of socialization tactics sequential vs. random and fixed vs. variable, deal with the content of the information given to newcomers via socialization. Sequential tactics provide recruits with explicit information concerning the sequences of activities or experiences, that will go through in their organizations. Fixed tactics provide them with precise knowledge of the timetables associated with completing each stage in these processes. By contrast, variable tactics provide no information about when newcomers may reach a certain stage in a learning process. Again, when a process is random they don't know the sequences of its stages.

Van Maanen and Schein's last two categories of socialization tactics are also closely related to each other; they are serial vs. disjunctive, and investiture vs. divestiture. In serial process, experienced organizational members act as role models for new recruits but in disjunctive processes, individuals must develop their own definition of situations because no other or prior role incumbents are available. The final tactical category, investiture vs. divestiture, concerns the degree to
which newcomers receive positive or negative social support after entry, from experienced socialization members.

These socialization practices are directly related to individual's choice of coping strategy in order to fit into their jobs. Finally Van Maanen and Schein concluded that socialization tactics are important mechanism of adjustment for the new hire's subsequent adjustment at workplace.

The career literature has also paid a little attention to the factors faced by new hires at the time of job-entry (Wanous, 1981) i.e. uncertainty. New hires or job-changers can deal with uncertainty emotionally as well as behaviorally. New recruits can deal with new work-environment (changed work-duties) by constructing their own version of reality and responding to their "subjective reality", as if it were objectively true. (Van Maanen 1978; Louis 1980). Feldman and Brett (1983) investigated eight behavioral coping strategies for adjusting with a new job or job-change. The identification of these eight strategies was influenced by the work of Levi (1967); Beehr and Newman (1978); Brett and Werbel (1980); Folkman and Lazarus (1980).

1) Work longer hours:- This behavioral strategy assumes that adjustment is a function of learning and that learning takes time.
2) **Change Work Procedure:** - This is a work-environment strategy where new job incumbents may facilitate their adjustment by utilizing procedures on the new job that they didn't use on the old job.

3) **Redefine the Job:** - This work environment management strategy may facilitate adjustment by means of the employee altering the content of the job, so that the employee does tasks:
   a) That the employee enjoys,
   b) For which the employee has the skills.

4) **Delegate Responsibilities:** - Where new job incumbents can simultaneously decrease the direct work-demands placed on them and avoid doing less enjoyable tasks by delegating responsibilities to others.

5) **Get others to provide task help:** - By using this behavioral strategy, new job incumbents can ask for (or be offered) help by supervisors and co-workers in accomplishing their jobs.

6) **Seek Out Information:** - It is a direct attempt to change the psychological condition of uncertainty.

7) **Seek Out Social Support:** - It is designed to reduce stress and anxiety though the affirmation of abilities from friends and colleagues.

8) **Palliation:** - Palliation is a coping behavior intended to reduce or eliminate anxiety and tension by distracting the subject (*Lazarus*, 1977).
That does not mean that workers do not want any challenge and arousal in their job environments (Brett and Werbel, 1980); indeed, there is substantial evidence that most individuals are energized and motivated by low to moderate amounts of stress (McGrawth, 1976). Feldman and Brett investigated the differences between employees coping with a job-change within an organization (e.g. transfers and promotions) or employees coping with a first job in an organization. It was established from the findings that job-changers try harder to control and change their job-situations than do new hires, who seek out more help, social support and aid from others.

As already mentioned, besides above mentioned factors faced by new hires, are a variety of factors that play an important role while adjusting to the work role transitions. Before discussing those variables, it is important to elaborate, what the mode of adjustment is, and how adjustment is made during work role transitions.

modes of adjustment

According to Van Maanen and Schein (1979), mode of adjustment is the degree to which the managers change the work role as a means of adjusting. Jones (1986) also later on accepted this view of mode of adjustment. The literature on transitions and organizational socialization has drawn attention to three types of possible outcomes.
(1) Affective states and their consequent coping response in those
treatment that show transitions as sources of stress (Brett, 1980 a; Frese,
1982); (2) Identity changes in which new values, skills and dispositions
emerge as outcomes of the search for new personal meanings to match
new situational demands (Strauss, 1959; Brim, 1966; Hall, 1971); and (3)
behavioral outcomes: adaptations to new settings that either re-inforce or
transform elements of the organizational culture (Van Maanen, 1976;
Schein, 1978; Van Maanen and Schein, 1979). The possible
interdependence of these outcomes has yet to be explored and sufficiently
recognized. These outcomes specially, the last two, are related to
Nicholson's (1984) first principle of the theory of work role transitions. This
principle is that the process of adjustment poses for the person the
fundamental alternatives of adopting to meet environmental requirements
or manipulating the environment to meet personal requirements.

Self-Change Mode of Adjustment

On the one hand, a person's adjustment to role
transition can be considered as a kind of personal development i.e. self-
change, in which change is absorbed through the person altering his or
her frame of reference, values, or other identity related attributes
(Strauss, 1959). According to the nature of new demands, personal
development can vary in its centrality to the person's identity, a range
encompassing changes in self-concept, values, skills, and life styles. Every existing organization has their own culture, norms and unique work environment. Therefore, it is not easy to overcome all these for a new hire. Nicholson (1984) proposed that new hires could also adjust in their work-setting by changing aspect of themselves. They might change in their appearance, interaction with other or their general behavior to adjust themselves better and effectively in their jobs. Nicholson argued that self-change would be as prevalent as job-change as a mode of adjustment. Self-change could range from changes in individuals' dress, habits and interpersonal style to overall change in personality in order to fit into the new organization.

Jones (1986) described custodial orientation (self-change) as a continuum with conformity to established roles and procedures.

**Job-Innovation Mode Of Adjustment**

On the other hand, a person's adjustment strategy can be proactive: when the person tries to change role requirements so that they better match his or her needs, abilities and identity. This strategy labeled as role development, varies according to the constraints and opportunities of the role and the need and expectations of the person. The person may initiate changes in task objectives, methods, materials,
scheduling, and in the interpersonal relationships integral to role performance.

Defined as job-innovation in the present study, adjustment through this mode reflects redefining the role (task-objectives), altering the procedure, and changing the mission of the role. Van Maanen and Schein (1979) were some of the first to argue that individuals could make adjustments to their new jobs by changing aspects of their jobs, something they referred to as role-innovation. Jones (1986) accepted this mode of adjustment as innovation in defining and enacting established roles and procedures. West (1987) used the term developers for those whose new jobs were very different from their previous jobs, but who nevertheless reported high levels of role-innovation.

These above mentioned two kinds of adjustment strategies personal development (i.e. self-change) and role development (i.e. job-innovation) can be considered to be independent (Nicholson, 1984). According to Nicholson’s work role transitions theory, personal development entails adapting oneself to fit the role, while role development entails adapting the role to fit oneself.
FACTORS INFLUENCING MODE OF ADJUSTMENT

Job Factors

The nature of the job is a factor that would certainly influence new hirer's mode of adjustment. Every job has got some inherent characteristics that will determine his/her mode of adjustment in the particular organization. Some of these can be:

Need For Growth Opportunities At Work

West (1987), with his work, suggested that a motivational component, need for growth opportunities at work, is an important and consistent predictor of role innovation. Need for growth opportunities at work, includes opportunities for advancement, to improve skill and abilities, to be creative in work, to influence organizational policies, etc. Predictability of work and Material rewards at work are other important factors that influence an individuals' mode of adjustment.

Predictability Of Work

Predictability of work is described as how secure a person feels about his job, in the work, how much feedback is given to him/her about the work, are the tasks and responsibilities clearly specified etc.
Material Rewards At Work

Need for material rewards are related to fringe benefits and opportunities for high earnings. Fringe benefits are a supplement to regular wages or salaries. These benefits are paid to workers not for any specific job or performance but to stimulate their interest in the work. It includes payment without work, health and safety benefits and retirement benefits etc. Opportunity for high earnings is related to chances available for promotion and increments etc.

Job Novelty

Job novelty is the degree to which the new role (does not) permits the exercise of prior knowledge, practiced skills, and established habits. The greater the job novelty, the individual will be less capable of utilizing his past experiences and learning, making job novelty positively related to self-change (Black and Ashford, 1995).

Job Discretion

Job discretion constitutes the opportunities (based on peculiarity of the job) to alter the job components or relationships. The individuals entering the job with high flexibility are likely to make adjustment to the new job by changing aspect of their job rather than by changing themselves. Nicholson (1984). West (1987) found a significant
and positive relationship between discretion and job-innovation mode of adjustment.

**Individual Factors**

Individual factors are a colossal sum of factors that determine an individual as a unique entity, resultant of a multiple of personality traits, dynamic in nature (to certain extent).

**Self-Efficacy**

Self-efficacy has been defined as peoples' judgements regarding their ability to perform a given activity (Bandura, 1977, 1982 and 1986). Peoples' beliefs in their efficacy influence the choice they make, their aspirations, how much effort they mobilize in a given endeavor, and how long they persevere in the face of difficulties and setbacks (Bandura, 1991). Self-efficacy has found its way into organizational psychology in research that demonstrates that reported self-efficacy correlates with: sustained performance in the face of difficulty (Bandura and Cervone, 1983, 1986); acquisition of interpersonal skills, (Gist, Rosen et.al. 1989); the settings of goals and their subsequent relationships to task strategies (Locke, Frederick, Lee, Bobko, 1984) etc. Not only does reported self-efficacy correlate with many work-related measures, but Jones (1986) claims that self-efficacy is related directly to the job-change
mode of adjustment. Therefore, job-innovation will be high in any organization if it hires employees with a high degree of self-efficacy.

Need For Power

The effects of power on the likelihood of how an individual will adjust him into the new work setting have drawn a great deal of attention in recent years. Individual power is an important factor in deciding that which mode of adjustment one is going to choose in order to fit in the organization. Marshall Schminke (1993) suggest that an individual's first response to a dissatisfying situation on the job would probably not be to leave, since leaving is potentially costly, both financially and psychologically. According to his theory the powerful individual (high n power), in particular may respond to an unsatisfactory job situation by attempting to change it (job-innovation). Although, the relationship between need for power and self-change mode of adjustment is yet to be explored.

Locus Of Control

The concept of Locus of control, as derived from social learning theory; (Rotter, 1966), state the extent to which reinforcement is viewed as a consequences of one's own behavior or a consequences of such forces as 'chance', 'fate', or 'powerful others'. Researchers reveal that internal control are satisfied when working under a participation
management system. External control, on the other hand, prefers a more directive style of management. Locus of control affects employee characteristics as motivation, performance, satisfaction etc. Weiner et al. (1970) suggest the locus of control variables determined the extent to which a person desires a particular outcome (self-change/or job-innovation). Internal control are more satisfied when working under a participative management system. External control, on the other hand prefer a more directive style of management.

Need For Achievement Motivation

McClelland (1953) and his associates defined motivation as a disposition to strive for success in competition with other with some standard of excellence, set by the individual. Individual differs in the degree to which they find achievement a satisfying experience. Individuals with high achievement motivation will be attracted throughout their lives to the entrepreneurial role. According to McClelland and his colleagues, there are atleast four characteristics of the individual with high need of achievement motivation. (a). He likes situations in which he takes personal responsibility for finding solutions to problems. (b). He has a tendency to set moderate achievement goals and to take calculated risks. (c). He wants concrete feedback on how well he is doing. d). He considers
the sense of personal achievement, challenge and excellence in work as the most important rewards.

**Self-Esteem**

This is the need to be evaluated highly by others and to compare favorably in performance with others. In Maslow's need hierarchy (1970) esteem needs are placed at fourth level. Highly self-esteem new hires are found to be more likely to change their job characteristics rather than changing themselves (i.e. self-change) Korman (1966) found that people of high self-esteem were more likely to choose occupations consistent with their self-perceived needs and self-perceived abilities.

**Need For Control**

Individuals with a high need for control are supposed to have a sense of personal control by changing the job to trap their proven abilities rather than trying to adopt the need of the present job. Need for control is positively related to the job - change mode of adjustment (Black and Ashford, 1995).

**Organizational Factors**

**Organizational Climate**

Everyone spends a major portion of his/her life in organizations. An organization is a structure created by people to achieve
certain objectives. Organizations are generally composed of people who worked collectively to address the overall goals of the organization. Different people or groups may have different specific goals within the organization, but theoretically they should collectively address a common goal (e.g. building a car, making computers). Different people or groups may be specialized according to role, objective/task, and rank or status within a hierarchy may differentiate them from one another.

Like people each organization is unique; it has a structure; it has roles; ownership is defined in definite terms. Organizational culture, therefore, refers to a dynamic system of rules that are shared among member of an organization. Organizational climate, on the other hand, refers to a shared perception of 'the way things are around here' (Reichers and Schneider, 1990) – a shared perception of organizational policies and procedures. Climate can probably be best understood as a manifestation of organizational culture (Schein, 1985; Reichers and Schneider, 1990), which generally refers to a deeper, less consciously held set of values, attitudes and meanings.

Organizational climate is an outcome of interplay between a number of variables of the societal system, the organization and the individual members. Every organization operates in term of a set of policies and norms, which are sometimes clearly laid down while at other
times, are in the form of traditions and convention. An individual, at the time of entering the organization, makes a psychological contract with his organization and expects a favorable climate to help him meet his economic, social and psychological needs (Verma and Aggarwal, 1998).

Most organizations attach differing amounts of importance to different norms and values. Any member of a business organization who does not believe in the value of getting the job done accordingly will not survive long. In other organizations, it might be belief in a reasonable profit, belief in the free enterprise system and competition, belief in a hierarchy of authority, and so on. These all are called pivotal. Other values or norms could be which is not absolutely necessary to accept at the price of membership, but which are considered desirable and good to accept. Many of these norms pertains to standards of dress and decorum, not being publically disloyal and many more.

The socialization process vary across the whole range of norms. This variation allows the new member some degree of freedom in terms of how far to confirm and allows the organization some degrees of freedom in how much confrimity to demand. The new hire can accept none of the values, he can accept only the pivotal values but carefully remain independent in all those areas not seen as pivotal or he can accept whole range of values and norms. He may, therefore, show self-change.
mode of adjustment or adopt job-innovation as a means of adjusting to the work unit. Past literature suggest that a new hires' choice of either mode of adjustment (job-innovation/self-change), to very extent, depends upon the various components of the work-climate he/she is going through at the work place. Some of the major components of concern of the present study includes communication flow, performance standards, motivational level, decision making, responsibility, reward structure, support system, warmth and identity related issues etc. Some of these variables are required for adjustment and others are required to change in order to stimulate better adjustment. The brief discussion of above mentioned variables are as follows:

**Communication Flow (C)**: Communication flow is related with adequate information regarding individuals work duties and other departments of the organization; awareness of changes planned; no distortion of informations passed; preferences for verbal communication on memo etc. and high frequency of meetings etc., at the work place.

**Conflict Resolution (CR)**: The conflict resolution dealt with the matters such as dealing with the conflict, listening to the complaints of the staff, supervisor finding time to give patient hearing to subordinates. Attention is given on resolving of personal hostilities in favourable conflict resolution strategies employed by the organizations.
Decision Making Procedures (D): Decision making process is an important issue in any organization. It orients employees towards an environment where they are able to make independent decisions about their work duties, their views are taken before the final decision and they are involved in the decisions regarding own role. They are also asked to give new ideas and suggestions regarding the role.

Identity Problem (I): Identity problem is an important feature of any organization for a new hire. Identity is related with recognition of oneself in regard with the organization.

Motivational Level (M): Motivational level in the organization is determined by the factors like security in a job, heavy work load, overwork hindering growth, etc. It also dealt with employees having part to play and employee’s task spirit.

Organizational Structure (OS): In a climate, organizational structure is determined by the factors such as, knowledge about who is working under whom, receptivity to ideas for change hearing, so much varied things to do that difficult to put them together and multiplicity of bosses etc.

Performance Standards (PS): Performance standard is judged on the basis of the factors, e.g., whether professional jealousies (do not) obstruct performance of duty, ideas for changing things are welcomed, job is to be well done and efforts to be put to improve work etc.
**Reward Structure (RS)**: Reward structure used in the organizations has direct impact on individuals working in the organization. It is related with whether organizations rewards its employee for merits, individual achievement is credited, interest in staff welfare is taken care of and new ideas are welcomed.

**Responsibility (R)**: Responsibility is an important factor in any organization. The amount of responsibility given to the employees has important outcomes for his subsequent adjustment in the work unit.

**Support system (S)**: A supporting climate at the work place includes high cooperation amongst employees, working as team members and peers helps in job learning. Supportive climate also encourage its staff members to perform better and to learn from their mistakes.

**Warmth (W)**: In the context of the organizational climate, warmth has been defined as an organizational quality where employees attach importance to friendship, free and open discussions are held at meetings, mutual trust is there and employees have time for others concerned.

With this introduction about the mode of adjustment taken by the new hire after entering into new work organization and the factors affecting his/her choice of either adjustment mode, we may pass unto the next chapter dealing with historical review.