Organizational Socialization as Part of Knowledge Management

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Abstract Socialization is a process during which we learn and adopt knowledge about rules and norms of our culture and through which we are enabled to collaborate with other social subjects. Individuals are socialized into an organization or a group by the method that is in its foundation the same as the method of socialization into society. As an individual becomes employed by an organization he becomes a part of that same organization, helps in the organization achieve its objectives, but also becomes a part of the community consisting of all the employees and executives, and this is where the theory of organizational socialization derives from. Organizational socialization is a responsibility of the management. Managers have the assignment to present new members of their organization with optimal information about rules and regulations, so they are able to fit into their organization in a most efficient way. This means that the manager is the main authoritative and creative body in creation and implementation of a successful organizational socialization tactics, because successful socialization of new employees means rise in productivity, and that rise in productivity should be the end objective of every successful manager.

Keywords: socialization, organizational socialization, manager, success, implementation, organization.

1 Introduction

A man is born as a person without any characteristics, helpless and without any features specific for a grown man. He owns only a specific number of instincts. He does not have any knowledge of this world, does not know anything about human relations, has no ability to speak, he without any culture and morale (Vidaković, 2008; Johannessen, 2018).

However, a man is born with great oppotunities to develop rapidly , i.e. more rapidly than any other species of living beings. Later, he develops and becomes qualitatively different in relation to any other human being, and this means that he uses instruments and speech, unlike all other living beings. This is accomplished precisely due to the activity of social factors in socialization process that all the people go through in the process of their living.

Social factors act gradually, i.e. a man lives in the middle and learning in it he acquires habits, knowledge, characteristics and manners of behaviour, adopts norms and rules that he must stick to in the environment he lives in. In this manner, the environment and community accept him, in order for this human individual to become a personality and person with features, knowing his norms and finally being build up as a personality [Vidaković, 2009].

All of these couldn't be achieved without socialization process. With the very process of socialization, a big fund of particular knowledge, different habits and skills is achieved and the man simultaneously develops characteristics and abilities and acquires all those qualities that distinguish them from other living beings. By employing in an organization, an individual becomes a part of that organization, but he also becomes a part of the community consisting of all the members of an organization, and thus we speak about organizational socialization.

2 Socialization

There are two groups of socialization:

•   Formation for life in the society and function in the society, as well as manner of behaviour,

•   Development of biological entity into a personality with a big number of traits that are common to all the people, as well as development of their special characteristics.

The process through which an individual learns about the culture of his society is known as socialization. Socialization refers to the asoption of the part of culture that includes interpersonal relations and their development, i.e. it represents the adoption of a certain form of social life.

There are, as we can see, two groups of definitions of socialization concept. The first one we encounter in case of sociologists and anthrolopogists that stresses the importance of socialization in training of a man for social life. The second one is primarily encountered in case of psychologists who, apart from the effect of training for social life, also stress the importance of socialization for personality formation.

Therefore, socialization is a process of learning during which we adopt norms and rules of our own culture, and thus we become able to cooperate in social relations. Literally, this term means „make sociable". By socialization, social values, norms and behaviour patterns are transferred from one generation to another and they are adopted in order to become an integral part of personality (Vujaklija, 1972; Cegarra-Navarro, Jiménez-Jiménez, Fernández-Gil, 2014). Socialization is a process through which an entity learns how to behave in a society in such a manner for it to be later accepted by other members of the society, i.e. group that it belongs to. It is simultaneously a process through which a man learns to behave as other members of society. Socialization is a permanent process and it starts by birth. With the moment of birth, the process of learning our roles in society, i.e. learning social norms begins. Socialization lasts a whole life, although tasks and goals are changed, i.e. content of norms and values that are acquired by socialization.

Socialization develops through our contacts and cooperation with other people and social groups. Therefore, we learn the most from the people who are the most important to us – mother and father, family members, friends, teacher and later, colleagues, associates, tutors, etc.

Through those interactions with them we learn what is socially acceptable and what is socially unacceptable, what can we expect if we follow or disobey social norms

and values. The same things we learn from the people we see on TV, stree, in films, magazines and social networks on the internet.

Thus we can rightfully say that socialization is not learning about principles and rules, but socialization is a learning towards reality that surrounds us, which we take part in, which we accept, or reject, i.e. which we live.

Socialization in the family is traditionally developed from the older towards younger generations, where younger generations adopt norms, tradition and value system of their social group. It shouldn't be seen as exclusively one-way process, because it is always a product of cooperation and interaction between people.

Socialization institutions are crucial in the culture of society. According to Durkheimu, they represent three mechanisms that society as a system relies on:

1.   Family – first socialization knowledge regarding the values;
2.   Educational system – the school gives readiness for living in a group;
3.   Religious system – church.

With everything above mentioned, for successful manager it is also important to take into consideration the work environment, electronic media and leisure. One of the most important elements of the socialization of managers is the development of personality.

We have several forms of socialization, such as:

•   Primary socialization – it is achieved in the first years of life and is exceptionally important for further development of an individual.
•   Anticipatory socialization – aimed to future roles of a person.
•   Development socialization – an individual must be adapted to new circumstances in the moment when he assumes a new role.
•   Reverse socialization – in the majority of traditional societies, socialization is developed from older to younger generations, and in modern societies, the changes are rapid, and thus such a direction can be reversed.
•   Resocialization – some changes of the roles require learning of entirely new behaviour patterns.

Components of social intelligence can be organized into two big categories:

1.   Category of social awareness. Social awareness refers to a range that goes from instantaneous feelings for somebody else's inner state, to understanding the feelings and thoughts of this person, as well as to „catching" complex social situations. It includes:

•   Primal empathy: feeling with the others; sense for non-verbal emotional signals.
•   Adjustment: listening with full adhesiveness; adjustment, tuning according to some person. Real listening requires us to be adjusted to other people's feelings, to let the others say what they have and let the conversation go in the direction we determine together.
•   Emphatic accuracy: understanding other people's thoughts, feelings and intentions. The basis of emphatic accuracy is primal empathy.
•   Social cognition: knowledge regarding the real manner in which social world functions. Understanding of non-uttered norms that govern the interaction is crucial for smooth interaction with a person from the culture that is different than ours.

2.   Category of social dexterity. Social dexterity is related to the social awareness in order to provide a smooth, effective interaction. Range of social dexterity includes:

•   Synchronicity: smooth interaction at non-verabl level. Failure in synchronicity sabotages social dexterity by unbalancing the interactions.
•   Self-presentation: successful presentation of oneself. One aspect of self-presentation is the charisma. Charisma os a powerful public speaker, or leader, includes his ability to light a sparkle of emotions they reflect themselves in us, to drag us into their own emotional range. The ability for „control and camouflage" of expressing the emotions is sometimes seen as crucial for self-presentation.
•   Impact: formation of the outcome of social interactions. Achievement of a constructive impact implies expressing oneself in a manner to achieve a desired social outcome, as in a situation when we are trying to make someone feel pleasant.
•   Care: taking care of the needs of other people and appropriate actions. It is not always enough to feel worried about the others, it is also necessary to act about it.

3 Who are the managers?

A manager is a person who primary tasks come from the management process; he plans and makes decisions, organizes the work and business, engages and lead people, controls human, financial, physical and information resources [Buble, 2006]. All those jobs require able and versatile personality, who must possess many skills and knowledge.

We consider managers to be the leaders of all organizational units in the company, from the highest (director of a company) to the lowest (headman). Managers are not only the president or vice-president of a company, but also the bishops and priem ministers, heads of the sport teams, etc. All of them have a formal authority over the organization they are leading, theya re identified to (Dunđerović, 2007; Mizintseva, Gerbina, 2018) , due to which they must have both technical knowledge, as well as knowledge regarding the treatment of people and conceptual knowledge.

3.1 Personality of a manager

Personality of a manager is a main factor of individual behaviour in an organization. Differences in personalities lead to different behaviour of individuals and it leads to diferent productivity and satisfaction with work. For that reason, it is very important to harmonize the characteristics of managers, as much as it is possible with the type of work he should do. This means that if someone does not have good communication skills, he shouldn't be placed as sales manaer, i.e. he shouldn't be given a workplace where communication skills are very important.

Personality traits are the thing that makes one person, in the same environment, different than the others. Personality is also expressed through interactions with other people, and it is also formed in personality socialization process through those interactions. Based on these interactions, we can conclude what is a certain person really like.

According to Weihrich and Koontz, the following crucial characteristics of managers are identified (Buble, 2006; Mizintseva, Gerbina, 2018)

1.   Eagerness (including achievements, motivation, ambition, energy, initiative and persistence),
2.   Motivation for leading (striving for leading, without including the power),
3.   Respect and integrity,
4.   Self-confidence (including emotional stability),
5.   Cognitive abilities, and
6.   Understanding the business.

A successful manager also has to own creativity, flexibility and charisma in order to be successful in leadership. All of these characteristics can be found in case of managers and they are more or less present, but they do not ultimately determine its quality and success of leadership, but it also takes other dimensions of personality traits thata re mentioned by the following authors in their studies. Those managers who own social intelligence, i.e. ability to observe and solve interpersonal relations, in relation to those who do not own such an ability, will be more successful in communication and management of moods, motivation factors on the line of reaching the goals set etc. In one word, those are the people that the other like to work with.

4   Significance of socialization for a successful manager

If we know that socialization is a process where a newly-employed person is introduced to business and organization, work conditions, rules of conduct, people that he/she will work with, organizational culture, responsibilities related to employment, then it is clear that this is about a process where two parties participate, more precisely: organization and employees. If organizational reality is not what newly-employed imagines, there can come to serious problems. The one who disappoints in work during the first day finds it more difficult to adapt to new environment and work conditions in it. Through socialization and orientation, newly-employed is introduced to business in order to timely define terms and goals. Socialization process is the upgrading of the family's impact on personality. Many authors claim that socialization is the best manner to direct organizational behaviour. It, by itself, provides an explanation why they employees act in a certain manner within an organization.

Socialization of newcomers (probationer) includes the acceptance of new norms, values and behaviour forms that are commonly accepted by all other members of an organization.

Socialization process has several specific goals:

• To create a favourable impression,
• To increase interpersonal acceptance,
• To reduce the circulation of employees.

The creation of an individual favourable impression appears even before a new worker applies for the job. Creation of a favourable impression is largely contributed by the information about when and where should the employee appear on the first day. The strengthening of intrerpersonal acceptance has a goal to facilitate the entrance of employee into workgroup.

Characteristics of organizational socialization are:

• Change of attitudes, values and behaviour.
• A lasting process.
• Adaptation to a new job, group and entire organization.
• Mutual impact of new workers and managers.
• Critical attitudes in the early socialization phase.

Usual socialization phases are: preparatory phase, phase of dealing with and phase of integration.

Preparatory phase begins in the period when you think about the job and collect the information. Based on those information, the interested candidates evaluate whether they will still be interested or they will choose to look for another job.

Phase of dealing with practically begins by starting to work of a newly-selected person. Facing with new environment, people, rules of work and conduct is a responsible and a big challenge for every man. The face of dealing with usually lasts about two weeks.

Phase of integration: it is characterized by adoption of the rules and manner of working, acceptance of dominant rules of behaviour, adaptation of own value and other attitudes. For the adaptation to the rules, the training for a successful performance of a job is necessary, fitting into a new environemnt and a continuous informing about the manner of the achievement of organizational goals and expectations.

Efficient setting of socialization system goes in a manner that new employees must feel that they belong to the organization and that they are important to it. Such a perception should be provided by the leaders of the units for human resources and managers. Another very important thing is to provide the information required for the newly-employed.

The managers should find the best ways to present the information in socialization process. New workers can ignore important details if they are presented with too much information. Managers can evaluate the effectiveness of orientation by interviewing the newly-employed a few weeks after the orientation.

A successful manager must have the three mentioned authorities in order to eb able to properly use his power to give orders and control.

Successful businessmen, i.e. managers must have a very good formal education, and this means that they must successfully complete appropriate faculties, specializations and PhDs. The knowledge acquired in this manner losses its power over the time since the managerial practice takes place in a rough environment and therefore it is necessary to permanently innovate the knowledge of a manager.

In new education trends, modern organizations are more and more obliged to go into the process of educating and training the employees. The most frequent characteristics of the participation of organizations are:

• Continuous learning and raising the knowledge level,
• Transfer of the knowledge acquired to the other people,
• Commitment to learning,
• Creation of new methods of thinking,

- Relying on knowledge, skills, abilities and strategic advantages through knowledge augmentation.

The successful strategy of socialization and success of managers is also largely influenced by:

- Providing of a challenging first job.
- Provision of appropriate training.
- Continuous monitoring of success that a new worker achieves at work.
- Selection of a good supervisor, who will take care of the organizational socialization of the probationers.

- Creation of an interesting, flexible and relaxing training program.
- Inclusion of probationers into a work group with high work morale.

In theory and practice of the education of employees, the following is used: training, learning, education and development (Kulić i Marković, 2009; Johannessen, 2018). Basic phases of training system are:

- Evaluation phase
- Implementation phase
- Assessment phase

In evaluation phase the planners determine the need for training, specificate the goals of training and set the criteria. Then, there is implementation, which consists of selecting the methods of training, preparation for training and implementation of training itself. In the end, there is a phase of assessment that is carried out by monitoring the training results according to the criteria that were set for training.

Training can be projected in a way to help the organization to achive its goals. Managers can identify the needs for training through the three types of analysis:

- Organization analysis,
- Tasks (job) analysis,
- Analysis of an individual.

Organization analysis is the firs manner to determine the needs for training. Educational needs largely depend on the strategy of organization. After the problems are analyzed, training goals must be developed. Information sources can be: complaints of employees, complaints of buyers, accidents, remarks, data on losses, etc.

Analysis of the task. In order to do this, you must be familiar with job requirements. By compairing the job requirements with knowledge and abilities of employees, it is possible to identify the needs for training.

Analysis of an individual gives the answer to the question who and to which extent needs training and it implies the determination of individual needs and the analysis of knowledge and skills required for successful performance of certain jobs that an employee has. In order to evaluate the needs for training through the performance evaluation, we must firstly determine the non-adequacy of performances.

Types of the trainings of employees are:

1.   Training at work,
2.   Training out of work.

Training at work is usually performed by managers and other employees. A manager who trains the employee must explain and show the employee what he should do. Some of the most famous methods of training at work are:

•   Individual instructions (an instructor trains the employee showing him the manner in which he should perform the tasks);
•   Jobs rotation (enables the employees to acquire experience in different types of jobs);
•   Internship (a period in which new staff meets the peculiarities of the job);
•   Mentoring (it is used for training young experts, assigning the mentors to them);
•   Cooperative training (student and expert practice).
The most frequently used training methods outside the job are:
•   Lectures,
•   Audio-visual techniques (films, television...),

•   Programmed learning (implies pointing out to the certain issues, enabling the students to respond to them and informing about the accuracy of answers),

•   Learning with the help of a computer (educational programs that are realized through individual activities with the help of a computer are provided for the attendants),

•   Conferencies and debates (their advantage is that they provide two-way manner of communication),

•   Training in simulated work conditions (refers to training out of the work in a simulated work situation and with simulated work equipment),

•   Case method, its characteristics are: relating with the current problems of an organization, little dependance of lecturers, suggestion of own solutions for solving the problems and attractiveness for the attendants.

5   Conclusion

The individual who wants to be a successful manager is faced with relatively high requirements in the aspect of personality traits. Manager who isn't among the upper half of associates according to his ability to solve the problems by establishing the relations (how intelligent he is and how good expert he is), will hardly be successful in selecting the associates and initiation, coordination and evaluation of their activities.

There is a chance that he will be able to select sufficiently skillful workers and associates and that the ones he selects will respect and follow him sincerely. Of course, an individual with less intellectual range in this aspect will acquire experience of less quality, and it will cumulatively contribute to its general incompetence to be a successful manager.

The things are even more obvious in the aspect of personality traits in a narrower sense, i.e. those characteristics that tell us what is a person like both towards himself and the others: more or less emotionally balanced, self-confident, sociablem dominant, aggressive, etc.

From everything said so far regarding the significance of manager's personality, less problematic seem to be their competency (skills, expertise, experience...) and motivation to contribute the development of an organization than some of their

personality traits in a narrower sense, primarily those that point to the presence of sympathy and a productive realtionship towards the employees, satisafaction for being in the company of their requirements; a desire to maximally express and develop their potentials, tehn continuous creation of situations in which they can achieve it maximally.

Those managers who own social intelligence, i.e. ability to observe and solve interpersonal relations, in relation to those who do not own such an ability, will be more successful in communication and leading of the moods, motivation factors on the line of achieving the goals set, etc. Those are the people that the others like to work with and from whom they can learn.

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