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Organizational integration of knowledge workers, case of a sample of Tunisian companies

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Abstract

The process of organizational integration of new knowledge workers is linked, in part, to the particular character of the knowledge organizations to which they join. For small organizations with basic requirements and a set of rules and rewards, onboarding is formal and easy. For large knowledge companies established in Tunisia, organizational integration occupies a considerable place in the human resources strategy and benefits from the allocation of a budget. In order to integrate the new knowledge worker, managers establish training sessions followed by a targeted communication policy. Socialization referring to formal practices is practically non-existent in the companies studied, except for the case of two companies where it is done more informally with peer groups. Organizational integration then occurs through formal mechanisms for some companies, and through informal mechanisms for others.

Keywords: Knowledge workers, training, communication, socialization, integration of knowledge workers in Tunisia

Introduction

The ability of companies to innovate and create new knowledge has become a fundamental issue. The knowledge of the organization, that embedded in the products and services it offers, is none other than the fruit of the pooling of the creativity, intuition and tacit knowledge of its employees according to Leonard and Sensiper (1998). Thus, faced with new challenges launched by the change in its environment, the company is called, according to Peretti (1998), "to mobilize all its resources, at the forefront of which it places the women and men who constitute it". For Guéguen (1985), "human investment now makes the difference on the markets".

With this in mind, the labor market is constantly changing and tends more and more to integrate a new category of workers called "knowledge workers", thus playing different roles requiring a strong knowledge potential and a high skills portfolio to ensure the competitiveness of the company in the intangible era. These profiles constitute at the same time the heart, the brain and the hands of the organization, there is then a need to question the human resources management practices adapted to this human potential. The knowledge worker then poses new challenges for the company (Drucker, 1999).

So many organizational practices are required and all relate directly to the problem of managing knowledge workers. Authors such as Janz et al (1997), Taylor et al (2001), Le Gall (1992), Nonaka (1999), Grant (1991), Lesca (1992), Garger (1999), Kaye and Jordan-evans (1999) and Laflamme et al (1993), Hanser (2005), Hirschfeld (2006), Tahar (2021) emphasize the quality of the reception of the new knowledge worker when carrying out a new mission and on good organizational integration and adherence to organizational objectives.

Organizational integration is one of the human resources management practices likely to create a favorable working atmosphere within the company (Tahar, 2021; Tognolli, 2022). It is through making the knowledge worker aware of the new framework in which he will work that the manager will be able to connect him to the company. The new recruit should know the company's vision, its objectives, the working atmosphere, etc.

Organizational integration at this level is not only seen as a marketing action where it is a

question of presenting only the company's assets to the new knowledge worker. So that he can play a different role, create new knowledge and defend the company, it was necessary to carry out a training policy focused on the initiation and development of certain skills necessary for his profile such as for example human, conceptual and technical skills. This training aims to fill certain gaps when carrying out a new mission.

Also, to successfully integrate the new knowledge worker, the manager must not ignore the capital importance of socialization actions in relation to the culture, values and social standards of the company.

Training, communication and socialization then constitute important mechanisms for integrating knowledge workers according to Janz et al (1997), Taylor et al. (2001), Le Gall (1992), Nonaka (1999), Grant (1991), Lesca (1992), Garger (1999), Kaye and Jordan-Evans (1999), Hanser (2005), Hirschfeld (2006), Laflamme et al (1993), Tognolli (2022). So, "How are new knowledge workers integrated into the company?" ". To respond to this problem, in the first part we undertook a theoretical investigation into the main mechanisms likely to integrate knowledge workers. Secondly, we used a qualitative approach through interviews with 35 Tunisian knowledge workers. The results of the survey made it possible to see how new knowledge workers are integrated into the company.

I- Theoretical framework for the integration of knowledge workers

Intellectual work is carried out mainly by highly qualified workers called "Knowledge Workers". These workers are known for their professional and interpersonal skills as well as their ability to effectively use their knowledge and know-how to adapt to various situations or even create new situations. These workers increasingly represent the major source of the competitive advantage of knowledge companies according to Malone (1997). Their competence, efficiency and productivity allow them to present themselves within these companies as the rarest and most valued resource that the organization has an interest in integrating, keeping and developing to support its competitive advantage according to Drucker (1999).

Indeed, being able to integrate and retain the most efficient and productive knowledge workers means protecting the company's skills portfolio, supporting its competitive position and ensuring, among other things, its sustainability. The problem of integrating knowledge workers is therefore of undeniable importance.

I-1- Knowledge workers: Outline of a profile

The concept of "knowledge workers" appeared in managerial literature for the first time during the 1960s in the writings of Drucker to define a population of new "workers" who manipulate electronic signals and offer their intelligence to companies that request such potentials.

The knowledge worker is described according to Drucker (1993) as "A high level employee who applies theoretical and analytical knowledge acquired through formal education, to developing new products or services". In 1999, Drucker introduced this concept into the management literature by assuming that "the most valuable asset of the 21st century institution, whether market or non-market, will be its knowledge workers and their productivity" (Drucker, 1993).

Knowledge workers are likened to experts, skilled specialists who use their creativity to solve complex problems. By summarizing the characteristics of knowledge workers, Drucker (1993) demonstrates that first of all, these specialists hold an authority which finds its legitimacy in the knowledge they possess, they also like complex problems, the freedom to research solutions and recognition in return for their results. Next, their work requires a high level of autonomy and responsibility. Also, they do not like routine work. As a result, they find themselves surrounded by support staff who carry out all administrative and routine tasks. Finally, these workers are characterized by great involvement in their work and in their profession and do not delegate their tasks.

They are then intellectual workers who possess knowledge allowing them to operate in a complex framework, to resolve confusing and varied problems and to develop specialized knowledge. Supposed to benefit from elite training consolidated by both operational and resolute capacities, these knowledge workers also have autonomous creativity which they use in carrying out their work and coping with unforeseen events.

Knowledge workers prefer to collaborate with people with similar training and values and work in networks of colleagues built on the principles of concern and mutual assistance through the exchange of knowledge, the publication of actions and sharing. of social recognition (Alter, 1993).

Alter (1993) recognizes two criteria that characterize knowledge workers. The first concerns the strategic order of their activities. In fact, they allow the organization to innovate and support its competitive advantage. The second is economic and concerns their contributions to the flexibility of the organization through techniques of reactivity and adaptability.

Knowledge workers do not constitute a homogeneous and well-defined professional group and do not have a clearly established professional identity and cannot obey the structure by professional body. We cite some activities identified as knowledge work: the lawyer, the doctor, the programmer, the librarian, the professor, the consultant, etc. For knowledge workers, work is a source of personal enhancement which gives meaning to their lives but according to them this remains dependent on the quality of remuneration, the degree of autonomy, the signs of recognition shown to them as well as the quality of their organizational welcome.

I-2- Mechanisms for integrating knowledge workers

Job insecurity has had the effect of making workers more mobile and more responsible for managing their careers. That being said, they transpose to themselves the loyalty formerly assigned to an employer and are more on the lookout for external opportunities likely to benefit them according to Cardinal (2004) and Tognolli (2022). "Even if the new parameters and rising values can influence the mobility of workers, we must not lose sight of the fact that factors specific to the organization and inadequate management of human resources are likely to encourage employees to leave their job. The non-existence of an integration action, the absence of learning or career opportunities, dissatisfaction with the immediate superior and/or unsatisfactory working conditions, lack of support and recognition can also encourage competent employees to

take steps to change their situation” according to Cardinal (2004).

With the objective of retaining human capital as a source of competitive advantage like knowledge workers, the company is called upon to make a successful first contact with the new knowledge worker who will subsequently be an important determinant for a lasting and satisfactory relationship. Three integration practices prove essential, namely training, communication and socialization according to Janz & al. (1997), Taylor et al. (2001), Le Gall (1992), Nonaka (1999), Grant (1991), Lesca (1992), Garger (1999), Kaye and Jordan-evans (1999), Laflamme et al (1993), Tahar (2021), Tognolli (2022).

I-2-1- Training

To successfully integrate new knowledge workers, the company is called upon to mobilize training programs that develop their skills and their sensitivity to problems of incompetence when fulfilling new responsibilities (Janz et al, 1997; Taylor et al, 2001).

By joining the company, the knowledge worker is called upon to play a role different from that of a simple employee. The mission he will undertake requires not only technical skills but also conceptual and human skills. The knowledge worker is called upon to imagine new solutions, design a working method and lead a work team. Beyond the simple role of carrying out manual and elementary work, he is called upon to design. This is why knowledge workers are considered the brains, hearts and hands of knowledge-intensive firms. To be able to meet organizational objectives, they must develop three skills: conceptual, human and technical.

Technical aptitude

As soon as they enter the organization, the knowledge worker has the knowledge acquired throughout their academic studies, their professional experience and their social experience. This does not prevent him from being combined with practical experience during which he will be monitored and advised to learn solid knowledge of the company's profession, the principles of the specialty and the work process.

Thus, the knowledge worker learns varied and specialized technical skills in order to develop a certain versatility and be able to take charge of most of the team's jobs. He is also called upon to develop skills peripheral to teamwork and problem solving such as statistical techniques, quality control, brainstorming. Problem-solving and decision-making groups are vectors for coordinating knowledge and privileged spaces for integrating functional skills. (Nonaka, 1999).

Human ability

The knowledge worker is called upon to exchange his knowledge with the members of the organization. For the exchange of knowledge to be effective, the knowledge worker is called upon to perfect human skills. With the help of certain communication techniques such as role play and case methods deployed by a facilitator, the new recruit manages to consider his own experience in a way that makes him able to learn from it, increase his ability to understand what others want to make clear to them explicitly or implicitly through their attitudes and expressions and become better able to communicate their ideas and positions

to others. To summarize, it is about developing in the knowledge worker the faculties of active listening, negotiation and synthesis.

Conceptual aptitude

In addition to the need for knowledge workers to manage their work, they are called upon to make appropriate decisions to make the company's project successful and achieve its objectives. In this case, the manager can use several methods to develop conceptual aptitude during organizational entry.

The preceptorship method gives the new recruit the opportunity to take on a certain responsibility under the supervision of an immediate superior who helps him with open questions or opinions instead of ready-made proposals or answers each time he arises found in difficulty.

Another method is to successively appoint the new recruit to a certain number of positions at the same level of responsibility. He will thus have the opportunity to put himself in the shoes of others.

Other possibilities are possible such as special missions, more particularly those which require inter-service contacts (design office, consulting service, organization and method service, etc.) where the new knowledge worker plays the role to advise general directors on strategy issues. For larger groups, the case method can be interesting, it only involves problems of general company policy and coordination of functions.

Training represents an important factor for better integration of the knowledge worker into the organization by allowing them to become familiar with processes, procedures and working methods. This does not prevent it from being accompanied by an open and targeted communication policy with the aim of removing all nuance and blocking factors for the new knowledge worker when entering the organization.

I-2-2- Communication

Le Gall (1992) considers internal communication as “that which is concerned both with contributing to the constitution of a common language, with putting individuals in contact with each other and with disseminating relevant information to them to facilitate and encourage their exchanges. Nonaka (1999) and Grant (1991) emphasize dialogue, communication and discussion as mechanisms for coordinating and integrating the specific knowledge of knowledge workers.

To integrate the new knowledge worker, the manager is called upon to take this information relay function into consideration. Upon arrival at the company, the new recruit needs information which concerns not only the work regulations, schedules, break time but also the working atmosphere, culture, values and ethics. at work. This information exists at a largely informal level and not explicitly formulated.

However, “the company must clearly and regularly communicate to its members information on its objectives, its positive or negative results in order to encourage their support and commitment. Communication allows employees to become involved in the life of the company and to actively contribute to its success” according to Byham (1996).

For the vision to be clear to the new knowledge worker, the manager must ensure that the communication process is organized, objective, non-manipulative, participatory and

non-top-down. The prime contractor and manager of this communication is the human resources department, which is also responsible for all other actions such as internal press, executive meetings, integration courses, etc.

The human resources department is called upon according to Le Gall (2000) to set up a social information system (SIS) which allows, according to Harrison and Deans (1994), to use, acquire, store, manipulate, analyze, reprocess and distribute relevant information relating to the company's human resources such as the individual and collective performance monitoring system which provides feedback on work efficiency.

However, the usual solutions such as the internal press or invitations prove insufficient because they leave little room for exchanges so that the new knowledge worker can appropriate the new work environment.

The reflections of Giroux (1994) demonstrate that communication models have evolved, from the order of "doing things" and "being together" to the order of "doing together". It is no longer exclusively a question of transmitting information for application, nor of facilitating relationships, but of contributing to innovation (Le Gall, 2000).

Indeed, from a descending and technical model, internal communication has expanded to include user-friendliness information. Lesca (1992) emphasizes that this information, having an effect on the atmosphere and relationships, is intended to provide meaning at work, to influence individual behavior and to facilitate the synergy of efforts. They present themselves today as better integrated into an overall human resources management strategy and allow better integration of new recruits.

I-2-3- Socialization

According to functionalist theories, organizational integration involves bringing together individual and organizational expectations and socialization mechanisms where we witness the consolidation of the individual's commitment to their new work environment (Buchanan, 1974; Oliver, 1977; Louis, 1980; Ashley et al, 1980; Bateman and Organ, 1983; Dean, 1985; Ferris et al, 1985).

This commitment results from a certain congruence between the expectations of the individual and the organization. The company then becomes a place of social identity for its employees. They adjust not firstly as a result of a search for interest, but out of respect for a social norm to which they have explicitly or implicitly adhered and which shapes their behavior.

To convey and realize the expectations of new knowledge workers, the organization develops socialization practices that provide information on the context in which the knowledge worker evolves during their organizational entry. Even by ensuring, during selection, the congruence between the values of the employee and those of the employer, socialization makes it possible to consolidate the staffing process by making new recruits aware of the corporate culture (Laflamme et al., 1993).

When carried out by managers, organizational integration will have the effect of showing new knowledge workers the interest and respect that the company has for them and in return, promoting their retention (Garger, 1999), stimulating them to achieve organizational objectives (Kaye and Jordan-Evans, 1999).

Unlike functionalist theories where integration occurs

through a marriage between individual and organizational expectations and formal and informal socialization actions, in certain companies, the values and behaviors sought and rewarded mainly relate to class logic. In this context, it is necessary to take into account the direct or indirect influence of peer groups on the beginner in the integration phase.

According to this thesis, socialization comes rather from the social class to which one belongs and it is more global, more fundamental and is done by reference to the same socio-economic difficulties, by passing through the same "jobs" (pizza deliveryman, dishwasher), by the same living conditions and by the family according to Laflamme et al (1993).

The organizational survival of the new recruit depends first on his ability to produce and then on his acceptance by the group. The relationship between organizational integration and relationships with co-workers is so fundamental that, moreover, the new knowledge worker defines the end of the organizational entry process precisely from this relationship according to Laflamme et al (1993).

Finally, organizational integration does exist as a process, but it is not defined only based on formal practices. It goes much more through informal mechanisms according to (Laflamme et al, 1993).

II- The integration of knowledge workers in Tunisia

Rethinking the management methods of knowledge-intensive firms is an operation that should not be delayed. Such action will reconcile the interests of managers, the needs of knowledge workers and the objectives of the organization, which could lead to the achievement of better performance. The management of knowledge workers challenges human resources directors above all to properly integrate this human capital, a source of competitive advantage, into strategic concerns (Chaher and Dhen, 2007). Using a qualitative approach through interviews with 35 knowledge workers, we are trying to see how certain knowledge companies in Tunisia integrate new knowledge workers and whether they do so through organizational actions. This allows us to answer the problem of the study expressed by the following question: How are new knowledge workers integrated into the company?

II-1- Research methodology

Exploratory in nature, the empirical investigation was based on a qualitative study by interviews. According to Denzin and Lincoln (1994), Miles and Huberman (1991), qualitative approaches are considered appropriate for the in-depth study of complex phenomena within the framework of an exploration logic. They make it possible to answer "how" type questions which are essential here (Yin, 1994). A survey using face-to-face interviews is therefore possible, allowing us to understand the key dimensions of the organizational integration of knowledge workers.

II-1-1- Sample

The size of the sample influences the confidence placed in the results and consequently the internal and external validity. For the qualitative study, trust is assessed on the basis of the judgment and adequacy of the informants to achieve sufficient credibility. To determine the sample size, Yin (1994) uses two criteria, namely replication and saturation.

The interviews were carried out with thirty-five knowledge

workers classified between engineers, computer scientists, managers, administrators, HR managers and total quality management managers with a university level of study of Bac + 4, Bac + 5 and Bac + 6. They were hosted by seven Tunisian knowledge companies. These companies are medium-sized if not large and belong to various economic sectors such as electronics and telecommunications, poultry farming, gas and electricity and the pharmaceutical industry.

II-1-2- Measuring instrument

Data collection was carried out using semi-structured interviews comprising semi-closed and open questions. The duration of the interviews varied between 90 and 120 minutes. The interview guide allowed us to collect information about the company's efforts to integrate knowledge workers, including whether they provided training, communication and socialization.

II-1-3- Data analysis method

The multiplication of interviews with key informants made it possible to ensure a certain objectivity of the data collected, to promote the credibility of interpretations as well as a better understanding of the cases to be studied (Eisenhardt, 1989; Huberman and Miles, 1991).

Each interview was the subject of a summary sheet. We categorized the responses according to themes reflecting actions taken to integrate new knowledge workers, including training, communication and socialization.

Content analysis, the aim of which is to assess the importance of themes in the discourse rather than to measure it, made it possible to see the value of the themes treated. The results of the qualitative study will be discussed in the following.

II-2- Thematic analysis of data and discussion of results

The successful integration of knowledge workers begins with effective recruitment that allows the company's objectives to be met. Once the company has been able to find the profile of the most appropriate knowledge worker with its expectations and objectives, it should be called upon to continually develop its professional skills. This training would allow knowledge workers to improve their ability to learn company processes and consequently develop their productivity.

To learn the technical requirements of the position, the tools and the working methods, it was necessary to resort to training as well as observation. Integration into the company takes place over a relatively long time given the nature of the activity which requires a wide range of knowledge on the strategic and operational level. Generally, three to four months are enough to learn the job and for the employer to evaluate the new recruit. Two or three weeks are enough for the new knowledge worker to familiarize themselves with the company and build relationships with co-workers.

In the following, a detailed analysis of the main themes of the study (training, communication and socialization) will be presented.

Theme 1: Training

Although knowledge workers have at their organizational entry the knowledge acquired throughout their academic studies or their professional career, this does not prevent them from being combined with practical experience during which they will be monitored and advised to learn specific

knowledge about the company's profession. Organizational integration remains in many ways linked to the training effort addressed to the new recruit.

In three companies in our sample, the human resources department plans training sessions for new knowledge workers allowing them to acquire technical skills related to the different professions of the work team. Newly welcomed knowledge workers received training in problem-solving skills such as brainstorming, quality circles and the Ichikawa diagram to identify the origins of a given problem.

Whether a computer scientist, engineer, manager, the knowledge worker is called upon to exchange his knowledge, to coordinate his efforts with the work team towards the achievement of the company's objectives. To improve the new knowledge worker's ability to actively listen and the human ability to work and communicate with members of a work group, half of the companies studied establish training based on role-playing games. For case methods, we see that most companies use them except for the case of a single company.

Two companies studied, to perfect the peripheral skills necessary for teamwork, they use participatory management by integrating new knowledge workers into autonomous work groups.

The nature of knowledge work requires a broad propensity for thinking and design. Thus, to develop conceptual aptitude in the new knowledge worker, the knowledge companies studied carry out several actions.

Upon arrival, the knowledge worker is successively appointed to a certain number of positions at the same level of responsibility. This allows him to have a certain responsibility under the supervision of an immediate superior who helps him and offers him open questions or opinions instead of ready-made answers whenever he is in difficulty. On the other hand, we have not observed the organization of special missions which require inter-departmental contacts where the new recruit can play the role of advisor to the general directors on strategy questions except for the case of a single company which involves problems of general company policy and coordination of functions. On the other hand, the two other companies studied are preparing programs allowing new knowledge workers to acquire peripheral skills necessary for decision-making.

Training is always presented as the best way to provide knowledge workers with the opportunity to continually learn and unlearn, as well as develop skills and acquire knowledge relating to the profession. However, the knowledge workers surveyed reported that their companies do not pay much attention to the acquisition of peripheral skills related to problem solving, collaborative work and decision-making. Regarding the development of human skills to work in groups, to have the ability to actively listen, the study shows that only three companies carry out role plays or case methods for new knowledge workers. Finally, to provide new recruits with strategic knowledge, we noticed that in most of the cases studied, the only way to do so is to successively occupy a certain number of positions at the same level of responsibility.

Theme 2: Communication

When they arrive, new knowledge workers are made aware of the objectives, mission, work regulations and schedules and break times. This would allow for better integration by

avoiding any anxiety when discovering the work environment.

Paradoxically, the work atmosphere remains ambiguous for most of the new knowledge workers interviewed because the human resources department does not communicate conviviality information.

On the informal level, new knowledge workers had the opportunity to detect signals about the social environment but over a more or less long period. In the same way, the results of the company, whether positive or negative, are not communicated to new recruits except for the case of two companies given the nature of their activity which requires a daily and rapid review of the main results obtained, still the limited workforce further facilitates direct communication between members of the company.

Furthermore, the relative absence of a social information system in most of the companies studied making it possible to communicate the arrival of an employee, the departure of another, the best score achieved, innovative projects, events athletes, does not hide the presence of transversal communication of another kind via information and communication technologies.

In this context, we found the existence of an electronic communication system through Internet, Intranet, email, portal and Outlook for three companies studied which facilitates exchanges between new recruits and members of the organization.

For traditional means of communication such as the internal press, invitations, meetings, they are important for the new knowledge worker but they come in second place.

For example, managers at one of the companies studied frequently hold meetings to communicate management's needs to new knowledge workers and subsequently give them an opportunity to speak. They use the internal press as a means of communication and integration.

Also, managers of another company prefer the internal press, invitations and memos as a means of communication addressed to new knowledge workers. This can be explained, in part, by the large size of the company and the formal communication policy.

Finally, we noticed that managers in most of the companies studied ensure the success of the organizational integration of knowledge workers and consider it necessary for better organizational health. We see the organization of executive meetings for four companies studied and integration courses for three companies. This indicates that efforts to integrate new knowledge workers are mainly deployed by large companies which provide a budget for this.

Organizational integration does exist as a process that involves training and communication but much more through socialization.

Theme 3: Organizational socialization

The process of organizational integration of knowledge workers inevitably involves certain socialization practices. Upon organizational entry, new recruits suffer from organizational vagueness regarding the work atmosphere, culture, values and social norms of the company. This anxiety begins to dissipate quickly as soon as managers carry out formal but also informal socialization actions through peers.

Among the companies studied, we find managers from two companies who formally communicate company culture and work ethics to new knowledge workers.

For the first, the social norm comes down to discipline and more value is placed on the level of education of the new manager as well as his professional experience. For the second, the company culture comes down to the encouragement of a united team spirit, the rigor of working methods and the organization of work. The values sought are more focused on respect for hierarchy and better product quality. The social norm to adhere to is discipline.

On the other hand, for the other companies studied, communication of organizational culture is strictly speaking non-existent, in the opinion of the employers themselves, since it boils down to punctuality, respect for discipline and presence at work. These values are qualities that every knowledge worker must possess or develop quickly upon organizational entry. Indeed, punctuality is at the forefront of the values formulated by the knowledge workers interviewed. Lateness and failure to respect break times seem to constitute an affront to order and authority. Absence from work is probably the most serious "crime" that an employee can commit. Even if confessions of dismissal are difficult to obtain from employers, as are the reasons which may lead to such action, absence from work would be one of the main causes of dismissal.

Although extremely important for employers, punctuality, respect for break times and attendance at work are not explicitly communicated to new recruits, consistent with the study by Laflamme et al (1993).

The regulations exist, but at a largely informal level, as expressed by one of the managers we met: "they know that we want them to produce the best possible quality, and no delays or absences. I think the employees know that, it's like that everywhere. Nothing is said or evaluated after X amount of time: everything is informal."

We can ultimately see that organizational socialization in the companies studied takes place, for the most part, informally through peers (colleagues at work) and social class.

In reality, socialization comes more from the social class to which one belongs and it is more global, more fundamental: socialization by reference to the same socio-economic difficulties for the new knowledge workers of four companies. By passing through the same "jobs" (pizza deliveryman, dishwasher, refreshment bar, etc.) and by the same living conditions for the new recruits of the fifth company

Finally, and as a general rule, recruits are no longer new after two or three months, as a new knowledge worker interviewed said: "the new ones know this, almost certainly, partly because they have become familiar with other employees.

Conclusion

The organizational reception of the new knowledge worker represents a lever of success for the establishment of a satisfactory relationship and is largely distinct from that of the reception of a simple employee which is carried out largely on an informal basis. Indeed, the process of organizational integration of new knowledge workers is linked, in part, to the particular character of the knowledge organizations to which they join.

For small organizations with basic requirements and a set of rules and rewards, onboarding is formal and easy.

For large knowledge companies established in Tunisia, organizational integration occupies a considerable place in the human resources strategy and benefits from the

allocation of a budget. To welcome the new knowledge worker, managers establish training sessions in order to introduce them to the company's profession and perfect their human skills of group work, active listening, as well as skills conceptual. This is followed by a targeted communications policy. Socialization referring to formal practices is practically non-existent in the companies studied, except for the case of two companies, it is done more informally with peer groups. Organizational integration then occurs through formal mechanisms for some companies, and through informal mechanisms for others.

The absence of formal integration mechanisms can be explained by the absence of means, time, interest to invest in human capital and knowing that new recruits depend in spite of themselves on the economic situation, first want and above all work. This is consistent with the study by Van Maanen (1975) analyzing organizational integration taking into account the workers' background, the size of the organization, the sector of activity and finally the situation of the labor market.

But this can in no way hide a verdict: companies are always looking for the profile of the knowledge worker. With the new economic situation and the advent of the knowledge economy, recourse to the intelligence and creativity of employees constitutes a determining lever for the survival of companies.

Under these conditions, managers cannot underestimate the importance of effective management of human potential, a source of competitive advantage and wealth creation. On the contrary, much vigilance and interest must be given to the management of knowledge workers. This is why they must be well received and integrated into the organization. It is the quality of the first contact which largely determines the quality of the knowledge worker's relationship with their organization.

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