

JOB INNOVATION MADE OF ADJUSTMENT IN PRIVATE SECTOR

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INTRODUCTION :- Today is the world the world of increasing competition, global capabilities and standardization of products and services, Various companies/organization have to work-hard to differentiate themselves. The modern organization certainly needs to cope-up with the changes that occur in the environment and amongst the employees. Only those individuals and organization 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 organization, 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 soon as possible. Now a day, 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 but do not necessarily begin with a full understanding of the organization, work-units 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 inducement 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 organization behaviour and managers of organizations. From this viewpoint, the notion of person-environment fit has long been a focus to 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 organization 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 (1973, b. 1937 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 made. In order to facilitate the newcomers typically experience during the transitions 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 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.

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 labelled 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 objective, methods, materials, scheduling, and in the interpersonal relationship 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 adjustment 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 role, while role development entails adapting the role to fit oneself.

DESIGN METHODOLOGY :- The purpose of the present research was to develop and test a conceptual framework for the relationship between the mode of adjustment i.e. self-change or job innovation and factors from these categories i.e. individual job, and organizational that effect this relationship for the new hires in private sector organizations. This chapter discusses in details, the outline of the design and methodology used to carry out the study.

DESIGN: Since it was co-relational study, an exposit facto multivariate facto multivariate co-relational design was used to carry out the result. Independent variables were divided into three categories. These were individual factors, job factors and organizational factors. Two dependent variables were taken i.e. self-change type (SCT) and job innovation to conduct the study. The measures were taken on both dependant and independent variables separately.

SAMPLE : Since it was a multivariate design study, a large sample was needed. A randomly selected sample of 300 new hires was taken from production based

private sector organizations. All the subjects were belonging to middle management hierarchy i.e., managers, deputy managers, assistant managers, executives etc. The term 'new hire' refers to an employee working in an organization for not more than six months. The average of age of the three hundred participant was 31.3 years. And the mean number of days of experience was 86.69. The size of organization was checked out that it should be neither too small nor very big. The total numbers of employees in the organization selected was from a minimum at subject's site of work was from 100 to 1000. All the organizations were production based from Delhi, Haryana, and Uttar Pradesh states of India.

VARIABLES AND TOOLS : The general questionnaire for this study was obtained from existing measures of specific variables whose psychometric properties regarding validity and reliability have already been established in the literature. Therefore, it was safe to use existing scales and measures and nearly all of the variables of concern in this study are not new constructs but are new in their relationship to an emerging theoretical framework.

The Following tools were used in the present study.

JOB-INNOVATION MODE OF ADJUSTMENT: When an individual attempts to alter procedures for performing a role, or the purpose of the role itself or both, it is referred to as job-innovation mode of adjustment. Job innovation was measured by a 6-item, seven-point Likert-format scale developed by West (1987) a). The instructions for the scale state : 'Please indicate in what ways you do your job differently from the person who did the job before you. Although you may not have a clear idea of this, try to give your impression of how you approach your job compared with how other people had done it or are doing it currently'. These items include, 'Setting work targets/objective'. And 'Deciding the methods used to achieve work targets/objectives, 'Deciding the order and Initiating new procedures' etc. The scale had a high reliability (alphas = 0.82).

The scale has been shown in 'Appendix-D Questionnaire Section 6 (6.1).

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The scale has been shown in 'Appendix-D' Questionnaire Section 6 (6.2).

After selecting all the scales and inventories needed for the study they were arranged sequence wise i.e. Biographical Information, Occupational Information, Questionnaires regarding job Variables, Individual Variables, Organizational Variables, and finally scales of Mode of Adjustment, respectively. Thus, one set of questionnaire was prepared and entitled as 'Reducing Employee Turnover. 'The set was then divided into two parts in order to reduce the fatigue and increase the amount of reliability amongst the responses. The first part included questionnaires of individual and job

variables, whereas; part-two included questionnaires regarding organizational variables and mode of adjustment.

RESULT : The first objective of the investigating was to study the correlation between the mode of adjustment i.e. self-change or job-innovation and seven individual factors i.e. achievement motivation, need for growth opportunity, locus of control, need for power, self-efficacy, self-esteem and age. As mentioned previously, 'Table – 1.1' shows the Interco relation matrix of twenty-eight variables, To make the task easy, the values of correlation required to be discussed for first objective were segregated. 'Table 1.2' exhibits the sorted correlations of seven individual factors with two modes of adjustment.

Table -1

Sorted Inter-correlations between seven Individual Factors and Modes of Adjustment

Significance (P<.05).

Decimal points omitted.

Variables modes of Adjustment	Ach_M	IGO	LOC	NP	SE	SES	AGE
Self-Chang Type	027	-088	062	-003	059	053	035
Job–Innovation Type	289**	-001	-31	25**	-53	171**	049

- Ach_M = Achievement Motivation
- IGo = Individual Need for Growth Opportunities
- Loc = Locus of Control
- Np = Need
- SE = Self – Efficacy
- SES = Self – Esteem Age
- Age = Age (in years)

In the study, achievement motivation was correlated positively with job-innovation mode of adjustment. The correlation was found to be .289 at .01 significant level. It was assumed that achievement motivation will be positively correlated to job-innovation as a mode of adjustment. As, individuals with high need for achievement are likely to try to do a good job whatever they undertake either by altering the job or its components i.e. job-innovation. Thus, the observed relationship support the expected relationship. It plays an important role in individuals, choice of job-innovation mode of adjustment. Achievement motivation is one of the most important manifest need and personality variable enlisted by Murray (1938). Motive to achieve requires an act of some norm of excellence, long term involvement and unique accomplishment, it was also assumed that individuals low on this need will probable accept the traditional sustained work style, therefore will change. But that was not proved in the study.

In the study, individuals, need to grow (IGO) did not significantly correlate to either of the dependent variable. Individuals' growth need is related to

individuals, desire or longing for advancement, improving knowledge and skills and for creativity at work etc. On the basis of West's findings (1987) in the western culture, the same was expected to occur in the Indian perspective. It was expected that individuals need to grow will positively correlate to job-innovation as west (1987) found significant positive correlation between need for growth opportunities (work preferences) and job-innovation mode of adjustment. But it did not work out in Indian scenario. Contrary to west's findings, the results of this study show non-significant correlation between the two. It was also evident from the findings that a change in growth needs (i.e. low growth need or high growth need) in individuals do not affect their likelihood of adopting either mode of adjustment i.e. self- change or job-innovation. In the study, self-change did not correlate to growth positively or negatively.

The second objective of the investigation was to study the correlation between the mode of adjustment a self-change of job innovation and eight job factors i.e. job discretion, job novelty, growth opportunity at work material rewards at work. Predictability of work, job tenure in days, levels between the subjects and the top person in the organization, levels existing below the subject.

To make it convenient the correlation required to be discussed for second objective were segregated from the table 1.1. Table 1.3' exhibits the stored correlations between eight job factors with two modes of adjustment.

Table – 2
Sorted Inter-correlations of Eight Job Factors
Two with modes of Adjustment.
Significance (P<.05).
Decimal points omitted.

Variables mode of Adjustment	JD	JGO	JN	MR	PW	JT	LST	LSB
Self-Change Type	049	014	147*	055	065	-012	020	-033
Job-Innovation Type	1000	-095	067	-148*	-163*	-042	-014	-51

- JD = Job discretion
- JGO = Growth opportunity at work
- JN = Job novelty
- MR = Material rewards at work
- PW = Predictability of work
- JT = Job tenure (in days)
- LST = Levels between subjects and top person in the organization
- LSB = Levels below subjects in the organization

The variable job discretion did not significantly correlate to any of the mode of adjustment i.e. Self-change of job-innovation. Discretion refers to one's latitude to alter task related characteristics (e.g. methods, timing etc.) in the individual's previous work experience.

The results of the very few earlier studies were contradictory. Ashford and Saks (1995) observed a significant correlation between discretion and job-innovation mode of adjustment. Whereas, Black and Ashford (1995) did not find any significant correlation between job discretion and self-change of job-innovation mode of adjustment. Theoretically, it seems that job-innovation mode of adjustment should be positively correlated to the job discretion, As more the freedom to alter the job at work place, more the possibility of altering it and less the possibility to change the self. But it has not proved. In other words the job-innovation mode of adjustment seems to be more a function of the individual's own attitude and perception of the need to change the job. However, the observed results are consistent with Black and Ashford (1995). Thus, in the Indian context, Job discretion is not related to either of the mode of adjustment i.e. self-change or job-innovation.

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