

*** How Far the Knowledge Workers and Data Workers are Satisfied With the Organizational Reward Systems: An Empirical Study on Twelve Service Organizations in Sri Lanka**

Hansiya Rauf**

Abstract

This research aimed to study the effectiveness of the reward system, which will lead to satisfaction and commitment among knowledge workers and data workers in the service industry in Sri Lanka.

This research attempted to examine whether the knowledge workers and data workers derive job satisfaction mainly from intrinsic rewards or extrinsic rewards and the relationship between job satisfaction and commitment among the knowledge workers and data workers. To achieve the objectives three hypotheses were developed for testing. The study concluded that knowledge workers derive greater job satisfaction from intrinsic rewards than extrinsic rewards while data workers derive greater job satisfaction from extrinsic rewards than intrinsic rewards the study also concluded that satisfaction followed by intrinsic rewards is more correlated with the level of commitment than job satisfaction followed by extrinsic rewards for knowledge workers category, but could not say the same for data workers category.

This study will be useful to identify the reward system, which will lead to a higher job satisfaction and commitment among the knowledge workers and data workers. Findings of this study will serve the organizations to make suitable reward systems or take corrective action in their motivational tools, which will assist them in reaching their corporate goals.

Keywords: *Organisational reward system, Satisfaction, Commitment*

Introduction

A highly motivated work force is an absolute necessity for a developing country to achieve a high level of economic advancement as quoted by Perera (1989) states that "Economic development is primarily a question of getting more work done. For that there are four essential conditions. First there must be motivation."

Reward systems are powerful media for conveying messages to employees about the organization's values and the contribution they are expected to make to uphold those values and to achieve the organization's goals. Effective total reward processes derive organizational performance. Today many organizations reward their staff to obtain extra performance. Many of such organizations use intrinsic (eg; recognition) reward and Extrinsic (eg; pay) reward to support strategies to achieve objectives.

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This research aims to study the effectiveness of the reward system, which will lead to satisfaction and commitment on knowledge workers and data workers. The reward strategy will mainly be concerned with the direction; the organization should follow in developing the right mix and levels of intrinsic and extrinsic rewards in order to support the corporate goals.

The meaning and nature of Job satisfaction

Motivation to work well is usually related to Job satisfaction, but the nature of this relationship is not clear. One view is that the motivation required for a person to achieve a high level of performance is satisfaction with the job.

Attempting to understand the nature of Job satisfaction is not easy. It is a complex concept, which can mean a variety of things for different people. Satisfaction is not the same as motivation. Motivation is a process, which may lead to Job satisfaction.

It is a general understanding that Job satisfaction is an attitude towards Job. Job satisfaction to the workers is necessary for good continuation of work. A person with a high level of satisfaction holds positive attitude toward the Job while a person who is dissatisfied with his or her Job hold negative attitudes about the Job.

Robbins states: Job satisfaction is a general attitude towards one's Job. The difference between the amount of rewards workers receive and the amount they believe they should receive. (Robbins, 1998:25)

Laurie J Mullins states: Job satisfaction is more of an attitude, an internal state: it could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative. (Laurie J. Mullins, 1996:520)

Locke quoted by Fred Luthans defined Job satisfaction as: A pleasurable or positive emotional state resulting from the appraisal of one's Job or Job experience (Fred Luthans, 1989:176)

According to Lowler, facet satisfaction refers to people's affective reactions to particular aspects of their Job. Pay, supervisions, and promotion opportunities are studied as facets.

According to the model presented by Edward Lawler III when a person's feeling about what he should receive and his perception of what he receives are equal, he will be satisfied. If he feels that his perceived level exceed the actual he will be dissatisfied, on the other hand if he feels he is over paid than expected, he will feel guilt and discomfort. Another important factor is comparison with others' inputs and outcome with his/her inputs and outputs.

Measuring Job Satisfaction

From the above definitions it is clear that Job satisfaction is an internal feeling and an unobservable variable. An employee's assessment of how satisfied or dissatisfied he or she is with his or her Job is a complex summation of a number of Job elements. Therefore there is no definite way to measure it.

Overall Job satisfaction is determined by some combination of all facet-satisfaction feelings. This overall satisfaction is

determined by the difference between all the things a person feels he should receive from his Job and all the things he actually does receive. Some factors do make larger contribution to overall satisfaction than others. Pay satisfaction, satisfaction with work itself, and satisfaction with supervision seems to have particularly strong influence on overall satisfaction for most people. Also employees tend to rate those factors, as important for overall satisfactions are equal to facet satisfaction multiplied by facet importance. (Edward E. Lawler, 1973:77)

Many ways of measuring Job satisfaction can be identified from the current literature. The Simplest way to measure the Job satisfaction is to ask the employee "All things considered, how satisfied are you with your job?" Respondents then reply by circling a number between one and five that corresponds to answers from "highly satisfied" to "highly dissatisfied." This may be sufficed for some purposes. But when that is not enough, a questionnaire can be used to measure Job satisfaction. In the questionnaire the satisfaction is measured with the different dimension or facets of the Job and the sum of all satisfaction scores is taken as the overall level of Job satisfaction. But there is no definite conclusion about the Job facets, which are to be selected.

The most common approach for measuring job satisfaction is the use of rating scales. Most popular one is the Minnesota satisfaction questionnaire (MSQ). This instrument provides a detailed picture of the specific satisfactions and dissatisfaction of employees.

Another popular questionnaire is the Job Descriptive Index (JDI). In this method

respondents are expected to answer "yes", "No", or? (Uncertain) for given set of descriptions about the Job. In this questionnaire five distinct aspects of the Job were selected namely, work in present Job, present pay, opportunities for promotion, supervision, and people on the present job. It has been widely used by organizational behaviour researchers over the years and provides a broad picture of employee attitudes toward the major components of jobs.

Still another popular instrument is the porter's Need satisfaction questionnaire (NSQ); it is typically used for management personnel only. The questions focus on particular problems and challenges faced by managers.

Another method of assessing Job satisfaction is critical Incident approach. This was popularised by Fredrick Herzberg. He and his colleagues used this technique in their research on the two-factor theory of motivation. Employees were asked to describe incidents on their job when they were particularly satisfied and dissatisfied. Then these incidents are analysed in order to find factors, which give job satisfaction to employees.

Another method of assessing Job satisfaction is the use of personal interviews. Interviews allow researchers to explore the situations into deep to find real factors which cause employee satisfaction or dissatisfaction.

Job Satisfaction and Motivation

The relationship between the Organisation and its methods is governed by what motivates them to work and the fulfilment they derive from it. The manager needs to understand how to elicit the

co-operation of staff and direct their performance to achieving the goals and objectives of the organisation. The manager must know how best to motivate staff so that they work willingly and effectively. Stephen P. Robbins define motivation as the willingness to exert high level of effort toward organisational goals, conditioned by the effort's ability to satisfy some individual need. An unsatisfied need creates tension that stimulates drives within the individual. These drives generate search behaviour to find particular goals that, if attained, will satisfy the need and lead to the reduction of tension. Therefore, it can be said that motivated employees are in a state of tension. To relieve this tension, they exert effort. The greater the tension, the higher the effort level. If this effort successfully leads to the satisfaction of the need, tension is reduced.

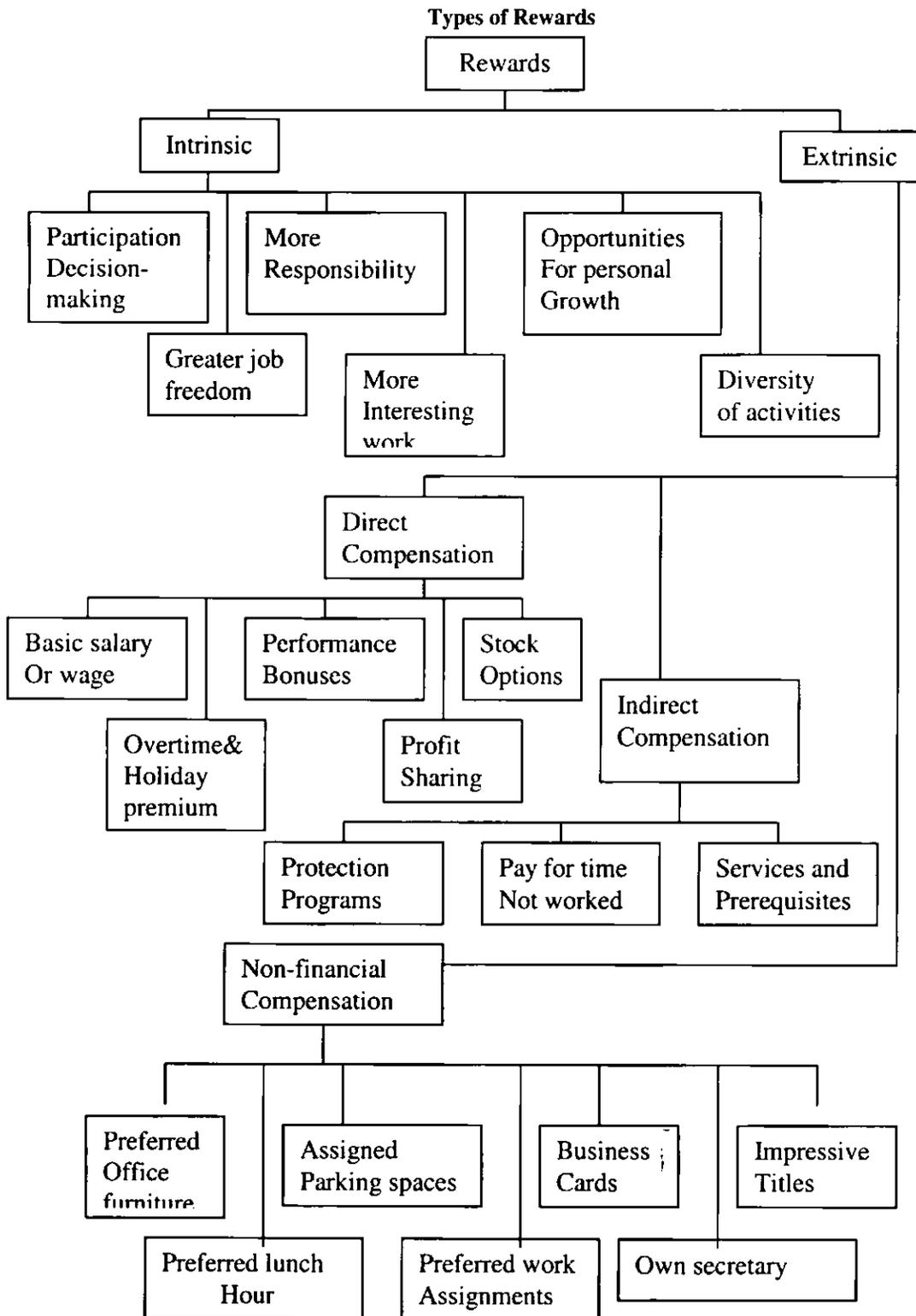
It has been increasingly expected from the managers to make-work productive through the worker achieving. That is the work alone cannot be considered. The totality of the work and worker should be considered. Peter Drucker tells that personal Satisfaction of worker without productive work is failure, but so is productive work that destroys the

worker's satisfaction. Neither is in effect tenable for very long. So the manager's problem is how he gets people to perform at a higher than normal of their physical and mental capacities and maintain satisfaction. This is the challenge of motivation. However, motivation and satisfaction are related but not synonymous concepts. Motivation is the drive to satisfy a want or goal. Satisfaction refers to the containment experiences when a want is satisfied.

Organizational Reward Systems

The rewards can be broadly categorized into two groups namely intrinsic rewards and extrinsic rewards. Intrinsic rewards are psychological rewards that are experienced directly by an individual. These are defined as "Rewards that are part of the Job itself".(Gibson, Ivancevich and Donnely Jr.1991:202).It had also been defined as "Psychological reward that is experienced directly by an employee".(Stoner and Freeman 1992:450)Extrinsic rewards are provided by an outside agent such as supervisor or work group. These rewards had been defined as "Rewards external to the job". (Gibson, Ivancevich and Donnely, 1991:198).

The following exhibit presents a structure of looking at rewards.



Source :Stephen P.Robbins ,Organizational behaviour sixth edition .Eagle Cliffs
New Jersey : Prentice Hall Imnc.,1993.p.236.

Employee commitment

Among the factors, which contribute to a healthy organizational climate, high moral and motivation is the extent to which members of staff have a sense of commitment to the organization. The extent of their commitment will have a major influence on the level of work performance.

Commitment means the course of action or choice that has been internalized by each member so that he experiences a high degree of ownership and has a feeling of responsibility about the choice and its implications. Internal commitment means that the individual has reached the point where he is acting on the choice because it fulfills his own needs and sense of responsibility, as well as those of the system (Hackman, Lawler, and Porter, 1977:P.442)

The concept of commitment itself, and the manner in which it is actually created is not easy to describe. There does, however appear to be a growing acceptance of the notion of attachment and loyalty. Commitment may be defined in terms of the relative strength of the employee's identification with and involvement in a particular organization (Mullins,1996:P.719).

O' Reilly explains organizational commitment as typically conceived of as an individual's psychological bond to the organization including a sense of job involvement, loyalty and a belief in the value of the organization.

Martin and Nicholls view commitment as encapsulating 'giving all of yourself while at work'. This entails such things as using time constructively attention to detail. Making that extra effort, accepting

change, co-operation with others, self-development, respecting trust, pride in abilities, seeking improvement and giving loyal support.

A large measure of the success of the companies studied derives from their management of people and from creating a climate for commitment for example; if people feel trusted they will make extraordinary efforts to show the trust to be warranted. However creating commitment is hard. It takes time the path is not always smooth and it requires dedicated managers. (Mullins 1996; P 720)

There needs to be concern not only for producing goods or services but also for the encouragement of innovative, exploratory and creative ideas that go beyond that can be prescribed for the job and for the application to work of intuitive as well as explicit knowledge. These multiple objectives can only be achieved if managers consider with care exactly what kinds of commitment they are aiming for and design policies and practices accordingly. (Mullins 1996, P. 722).

Methodology of the Study

The purpose of this study is to find out the effectiveness of reward system among knowledge workers and data workers and focus on the relationship between rewards and job satisfaction and commitment among the knowledge workers and data workers. The research problem focused here is "What impact do intrinsic and extrinsic reward have on the satisfaction and commitment among knowledge workers and data workers in the service industry in srilanka". Based on the research question, the conceptual model as depicted in figure below, was constructed.

The Conceptual Model



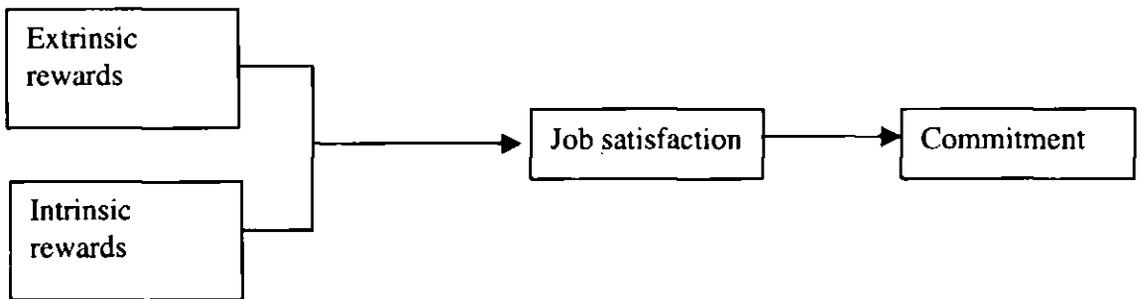
In this model various groups of employees are provided various job characteristics in terms of motivation. These groups of employees should be rewarded different

ways to motivate them. This will lead to high job satisfaction and favorable attitude of employees for the job.

Independent variable

Dependent Variable

Outcome



Management literature suggests many ways in which organizations can be changed to increase their effectiveness and provide a better quality of work life for employees. Job enrichment is one of them. It is believed that through job Based on the conceptual model, the following hypotheses were developed for testing:

design an organization can increase employees' job satisfaction.

Hypotheses to be tested:

Hypothesis 1(H) 1: Knowledge workers derive greater job satisfaction from intrinsic rewards than from extrinsic rewards.

Hypothesis 2(H) 2: Data workers derive greater job satisfaction from extrinsic rewards than from intrinsic rewards.

Hypothesis 3(H) 3: Job satisfaction followed by intrinsic rewards is more correlated with the level of commitment than job satisfaction followed by extrinsic rewards.

Social survey research on subjective matters such as employee motivation, job satisfaction depend heavily on varying responses of individuals. Collection of information on this subject, therefore, can be influenced by both response and interviewer bias.

Details of sample and method of data collection:

The sample is to include respondents from 12 organizations. Around 100 Respondents have been covered. This research is conducted using the questionnaire method.

Analysis and Findings

The rewards which were given in the questionnaire were divided into two groups as intrinsic and extrinsic rewards. The summation of satisfaction scores of respective rewards were taken as the level of satisfaction with extrinsic rewards and level of satisfaction with intrinsic rewards

Test of Hypothesis (H1)

The first hypothesis was,

H1: Knowledge workers derive greater job satisfaction from intrinsic rewards than from extrinsic rewards.

Method of testing:

The rewards which were given in the questionnaire were divided into two groups as intrinsic rewards and extrinsic rewards. There were seven intrinsic rewards and seven extrinsic rewards. The summation of satisfaction scores of respective rewards were taken as the level of satisfaction with extrinsic rewards and level of satisfaction with intrinsic rewards.

$$J_s = \sum (\text{satisfaction with different facets})$$

One of the objectives of the study is to find whether the knowledge workers derive job satisfaction mainly from intrinsic rewards or extrinsic rewards. This can be expressed this mathematically as follows.

Let X_i be the level of satisfaction from different intrinsic rewards of i th respondent.

X_{ii} be the level of satisfaction from different extrinsic rewards of i th respondent.

Then let $d_i = X_i - X_{ii}$ will be the difference between the two paired satisfaction levels.

So, the objective is to find whether $X_i > X_{ii}$. The researcher used the statistical technique called paired comparisons of means by using SPSS 8.00 for window computer programme to test the hypothesis 1 (H_1) for the population.

Let μ be the average of d_i for the population. To test the hypothesis one, the following rule can be established.

$$H_0: \mu = 0 \text{ (Null hypothesis)}$$

There is no difference in means of satisfaction level from intrinsic rewards and in means of satisfaction level from extrinsic rewards.

$$H_1: \mu > 0 \text{ (Alternative hypothesis)}$$

The means of the satisfaction level from intrinsic rewards is higher than the means of the satisfaction level from extrinsic rewards.

So, H_1 is preferable to H_0 if P value is < 0.05 at 95% level of confidence.

SPSS ver 8.00 mean comparison paired sample t test procedure is used to compute the test statistic and the P value.

	Paired Differences					t	df	Sig(2-tailed)
		Mean	Std. Deviation	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1	INT-EXT	4.0364	3.0305	-4.8556	3.2171	-9.878	54	0.000

As $P < .05$ and test statistic $t = -9.878$ does not fall within the lower and upper limit H_0 has to be rejected at 95% level of confidence.

Therefore the null hypothesis H_0 has to be rejected in favour of alternative hypothesis H_1 at the 95% confidence level and conclude that satisfaction level from intrinsic rewards is higher than satisfaction level from extrinsic rewards for knowledge workers. So, our first hypothesis H_1 has to be accepted.

Test of Hypothesis 2 (H_2)

The second hypothesis was,
 H_2 : Data workers derive greater job satisfaction from extrinsic rewards than from intrinsic rewards.

Method of testing:

Let X_i be the level of satisfaction from different extrinsic rewards of i th respondent.

X_{ii} be the level of satisfaction from different intrinsic rewards of i th respondent.

Then let $d_i = X_i - X_{ii}$ will be the difference between the both satisfaction level. So, the objective is to find whether $X_i > X_{ii}$. The researcher used the statistical technique called paired comparisons of means by using SPSS 8.00 to test the hypothesis 2 (H_2) for the population.

Let μ be the average of d_i for the population. To test the hypothesis two, the following rule can be established.

$$H_0: \mu = 0 \text{ (Null hypothesis)}$$

There is no difference in means of satisfaction level from extrinsic rewards and in means of satisfaction level from intrinsic rewards.

$$H_1: \mu > 0 \text{ (Alternative hypothesis)}$$

The means of the satisfaction level from extrinsic rewards is higher than the means of the satisfaction level from intrinsic rewards.

So H_1 is preferable to H_0 if P value is < 0.05 at 95% level of confidence.

SPSS ver 8.00 mean comparison paired sample t test procedure is used to compute the test statistic and the P value.

Pair	EXT-INT	Paired Differences				t	df	Sig(2-tailed)
		Mean	Std. Deviation	95% Confidence Interval of the Difference				
				Lower	Upper			
1		7.9600	3.1427	7.2369	8.6831	21.935	74	0.001

As $P < .05$ and test statistic $t = 21.935$ does not fall within the lower and upper limit H_0 has to be rejected at 95% level of confidence.

Therefore, the null hypothesis H_0 has to be rejected in favour of alternative hypothesis H_1 at the 95% confidence level and conclude that satisfaction level from extrinsic rewards is higher than satisfaction level from intrinsic rewards for data workers. So, the second hypothesis H_2 has to be accepted.

Test of Hypothesis 3 (H_3)

The third hypothesis was;

H_3 : Job satisfaction followed by intrinsic rewards is more correlated with the level of commitment than job satisfaction followed by extrinsic rewards.

Method of Testing

The total level of Job satisfaction from intrinsic rewards was calculated by adding all respondent's satisfaction level from intrinsic rewards and the total level of job satisfaction from extrinsic rewards were calculated by adding all respondent's satisfaction levels from extrinsic rewards.

Commitment for the job was calculated by adding scores given for the question in the questionnaire. Then bivariate correlation (r) was calculated by using level of job satisfaction as the X variable and the level of commitment was as the Y variable for different employees categories. In this correlation r is an estimate for the population correlation coefficient, Γ .

To test the third hypothesis at first the correlation coefficient between these variables should be found.

Correlation coefficient for knowledge workers:

The pearson bivariate correlation was found by using SPSS ver 8.00.

The following hypothesis has been selected to test the relationship between satisfaction from intrinsic rewards and commitment for knowledge workers.

H_0 : $\Gamma = 0$ (Null hypothesis)

H_1 : $\Gamma > 0$ (alternative hypothesis)

H_0 : there is no linear relationship between the levels of satisfaction from intrinsic Rewards and the level of commitment for knowledge workers.

H₁: There is a linear relationship between the level of job satisfaction from intrinsic rewards and the level of commitment for knowledge workers.

SPSS ver 8.00 correlation t test procedure is used to compute the test statistic and the P value.

		INT	EXT
INT	Pearson correl. N		
EXT	Pearson correl. N	0.255 0.060 55	
COMMIT	Pearson correl. N	0.444 0.001 55	0.292 0.049 55

Correlation $r = 0.444$ at 0.01 level of confidence. P value = 0.001.

Ho: $\Gamma = 0$ (Null hypothesis)

If P value is < 0.05 then reject the null hypothesis HO. Therefore it is a strong evidence to say that there is a positive non-zero correlation between satisfaction from intrinsic rewards and commitment for knowledge workers and the correlation is significant at the 0.01 level.

There is no linear relationship between the levels of satisfaction from extrinsic rewards at the level of the commitment for knowledge workers.

H₁ = $\Gamma > 0$

The following hypothesis has been selected to test the relationship between satisfaction from extrinsic rewards and the level of commitment for knowledge workers.

There is a linear relationship between the level of satisfaction from extrinsic rewards and the level of commitment for knowledge workers.

SPSS ver 8.00 Correlation t test procedure is used to compute the test statistic and the P value.

		EXT	INT
EXT	Pearson correl. N		
INT	Pearson correl. N	0.061 0.605 75	
COMMIT	Pearson correl. N	0.062 0.597 75	0.014 0.902 75

Correlation $r = 0.292$
P value = 0.049

Therefore, It can be said that there is a positive correlation between satisfaction from extrinsic rewards and commitment for knowledge workers and the correlation is not significant at the 0.01 levels. Therefore we can say that satisfaction followed by intrinsic rewards is more correlated with the level of commitment than job satisfaction followed by extrinsic rewards. So H3 can be accepted for knowledge workers category.

Correlation coefficient for data workers;

Similarly Null hypothesis(H0) and the alternative Hypothesis (H1) were formulated for these tests too.

The Pearson bivariate correlation was found by using SPSS ver 8.00

Correlation between satisfaction from intrinsic rewards and the level of commitment for data workers:

SPSS ver 8.00 Correlation t test procedure is used to compute the test statistic and the p value.

Correlation $r = 0.014$
P value = 0.902

If p value is <0.05 then reject the null hypothesis Ho. Therefore it can be say there is a linear positive correlation between satisfaction from intrinsic rewards and commitment for data workers but not significant at the 0.01 level.

Correlation between satisfaction from extrinsic rewards and the level of commitment:

SPSS Ver 8.00 is used to test these hypotheses.

Correlation $r = 0.062$
P value = 0.597

If p value is <0.05 then reject null hypothesis Ho

Therefore, it can be say there is a positive linear correlation between satisfaction from extrinsic rewards and commitment for data workers but not significant at the 0.01 level.

Therefore we can conclude that the correlation between satisfaction from intrinsic rewards and commitment and the correlation between satisfaction from extrinsic rewards and commitment are not significant at the 0.01 levels for data workers category. Therefore we cannot say satisfaction from intrinsic rewards is more correlated with commitment than the satisfaction from extrinsic rewards. So, The third hypothesis H3 has to be rejected for data workers category.

Discussion of findings and Conclusions

Findings of the present study were illustrated in the previous part. In the analysis of data it was found that feeling of accomplishment or achievement which is an intrinsic reward, had served as the major source of job satisfaction for all two-employee categories namely knowledge workers and data workers.

The findings revealed that knowledge workers derive greater of the job satisfaction from intrinsic rewards while data workers derive greater of the job satisfaction from extrinsic rewards than intrinsic rewards. The Herzberg's theory is most applicable to knowledge workers. Most studies have shown that when the employees were professional in nature the theory is applicable (Rao, 1991).

In the Herzberg's two factors theory, the motivators factors, which is related to job content of the work itself. These are the intrinsic factors, such as achievement, recognition, the work itself, responsibility, advancement and growth. The strength of these factors will affect feelings of satisfaction or no satisfaction but not dissatisfaction.

Normally a knowledge worker is highly educated person. He will become a knowledge worker after only getting a substantial educational or professional qualifications, such a person will generally tend to continue his/her studies and to grow. Hence one of the important work values held by a knowledge worker is appreciation of learning and personal growth. So, most of the knowledge workers might like to have opportunities for growth, learn new things and to involve in research etc. They may hold favorable attitudes towards these aspects of the job. They tend to be well paid. They have a strong and long-term commitment to their field of expertise. Their loyalty is more often to their profession than to their employer. They enjoy what they do. In contrast job challenge tends to be ranked high. They like to tackle problems and find solutions. Therefore they derive a greater satisfaction from these intrinsic rewards.

Data workers mostly perform standardized work. Such individuals are obviously a better match to standardized jobs than individuals with strong needs for growth and autonomy. These jobs are typically filled with people who have limited education and knowledge and pay

levels a little above minimum wage. Unless pay and benefits are significantly increased, high turnover probably has to be expected in these jobs. Motivating data workers can be made easier through pay, satisfaction from these extrinsic rewards. The findings also revealed that most of non knowledge workers not satisfied with higher level needs of maslows hierarchy of needs while knowledge workers are more satisfied with the low level and higher level of needs than data workers staff .It is comparable that this findings with the satisfaction from intrinsic rewards and extrinsic rewards.

Analysis of third hypotheses revealed that there is a positive correlation between satisfaction from intrinsic rewards and commitment for knowledge workers and the correlation is significant at the 0.01 levels. And there is a positive correlation between satisfaction from intrinsic rewards and commitment for knowledge workers and correlation is not significant at the 0.01 levels. This reveals that satisfaction from intrinsic rewards is more correlated with the level of commitment than job satisfaction from extrinsic rewards. Also findings show that there is a linear positive correlation between satisfaction from intrinsic rewards and commitment for data workers but significant at the 0.01 level, and there is positive correlation between satisfaction from extrinsic rewards and commitment for data workers but not significant at the 0.01 level This reveals that it is difficult to say that satisfaction from intrinsic rewards is more correlated with commitment than the satisfaction from extrinsic rewards.

The general level of job satisfaction is 276 for knowledge workers 242 for data workers 135 (Satisfaction very low to very high) scale. This will show data workers are the less satisfied between these two categories of employees. Therefore, they derive a greater promotion and other financial benefits.

A satisfied employee might most probably, have favorable attitude towards the organization. He might have emotional attachment with the organization. In the analysis of first hypothesis, it was said that knowledge workers derive greater job satisfaction from intrinsic rewards than extrinsic rewards. This means his satisfaction level is high with intrinsic rewards when an employee satisfied he might show favorable attitude towards the organization. That means his organizational commitment is high. On the other hand when the job satisfaction is low, they may have negative attitude towards the organization.

Therefore, It can be concluded that the correlation between satisfaction from intrinsic rewards and commitment is significant at the 0.01 levels. But the correlation between satisfaction from extrinsic rewards and commitment was also positive but not significant at the 0.01 levels. Therefore we can conclude that satisfaction followed by intrinsic rewards is more correlated with the level of commitment than job satisfaction followed by extrinsic rewards. So, The third hypothesis H3 has to be accepted for knowledge workers category.

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4.2.4 Research Methods: The research methods should be described in detailed sufficient for the protocol to be replicated. This section may also contain description of the statistics used and the activities that were recorded.

4.2.5 Figures and Tables: Figures and Tables should be submitted on separate sheet, with their location notes in the text. Table and figure references should be in a consistent style. Caption for illustration should be listed on a separate sheet.

4.2.6 References: Special care must be taken in citing references correctly. The accuracy of the citation is entirely with the author(s). Contributors are requested to adopt the Harvard system of referencing as set out below.

In this system, references in the body of the text are placed between parentheses and contain the last name of the author (with initials only if you refer to different authors who happen to have the same last name), a comma and the year of publication and then another comma and the pages to which you are referring. Chapters should be referenced as ch, or chs. For example; **(Drucker 1999b, 52-53)**

If you refer to more than one work at the same time enclose all the references within the same parentheses and separate each reference from the next by a semi-colon. For example; (**Drucker 1997, ch.10; Nanayakkara 1999, 24**)

Reference in the bibliography should be listed alphabetically by the authors (s) name(s). The name of the author is followed by his or her initials, a full stop and then the date of publication. The entry then continues with different formats depending upon whether the contribution is a book, an article or a edited collection.

For example:

Books

Beach, D.S. (1985) *The management of people at work.*(New York : Macmillan).

Articles

Bender, K.A. & Sloane, P.J. (1998) 'Job satisfaction, trade unions, and exit-voice revisited', *Industrial and Labour Relations Review*, 51: 2, 222-239.

Chapters in Edited Books

Okubayashi, Koji. (1998) 'The Japanese style of management of Japanese affiliates in Germany and the UK', in Richard Thorpe and Stephen Little (eds.), *Global chang; the impact of Asia in the 21st century* at the Manchester Metropolitan University, (London: Palgrave), 146 – 168.

4.2.7 Proofs: The corresponding author will receive galley proofs by mail for correction, which must be returned to the editor within one week of receipt. Please ensure that a full postal address and e-mail address of the Corresponding author is given on the first page of manuscript so that proofs are not delayed in the mail. Please note that alterations in the text cannot be permitted during the proof reading.

4.2.8 Off prints: Authors receive 05 complimentary off-prints for each article.

4.2.9 Copyright: Once the paper is accepted a copyright-transfer form will be sent along with the proofs. The duly filled and signed form should be sent to the editor along with the proofs as mentioned above.

4.3 Submission

On the cover, authors should indicate the number of words, the inclusion of any diagrams. The first page of the typescript should bear the title of the paper, together with the name(s) and affiliation(s) of the author(s). The second page of the typescript should repeat the title, followed by the main body of the text, which should conform strictly to these guidelines.

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