



ORGANIZATIONAL SOCIALIZATION AS A FACTOR OF DEVELOPMENT OF ORGANIZATIONAL CULTURE

E. Dimova*

Department „Food Technologies”, Faculty „Technics and Technologies”, Trakia University, Stara Zagora, Bulgaria

ABSTRACT

PURPOSE: The paper has as a main purpose to show the importance of creating the conditions for personality's socialization in the organization as a part of the global problem – creating an effective organizational culture in the social and economic structures. **METHODS:** The research includes the following methods of collection and analysis of issues connected with the "organization socialization": secondary analysis of the scientific studies, monitoring of the policies and practices in contemporary Bulgarian society. **RESULTS:** The management of the process of organizational socialization depends on three main factors: The social training in the process of socialization is not performed in social vacuum. It is influenced by management style and the whole social climate in the organization; Stability of any organization largely dependent on the level of the assimilation of existing organizational culture in it; People learn the knowledge and skills for their work in different ways, not only because of individual differences, but also due to the use of different methods of socialization. **CONCLUSION:** The study of organizational socialization as a practical social problem has enormous implications not only for marking the important issues in the management related to cultural factors but for competent planning perspectives of each socio-economic structure for the efficient formation of organizational culture in it.

Key words: organizational socialization, social structures, cultural factors, Human Resource Management.

INTRODUCTION

The main task of the management – to create the conditions for personality's socialization in the organization and adaptation to the organizational environment is solving of the problem of achieving compliance the interests of the individual and the organization in the process of cooperation. These issues are a part of the global problem – creating an effective organizational culture.

In this context particular importance has the process of organizational socialization – the

process of entering the person into the organization, assimilation of norms, values, behavior patterns and mastering a new social role in the organization. The results of organizational socialization at its initial and most intense phase determines the individual's decision to stay in the organization or leave it, so it is in the interest of organization to ensure the successful completion of the employee of the initial stages of socialization.

MATERIALS AND METHODS

The toolbox for the study consists of the following methods:

- Secondary analysis of research of organizational culture and organizational socialization;
- Using dictionaries and encyclopedias;

*Correspondence to: *PhD Emiliya Dimova Dimova*, Department „Food technologies”, Faculty „Technics and technologies” – Yambol, Trakia University – Stara Zagora, Bulgaria, 8600 Yambol, 38, Graf Ignatiev street, tel. 00359887622965, e-mail: emdimova@abv.bg

- Monitoring studies in the sphere of effective organizational culture and organizational socialization.

The socialization process is widely studied in the areas of science as sociology, psychology, anthropology, pedagogy.

In "Encyclopedic Dictionary of Sociology" the term „socialization” is defined as "the process of adaptation and integration of the individual to a particular culture by using the norms, values, attitudes and customs, typical of this culture” (1).

The socialization is a personality's process. However, each individual in his life acts as a family member, as a representative of a social group, occupation, nationality According to A.V. Mudrik, "socialization" in the contemporary scientific literature can be defined as the process of the individual's holistic development, psychosocial characteristics and qualities of personality, possessing a certain worldview and value orientations" (2).

Professor P.E. Mitev defines socialization as an „institutionalized process, because the most important part of the process are the institutions and the people who influences the process and strongly forms it. These are called "agents" of socialization” (1).

We have to underline that „socialization” is not a mechanical imposition on individual „ready social forms." Individual acting as an "object" of socialization, is at the same time its active "subject".

In the process of establishing interaction between the individual and the organization the socialization has a key role. It can be defined as two-way process of mutual exchange: by the individual – the process of learning the organizational culture and the adoption of the organization's objectives, by the organization – the process of cultural transmission and adaptation of organizational goals in accordance with the goals and interests of the individual. In line with this, the organizational socialization can be defined as objectively necessary process of:

1. Mastering the creative experience and the culture of previous generations working in the organization;

2. Assimilation, accumulation, and update the knowledge and skills;
3. Social training in the organization and outside of it;
4. Multifaceted practical training to perform certain functions and roles in the organization.

In other words, the crucial part of this process is the internal assimilation by the individual organizational norms and the transformations of these rules coming to his outside, into subjective motives.

Socialization is not considered as a one-off event but as a constantly ongoing process receiving different forms, depending on the stage of life of the organization and the stage of a personality's career. Socialization connotes with the interaction between the individual and the organization, in which the organization has impact on the person and the personality has impact the organization and that leads to their mutual changes.

The organization determines the place and role of the individual in order to satisfy his individual goals. Personality accepts the values and norms of conduct adopted in the organization that are necessary to be able to effectively fulfill the role assigned to him the organization. It is important to take into account the interdependence of human and organization. Individuals and organizations need each other to achieve their goals, and in this sense, they are committed to there are equal to each other.

The person should make efforts to enter into the organization but the organization must make efforts to keep people motivated to carry out the necessary work for it. Thus, during the process of socialization is carried out the integration of personality and the organization. The role of the socialization is to facilitate the adoption by the organization members not only of the culture, the values and behavior patterns existing in the organization, but the organization's objectives. It is important to stress that the integration of goals is a distinctive feature of the organizational socialization: setting and achieving goals are the foundation of any organization activities. That requires understanding and acceptance of the organizational goals by most employees. Thereby the targeted approach to the term

socialization allows to distinguish the differences between the concepts of organizational socialization and personality socialization. The most important factor in determining the establishment of the effective interaction between people and organizations is the organizational culture. In this regard the meaning of socialization process as a factor of transmission cultural values is obvious.

Organizational culture is a structural part of the essential characteristics of the culture of any social and economic structure.

Organizational culture has a domain in that the conceptual work and the scientific thought provide guidelines to the practitioners to help them in the quest to improve their structures.

Organizational culture includes the values taken for granted, subconscious assumptions, expectations, collective memories and definitions that present in any organization. It implies a sense of belonging of staff, provides unwritten and often not mentioned aloud rules of conduct within the community, contributes to the strengthening of the social system" (3).

We examine the organizational culture on the basis of the systematic and socio-cultural approaches to analyze this phenomenon. Based on these approaches, it can be determined, on the one hand, as a tool for increasing the efficiency of the organization activity, and on the other – as an aspect of the management process, which can be directed in a certain direction depending on the determined purposes. In social aspect organizational culture is a combination of intellectual and material values shared by members of the organization, and determining their behavior both in specific professional environment and public sphere.

The realization of human potential in the organization receives some organizational forms and participates in forming the organizational conditions – they determine the level of organizational culture. The necessary conditions and prerequisites, in turn, are generated by the successful operation of structure, namely on the basis of the existing organizational culture in it. Therefore, existing organizational culture is the main factor that determines the direction and nature of effective activity of the organization.

In our opinion in contemporary terms of crisis, the still low level of organizational culture in socio-economic structures cause exacerbation of organizational conflict, representing the discrepancy between individual and common goals of the organization, which ultimately leads to conflicts, inefficiencies system, lack of harmony between "internal" and "external" accents of the organizational culture.

In our paper we examine the characteristics of the formation and development of organizational culture based on the principal component for us – the "human factor" in the organizational culture. This is a key factor because the human resources with their professional and human qualities, communicative competence, knowledge and skills, manners of communication, are considered as the main core of the organization. If the staff is in the center of the management social-economic structure, it means there is merger of the personal goals with the goals of the organization and this is actually the optimal level of modern organizational culture. This unity allows to form a „cycle of social dynamic of organizational culture" and then the system of cultural values of the organization is reflected in the behavior of its members.

The application of modern management methods that are inherently the core of organizational culture, the timely use of current information resources, development and implementation of a system of encouraging and motivating employees demonstrates the "power" of management. The progress and prosperity of the organization is impossible without these approaches in organizational culture.

B. Z. Milner in his book "The Theory of Organization" considers the organization as "a community with a common understanding of the goals, values and the place of values in behavior" (4). The organization develops its own image, which is based on specific quality of products and services, rules of conduct and ethical principles of employees and reputation in the business world.

The characteristics of organizational culture include:

- The individual autonomy – the degree of responsibility, independence and capacity of expression initiatives in the organization;
- The structure – the interaction of management bodies and employees, the norms and regulations, the direct supervision and control;
- The direction – the degree of formation of the goals and perspectives of the organization;
- The integration – the degree in which employees within the organization have the support for the implementation of coordinated activities;
- The management support – the level to which the managers provide clear communication links and support to their subordinates;
- The support of employees – the level of assistance provided by the subordinates to the leaders;
- The stimulating – the receiving of rewards in dependence on the results of work;
- The Identification - the degree of identification of employees with the organization as a whole;
- The conflict management – the degree of resolving conflicts;
- The risk management – the degree to which employees are encouraged to innovate and risk-taking.

These characteristics include both structural and behavioral dimensions. An organization can be analyzed and described in detail on the basis of the above parameters and properties. In the most common frame the organizational culture is a set of the most important ideas, adopted by members of the organization and expressed in expressed in the organization common values that define the orientation of people behavior.

RESULTS

The need to manage the process of socialization due to three main factors:

- When the employee joins the organization or changes his role in the organization he is in a situation that causes anxiety and discomfort. In this case, the personality is motivated to get rid of discomfort as quickly as possible by learning of the functional and social demands of his new role.
- The professional and social training in the process of socialization is not performed in social vacuum. This process is influenced by

colleagues, management style, employees, and the whole social climate in the organization.

- Stability and performance of any organization largely dependent on the level of the assimilation of existing organizational culture, adoption of the roles and the skills from generation to generation employees. It allows maintaining the culture of the organization to keep its effectiveness and to ensure its survival and development in the long run.

People learn the knowledge and skills necessary for the work in the organization in different ways, not only because of individual differences, but also due to the use of different methods of socialization. Managing the process of socialization can solve complex problems, due to both the specifics of a particular organization, and role-characteristics: from changing individual values and attitudes, raise the level of satisfaction – till creating innovative orientation of the role. In any case, the main task of the organizational socialization is to establish effective interaction between the employees and organization. This determines the absolute importance of managing this process.

CONCLUSION

The study of organizational socialization as a practical social problem has enormous implications not only for marking the important issues in the management related to cultural factors but for competent planning perspectives of each socio-economic structure for the efficient formation of organizational culture in it. So it's not random the fact that in recent years there is intensified interest in the problems of organizational socialization as a factor in the development of organizational culture.

REFERENCES

1. Encyclopedic Dictionary of Sociology, Sofia, 1997, p. 427 – 428.
2. Mudrik A. V., Socialization of human. Moscow: Publishing Center Academy, 2004, p. 104.
3. Kim S. Cameron, Robert E. Quinn, Diagnosing and changing organizational culture. Sofia, „Klasika i stil”, 2006, p. 32.
4. Milner B. Z., Theory of organization. M., INFRA – M, 2000, p. 367.

