

**EFFECTS OF INDUCTION AS AN ADJUSTMENT MECHANISM OF RECRUITS
IN INDUSTRIAL ORGANIZATIONS IN NIGERIA**

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Abstract

This study examined the dynamics of adjustment mechanisms on recruits in industrial organizations in Nigeria. The purpose of the study is to present a theoretical and statistical analysis of different types and processes of recruit's adjustments. The general objective is therefore to clarify the effect of adjustment mechanisms on recruits in industrial organizations in Nigeria. Survey research design was adopted to meet the objective. Questionnaire was used as a means of data collection. The total population of this study was 160 employees which represents the total workforce of three selected organizations in Abuja. The distribution of the population is as follows: National Information Technology Development Agency (NITDA) 95 (59.37%) employees, Abuja Graduate School (AGS) 35 (21.87%) employees and Trans Nationwide Express (TRANEX) 30 (18.75%) employees respectively and the units of analysis were the recruits. Recruits here mean staff who have spent between one to four years in different organizations. The onboarding theory was adopted and its relevance to this study was also justified to understand what motivates recruits. Quantitative analysis was chosen because it is one of the most suitable methods of data analysis for expressing in detail, the nature and feature of any given variable to avoid reader's bias. Findings of this study revealed, among others, that induction and good interpersonal relationship have significant impact on adjustment. It was concluded that there is need for individuals who are employed to get along in the organization so as to keep their job. Amongst the recommendations was that there is

need for workplace restructuring in the organization to help both the workers and the organization realize their full potentials and goals.

Key Words: *Adjustment, Mechanism, Organization, Employee and Recruits.*

Introduction

At one time or the other, every worker is a new comer. As a new comer, organizational socialization is very important; important because socialization within the work environment will enhance necessary adjustments and integration. The new comer is indeed new and confronted with challenges of new environment and new behaviours such as building relationships, seeking information and feedback, clarifying expectations, learning organizational values and norms and gaining social acceptance (Bauer and Erdogan, 2011). Organizational socialization is a mechanism through which new employees acquire the necessary knowledge, skills and behaviours to become effective organizational members and insiders (Bauer and Erdogan, 2011). Organizational socialization is also known as onboarding or induction which means orientation ceremonies or activities aimed at introducing new workers to their new jobs and this process precedes work adjustments (Saari and Judge, 2004). Induction of employees has gone beyond mere ceremonies in contemporary times. Organizations adopt such strategies as formal meetings, lectures, videos, printed materials, computer-based orientations among others to introduce new workers to their new jobs. It is against this background that this study sought to examine the dynamics of adjustment mechanisms of new employees in Nigeria industrial relations practice with particular reference to three industrial organizations in Abuja, Nigeria. These are: National Information Technology Development Agency (NITDA), Trans-Nationwide Express Plc (TRANEX) and Abuja Graduate School (AGS).

Conceptualization of Adjustment Mechanism at Work

Industrial organizations are complex social units that are specially designed to provide goods and services to their customers and immediate environment through the concerted efforts of their members who are workers in the organizations. Adjustment Mechanism, sometimes referred to as organizational or industrial socialization, implies onboarding or induction which is the process through which new employees and other entrants into modern organizations are trained in order to increase their knowledge about the organization, its norms, rules and other internal dynamics in order to enable them function effectively as employees, members and stakeholders.

One of the basic importance of adjustment mechanism in industrial organization is that it gives recruits an objective overview of the company, organizational culture and work ethics. Since people often act on the basis of information open to them, the adjustment mechanism adopted by employers molds the insight or attitude of the workers about any given organization. The way workers view work and adapt to it, therefore, lies on the handiness of adjustment mechanism from their organizations. By working in an organization, employees identify with the organization, as part of a collective group. Organizational values, norms and interests become incorporated in the self-concept as employees increase their identification with the organization.

However, employees also identify with their outside roles, or their "true self". Examples of these might be parental/caretaker roles, identifications with certain groups, religious affiliations which align with certain values and morals. When identities are in conflict, the sense of a healthy work–life balance may be affected. Most Organizational members are not equipped with the relevant adjustment mechanism to assist them adjust to the world of work, so that they can align themselves with the area in which they are performing to avoid conflict and any stress as a result of where they work in order to improve productivity. This implies that most workers are not exposed to various coping resources to enable them quickly and smoothly adjust into the new life of work.

This situation is particularly true of developing countries like Nigeria, where both subtle and crude attempts are employed to dictate the direction of work orientation. These include: information overload, generation gap, skill interdependence, and job dissatisfaction. In some cases, realizing the terrain within which they operate, some workers engage in self-censorship. These and similar measures have conspired to render most workers impotent in the discharge of their duties (Fajana, 2014). Yet many organizations undervalue the relevance of onboarding, rather they resort to an ad-hoc tactic and expect employees to learn on their own as they grow in the job. There is no way the plight of workers in employment relationship can be downplayed. Of course it goes without saying their enormous contribution to the economy and that is why it is important to highlight what workers go through at work in order to be appreciated and achieve job satisfaction.

This is one area that has not received robust research attention. This is why this study tries to understand the share of attention which workers receive, especially as it affects their organization and activities. It is on this premise that this study seeks to examine the dynamics of induction as an adjustment mechanism of recruits in industrial relations practice in Nigeria, particularly in the light of the fact that lack of this adjustment mechanism renders recruits feeble and unproductive in today's world of work. The improvement that will result from the empirical evidence this study will make possible as regards adjustment mechanism of new employees in industrial organization in Nigeria, will in our modest view, constitute a significant and outstanding contribution to sociological knowledge.

This study covers the relative effect of the adjustment mechanism of recruits in selected industrial organizations in Abuja, Nigeria from the period of 2014 to 2019. These organizations are: National Information Technology Development Agency (NITDA), Trans-Nationwide Express Plc (TRANEX) and Abuja Graduate School (AGS).

The general objective of this study is to clarify the effect of adjustment mechanisms of recruits in industrial organizations in Nigeria, while the specific objectives of this study include:

1. To establish the pattern of adjustment mechanism of recruits in industrial Organization.
2. To identify the effect of adjustment mechanism on industrial organization's success in Nigeria.
3. To identify the constraints militating against a balanced adjustment mechanism of recruits in industrial organizations in Nigeria.

4. To ascertain the alternative medium used by workers to achieve optimum success at work with respect to adjustment mechanism of recruits in industrial organizations in Nigeria.

Review of Literature

Van Maanen and Schein (1979) have identified six major tactical dimensions that characterize the ways in which organizations may differ in their approaches to socialization of recruits. Namely:

1. Collective vs Individual socialization,
2. Formal vs. Informal socialization
3. Sequential vs. Random socialization
4. Fixed vs. Variable socialization
5. Serial vs. Disjunctive socialization
6. Investiture vs. Divestiture socialization

The six major dimensions identified by Van Maanen and Schein were further categorized into two categories by Jones in 1986 as presented in the table below.

Institutionalized	Individualized
Collective: Newcomers go through a common set of experiences designed to produce standardized responses to situations	Individual: Each newcomer receives unique training in isolation from others.
Formal: Newcomers are segregated from other organizational members and put through experiences tailored to newcomers.	Informal: Newcomers receive on-the-job training to learn their roles.
Sequential: Newcomers are given a clear sequence of experiences or stages they will go through	Random: The sequence of stages isn't communicated in advance.
Fixed: Newcomers are given a fixed timetable about when they will move through stages	Variable: The timing of role transitions is variable.
Serial: Newcomers observe and get training from experienced role models, who give newcomers a clear view of the experiences they will encounter in the organization	Disjunctive: Newcomers must develop their own definition of the situation and do not have more senior people to observe.
Investiture: Newcomer receive positive feedback confirming their prior identity	Divestiture: Newcomers receive negative feedback expressing organizational disapproval of their prior identity.

Source: Classification of Socialization Tactics (Jones, 1986: 263)

Building upon the work of Van Maanen and Schein (1979), Jones (1986) proposed that the six dimensions could be reduced to two categories: institutionalized and individualized socialization as explained in the above table. Companies that use institutionalized socialization tactics implement structured step-by-step programme, enter into an orchestrated

orientation as a group, and receive help from an assigned role model or mentor. Example of an organization using institutionalized tactics includes the military, in which new recruits undergo extensive training and socialization activities through a participative cohort. On the opposite end, other organizations use individualized socialization tactics in which the new employee immediately starts working on his or her new position and figures out company norms, values, and expectations along the way.

Theoretical Framework: Onboarding Theory

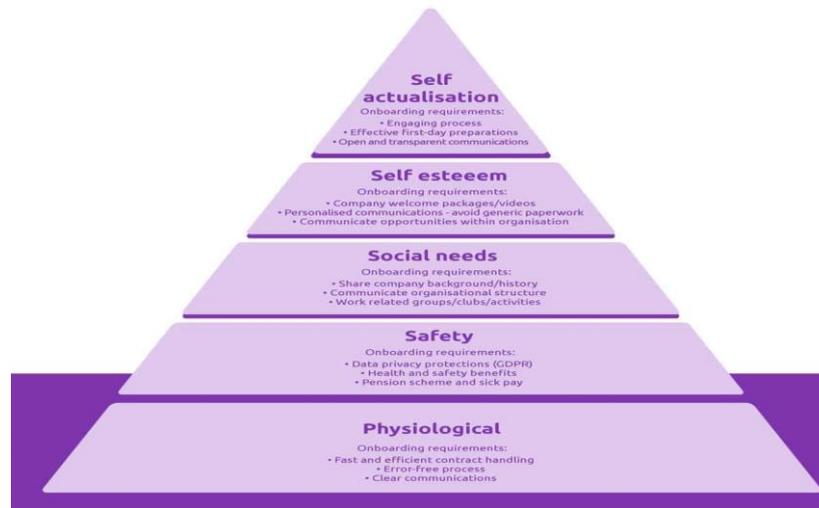
The onboarding theory is used as the theoretical framework for this paper. The concept as buttressed by the work of a renowned social theorist Henri Tajfel, (2015) proposed that a person's self-esteem (self-identity) is linked to the group he or she associates with. This explains why people perhaps increase the prestige or value of any group they desire to join or belong to. Onboarding also known as organizational socialization was first postulated in the 1970s which refers to the mechanism through which new employees acquire the necessary knowledge, skills, and behaviours in order to become effective organizational members. The principles of the onboarding theory opine that organizations must not overlook the influence of business practices in shaping enduring work attitudes in order to achieve financial success. Employees' job attitudes are particularly important from an organization's perspective because of their link to employee engagement and performance on the job. Employee engagement attitudes, such as organizational commitment or satisfaction, are important factors in an employee's work performance. This translates into strong monetary gains for organizations. The onboarding theory demonstrates that, individuals who are satisfied with their jobs and show organizational commitment are likely to perform better in their assigned responsibilities. On the contrary, those with less commitment are mostly associated with low productivity level. With the onboarding process, there can be short term and long term outcomes. Short term outcomes include: self-efficacy, role clarity, and social integration. Self-efficacy is the confidence a new employee has in a new job. Role clarity is the expectation and knowledge they have about the new position. Social integration is the new relationships they form, and how comfortable they are in those relationships. Long term outcomes consist of organizational commitment, and job satisfaction. How satisfied the employee is after onboarding, can either help the company, or prevent it from succeeding.

Research has demonstrated that these socialization techniques could lead to positive outcomes for new employees such as higher job satisfaction, better job performance, greater organizational commitment, and reduction in occupational stress and intent to quit. These outcomes are particularly important to an organization looking to retain a competitive advantage in an increasingly mobile and globalized workforce.

Understanding Onboarding Motivations

An American psychologist, Abraham Maslow (1951), provides us with some valuable insights. He created a five-tier model, called the 'Hierarchy of Needs'. It was an attempt to categorize the basic needs of an individual in any given situation. The best way to understand the theory is to see how it works with onboarding. By applying these ideas to the hiring process, we can get a better understanding of the needs of new hires during onboarding. His

theory is typically presented in a pyramid display format, with survival at the base and self-actualization at the top. It shows how motivations change as each need is met. The Abraham Maslow's hierarchy of needs is as presented in the diagram below.



Physiological needs

This represents the most basic need for anyone going through onboarding to get their contract terms agreed. This is the core element which determines whether or not the person can pay their mortgage/rent and bills. It is at the base of the 'pyramid' of needs which needs to be dealt with quickly and efficiently. As a humanist, Maslow believed that people have an inborn desire to be self-actualized, that is, to be all they can be. In order to achieve these ultimate goals, however, a number of more basic needs must be met such as the need for food, water, shelter, sleep, excretion, and warmth. In addition to the basic requirements, Maslow also included sexual reproduction in this level of the hierarchy of needs since it is essential to the survival and propagation of the species. Once these lower-level needs have been met, people can move on to the next level of needs, which are for safety and security.

Safety needs

As we move up to the second level of Maslow's hierarchy of needs, the requirements start to become a bit more complex. At this level, the needs for security and safety become primary. People want control and order in their lives, so this need for safety and security contributes largely to behaviours at this level. Some of the basic security and safety needs include: financial security, health and wellness, safety against accidents and injury, finding a job, obtaining health insurance and health care, contributing money to a savings account, and moving into a safer neighborhood are all examples of actions motivated by the security and safety needs. Once a contract has been agreed, employees want to know whether they are entering an organization that is going to look after them. Starting any new job is a risk and recruits look for any kind of reassurance that can help allay their fears. Effective communication of the ways an organization protects their interests is vital. As people progress up the pyramid, needs become increasingly psychological and social. Soon, the need for love, friendship, and intimacy becomes important.

Social Needs

The social needs in Maslow's hierarchy include such things as love, acceptance, and belonging. At this level, the need for emotional relationships drives human behaviour. With a sense of security established, new hires will start looking for indications that they are joining a healthy and vibrant community. They want to feel part of something that is bigger than their individual role. An effective onboarding strategy will integrate the sharing of company background information into the process to enthuse new hires about the organization they are entering. Some of the things that satisfy this need include: friendships, romantic attachments, family, social groups, community groups, Churches and religious organizations. In order to avoid problems such as loneliness, depression, and anxiety, it is important for people to feel loved and accepted by other people. Personal relationships with friends, family, and lovers play an important role, as involvement in other groups that might include religious groups, sports teams, book clubs.

Self-esteem

At the fourth level in Maslow's hierarchy is the need for appreciation and respect. When the needs at the bottom three levels have been satisfied, the esteem needs begin to play a more prominent role in motivating behaviour. At this point, it becomes increasingly important to gain the respect and appreciation of others. People have a need to accomplish things and then have their efforts recognized. Getting a new job can provide a great boost to a person's self-esteem but an ineffective onboarding process can quickly stifle that positive feeling. New hires want to feel like they are valued and more than just a 'cog in the machine'. Ensuring first-day preparations are in place and they're not greeted with puzzled looks and missing equipment is essential. In addition to the need for feelings of accomplishment and prestige, esteem needs include such things as self-esteem and personal worth. People need to sense that they are valued and by others and feel that they are making a contribution to the world. Participation in professional activities, academic accomplishments, athletic or team participation, and personal hobbies can all play a role in fulfilling the esteem needs. Therefore, it is established that people who are able to satisfy the esteem needs by achieving good self-esteem and the recognition of others tend to feel confident in their abilities. Those who lack self-esteem and the respect of others can develop feelings of inferiority.

Self-actualization

At the very peak of Maslow's hierarchy are the self-actualization needs. "What a man can be, he must be," Maslow explained, referring to the need people have to achieve their full potential as human beings. According to Maslow's definition of self-actualization: "It may be loosely described as the full use and exploitation of talents, capabilities, potentialities, and so on. Such people seem to be fulfilling themselves and to be doing the best that they are capable of doing. They are people who have developed or are developing to the full stature of which they are capable. "Self-actualizing people are self-aware, concerned with personal growth, less concerned with the opinions of others, and interested in fulfilling their potential. This final stage is achieved as a consequence of meeting all of the previous needs. It ensures that new hires complete the onboarding process and enter the organization feeling positive, engaged and excited about the opportunities ahead. Like Carl Rogers, Maslow emphasized

the importance of self-actualization, which is a process of growing and developing as a person in order to achieve individual potential.

Applying Onboarding Theory to Motivate Workers for Optimum Performance

The onboarding theory of self-esteem/self-identity gives further clarification of what new hires require from work through the adjustment mechanism made available at induction level. Using the hierarchy of needs theory, we can see the various mechanisms that go into crafting an effective and engaging onboarding process; one that meets each of the five core needs identified by Abraham Maslow. It shows how delays, inefficiencies and frustrations during the contract phase are a primary cause of dissatisfaction. While Maslow's work was first published in the 1940s, it's only recently that hiring teams had access to the kind of onboarding management tools that can turn these theories into a practical reality. A 2017 global survey by Webonboarding found that 39 percent of employees have experienced onboarding frustrations, causing 15 percent to opt out of the process. Webonboarding removes the traditional reliance on manual processes (posted paperwork, calls and emails) with all communications handled via an online portal. The system also allows information to be customized for each specific role, allowing for the kind of tailored experience that is hard to achieve when using generic paperwork. These kind of smarter management processes maximizes the effectiveness of adjustment mechanism of recruits, ensuring the best possible starting point for them and make the most of the "honeymoon" stage of a hire, a period which has been described by various sources as either the first 90 to 100 days or the first full year. Effective onboarding of recruits can be one of the most important contributions any industrial sociologist or human resources professional can make to long-term organizational success, because onboarding done right can improve productivity and retention, and build shared corporate culture.

Methodology

This study was undertaken in Abuja, the capital city of Nigeria located in the Centre of Nigeria, within the Federal Capital Territory. Abuja is a planned city, which was built mainly in the 1980s. The study adopted survey research design because it is one of the most important areas of measurement in applied social research. The population of this study consists of a total list of organizations under study. The total summation of the studied population was 160 employees. It is often feasible to undertake a census when one has a small potential population and where there is known small groups of individuals within your population (Babbie, 2012). Census of these groups was undertaken to ensure that their views were well represented where other techniques may overlook them completely. A census survey collects complete information from all participants in the population and as such there was no need for sampling and sampling techniques. The units of analysis of this study were the individual new recruits from the three organizations that were studied. New recruits here connote employees who have spent between one to four years in the different organizations. However, the employees of these three organizations were characterized into four categories namely; 1-4 years in service, 5-8, 9-12 and 13 years and above in service. (see table 2 below) in order to have a clue of all categories of workers in terms of tenure in service in these organizations.

Furthermore, this study was undertaken to find out how existing method of worker’s adjustment mechanism could be improved upon with the constraints of limited resources, how the improved method could furnish needed information in firms. The choice of government and private owned firms for the study was purposeful by the fact that they ought to play an essential role for the country in terms of growth and development. It was not possible to have as many as all the firms in Nigeria due to fund and time constraints. Indeed, the limitations above do imply that any generalization that would be made must be with caution. Yet, this does not mean that the result of the study cannot account for the character and nature of induction as adjustment mechanisms in other organization in the country.

Data Analysis and Presentation

Table 1: Distribution of Respondents by their Company

Company	Frequency	Percentage
TRANEX	30	18.75 %
NITDA	95	59.37%
AGS	35	21.87 %
Total	160	100%

Source: field survey, 2018

Data unveil that 59.37% of the respondents are NITDA staff, while TRANEX and AGS made up 18.75% and 21.87% respectively

Table 2: Distribution of Respondents by Length of Service

Length of Service	Male	Female	Total
1-4 Years	49	46	95
5-8 Years	30	12	42
9-12 Years	15	4	19
13 Years & Above	3	1	4
Total	97	63	160

Source: field survey, 2018

Data shows that the larger percentage (59.3%) of the respondents were new recruits within the length of service of 1 to 4 years comprising of 49 males and 46 females which form the basis of this study.

Table 3: Percentage Distribution of Adjustment Mechanisms

Adjustment Mechanisms	Frequency	Percentage	Likert Score
Induction	50	31.25%	50
Cordial Relationship	59	36.87%	118
Advance Technology	44	27.50%	132
Class Influence	3	1.87%	12
Possessing Adequate Skills	4	2.50%	20
Total	160	100%	

Source: Field survey, 2018

Data reveals the various adjustment mechanisms utilized by workers in adjusting to the work structures and fitting into the organization, their frequency of usage as well as the percentage of respondents. About 36.87% of the respondents which represents 59 respondents admitted cordial relationship as their major adjustment mechanism while class influence accounted for 1.87% of the total population and other adjustment mechanism were utilized by 31.2%, 27.5% and 2.5% of the total population respectively. This implies that adjustment mechanism is tantamount to performance, thus its usage by all respondents.

Table 4: Level of Response of Adjustment without Induction

Level	1-4 years	5-8 years	9-12 years	13 years & above	Total	Linkert score
Strongly agree	24	4	1	1	30	24
Agree	29	21	15	3	68	58
Not sure	33	11	0	0	44	99
Disagree	9	3	3	0	15	36
Strongly disagree	0	3	0	0	3	0
Total	95	42	19	4	160	

Source: field survey, 2018

Data shows that the response for the role of induction/onboarding in influencing the performance of new recruits is 55.7% which indicates that the respondents agree with the fact that induction positively influences the performance of new recruits. The mean average of 1.36 from the calculated mean value above skewed towards strongly agreed. This aligns with the fact that the respondents agreed that induction also known as onboarding positively influences the performance of new hires. Similarly, the spearman's rho analysis upon the ordinal likert style used in the questionnaire, shows that there is a statistical relationship between induction/onboarding as an adjustment mechanism and performance.

Table 5: Adjustment Level of Different Age Group among New Recruits.

Length of service 1-4yrs	Age of respondents				Total
	20-25	26-30	31-35	40 and above	
Strongly Agree	0	18	12	0	30
Agree	8	10	16	0	34
Not sure	15	3	8	5	31
Total	23	31	36	5	95

Source: Field survey, 2018

The table above reveals that new recruits who were between the age ranges of 26 to 30 years have the highest percentage of adjustment with a percentage of 90.30%, while the new recruit between the age range of 20 and 25 years had the lowest level of adjustments with a percentage of 34.70% (20-25years < 31-35 < 26-30)

Discussion of Findings

The results from the questionnaire shows that staff of NITDA made up a larger percentage of the respondents 59.37% while TRANEX and AGS made up 18.75% and 21.87% respectively with the male gender dominant in all of the three organizations (see table 1). The survey also revealed that a larger percentage of the respondents 59.37% were new recruits having work experience between the range of 1 and 4 years (see table 2) while the experienced workers who have a working experience from 5 years above made up only 40.62% of the total respondents (see table 2). This record implies that the organizations had a good mixture of veteran and young graduates as employees. With active collaboration among the different cadre of employees, the organization could effectively take advantage of this mixture as the progress of the older employees will be a motivating factor for the recruits. Also, the new recruits could acquire on the job experience from the veteran workers in the organizations. This would enhance productivity and reduce training and operating cost which impliedly solve the industrial relations issues of work life balance and work effectiveness as well as point out the pattern and effects of adjustment mechanism of recruits on industrial organization's success in industrial organization in Nigeria thereby providing research base to the study's first and second specific objectives.

In the same-vein 36.87% of the respondents acknowledged cordial relationship as their major adjustment mechanism while class influence accounted for adjustment mechanism of only 1.87% of the population. Other adjustment mechanisms namely induction, advance technology and possessing adequate skills were utilized by 31.25%, 27.5% and 27.5% of the entire population respectively (see table 3). This finding agrees with the research model of Olugbade and Osman (2009), which predicted the impacts of job on interpersonal relationship and supervisor or team leader support. Their respondents were full-time employed frontline employees of the five- and four-star hotels of Abuja, the capital city of Nigeria, in which they used path analysis in LISREL 8.30 for testing the study hypotheses. The results demonstrated that interpersonal relationship predicted three dimensions of work engagement better than did induction. That is, interpersonal relationship

and team leader support enhanced frontline employees' feelings of vigor (commitment), dedication, and absorption, while induction significantly and positively influenced only absorption. This report also helps ascertain the alternative adjustment mechanism medium used by workers to achieve optimum success at work in industrial organizations in Nigeria thereby providing an empirical base to the fourth specific objective of this study.

Finding from the interpretation of the questionnaire (Table 5) shows that new recruits who were between the age category of 26 years and 30 years were shown to have the highest percentage of adjustment with a percentage of 32.63% while the new recruits between the range of 20 and 25 years had the lowest level of adjustments with a percentage of 24.2% (20-25 years < 31-35 < 26-30). This findings of the study, thus contributed to the growing empirical evidence that adjustment mechanisms do contain some unintended consequences which served as constraint dynamics preventing employees therein, specifically new recruits from developing from disengaged zone to engaged zone of performance in the work environment. This position has been buttressed by the results of earlier studies carried out by Donaldson (2016); Asok (2005); Confield, Campbell, and McCannon (2016), whose literature suggests the unanticipated invisible black spots of appraisal in the workplace which often expose underperforming employees and may lead to severance and its causal effect which could be loss of co-workers cohesion, heightened employee workload, confusion of work-roles. These were confirmed by the results of the analysis. The culminating effects of these adjustments to job role and work environment compelled employees to adopt appropriate coping or adaptation strategies as remedy seeking behaviours in order to put them in harmony and adjust positively to the changing condition of work in the post-restructuring era.

Conclusion

With the rising increase in unemployment in Nigeria, it must be recognized that improvements in technology and changes in firms' internal organization of work are elements in overcoming the challenges of recruit's proper adjustment and internalization to new work environment. Innovation within organizations must be understood as inextricably linked to effectiveness of performance, macroeconomic initiatives, antitrust concerns, and a host of other external factors and policies. Therefore, there is need for individuals who are employed to take advantage of the different adjustment mechanisms put in place by their organization in confronting these challenges.

Recommendations

Thus, the following recommendations were made based on the findings of this study.

- (1) There is need for workplace restructuring in the organization to help organizations realize their full potentials and goals as well as create an enabling work environment to motivate employees specifically at the basic adjustment point of entering into the organization.
- (2) There is also need for management to introduce manpower development programmes early enough, to create well-rounded and multifaceted workforce who respond positively to the emerging dysfunctions of workplace restructuring and adjustment mechanisms.

- (3) There is need for government to develop a national benchmark database and identify a relevant suite of metrics for evaluating and comparing the performance of industrial organizations within and across industry groups for public knowledge and adjustment in terms of choice of employment.
- (4) There is also need for management of industrial organizations to supply the necessary coordination, standards, and administrative facilities to minimize duplication and inconsistency of programmes and structure among members of organizations in order to eradicate unhealthy competition, frustration and redundancy.

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