M. Hitka, M. Vetrakova, V. Gražulis, R.Kampf, A. Hajduková. Monograph „Zvyšovanie pracovneho vykonu zamestnancov“, Zvolen university, Slovakia, ISBN 9780-80-228-2566-5, 175 p., p.p. 78-106.

3. A systematic approach to employee socialization as an assumption of effective work in the organization

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3.1 Organization as a socialization space for employees

Absolute majority of people spend the biggest part of their life participating in some organizational activity (a school, a business enterprise, public administration institutions, political parties, etc.). Professor C. I. Barnard in 1938 was the first among management theoreticians to consistently define the purpose of the organization within the social context, where efficiency is related to employees' desire to work and their explicit activeness, the quality of their performance and other interrelated factors. Ever since the organization has been interpreted as a system in which importance is allocated to people or groups of people who strive to achieve common goals based on conscious coordination[1]. The guru of organizational management theory of past decades Professor P. F. Drucker when discussing the future of the 'industrial' man as early as in 1942 convincingly argued the social role of the organization (*1954*)[2]. P. F. Drucker's attitude was fully supported by the famous XX c. developer of the theory of the hierarchy of motivation needs Professor A. Maslow (*2003, p.72, p. 123*). A specialist of the system theory K. Boulding *(1956)* unambiguously supported the organization as a social system. A similar attitude is shared by I. K. Adizes (*2007, p. 36),* who analyses the manager's 'world', by a specialist of organizational behaviour S. P. Robbins (*2006, p. 21*), the author of works on human resource strategic management M. Armstrong (*2008, p. 166)* and many other scholars.

S. P. Robbins (2006) notes that the paradigm of organizational development evaluates human and organizational development, cooperation and participation process and the spirit of curiosity. Among the main values, which should underlie the organizational development, the author distinguishes respect for employees, trust and support, power equalization and participation.

Employees of an organization, or human resources (personnel/ staff)[3], link the elements of the organization's internal environment (organizational culture, organizational management structure,

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[1] Specialists of organizational behaviour J. W. Newstrom and K. Davis (*1997, p. 16*) define social system as a complex set of relations, which arise on the basis of communication and cooperation of different individuals. An organization, as a social system, integrates all interrelations of its employees and relations with the external environment. According to the authors, a distinguishing feature of a social system is its openness not only to the internal, but also to the external environment, thus managers constantly have to inform their employees on changes which take place not only within the organization, but also outside the organization.

[2] Later, after lengthy discussions with many managers in the USA and other countries, a conception of social responsibility of an organization was created on the basis of P. Drucker's arguments, which recently has become of interest in many countries as well as in Lithuania. For instance, during the past few years Lithuanian sources have provided more and more information on the organization as a social institute, with the emphasis on the aspect of corporate social responsibility (CSR). Corporate ideology, policy and practice reflect this corporate behaviour when social and environmental issues are voluntarily integrated into the organizational activity, and when relations with all concerned representatives of the society, business and government are based on the values of respect for man, the society and environment (*Įmonių socialinė atsakomybė. Aktualūs socialinės politikos klausimai/ Social corporate responsibility. Current social policy issues 2006/7*).

[3] We believe that the issue of dividing employees of an organization into personnel and human resources is more theoretical than practical and there is no clear distinction between the two concepts. It is possible to accept the view of scholars who claim that the concept of human resources is used in the context of strategic personnel development, first of all, when devising certain strategies (systems) aimed at the enhancement of organization's competitiveness, e.g. socialization, motivation, training, team work organization, human potential development, etc. At the same time it

technology) into a unified system. The most significant differences between people lie in their innate abilities, acquired skills (knowledge, experience, etc.) and values (convictions). The above mentioned human characteristics are extremely important when working together. Besides, it was noted that the new knowledge and the development of competencies of the employees constantly raise additional requirements for the whole management process; thus, the employees can be considered as one of the most important exclusive assets of an organization, which are difficult to copy, and which can be relied upon when forming and implementing the strategy (*Valickas, 2011, p.23*). E.g., in the modern management environment a constantly increasing number of employees (first of all white-collar employees) have specific 'work tools' – knowledge. These employees, as Professor P. Drucker claims *(2004, p. 15),* are characterised by mobility and are motivated by challenge, they need to know the mission of the organization and believe in it, they need to see the results, thus, according to the author, these employees can be attributed to 'volunteers'*(2004, p. 16).*

The majority of managers prefer their employees to consider the organization as their own and be willing to work honestly, be interested in the organization's achievements and its image. It is notable that in order to achieve this managers of the organization have to put considerable effort and change their usual sceptical attitude towards the hired employee; thus, the acceptance of the new attitude towards subordinates changes the content of the managers' activity from 'human resource management' into 'human resource development management', which in its turn can be defined as 'performance improvement management' [4]. According to P. Drucker, people management is becoming 'a marketing activity', while marketing starts not from the question 'What do we want?', but from the questions 'What does the other party want? What are its values? What are its goals? What does it consider as results?' (*2004, p. 16*).

Organizational development and employee socialization to a large extent are determined by the issues of employees' involvement in organizational culture[5]. E. H. Schein was one of the first to formulate the systemic approach to organizational culture by proposing to analyse it by means of the three-level model of interrelated factors covering all areas of the organization (*1980*):

- Core morals or assumptions and convictions viewed by members of the organization as a self-evident reality (perception of time and space, personal morality, beliefs, basis for activity and relations, etc.);
- Values and behaviours set within the internal organizational environment on the basis of social consensus, e.g., vision, goals, strategies, etc.;
- Artefacts reflecting the conception of manifestation of technological processes and the architecture, the language, the manner of dress and communication, etc.

Core morals (assumptions and convictions), according to the author, are usually expressed invisibly, at the level of unconscious processes; whereas values, behaviours and artefacts reflect the visible side of organizational culture, have practical value and can be scientifically measured.

When evaluating the impact of organizational culture on the organizational development attention should be paid to the fact that the former can be interpreted in a considerably wide context, taking into consideration its weak (weak culture) and strong (strong culture) characteristics. Organizational culture can be said to reflect the team's spiritual 'health', i.e. the quality of employee behaviour, reliability and punctuality as well as the desire to implement all operational aspects related to work. In case of a strong organizational spiritual 'health' employees

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should be noted that when analysing human resource management issues one inevitably has to discuss the issues of personnel as individuals.

[4] Unfortunately 10-15 years ago there was an assumption in Lithuania that people wish to become managers because of the desire to control others (*Butkus, 1996, p. 14*). A similar view is shared by E. Bagdonas and L. Bagdoniene, who believe that management is a type of activity by which other subjects are compelled to act in order to achieve the goals set by the manager (*2000*). Our researches reveal that such perception of the manager's activity is still relevant not only among managers-practitioners, but also scholars.

[5] As D. Boddy and R. Paton note, nowadays the majority of managers view organizational culture as one of the most significant instruments to achieve the set goals (*1999, p. 525*).

strive to achieve the set organizational goals, are active, consciously committed and loyal to the organization, defend its values and image. In this way a strong organizational culture facilitates the development of a sense of employee devotion to the common interest, thus for such teams it is much easier to agree on the strategic goals of the organization and reduce the senseless staff turnover. Moreover, according to the opinions of some authors expressed as early as 1982 (*Peters and Waterman; Deal and Kennedy*), one of the prominent features of a strong organizational culture is the encouragement of employees to join a team. Weak 'health' of organizational culture, on the contrary, is poorly characterized by the above-mentioned features, as in this case employees are neither sufficiently socialized, nor committed to the organization, are characterized by poor performance and prone to high turnover.

A strong organizational culture is characterized by the need for constant employee development (training and self-education) and wide possibilities of realization of this need[6]. J. A. F. Stoner et al (*2001, p. 383*), C. Barczyk (*1997),* R. Hale & P. Whitlam (*2009, pp. 96-97*), P. Jucevičienė (*2007, p. 297*) and many others claim that training is a process aimed at maintaining and improving the current performance level based on the updating of knowledge. In the modern dynamic society training and self-education are the ways for individuals to acquire new experience and thus change the organization, meanwhile new knowledge becomes a greater value and the prerequisite for personal self-realization.

Specialists of the effective organizational activity management R. Hale & P. Whitlam (*2009*), who have analysed the training processes, suggest a hierarchical four level system of analyses thereof (Figure 1.)

Figure 1. Levels of training and personal change

Source: Hale R. & Whitlam P. (2009). Efektyvus veiklos valdymas – kompleksinis metodas, kaip atskleisti geriausias jūsų darbuotojų savybes. p. 97.

The authors note that at the first two levels each person acquires initial knowledge and certain skills to be able to apply this knowledge ('I know' and 'I can'), thus within the context of employee socialization issues the third training level is relevant and analysable as it is related to the person's motivation to change and be willing to move on to the fourth level of action ('I do'). The authors are convinced that the real training starts at the point when a person is motivated to apply the new knowledge and skills in the organization in order for the latter to change in its turn and flourish. As R. Hale & P. Whitlam (*2009, p. 96*) note, this change happens at the individual and organizational

[6] Personal development is first of all expressed through the constant training, whose aim is to provide the person with new skills and knowledge to be able to perform the assigned tasks. Webster (*1985*) dictionary defines training as 1) an attempt to establish the need for a particular individual's behaviour or working conditions; to educate an individual through special explanation or exercises.

levels, and results are reflected in the new behaviour and perception[7]. On the other hand, according to P. Jucevičiene, an organization as such cannot learn, only its individual members can learn (*2007, p. 297*). It is extremely important to perceive that the newly-acquired individual knowledge becomes organizational knowledge because it helps the organization create new cultural expressions and at the same time to implement modern models (systems) of employee socialization.

Consequently, when an employee is provided with an opportunity to develop, the organization is able to strengthen the positive impact of organizational culture on the whole organizational process, which considerably contributes to the formation of the conscious person's commitment and loyalty[8] to the organization.

On the other hand, when discussing the issues of employee commitment and loyalty to the organization we, in fact, evaluate the behaviour of people in accordance with the prevailing moral values. Scientific researches reveal that moral values constantly change due to the changing environment, new challenge and personal priorities, etc., related with the age and the like, thus managers, who are trying to refocus their activities onto the development of human resources management, have to be aware of the prevailing values related to the employee work. S. P. Robbins (*2006, pp. 36-37*) presents his approach to the prevailing work values depending on the employee age (Table 1)[9].

Table 1. The prevailing values related to work depending on the employee's age (Source: ROBBINS, S. P. *Organizacinės elgsenos pagrindai.* Kaunas: Poligrafija ir informatika, *2006, pp. 36-37*)

Employee group (cohort)	Started work, year	Average age of the employee, years	Prevailing work values
Veterans	Early 1960ies	60+	Diligence, conservatism, complying to the norms and rules, loyalty to the organization
Baby Boomers	1965 – 1985	40 – 60	Success, implementation of goals, ambitions, frequent violation of rules, loyalty to career
X-ers	1985 – 2000	25 – 40	Work-life balance, a tendency to work in a team, intolerance to rules, loyalty to family relations
Nexters	From 2000 up to now	Less than 25	Self-confidence, financial success, self-reliant, but tend to work in a team, loyalty to themselves and family relations

[7] As a rule, the change in personal behaviour is related with the development of competencies, which helps solve problems at work and facilitates further development. Four decades ago D. C. McClelland (*1973, pp.1-14*) claimed that competence in particular helps forecast better work accomplishments, whereas R. L. Mathis & J. H. Jackson (*2010*) claim that in the future labour market only knowledge and skills will withstand competition.

[8] The word 'loyalty' has been recently used when discussing personnel management issues. Initially this concept was interpreted as compliance with laws, order, etc., however now the concept of loyalty also reveals an individual's faithfulness and a sense of conscious dedication to a person, common activity, an institution (organization), etc.

[9] J. C. Meister, who is the author of Future Workplace and many other books, shares this view as well, as she also suggests evaluating the employees' moral values in the context of individual demographic characteristics (2010).

Some values provided by S. P. Robbins are debatable as far as the importance of one or another employee age group in the real working environment (e.g., loyalty to family relations, etc.); however, different researches reveal that moral values have a tendency to change depending on the age of a person, which requires additional attention from managers when encouraging employees to become more committed and loyal to the organization.

When analysing team formation issues the guru of modern management C. Handy advises each person to find out for themselves the type of the organization they would succeed more: whether they would like to become an employee of a huge corporation ('the elephant'), or to be an employee of one of the numerous small companies ('the fleas'), which are characterized by a specific organizational culture (*2002*)[10]. The author believes that nowadays the notion of work is drastically changing, while the concept of 'employability' means 'specific thinking of an independent person'. In other words, nowadays individuals perceive the concept of loyalty first of all as faithfulness to themselves and their future, then to their team or project, and finally to the organization (*2002, p. 193*). C. Handy believes that the reason thereof could lie in the fact that each of us has our own intellectual property which in the long run we will be able to protect better and get some gain from it *(ibid, p. 91, 108)*[11]. C. Handy claims that the person has to know what he or she cares about, what he or she wants to do in life or team at work, what motivates him or her. According to the author, without realizing this one's cherished work and life dreams can be dashed (*ibid)*[12].

The system of priorities of an individual's moral values, commitments and loyalty to the organization as proposed by S. P. Robbins, C. Handy and other scholars is debatable, but the fact is that most people face the following dilemma when solving their work issues: what is more important for them, what goals are more significant, etc. On one hand, when taking a position a person seeks to become beneficial for the new organization because the person becomes obligated not only by the employment agreement, but also a psychological contract based thereon; on the other hand, as an independent individual having certain intellectual property he or she could hope to strive for the position of 'a partner' of the organization. The question is whether these contradictions existing in practice are compatible. We believe that the answer can be found in the positive manager's attitude towards employees, which promotes a shift in the content of the managers' activity as such to 'the management of human resource development' and thus helps to transform possible contradictions into functional ones and have a positive impact on formation of strong organizational culture. For instance, according to J. A. F. Stoner (*2001, p. 383*), the conviction that an employee can work for the benefit of the organization without prejudice to his ir her personal commitments is an important aspect of job satisfaction for all employee, which in turn creates the necessary preconditions for the development and implementation of effective employee socialization systems. Basically, examination of a person's priorities in the dimension of organizational socialization allows us to claim that this forms the basis for the creation of the directions of a person's future perspectives - employees become consciously committed and loyal

[10] C. Handy admits that a human is not just a one-sided personality characterized by belonging to only one type of organizational culture; the author only emphasizes the need to take into account the basic characteristics of the person as their strength largely determines which organizational culture each of us would succeed to adjust easier to, and what the consequences thereof would be – would it enhance productivity and career advancement. Our current researches clearly confirm this C. Handy's assumption. E.g., every second graduate student of social sciences (BA and MA) finds it easier to adjust to and successfully work for organizations which implement various projects and which have a prevailing matrix management structure with team work organization and considerable employee freedom of action. Every fifth, especially females, would successfully adjust to bureaucracy-based organizations. Besides, the results of the researches reveal that all respondents can work in other organizational cultures as well, though with less success.

[11] As we can see, C. Handy's evaluation of human individuality is related to P. Drucker's opinion on the change of organization's human factor.

[12] According to some management specialists, e.g. Dinesh D'Suzos, C. Handy was too critical towards the current situation and approach towards the abilities of a person to foresee his or her future (*2000*).

to the organization, i.e. in the process of realization of their personal values employees view the organization as their own and are ready to work honestly, are interested in the organization's achievements and its image, acquire the sense of commitment to common interests, etc. Finally, high employee commitment to the organization reflects effective labour relations in the team and the belief that managers will reward them with job guarantees, various benefits and increasing payment[13].

Recently more attention has been paid to the potential benefits of organizational culture to the organization[14], as it is already clear that it helps to direct the cooperation between the managers and the employees of the organization, to develop the independence and initiative of the latter and thus to enhance the employees' attention to the implementation of the organization's goals. It can be stated that strong organizational culture is beneficial to employees when forming their opinion about the organization, provides them with the sense of stability and identity with the organization, and has impact on the development of employee competency.

As we can see, organizational culture can be regarded as a special force determining the behaviour of an individual and the team, which has significant impact on all organizational processes, thus its main goal is to help the organization to spiritually adjust to the constantly changing environment and successfully survive in it.

The discussion of the concept of an organization is also related to a quite important question considered from time to time in the management science, namely, is there a perfect organization and is it possible at all? It should be clear today that search for a perfect organization is senseless because, as P. F. Drucker *(2004),* I. K. Adizes *(2007)* and other researchers of organizations note, such organizations do not exist. They believe that it is possible to speak only about some strong features of an organization, relevant to certain activity spheres, and some limitations thereof. P. F. Drucker suggests viewing organizations as a tool which helps people work together more efficiently (ibid).

3.2 SOCIALIZAITON OF NEW EMPLOYEES – CONSEQUENCES OF CHOICES

3.2.1 Scientific discussion and the context

Specialists became interested in the scientific topicality of employee socialization prosesses as early as the 1980ies, when it was recognized that transfer of professional skills, knowledge and cherished values is equally important for the socialization into the organization's environment (*Van Maanen ir Schein, 1979; Chao 1988; Steers, 1991; Robbins, 2006).* E.g., J. E. Van Maanen and E. H. Schein (*1979, p. 211 et al*.) define employee socialization not only as the initial process, but as a process lasting throughout a person‘s career during which an employee constantly acquires new professional and social knowledge and skills necessary to play his or her role in the organization. J. D. Kammeyer-Mueller and C. R. Wanberg (*2003, pp. 780-788*) claim that employee socialization is characterised by the awareness of the tasks, clear understanding of one's role, respect for interests of co-workers and the uptake of organizational culture.

When discussing socialization of an individual in an organization many specialists emphasize the importance of valuation of the job interview, as an individual's conscious choice of the

[13] It was noted that when managers do not strive to adhere to these organizational principles, employees very quickly perceive that the managers are poorly committed to them, thus the employees' commitment to the organization decreases and they become less loyal. In such cases the managers' task is to enhance employee motivation and ensure the organization's competitiveness in the market (*Robbins, 2006, p. 31*).

[14] Professor G. Hofstede is also one of the well-known specialists of organizational culture, who as early as in 1980 (*p. 42-63*) claimed that when encouraging employees to work more efficiently managers have to evaluate the subordinates' different cultural experience, first of all taking into consideration the employee's prevailing attitudes towards the goals (long-term and short-term), whether the employee accepts or avoids the state of uncertainty, what the priorities are – individualism or collectivism, etc. (*1993, p. 91*).

organization, whose member he or she is going to become (*Steers, 1991, pp. 580-599*). According to R. M. Steers, during the job interview, which is in fact the first encounter of the person with the organization, it is important to seek to disclose information significant not only for the employer but for the candidate as well. Besides, the author discusses socialization stages which an individual undergoes having taken the decision to work for the organization: anticipatory socialization[15], encounter and change. Employee socialization stages proposed by R. M. Steers are also supported by S. P. Robbins (*2006, p. 291*) and many other researchers. D. J. Cherrington (*1993, pp. 308-340*), alongside the programmes of new employee orientation, preparation and development, emphasises the importance of providing feedback when evaluating the impact of socialization on the employee's activity, as only in this way, as the author believes, it is possible to strengthen the tie with the organization.

Employee socialization is relevant not only due to the integration into the new environment; its importance is often linked to the employees' possibilities to adapt to the prevailing organizational culture and in the future to their loyalty or commitment to the organization[16] (*Chao, 1988; Moorhead and Griffin, 1989; Steers, 1991; Cherrington, 1993; Gibson et al, 1997; Kammeyer- Mueller, Wanberg, 2003*). The importance of socialization is emphasised by N. J. Allen and J. P. Meyer (*1990, p. 4*), Chao *(1988, pp. 31-47) et al*) and other specialists who analyse its impact on the employee loyalty and long-term results of the organization's activity.

J. J. Dose (*1997, pp. 220-230*), D. Elizur and M. Koslowsky (*2001, pp. 3-7*) and some other researchers note that successful socialization is expressed through the uptake of the organization's cultural and work values; thus the employee is motivated to be committed to the organization. T. A. Joiner and S. Bakalis *(2006, pp. 439-452)* identified a number of factors associated with the work environment and relevant for the employee when becoming loyal to the organization: approval of the manager and colleagues, support and cooperation, clarity of the delegated competence and a possibility to access the information about the resources of the organization, etc. N. A. Jans (*1989, p. 247-266*), J. E. Mathieu and D. M. Zajac (*1990, pp. 171-194*) note that a strong commitment of an employee to an organization is expressed through the recognition of the organizational aims and values and conscious aspiration to implement them, a commitment of the person to the organization and a motivated feeling to stay a member of the organization; on the other hand, organizations which succeed in developing employee loyalty stand out from the rest in low staff turnover and effective motivation systems.

Thus, based on the scientific assumptions of famous specialists we can claim that the organization in the conditions of global and growing competitive economy when building a committed and competent team helps employees to implement their expectations, to feel satisfaction with the job assigned and become committed to the organization, and thus to seek common organizational goals. Besides, the outcomes of successful socialization are loyal employees and the bi-lateral benefit for the employees and the organization. On the other hand, specialists agree that the consequences of unsuccessful socialization are first of all reflected in job dissatisfaction, absence, and negative social psychological climate in the team. Thus the productivity and competitiveness in the external environment decrease, while the financial losses increase (*Robbins, 2006, pp. 291-292; Zykute, 2007; Grazulis and Baziene, 2009, pp. 346-347)*[17].

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[15] According to Van Maanen and E. Schein (*1979*), anticipatory socialization is a process during which a person prior to the employment in the organization prepares to take certain position, thus it is possible to claim that in a wider sense the person's preparation for the job starts much earlier, including the family, peer groups, education institutions, etc.

16 Employee commitment in a wider sense can be explained as a link between the person and the organization, which also reveals the reasons the person wishes to act for the benefit of the organization. E.g., L. W. Porter et al (1974, pp. 603-609) defines commitment as an individual's aspiration to identify with the organization.

[17] A specialist of employee adaptation V. Zykute (http://www.vaiciulis.lt/index.php?id=4, *2007*), upon interviewing 100 managers of large Lithuanian companies established that the decisive factor for employee turnover is employee adaptation with the impact thereof seeking up to 80 %; active adaptation of employees can decrease employee turnover by up to 25 % per year, meanwhile lack of adaptation can lead to up to 81 % of employee turnover. According to the

The analysis of the practice of Lithuanian organizations shows than in many organizations the emphasis lies primarily on the importance of orienting new employees (knowledge and skills)[18], due to numerous reasons (lack of management competence, management style, etc.) insufficient attention is paid to the spiritual element of employee socialization *(Grazulis and Baziene, 2009, p. 344).* In general the issues of employee socialization in Lithuanian organizations have been analysed only from the beginning of the XXI century, that is why we have to admit that this process has been poorly perceived yet. As a result, the interpretation of socialization process is still complicated. The reason of lack of clarity on this issue lies in the variety of assumptions of specialists of different scientific fields (psychologists, sociologists, managers, etc.), who are mainly interested only in one context of this process. Inevitably, due to this different research methods and terminology are used and the interpretation of concepts is different.

Socialization process is even less frequently analysed in the context of employee loyalty development, i.e. how one becomes loyal to the organization. It is possible to agree that the current situation in Lithuania has historical implications as in the second half of the XX century the employee was merely viewed as workforce and most attention was paid to the development of professional skills, whereas the development of other abilities was neglected. Long-term observations of organizations clearly indicate that the answers to the current situation could be found at the theoretical level of the problem. The variety of interpretations of the socialization process is determined by different practices, the consequence of which is diverse employee commitment (loyalty) to the organization. Loyalty to the organization in Lithuania can be described as poor rather than good[19].

Notable Lithuanian authors who scientifically analyse the issues of employee socialization are P. Jucevičienė (*1996, pp. 31-41*), F. S. Butkus (*1996, pp. 43-46*), A. Sakalas (*1998, pp. 128-134*), J. Kasiulis and V. Barvydienė (*2005, pp. 64-66*), I. Bakanauskienė (*2008, pp. 178-179, pp.193-200*), I. Žukauskaitė and D. Bagdžiūnienė (*2008, pp. 29-41*), A. Korsakienė, R. Stankevičienė and L. Lobanova (*2011, pp. 108-120*). J. Almonaitienė (*2007, pp. 25-40*) analyses factors of employee identification with the organization in the public sector, V. Gražulis and B. Bazienė (*2009, pp. 344-353*) have analysed the practice of employee socialization process in pre-school educational institutions.

It is notable that socialization of new employees in Lithuania has been so far analysed only episodically. Thus in Lithuania there is no unified systematic approach to the socialization process as a purposeful development of a person and comprehensive integration into production and cultural organizational environment.

F. S. Butkus believes that socialization in the organization is largely determined by the following conscious managers' actions: selection of candidates to the organization based not only on skills and knowledge, but also on personal characteristics and value orientations. Besides, the author names other factors of socialization in the organization, such as events for the initial adaptation of new members (comprehensive information about the job, induction ritual, and support form experienced employees, attention of the managers, etc.), specialized trainings, system of work evaluation, and finally traditions, procedures, historical facts, legends and other folklore which strengthen the image and value orientations of the organization (*1996, pp. 45-46*). Although the

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researcher's data, turnover of one administrative employee or servant can cost a company 25 % of annual salary. Due to the loss of an employee the company's efficiency suffers and other employees are demoralized and encouraged to look for a new work place (ibid).

[18] We believe that this situation is not accidental, as some Lithuanian specialists pay more attention to the professional competency of a person, knowledge of employees about the job and the organization (*Sakalas, 2003, pp. 132-134; Bakanauskiene, 2008, pp. 178-179*).

[19] The results of some research conducted in Lithuania reveal that this process is so far viewed not as a necessity, but rather as a luxury. Very often managers of companies rely on the assumption that it would be possible to focus on employee adaptation (or socialization, our remark) only after having solved other problems, which, as they believe, are more important *(Zykute, 2007,* http://www.vaiciulis.lt/index.php?id=4*).*

author views candidate selection as one of the elements of the socialization process, at the selection stage he gives priority to the interests of the organization, thus upon taking the new position the employee first of all tries to get the image of the organization (ibid). It is clear that this conception of the selection of new employees does not ensure the candidate's right to get the image of the organization and find out the possibilities of the implementation of personal expectations in the organization. The omission of such questions as mutual benefits for the candidate and the organization during the job interview can lead to the situation when new employees are unlikely to smoothly integrate into the team. As we can see, F. S. Butkus' approach to the socialization of new employees does not provide for personal or organizational measures to ensure successful integration of the new employee in the team, thus it is insufficient to ensure a unified system of employee socialization.

In some publications by Lithuanian authors, first of all in scientific literature, employee socialization is equated to the adaptation stage with the main focus placed on becoming familiar with the new workplace and the rules, working methods and task fulfilment (*Sakalas, 1998, pp. 128, 132-134*). I. Bakanauskienė (*2008, p. 200*) also identifies this process as adaptation (technical familiarization and socialization), which is followed by the evaluation of whether the new employee meets the requirements of the trial period[20]. Although the author admits that socialization is important from the perspective of employee loyalty to the organization, she believes that in practical organizational activity socialization is very important only when the labour supply is insufficient and it is difficult to retain employees in the organization (ibid). Unfortunately the author links the job interview only with the aim to get information about the candidate (e.g., How can you contribute to the organization?) and predict possible candidate's performance and thus to assess his or her suitability for the position available; that is why it will be probably too late to ascertain the incompatibility of the employee and the organization's expectations later (*2008*).

R. Korsakienė, L. Lobanova and A. Stankevičienė (*2011, pp. 108-111*) also use the concept of employee adaptation in a wider sense as a process lasting all the time while the employee works for the organization. On the other hand, the authors admit that adaptation is completed by a conversation during which the quality of the employee's activity and the efficiency of adaptation in the organization are discussed (ibid). Unfortunately the authors are not consistent in their explanation of the concept of adaptation, as they claim that adaptation starts when the employee is recruited (or employed), on the other hand, when discussing the methods of management of the adaptation process the authors note that one of the methods is selection of candidates according to the knowledge and value orientations required by the organization (ibid). The authors distinguish two adaptation forms: professional adaptation of new employees (transfer of professional skills and abilities) and social adaptation (adaptation to the existing relations system in the organization) (ibid). As we can see, such interpretation of the concept of adaptation refers only to new employees, which denies the concept of adaptation during the whole period of working for the organization. Although the authors discuss issues of adaptation only, it is clear that this stage cannot be final in the process of successful integration of new employees in the organization.

J. Kasiulis and V. Barvydienė (*2005, pp. 64-66*) first of all advise the new employee to seek knowledge about the production of the organization, to get familiar with the work objects, to understand the technology and similar production questions. The authors agree that all tasks necessary for the successful integration of the new employee have to be accomplished by the line manager, who will first of all provide the employee with the knowledge about the work

[20] Although the concept of trial period is entrenched in the Articles 105-107 by the Labour code of the Republic of Lithuania (actual wording 17 Nov. 2011, No. IX-926), however, from the point of view of management science this concept is considered to be rather redundant, because the trial period as a process loses its relevance for the organization as the possibilities of making the candidate's and the organization's expectations compatible and the adaptation of the new employee are ensured during the selection process (i.e. the responsibility for the adaptation is taken by the organization as well, e.g. by assigning a mentor, etc.).

technologies and the principles of work organization. Besides, the authors agree that during the adaptation stage the new employee should be provided with the peculiarities of communication, traditions, etc. In this way a person can integrate into the team and find his or her place in it. The authors call this period the stage of fight and search for recognition, whereas they recommend the new employee to behave courageously or boldly (ibid). On the other hand, J. Kasiulis and V. Barvydienė believe that special role here is played by conformism. Scientific literature supports the idea that personal conformism is first of all related to the refusal to have one's own opinion, the result thereof being lack of creativity and dogmatic thinking, thus we doubt that the authors' recommendations are helpful for the new employee to successfully integrate into the team[21]. According to the authors, when new employees get enough experience, they enter the new stage of consolidation, when the abilities of employees and the spheres of application thereof are extended, and the team starts considering the employee as a necessary, good, and worthy colleague (ibid). In general, in the conception of J. Kasiulis and V. Barvydienė all the above-mentioned stages (acquisition of technical knowledge and skills, fight and search for recognition, consolidation) are merged into one process of employee integration (adaptation)[22].

I. Žukauskaitė (*2009, p. 10*) admits that socialization in the organization is a process during which the organization can choose or discard an employee; however, at the same time it is a process when the employee has to decide whether he or she adopts the organizational culture or chooses not to (and, for instance, decides to leave or acts some other way). Besides, the author distinguishes employee socialization from adaptation and describes them as distinct not interrelated processes. According to the author, the bi-lateral relation in particular distinguishes socialization in the organization from the frequently used term of adaptation. We believe that by adopting this approach the author without clear motivation compares two different dimensions: the choice of the organization by the employee (a candidate so far) and the decision of the employed person to adopt the organizational culture or not. We doubt that such approach towards the employee socialization process can help systemize the process itself.

We believe that in all these cases such interpretation of the employee socialization process is insufficient for the perception of its role in the organization. Although Lithuanian authors writing on the topic of socialization support separate stages of this process or separate elements thereof, we have to admit that local empirical studies help to create the necessary information space and based on this we can make certain scientific generalizations.

Our own researches fully support the conclusions drawn by numerous scholars (*Steers, 1991; Cherrington, 1994; Jucevičienė, 1996; Stoner et al, 2001; Kouzes and Posner, 2003; Robbins, 2006 et al*), that the socialization process consists of three interdependent phases, which consider the factors of individual traits, organizational and work environment and socialization measures as equally important. Further we will discuss our defended conception of the employee socialization process:

- **anticipatory socialization**, which starts during the selection process when candidates during the first interview get an opportunity to discuss their expectations and evaluate the outside image of the organization, and present their professional and social competencies. Based on this assumption recruitment is acknowledged one of the essential parts of the socialization stage, whereas the job interview is one of the most important moments in candidate selection, which helps to reveal the candidate's personal traits and foresee his or her performance. At

[21] Conformism is regarded to be the negative consequence of the unity of the team, which manifests itself in the form group thinking (*Janis, 1972*). Although M. Mescon et al (*1997, p. 450)* admits that this can be regarded as an opportunity for a person to integrate into the team, usually in such cases none of the co-workers express their opinion, as they believe that everyone thinks alike, and therefore they need to adhere to the common view. The authors describe such situation as a tendency of suppression of an individual opinion.

[22] P. Zakarevičius (*2003, p. 26*) adopts the appropriate view of the concepts of adaptation and integration and explains the adaptation process as the behaviour of adaptation to environmental characteristics and conditions, while the integration process is the behaviour of complex introduction into the environment.

this stage it is extremely important to discuss the organizational and employees' moral values and expectations and foresee the possibilities for incorporation thereof into the organizational culture, etc.[23] alongside the issues of work organization, benefits system, the extent of employee responsibility. Thus a comprehensive job interview, as J. Stoner and his colleagues (*2001, p. 380*) claim, is an important decision-making factor both for the managers who offer the job and the persons considering whether to accept or reject the offer. Successful anticipatory socialization usually does not only include signing a job contract, in other words, an economic agreement, but also concluding a psychological contract[24].

- **adaptation or encounter**, whose aim is to help the novice employee enter the new work environment, reduce the usual "shock of the first work day", get acquainted with the work procedure and technological process, organizational goals, and facilitate integration into the organizational culture, identify himself or herself in the organization and provide prerequisites for the successful future work. This stage comprises organizational and professional orientation and social-psychological adaptation. The objective of the organizational and professional orientation is to provide the newly recruited employees with the basic information about the organization (organizational orientation) and the work (professional orientation). The social and psychological adaptation means the establishment of the appropriate job relationship with the managers and colleagues and awareness of group values and norms of behaviour. During the adaptation the novice employee's values and norms of behaviour often clash with the ones adopted by the organization, thus the novice employee seeking to identify with the organization very often has to re-evaluate, or even change, his or her personal values and strengthen them based on the organizational culture provisions promoted in the new workplace[25]. The outcomes of the adaptation depend on the personal and business characteristics of the new employee; on the other hand, the attitude of the manager and the team and their support also have impact on the person's alignment and organic involvement in the organizational activities[26]. Support from a mentor or other experienced colleague is important at this stage. Thus successful adaptation creates favourable prerequisites for effective work of a novice employee in the organization.
- **integration or change**, whose aim is to use management (motivation, training, education, evaluation, etc.), social (organizational culture, psychological atmosphere in the team, etc.) and technical (technology, work and rest conditions, etc.) measures to help employees learn how to make their personal and team interests compatible, acquire new competences and actively participate in the process of finding solutions to the challenges of the new environment, and finally identify oneself with the group and become a subject of the organizational culture. As Kouzes & Posner *(2003, pp. 267-268*) note, superiors, who at this stage encourage employees' self-autonomy by enhancing their possibilities to choose, by developing competences, trust and responsibility, can expect favourable response and finally the desired changes in their employees. Successful employee integration is expressed through

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[23] We believe that S. P. Robbins *(2006, p. 289)* is right when claiming that as a result of incompatibility of moral values of the organization and the candidate, the candidate usually withdraws from the selection process and the 'marriage' fails, as well as his or her anticipatory socialization in this organization.

[24] According to K. P. De Meuse and W. W. Tarnow (*1993, p. 5*), J. W. Newstrom and K. Davis (*2000, p. 86*) and other scholars, a psychological contract has to reflect not only security and corporate loyalty, but also the general image of the organization, possibilities of implementation of a person's cherished expectations and to be beneficial for both parties.

[25] As J. E. Van Maanen and E. H Schein (*1979, p. 210*) note, the new employee needs to master the specific language, which helps improve new experience and perceive the models of social etiquette and rituals, the established rules of behaviour, which reveal the links between the team members and their colleagues, departments and superiors.

[26] The devised employee adaptation models are widely used in Western Europe and the USA. As some Lithuanian authors claim, an effective system can reduce staff turnover in the future by up to 25 % (Urbonavičiūtė, http://www.vaiciulis.lt/index.php?id=4), on the other hand, the new employee who has not undergone the successful adaptation process usually is related with the organization only by economic liabilities provided for in the employment contract.

job satisfaction, which helps to strengthen an individual's motivation to work productively and enhance the value of human capital.

The presented conception of the socialization process largely reflects the position of well-known specialists and states that successful employee socialization helps to reveal one's personality, is usually characterized by high estimates of the organization's environmental factors, and the outcomes of the socialization are described as a sense of security, awareness of one's role, emotional commitment to be a part of the team and the prospective opportunities to implement personal career prospects. Besides, successful socialization reduces the risk of unemployment for the employee and provides wider opportunities to deal with problems at work more efficiently and neutralizes the impact of stressful situations.

Successful socialization is beneficial not only for the employee, but for the organization as well, as in this way the organization's efficiency and competitiveness are enhanced, moreover, the sense of loyalty to and pride in the organization is developed, and the threat of staff 'lure away' is decreased. It is possible to claim that such organization is characterised by a flexible approach to the challenge of the environment.

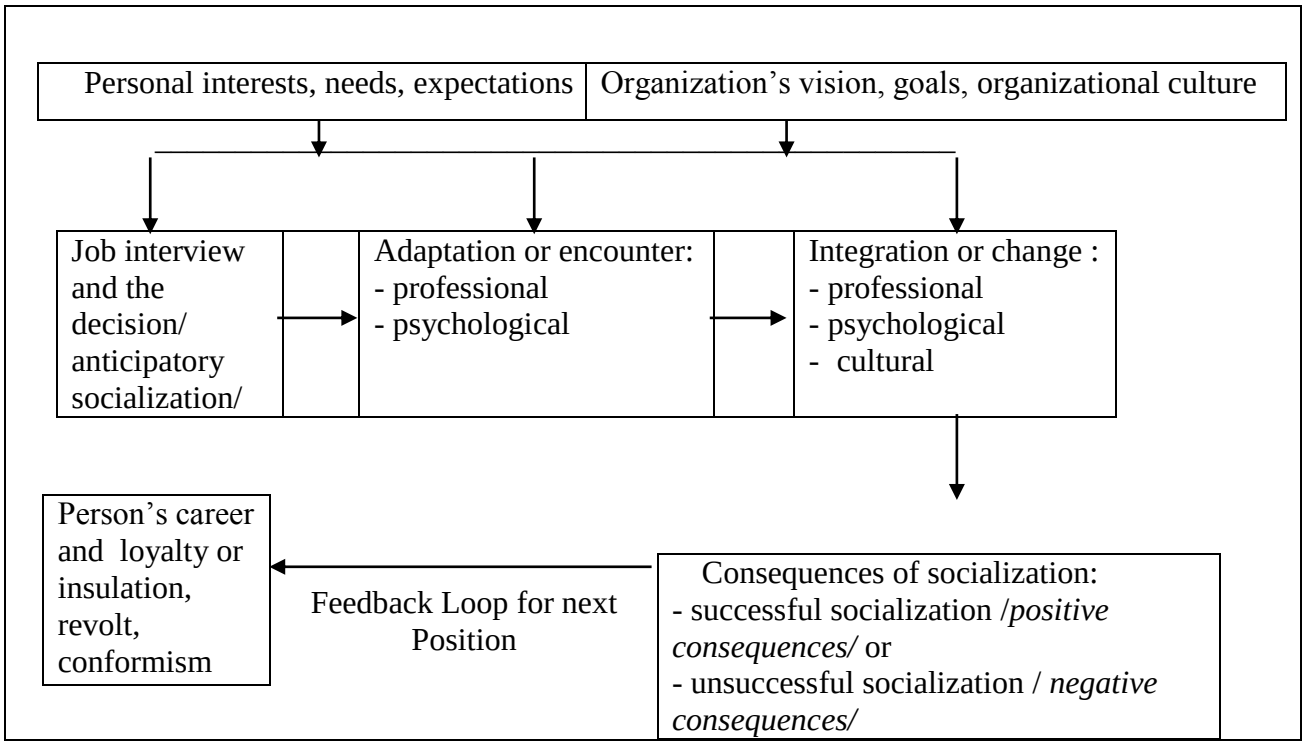

Figure 2. A principal scheme of the socialization process of new employees
Source: own study

In Figure 2 we propose a principal scheme of the socialization process of new employees, taking into account scientific assumptions of the researchers discussed above (*Chao, 1988; Steers, 1991; Cherrington, 1994 and other authors*) and the results of our researches.

The topic of employee socialization has been largely discussed and presented to the specialist audience and a wide range of readers in numerous publications of foreign and Lithuanian authors, who in general focus on the inadequate situation concerning this issue in practice, meanwhile the positive change is implemented much slower that the change in the society requires. Due to numerous reasons new employees not always succeed to integrate into the organization and the team. Usually this happens due to the inadequate managers' attention or even sceptical attitude towards this personnel management sphere (no mentor is assigned, training programmes are not developed, the attitude towards employees and the assessment of their performance is inappropriate). In such cases employees very fast perceive that the employers are not adequately

committed to them and thus the former try to be less committed to the organization (*Robbins, 2006, pp. 30-31).* The result of this is poorer quality of employee performance, constant violation of work rules, inacceptable form of communication with colleagues and superiors, more frequent truancy and higher turnover.

Scientific literature rarely discusses another case of unsuccessful socialization, which can be considered as the effect of hyper-socialization. In this case the employee via blocking his or her usual behaviour and values rejects his or her individuality and strives to adapt to the organizational culture at any cost without any personal contribution to that culture. Unfortunately, such adaptation with the elements of self-rejection is not viable as it forms unconscious conformism, lack of creativity and frequent dogmatic thinking *(D. J. Cherrington, 1993; Grazulis, Baziene, 2009, p. 346),* thus it is doubtful that such behaviour can guarantee the organizational strength. We believe that specialists who link the outcomes of the socialization process to the manager's attitude towards the subordinates, in other words, who emphasize the issues of management style (*Bauer, Green, 1998; Major et al, 1995*), are right, as these factors largely determine the employee well-being and behaviour at work, their attitude towards work, the need to become loyal, etc. Basically, here we are talking about the impact of the management style on the employee motivation as only proper selection of employee motivating measures directs employee behaviour towards the implementation of organizational goals and encourages them to strive for a better integration and constant development *(Blaškova M., Gražulis V., 2009, p. pp. 160-167)* [27].

Based on the presented scientific discussion on the subject under consideration *(Jucevičienė, 1996; Stoner et al, 2001; Robbins, 2006),* the research model of the employee socialization process was designed (Figure 3), which can be a useful tool for the cognition of the process. The essence of the model is the possibility to adequately evaluate the consequences, i.e. the success of employee socialization, by means of studying the impact of environmental factors and analysing the content of the stages of the socialization process. The proposed model focuses on the systematic analyses of the employee socialization process and helps to establish the factors determining successful socialization which ensures job satisfaction, high work motivation, a sense of security, creativity and etc.

Successful socialization, as mentioned above, is associated with the possibilities to develop a loyal (committed) and strong team, as the employees who intend to remain in the organization usually work better than those who have decided not to associate their future with it *(Gibson et al, 1989; Steers, 1991; Robbins, 2006; Moorhead and Griffin, 2007).* The analyses of the issues of development of loyal employees in management theory focuses on the most frequently mentioned factors, such as social guarantees, acquisition of new qualifications and development of competency, encouragement of initiative and empowerment, work content and adequate workload, friendly, respectful, inspiring and creative work environment and career development possibilities. Although only some factors forming personal loyalty to the organization have been mentioned here (there are far more), all of them constitute a single information field which helps understand the basis of employee commitments to the organization and disclose both personal and organizational behaviour in respect to that person. Besides, scientific literature draws researchers' attention to such issues of loyalty formations as the acceptance of the organizational strategy and goals and the determination of causal relations of job satisfaction (*Kavaliauskiene, 2009*). Moreover, we believe that the analyses of the issues of development of loyal employees should focus on the following most important motivating factors, such as:

- job security, primarily social in nature,
- acquisition of new qualifications and development of competency,
- encouragement of initiative and empowerment,
- work content and adequately distributed workload,

[27] According to J. W. Newstrom and K. Davis *(2000, p. 102),* the consequences of the unsuccessful socialization can be described as the choice of the employee towards isolation or conformism.

- friendly, respectful, and inspiring work environment,
- career development possibilities.

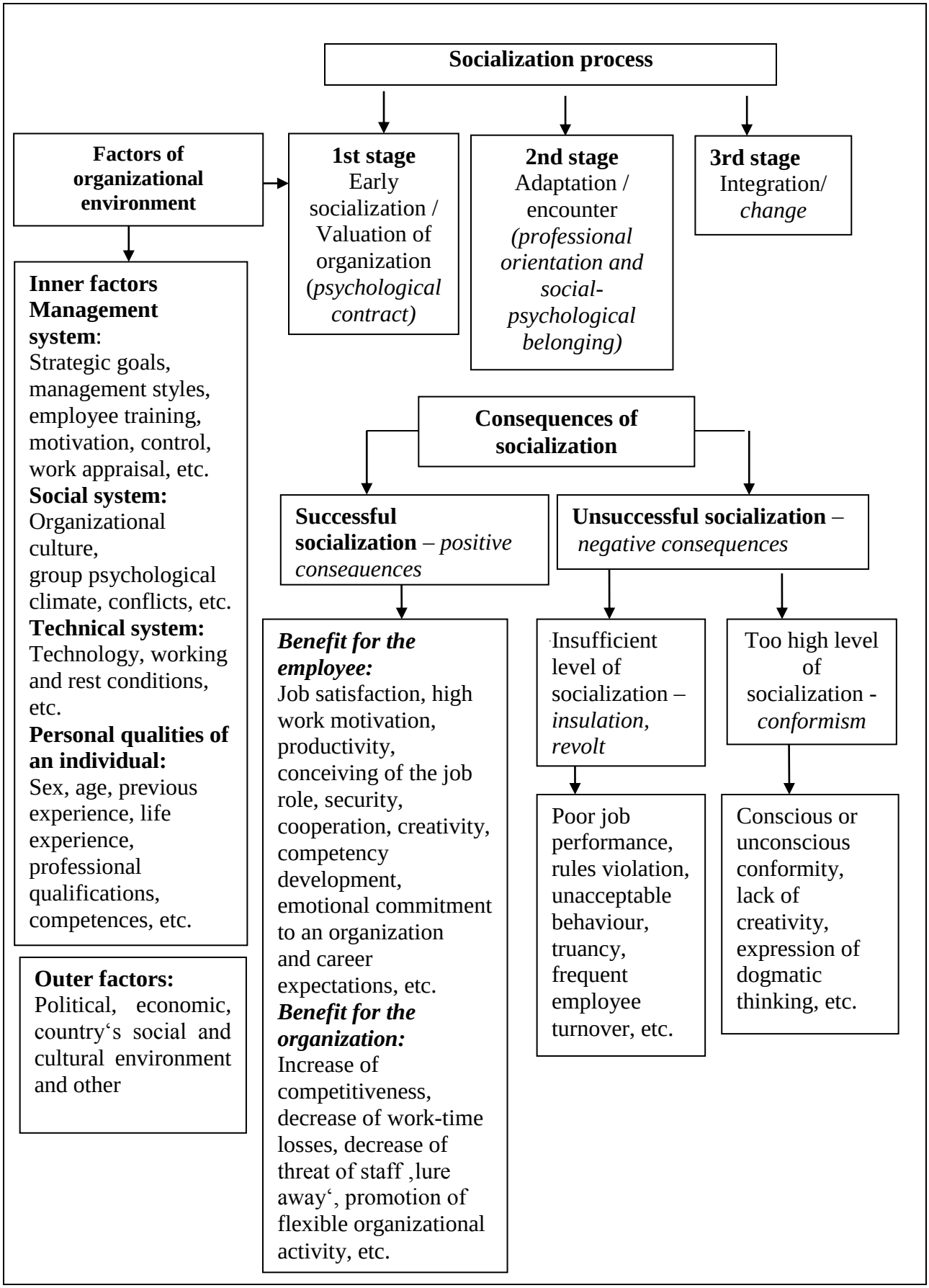

Figure 3. Research model of employee socialization process. Prepared by the author based on the source: V. Grazulis, B. Baziene. Employees' socialization in Lithuanian preschools – myth or

reality (situation analysis). Philosophy/Sociology. Lithuanian Academy of Sciences, 2009, vol. 20/4, ISSN 0235-78186, pp. 344–353.

Numerous conceptual models based on theoretical assumptions have been created on the issue of employee commitment to the organization *(Porter et al, 1974; O'Reilly & Chatman, 1986, Meyer & N. J. Allen, 1991 et al).* E.g., L. W. Porter together with colleagues *(1974, pp. 603-609)* suggests to evaluate commitment at work according to the employee attitude towards the organizational goals and promoted values, the efforts to benefit the organization and the desire to be a member of thereof.

One of the best known models of the late 1990-ies is J. P. Meyer and N. J. Allen's *(1991)* theoretical employee loyalty/ organizational commitment/ three-component model of employee behaviour evaluation (Figure 4).

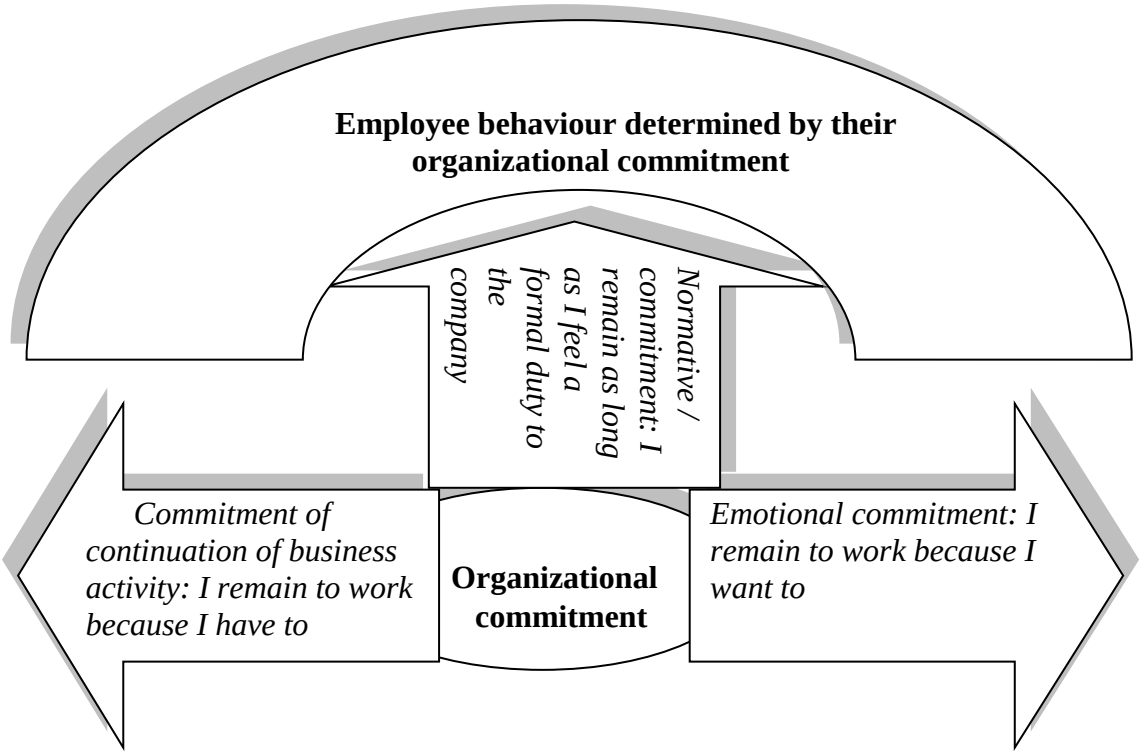

Figure 4. An employee's behaviour three-component theoretical model.
Adapted according to the source: Meyer, J. P. and Allen, N. J. (1991) "A three-component conceptualization of organizational commitment: Some methodological considerations", Human Resource Management Review, 1, pp. 61-98.

We believe that the essential elements of the model designed by J. P. Meyer and N. J. Allen are employee priorities in the behaviour towards the organization:

- the emotional element, which can be described as emotional attachment and involvement in the organizational activity with the aim to achieve its strategic goals. Such behaviour of an individual is based on sufficient satisfaction of personal needs, creative cooperation within the team job satisfaction, a sense of security and, finally, the intention to be employed by the organization;
- the continuity, which reflects the employee's intention to remain in the organization, as he or she does not see any other possibility than to stay in the current work place, while his or her work efforts and behaviour are associated with the organizational development only to the extent of the principle "I have to behave like this". Although the organizational goals are

accepted, such behaviour is often characterised by lack of creativity and the standard way of thinking;

-the normative element, when the employee remains a member of the team only because of the formal commitment to the workplace. In this case the employee cherishes his or her position as long as poor company discipline and high staff turnover are tolerated in the work place.

The analyses of the employee organizational commitment model offered by J. P. Meyer and N. J. Allen in the context of a person's socialization outcomes provides the following insights:

- outcomes of successful employee socialization are characterised by the commitment of emotional character (as a continuation of psychological contract), as the employee remains in the organization because he or she wishes to do so. Such behaviour of the employee can be described as the person's conscious involvement in the implementation of the organizational goals and objectives, an aspiration to cooperate, develop competency and make a career;
- employees who have experienced hyper-socialization work for the organization because they have to do so as they feel committed to continue the activity. Such employee behaviour is characterised by constant adaptability, lack of creativity, stereotypical thinking, etc.;
- behaviour of employees with the low level of integration into the team can be described as formal commitment, because such people work for the organization as long as they are still expected to do something. Such employees are more concerned with the ways to bypass the rules and search for a new position, etc.

As we can see, only successful employee socialization can ensure his or her desire to remain in the team, to be committed/ loyal to the organization and seek career in it.

These scientific discussions show that the analyses of employee loyalty issues should take into consideration two interdependent forces:

- the individual, who realizes his or her expectations in the working environment by trying to match them with the personal and the team behaviour, etc, becomes loyal to the organization, at the same time takes part in the development of the organization and has a possibility to make a positive impact on the organizational culture;
- the organization, which provides conditions for the employee to become committed, i.e. loyal to the organization, by implementing its mission and vision and realizing its goals, using the organizational culture and other managerial instruments (management style, motivation, work content, etc.).

In conclusion we can claim that the system of relations between the employee and the organization is formed by means of the whole complex of managerial, psychological, organizational, legal, and other measures.

3.2.2 The practice of socialization of new employees in Lithuanian organizations – what is next?

The results of the researches on employee loyalty conducted in Lithuania are not optimistic, as the index of employee commitment to the organization is one of the lowest in the Baltic states and Europe; moreover, the practice of most Lithuanian organizations reveal that employees are not always successful in implementation of their personal expectations to become a full-fledged member of the organization, thus on average every third employee leaves the organization due to unsuccessful socialization *(Urbanaviciute, 2007; Grazulis, 2012, p. 86; Peciuliene, 2013).*

The analysis of online employment advertisements clearly shows that to become an employee of an organization a person must meet certain formal requirements for candidates: to have appropriate education, work experience, to demonstrate abilities to achieve the organization's goals, to be sociable, to speak languages and the like. It should be noted that none of the requirements stated above can completely make sure that a person will join the team, work efficiently and make a

personal career. E.g., a diploma does not always reveal the true level of knowledge; the experience does not always reflect the person's abilities to respond promptly to the environment changes; finally, personal goals can outweigh organizational goals, or even be opposed to them. That is why it is necessary to consider the compatibility of the employee's long-term personal and organizational priorities and goals at the very stage of candidate selection, especially when employees are potentially able to add great value (social, intellectual or economic) to the organization. In practice it is not a rare case when the candidate and organization's expectations and moral values are not thoroughly discussed, the real activity is not disclosed, the prospective performance results are not forecasted, and the possibilities of joining the organizational culture are discussed very little.[28] It was noted that the flaws in candidate selection are often rooted in the inappropriately organized process of human resource management (socialization, training, education, etc.).

Due to this reasons every third new employee instead of integrating into the organization and becoming committed and loyal, becomes a member of a new team only out of the sense of formal belonging to the workplace. Such employees associate their work efforts and behaviour with the organizational development only to the extent of the principle "I have to behave like this".

897 employees were surveyed with the aim to establish tendencies of employee socialization process in the Lithuanian organizations in 2007-2013. In Chapter 3.2.1 we defended a three-stage conception of the employee socialization process by revealing the context of scientific discussions on this matter. The first stage in this conception is a job interview, which performs the function of anticipatory socialization and is as important, as employee adaptation or integration. The survey was conducted via the method of structured anonymous responses to the blocks of questions of closed type:

- questions revealing the respondents' opinions about the content of the job interview during the first stage of employment with the aim to establish what kind of information was presented to the potential employee, whether only the professional abilities of the potential employee were evaluated, or moral values as well (the stage of anticipatory socialization),
- questions evaluating the peculiarities of the process of employee involvement in the organization, who provides support to the new employee and what kind of support it is (the adaptation stage),
- questions revealing the compatibility of the employee's personal and organizational goals and the results of the employee becoming a member of the team, possibilities for development and successful career (integration).

The Likert scale response distributions were used for the quantitative analysis, with:

- strong agreement (from 80 to 100 points) corresponding to the evaluation of 'very good',
- agreement (from 60 to 80 points) corresponding to the evaluation of 'good',
- neither agreement nor disagreement (from 40 to 60 points) corresponding to the evaluation of 'satisfactory',
- disagreement (from 20 to 40 points) corresponding to the evaluation of 'insufficient',
- strong disagreement (from 0 to 20 points) corresponding to the evaluation of 'poor'.

[28] Although some managers acknowledge the aspiration of employees to reveal themselves at work, it is possible to claim that all the above-mentioned elements of the work environment are discussed during the job interview with not more than one third of candidates. Such approach to the candidate selection process is directly related with the convictions of numerous managers that the absolute majority of candidates expect tangible rewards, secure work environment and good relations in the team only (Grazulis and Baziene, 2009, pp. 347-348). Due to the reasons stated above employees' moral values and personal goals in the practice of Lithuanian organizations very rarely become an important object of the selection process.

Although such research in the context of whole Lithuania should be considered as a pilot, the obtained results help to reveal the condition of the discussed issue and the characteristic problems of the employee socialization process in Lithuanian organizations. Figure 5 presents evaluations of the job interview, which reflects the first stage of the socialization process.

Figure 5.Questions considered during the discussion (out of 100 points)
Source: own study

During the job interview the representatives of the organization[29] and the potential employee first of all discuss compensation conditions (71.3 points), provide information on the work order of the organization (69.3 points) and explain the limits of one's authority and responsibilities (58.8 points) and (69.2 points). The respondents evaluate the discussion of the economic and organizational aspects of the future job as good, whereas the candidates' expectations and moral values, development possibilities, the perspective of one's personal future, conditions for joining the organizational culture and other questions related to individual development are given insufficient attention and thus are evaluated by the respondents as insufficient (33.8 – 40.3 points). It is possible to claim that the organization. It is possible to claim that the hiring organization does not consider the discussion of the organization's reputation and its future plans with the candidate as an essential question. According to the results of our researches, it is mentioned only occasionally, usually when discussing other questions, thus the poor evaluation of the employees (11.1 points). Besides, the data gathered by the author reveal that only every seventh candidate is provided with the information about public organizations functioning within the organization, every fourth is informed about the organization's partners and competitors. As a rule, this kind of information is revealed to the candidate upon request.

The research also aimed to establish whether statistically significant correlation exists between the discussion of the organization's reputation and peculiarities of organizational culture and the employee's intention to become a member of the team. The obtained results (r=-0,316, p=0,031) allow us to claim that the more consistently the organization discusses this aspect during the selection process, the more possibilities for the employee to become loyal and develop the individual career exist in the future. As a result respondents evaluate the anticipatory socialization process 1.5 times higher.

The results of our researches reveal that during the job interview organizations are concerned more with the evaluation of professional abilities of the potential employee and other questions

[29] The job interview usually involves the candidate's future direct manager and a human resource specialist.

related to the job, thus pushing the factors which characterize the individual as a personality behind the boundaries of the early socialization. As at this employee socialization stage the foundations for the first future work results are laid, this method of selection does not help the majority of the candidates to foresee the perspective of successful involvement in the organization and conclude a psychological contract with the organization beneficial for both parties[30].

A peculiar trait of the adaptation process of new employees is their inevitable collision with the unfamiliar environment of the new organization, thus it is vitally important to provide support to them to reduce the shock of the first work day, to get acquainted with the goals of the organization and its organizational culture, to orient themselves in the professional environment and to introduce themselves. Although the quality of the adaptation is the extension of the personal and professional qualities of the new employee, the constant attention provided by the manager and the allocated mentor, etc. help the new employee to get involved in the organizational activity. Unfortunately the researches reveal that quite a lot of new employees become familiar with the work conditions only during the first month, thus they do not timely acquire the necessary communication skills, which has a negative impact on the whole socialization process. Moreover, the research shows that every third employee experiences the shock of the first work day which is the result of a mismatch of the ideal conception of the future job and the real one, thus the conflict situations in the team are quite frequent (this fact is acknowledged by the managers as well). So, with the aim to avoid or at least reduce the negative impact of the shock of the first work day, the managers are obliged to take care of the relevant support to be provided to the new employees.

The analysis of the adaptation processes in the organizations (Figure 6) established that in order to orient him or herself in the unfamiliar environment the new employee first of all relies on the advice from the closest colleagues (48.2 points). The respondents evaluate the support of their direct managers (38.2 points) and the activity of the attached experienced colleagues / mentors (only 24.1 points) as insufficient[31]. The obtained facts (Grazulis, Baziene, 2008) show that during the adaptation stage new employees, though rarely, draw up individual involvement plans; however, there is no practice of fixing the achievements of the new employees therein. One of the reasons thereof is that nearly half of employees (47.1%) do not have meetings with the appointed mentor at all, thus a conclusion can be drawn that in most Lithuanian organizations mentors are appointed more formally. Every fourth respondent indicates that support is usually provided during the general staff meetings; however, we have doubts whether general meetings are the appropriate place for the new employees to be consulted individually. Thus it can be stated that very often organizations do not take proper care of their new employees and leave the latter to sort everything out themselves. This is why the new employees have to approach their colleagues to get the necessary support.

[30] We also have to admit that when, for instance, analysing candidate selection in banks, the initial job interview covers the discussion of the career possibilities and future perspectives with almost all candidates (84.6%). This experience is, first of all, related with organizations whose managers became familiar with the secrets of contemporary management and business development by studying achievements of Western management and administration science (*Gražulis et al, 2012, p. 58*).

[31] The results of the research reveal that on average only every fourth new employee is provided with a mentor.

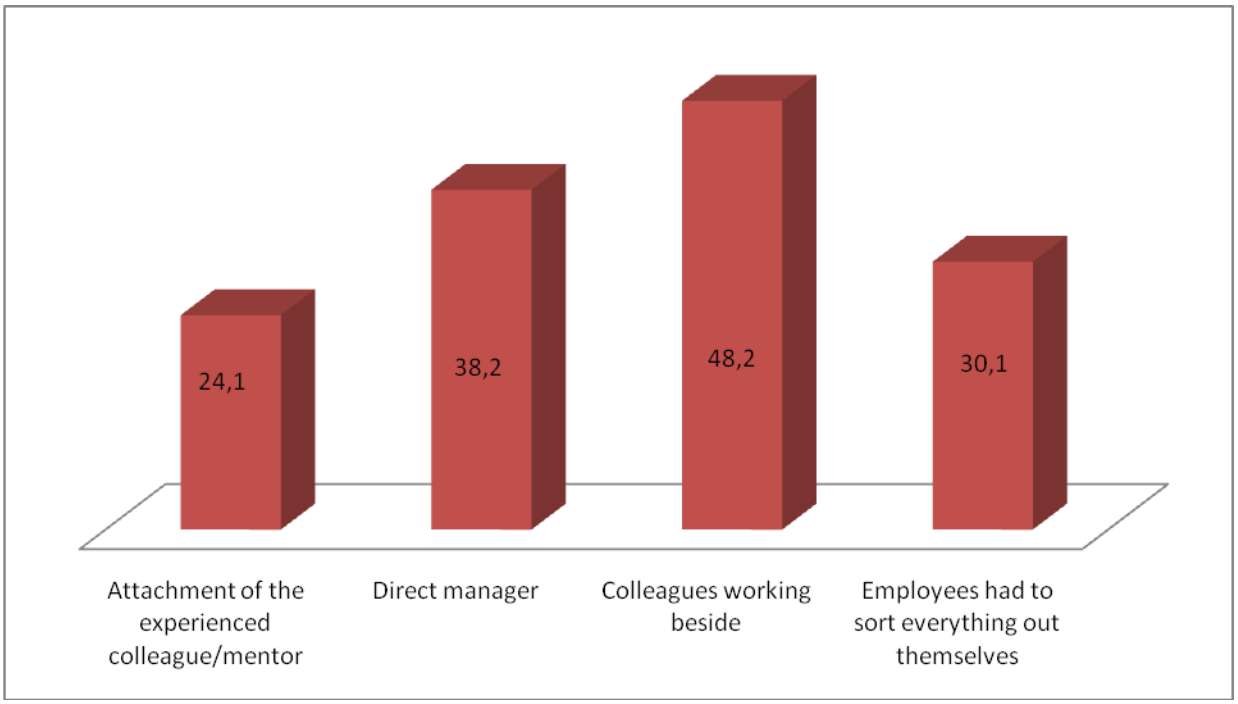

Figure 6. Provision of support for the novice during adaptation (out of 100 points)
Source: own study

To sum up, it can be noted that in spite of the personal attempts to get involved in the organization and deal with the problems arising during the encounter with the new position, the new employee is most frequently left in the so-called situation of 'swim or drown'; thus in most cases in Lithuanian organizations the methods of adaptation of new employees do not guarantee the smooth development thereof, whereas the adaptation process itself is usually incomplete.

As a result, when analysing the efficiency of the content of the adaptation process (Figure 7), respondents give the highest evaluation only to the acquaintance of the new employee with the work order in the organization (51.3 points) and the comprehension with work technologies (48.1 points). Unfortunately, according to the respondents, only four out of ten new employees can get properly acquainted with the strategic plan of the organization during the adaptation process (39.1 points) and get involved in the subtleties of the organizational culture (37.3 points).

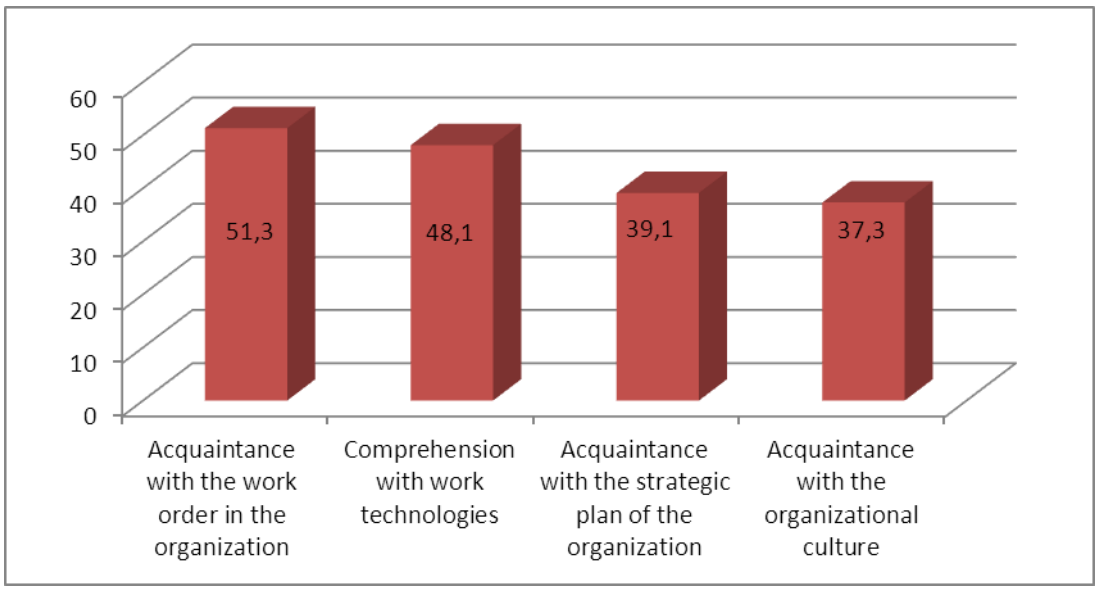

Figure 7. Novice adaptation stage contents (out of 100 points)
Source: own study

Besides it should be noted (Figure 8) that during the adaptation stage due to various faults in management and work organization every fifths new employee finds it difficult to uptake the work tasks (20.1 %) and to adapt to changes (20.1 %), every sixth finds it difficult to adapt to the management style of the line manager (17.2 %), every seventh finds it difficult to adapt to the group and the norms of behaviour (15.7 %), every eighth finds it difficult to adapt to the new work conditions and the requirements for the position (13.5 % and 13.1 % respectively), every eleventh finds it difficult to adapt to other elements of the work environment (9.2 %).

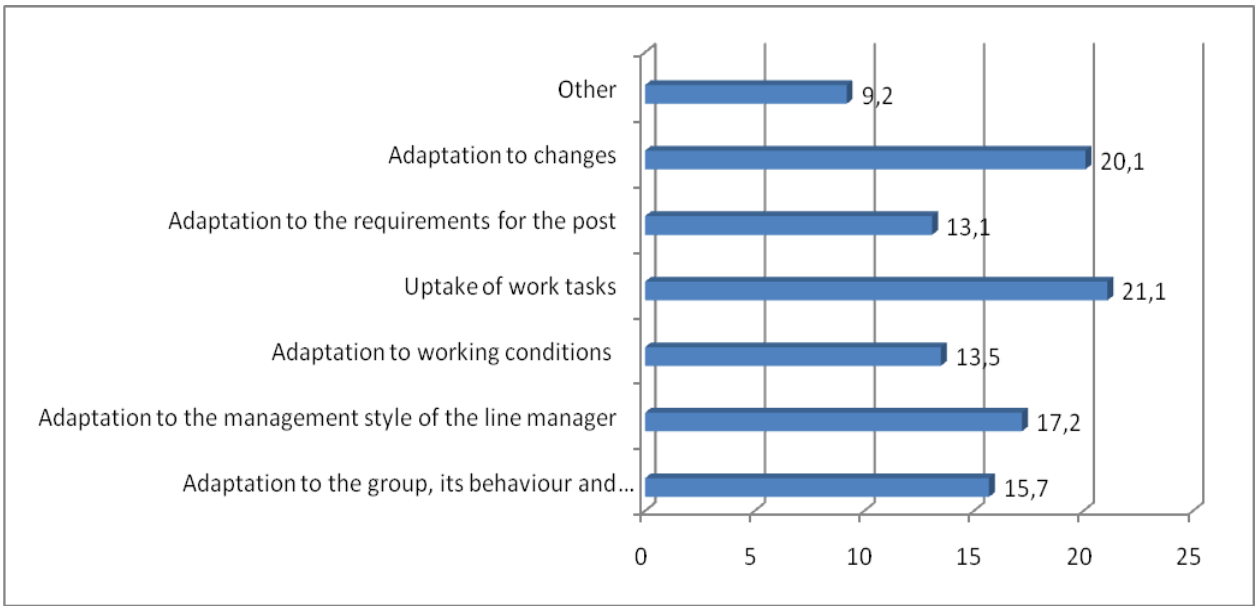

Figure 8. What aspects where the most difficult to adapt in job? (%)
Source: own study

Problems arising during the adaptation stage inevitably have a negative impact on the efficiency of the integration process of the new employee, whereas the integration stage seeks to help reveal individual abilities, demonstrate abilities to develop and join the organizational culture. Figure 9 presents the evaluations of the efficiency of the employee integration stage.

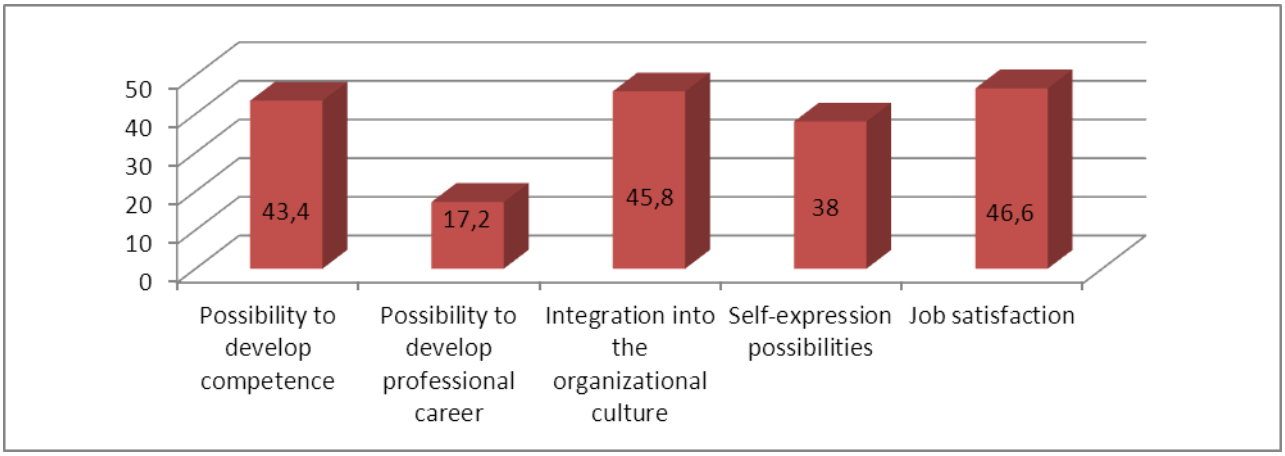

Figure 9. Consequences of employee integration stage (out of 100 points)

As we can see that the respondents' evaluations of the integration stage are not so favourable, as even the elements which got the highest scores, such as the possibility to develop one's competence, integration into the organizational culture via adaptation to the norms of behaviour in the organization and job satisfaction are evaluated within the limits of 43.4 - 46.6 points or just as satisfactory. Other factors characterizing the integration process, such as self-expression possibilities in Lithuanian organizations are evaluated at 38 points or as, unfortunately, insufficient, whereas possibility to develop professional career is evaluated only at 17.2 points, which is poor.

Our researches help to establish the elements of the socialization process in Lithuanian organizations to be improved most of all. Table 2 presents respondents' suggestions to pay special attention to when improving the socialization process (Gražulis, 2012, p. 153; Gražulis and Kojelyte, 2012).

Table 2. Respondents' suggestions for the elements most in need of improvement in the process of development of the socialization process in Lithuanian organizations.

Respondents' suggestions	%
During the placement to provide more accurate and detailed information about the organization and the job	84,2
To focus on raising awareness of the organization's activities and its dominant culture	83,2
To provide more information about colleagues and building relationships with them	79,1
To pay more attention to harmonious relations between co-workers	75,6
To provide more possibilities for employees skills competence development and self-development	74,8
To enlarge manager, tutor or mentor's role for newcomer's involvement in the provision of appropriate information, support and assistance	73,3
To devote more attention and provide more information to understand the work technologies	71,6
To provide staff support to the organization to adapt to the prevailing culture	56,5

The research sought to reveal how the respondents associate their future with the organization. Survey results (Figure 10) show that 34 % of all respondents are determined to change

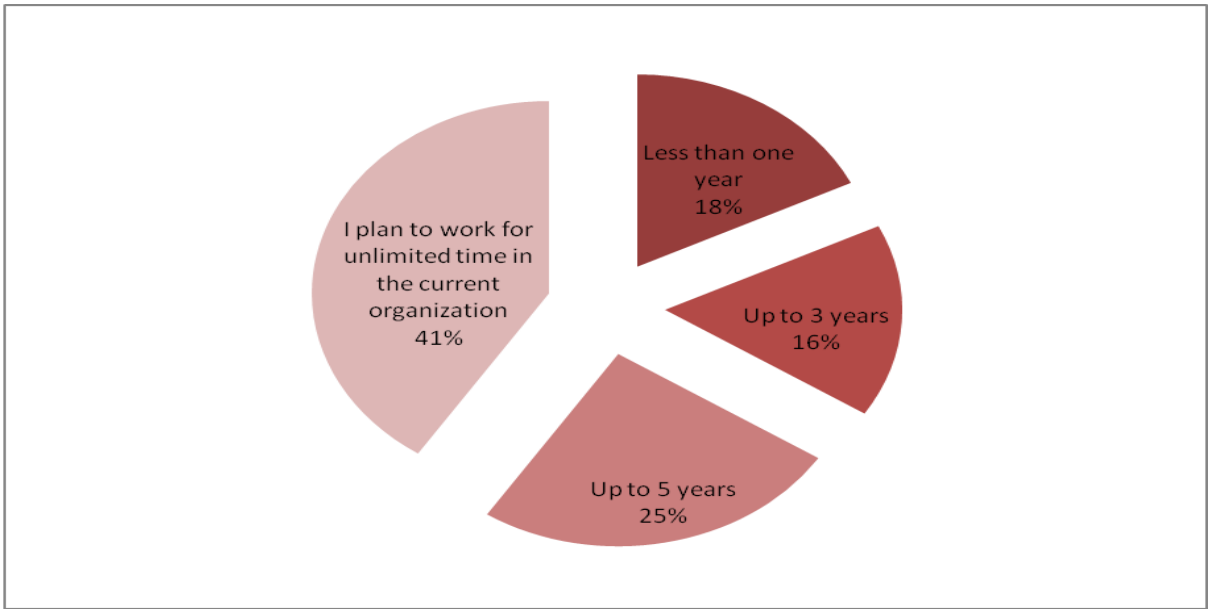

Figure 10. Respondents' plans for future work in years (%.)
Source: own study

the workplace, 18 % are planning to stay in the new workplace for not more than a year, every sixth employee (16 %) is planning to leave the workplace in two-three years, every fourth – in five years' time. The respondents' decision to change the workplace is mainly conditioned by the factors presented in Figures 5-9, such as poor managers' support, limited possibilities to develop one's competences and thus the resulting uncertainty of delegating thereof; most employees are unsuccessful in acknowledging the organizational goals and values and consciously seeking implementation thereof; emotional commitment to the organization (as a continuation of the psychological contract) as well as the desire to create and strengthen the relation with the organization are not yet a norm. As a result, there is lack of motivation to identify oneself with the organization, to develop loyal behaviour towards it and stay a member of the organization. According to the theoretical three-component model proposed by J. P. Meyer and N. J. Allen, the behaviour of the respondents can be evaluated as of the formally committed employees. As we can see, due to the different approaches in the scientific environment of Lithuania to the systematization of the socialization process (Gražulis et al, 2012, p. 72), in practice the employee's focused development and a more intense involvement in the organizational activity and cultural environment become more problematic.

Conclusion

To sum up the scientific discussions on the topic of employee socialization and the data obtained in the research, we can claim that:

- the system of relations between the individual and the organization is formed by means of application of a set of managerial, psychological, organizational, legal, etc. measures;
- the theoretical three-component model of employee socialization (anticipatory socialization, adaptation and integration) is considered to be an effective means when striving to involve an individual in the organization's life and become committee/loyal; however, the author's researches conducted in 2007-2013 show that:
    - during the job interview the expectations, moral values and future interests of the prospective employee are not sufficiently discussed, as a result, possibilities of joining the organizational culture are not discussed as well, and the future performance is difficult to predict,
    - during the employee adaptation stage the timely provision of the relevant information is not ensured, the new employee is very often forced to find everything him or herself, the appointment of a mentor to the new employee is more formal,
    - the integration process is not systematic, thus in most organizations due to the lack of information and cooperation with colleagues the appropriate employee development is not ensured, the majority of employees are not provided with the appropriate conditions to develop competencies, the managers' approach towards the career development and the realization of the potential possibilities of the subordinates is inadequate.

The flaws in the socialization process insufficiently motivate employees to be committed to the organization and eventually to become loyal; as a result every third employee intends to change the workplace. With the aim to develop loyal staff it is appropriate to launch programmes of new employee orientation, preparation and development and foresee feedback measures.

The study presented by the author shows that Lithuanian organizations are in need of the development of the socialization process and consistent implementation of the new approach towards human resource management, which is based on the implementation of employees' expectations, in practice. An effective organizational culture has to become a philosophy uniting organizations and a strategic factor of development, only then each stage of employee socialization will be complete and the whole process will be successful.

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