PROBLEM
AND
OBJECTIVES
CHAPTER - III

PROBLEM AND OBJECTIVES

The ways in which employees socialize themselves into work organization has recently emerged as a topic of immense interest for scholars of organizational behavior and managers of organizations. In the past several years there have been over thousands separate studies emphasizing on the antecedents of various individual, job, and organizational variables to worker's adjustment.

Adjustment has important consequences for the individual and the organization. Early and complete socialization do affect the general satisfaction of new comers and the feeling of autonomy consistently relates to decreased turnover (lay-off) and low absenteeism. Effective socialization may also increase the number and quality of creative suggestions made by the employees.

The person-organization fit may result from a variety of factors such as the organizational culture, the organizational goals, or the task involved in the job itself (e.g. O'Reilly, Chatman & Caldwell, 1991; Vancouver & Schmitt, 1991). Thus, past literature suggests firmly that there has already been a considerable amount of work done on describing the faces and activities of the socialization process. Yet, there are certain
caveats to be noted. Although, the researches about 'Individuals adjustment patron' have progressed in identifying descriptive models of adjustment process, empirical research, testing these models has lagged far behind. In considering the phenomena of work role transition and the adjustment process, past researches primarily have focused on degree of adjustment (e.g. Allen & Meyer, 1990; Black, 1992;) and the issue of modes of adjustment has largely been ignored. Mode of adjustment is essentially the means by which the individuals adjust to the transition. In organizational setting, Schein (1971a, b; 1978) was the first to propose that newcomers could adjust via role innovative (i.e. job-innovation) mode of adjustment. Nicholson (1984) extended this idea and suggested another important mode of adjustment i.e. self-change mode of adjustment.

The reason behind opting this problem is that so far a very few studies have either separately or simultaneously tested variables from the three categories (individual, job, and organizational) as predictors of both self-change or job-innovation as mode of adjustment. Furthermore, most of the past studies have emphasized only on socialization tactics as most important factor for individuals' mode of adjustment. Also for job and individual variables only two or three variables have been studied in the past. This results in a lack of knowledge regarding various other factors affecting the new hires mode of adjustment.
Therefore, any attempt in this direction should increase our understanding of how individuals adopt different modes of adjustment in their new work situations.

In this perspective, the present study assumes two types of behavioral patterns (job-innovation and self-change) for consideration and aims to establish magnitude and direction of the effect of selected specified individual, job and organizational factors as predictive of new hires mode of adjustment at the work-unit with the help of empirical data.

**PROBLEM:**

To study the self-change and job-innovation as modes of adjustment amongst the middle level new hires in private sector organizations.

**OBJECTIVES:**

1) To find out the correlation between the mode of adjustment i.e. self-change/job-innovation and individual factors.

2) To find out the correlation between the mode of adjustment i.e. self-change/job-innovation and job factors.
3) To find out the correlation between the mode of adjustment i.e., self-change/job-innovation and organizational factors.

4. Establishing the above factors as predictive of new hires mode of adjustment i.e. self-change and job-innovation at the work place.

With this, we may now pass onto the next chapter dealing with design and methodology.