HISTORICAL RESUME
As mentioned in the previous chapter, the present study throws light upon the understanding of organizational entry by simultaneously examining the impact of individual, job, and organizational variables on two modes of adjustment i.e. self-change and job-innovation.

The literature related to these variables is widespread. As scholars have been always interested in the adjustment and socialization of new hires in to the new work-setting, as their early and quicker adjustment in the firm results in positive outcomes like reduced turnover, better job performance and increased level of production. Still there are only a few studies focusing on the above mentioned both modes of adjustment i.e. self-change mode of adjustment and job-innovation mode of adjustment.

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 i.e. role-innovation. After them, a variety of researchers have proposed theoretical perspectives and frameworks regarding the work role transition of new hires (Nicholson, 1984; Zahrly

Empirical studies such as Jones (1986), Allen and Meyer (1990) have examined the relationship between organizational and individual variables, and individual and job variables with the job-change mode of adjustment.

Thus, quite a lot of work has been done in which some or the other factors influencing mode of adjustment have been undertaken to increase the knowledge of the relationship of these variables with new hires choice of either of the adjustment mode i.e. self-change or job-innovation. However, only a very few studies have simultaneously examined variables from all three categories (individual, job related, and organizational) that too at such a large scale (approximately 28), as predictors of both self-change and job-innovation modes of adjustment.

In this chapter, a review of the past theoretical literature of such studies have been discussed in chronological order, in order to facilitate the understanding of above mentioned relationship.

When individuals are faced with new or uncertain situations, such as a new job or a job-change, a series of changes in perceptions, feelings, and behavior ensues. (McGrawth, 1976). Feldman
and Brett (1976) investigated the differences in coping strategies adopted by new hires and job-changers i.e. changes in deligation / department, whilst in same company. The study examines the differences between employees coping with a first job in an organization and employees coping with a job-change within an organization (i.e., transfers, and promotions). Data were collected from 80 subjects over a two year period as employees were hired, promoted and transferred within the company. Each participant was interviewed and completed questionnaire about his or her job-experiences three times: right after accepting the new job, three months later and six months later. It was found that job-changers favour strategies that involve higher activity levels for themselves and more control of others. In contrast, new hires favour strategies that solicit the aid and social support of others.

There is a good reason and empirical evidence to suggest, how the information provided by the organizations through their socialization practices may influence the way newcomers adjust to the organizations. Jones (1986) observed the relationship between the socialization tactics employed by organizations and a series of role and personal outcomes. It also examined the effects of self-efficacy on role-orientation. This study employed a longitudinal research design in which,
respondents, all M.B.A. students from two successive annual graduating classes of a major midwestern university, completed two questionnaires. They completed the first questionnaire after they had accepted jobs but before they joined their organizations. They completed the second questionnaire approximately five months after joining. Results suggested that different patterns of socialization lead to different forms of newcomer adjustment to organizations. Innovative role orientation was found to be the main outcome of individualized practices. The findings also suggest that the level of self-efficacy moderates the effects of socialization tactics on role orientation. Thus, role-orientation is positively related to self-efficacy.

West (1987) tested the work role transition theory of Nicholson (1984). A longitudinal study among 1700 male and female British managers, was held to examine the relationship between role-innovation and reported post-transition satisfaction and personal-change. Growth needs and job discretion emerged as predictors along with previous role innovation. The association between role-innovation, satisfaction and personal-change suggests that opportunities to role innovate contribute psychological well-being at work. These associations
are exploited by those individuals who are also able to adapt themselves to their environments.

West, Nicholson and Rees (1987) conducted an investigation on transitions into newly created jobs by taking various variables (i.e., job-novelty, personal-change, job-discretion, and organizational items etc.) to explore in more details, the outcomes of the socialization process. The study involving 2304 male and female British managers revealed that between 34 and 50 percent of job moves are into jobs for which there was no previous role incumbent. It was found that personal change and satisfaction as outcomes of move into newly created jobs are related to role-information sources, organizational culture, work-characteristics, jobs-characteristics, self-concept, and work motivation. The results further imply that proactive growth models of adjustment are more applicable to radical job-change.

Zahrly and Tosi (1984) later on, in their study observed the relationship between organizational and individual variables with the job-change mode of adjustment. They operationalized this relationship in terms of locus of control. No significant relationship was found between self-monitoring and various outcomes of adjustment. In self-monitoring, individual would try to correct “gaps” between others expectations and their
own performance by changing aspects in themselves rather than by trying to change the job or the expectations of the job they perform.

Whereas, Allen and Meyer's (1990) findings with respects to socialization and role-orientation replicate those reported by Jones (1986). In this replication and extension of an earlier study, data were collected from two successive graduating classes of undergraduate and graduate (M.B.A.) business programs. Because the interest of the study was concerned with the socialization of newcomers, only the data from 132 individuals who were not working for family business and who had not worked previously for their post-graduation degree was taken. The findings of the study showed that newcomers' organizational socialization experiences were negatively related to role-innovation after they had been on their jobs 6 and 12 months and positively related to organizational commitment after 6 months. Results suggest that organizations should be able to tailor newcomers socialization experiences to foster a desired commitment role orientation profile.

Natalie and John (1990) got an opportunity to extend the findings of Jones (1986). 105 subjects completed questionnaires 6 and 12 months after they had been on their jobs following graduation. The results of the study emphasizes that the organizational socialization
experiences were negatively related to role-innovation after 6 and 12 months and positively related to organizational commitment after 6 months. The results also suggested that organizations should be able to manage newcomers socialization experiences so that desired commitment role-orientation profile can be encouraged.

Unlike most studies of social and work role transition, which focus on organizational entry in a domestic context, Stewart's (1992) study is the first to examine the impact of organizational socialization tactics and the moderating effect of organizational tenure on role-innovation. A sample of 220 American expatriate managers working in the Pacific region responded to a questionnaire, and 157 of their spouses responded to a spouse questionnaire. Subjects were given scale of socialization tactics; adopted from Jones (1986) and scale of mode of adjustment (Van Maanen and Schein, 1979) accepted by Jones (1986). The results suggest that collective, serial and fixed tactics had a significant relationship with role-innovation. Organizational tenure moderated the relationship between collective and serial tactics with role innovation.

Black, J.S. and Ashford, S.J. (1995) tested a theoretical frame work of work role transition by examining the impact of individual factors (personal need for control and feedback); job factors (job-discretion
and job novelty) and organizational socialization tactics on two adjustment modes for 69 new hires. Findings show that both individual factors were related to self-change type mode of adjustment. Job novelty was found to be significantly related to self-change the greater the novelty, the less the self-change. Overall results suggest that variables examined have a moderate impact on self-change and less impact on job-change as modes of individuals adjustment.

It is argued that work-role transitions can have profound significance for the future development of individuals and their organizations, Blake et al. (1995) longitudinally examined the Nicholson's (1984) model of work role transitions, which maintains that entry into a new role induces personal and/or role-development. Personal development is argued to be a part of job-novelty and desire for feedback whereas, role-development is argued to be a function of desire for control and job-discretion. Utilizing self-report data from 295 business school graduates after 4 months and from 223 of the original subjects after 10 months on the job, only mixed support was found for the model. It is established that the model can be enriched by considering newcomers desires for control and personal and role development etc.
Fenlon Michael (1997) got an opportunity to study individual's adjustment within organizations while examining theories of occupational strain, individual coping and organizational systems. In the study, employee's perceptions of management practices and work group climate were related to individual adjustment. The main effects of management practices, work group climate, and conflict-resolution styles on the outcome variables of strain, organizational commitment, and job satisfaction were assessed in the study. The moderating effects of management practices on the relationship between work group climate and outcome variables were also measured. Multiple regression and correlational analyses were conducted on data collected from a sample of 344 adult men and women who were working in 22 different types of organizations. The results suggest that management practices failed to moderate work-group climate. Work-group climate was found to be a mediator of management practices. Work group climate also influence individual outcomes and expression of motivation.

To conclude past literature suggest that both self-change and job-innovation modes of adjustment are important means by which news hires could make adjustment to their new jobs. Based on the literature, a broad look of past research and theories also suggest that
variables at the individual, job, and organizational level can have an impact on above mentioned two different modes of adjustment.

With this background we may pass on to the next chapter dealing with the problem and objectives.