

ABSTRACT

One of the world's largest economies, India has made enormous strides in its economies and social development in the past two decades. But according to a new World Bank Report, India can do much more to leverage its strengths in today's knowledge-based global economy.

The importance of knowledge and information in all the industries cannot be overemphasized at the same time one cannot disagree to its indispensability for the industries included in the service sector. In this new economy, managements have to focus on:

- Personal creativity, where values alignment becomes important
- Personal productivity, where mission alignment is critical
- Knowledge/experience, where professional development is imperative, and
- Emotional intelligence, where personal development is the path.

This research proceeds on the premise that the term knowledge work denotes a certain set of occupations which involve comparatively higher level of cognitive activity than the level engaged in by the industrial/manual workers and the people engaged in such work are knowledge workers. Knowledge as dimensions of work may vary across different occupations.

Keywords: knowledge economy, dimensions, Personal creativity, Knowledge/experience, Emotional intelligence.

I. INTRODUCTION

The knowledge economy is one that relies primarily on the use of ideas rather than physical abilities, and on the application of technology rather than the transformation of raw materials or exploitation of cheap labor. The development of the knowledge economy is a continuum. Different levels on that continuum.

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- Personal creativity, where values alignment becomes important
- Personal productivity, where mission alignment is critical
- Knowledge/experience, where professional development is imperative, and
- Emotional intelligence, where personal development is the path(Barrett, 2001)

What employees sought in the industrial era and what they seek now are different (Sampath, 2006). The level of consciousness of employees is continually changing and thus their competencies. All this requires a paradigm shift If organization have to retain their people and get the best out of them, there is no choice but to understand and develop a culture that would meet their expectations.



In such a scenario what comes at a premium is the workforce that becomes the source of innovations. The human being are the ones who add value to the products and services by processing the existing information and using varied type of knowledge at their disposal. In management lexicon they are referred to as 'knowledge worker', who work upon the knowledge available to produce value added goods and services for the society. As the strength of the organization lies in the knowledge held by the people within the organization(Quintas, 2000), retention becomes the primary concern in knowledge based organizations. To achieve this objectives, managing the job satisfaction of workers is the only means.

This is the proposition on which the present study progresses. It first attempts to investigate the various dimension of knowledge work and then seeks to study the characteristics of knowledge workers. Furthermore attempts have been made to identify the organizational variables which are significant for the satisfaction of knowledge works .in addition to the demographic details of the sample the information regarding the various dimensions of their work was collected to understand the differences between the knowledge work and the blue collared/manual work. Next the study goes on to explore the nature, the characteristics and the self concept of the knowledge workers, to get an idea how they view themselves as employees. Finally the knowledge workers, themselves are asked to identify the Organizational factors that are important for job satisfaction. The objective of the study is not to get into the nuances of the different kinds of jobs performed by the three groups of respondents. The purpose was only to identify the existence of the cognitive component in their work and understand if there are any underlying similarities in the different job which are considered as knowledge work. Similarly no attempt has been made to create a detailed personality profile of the employees. The data was gathered to see whether the respondents belonging to different industries can be grouped together under the head of 'Knowledge Worker', and if these people really constitute a class which is clearly distinguishable from the other class of workers i.e. the manual labors. The result of the study confirms the above assumptions. It shows that knowledge work, as understood in certain professions does have intangible knowledge component, which, may vary across the different occupations . The professional attributes of all the knowledge workers are almost same thus allowing them to be grouped together as a distinguishable class. Professional respect, friendly colleagues, job security and performance based promotion unequivocally emerge as the most important factors affecting job satisfaction.

To determine the organizational factors which affect the job satisfaction of the knowledge workers, analysis was done using mean as well as the mode of the responses.

II. RESEARCH METHODOLOGY

Job satisfaction has been the subject of research since the Hawthorne studies of the 1920s (Reothlisberger& Dickson, 1939). It has been one of the favorite topics of researchers interested in analyzing the impact of organizational variables on the satisfaction level of the employees wherein they have quantitatively assessed the satisfaction level experienced by them.

III. OBJECTIVES AND SCOPE OF STUDY

This research differs in an important respect from the rest of them in that it does not aim at assigning any numerical value to the job satisfaction of the concerned employees rather it focuses on identifying the factors primarily influential in increasing or decreasing their job different factors, The current study considers the organizational variables such as leadership styles, culture of the organization, recognition of efforts, flexibility in work schedules, autonomy in work and so on would be considered.

Research design

In the West, a number of studies have been carried out on the relationship between job satisfaction and personal characteristics (e.g., Herzberg et al, 1957; Ronan, 1970). In India, such studies have mostly concerned themselves with the workers' population. Most Indian studies (Singh, P.1971; Rajgopal, 1965; Indiresan, 1976) have used a correlative design where the degree of association between such variables as age, education, experience, etc. and job satisfaction have been calculated. The other set of studies are those where groups have been indentified to be low and high on satisfaction and then a backward analysis has been done to see if these groups vary on such variables as age, education and experience, etc. (Saiyadain, 2003).

Design of this study is not correlative. It is more of an opinion survey where it asks the three different groups of knowledge workers to identify the factors which affect their job satisfaction the most, from a given list of

factors. Thus this research can be categorized as *an exploratory research wherein it attempts to identify the organizational factors which affect the job satisfaction of knowledge workers.*

Exploratory research is conducted to clarify ambiguous problems. Management may have discovered general problems, but research is needed to gain better understanding of the dimensions of the problem. Exploratory research helps to crystallize a problem and identify information needs for future research (Zikmund, 2007).

As the name implies, the objective of exploratory research is to explore or search through a problem or situation to provide insights and understanding. Thus it is characterized by flexibility and versatility with respect to the methods because formal research protocols and procedures are not employed it rarely involves. Thus the creativity and the ingenuity of the researcher play a major role in exploratory research (Malhotra, 2005).

Research plan

The study started off as an exploration based upon secondary data collected from research papers and the articles from academicians working on similar subjects. The inferences drawn from purposive conversation with the people engaged in the knowledge work, ranging from academicians to telemarketers to the software professionals were recorded. It also includes personal observations, anecdotal evidence from professional service firms and intellectually stimulating, continuous online interaction of the author with the Faculty of Business Schools of international repute, holding similar interest.

This exploratory qualitative study gave a better understanding of the key dimensions of knowledge work, knowledge worker and factors affecting job satisfaction of knowledge workers. Then further 20 focus group interviews were also held, comprising open ended questions. Focus groups comprised of employees from the three industries and were randomly selected Each interview lasted 30 to 60 minutes.

Designing the research instrument

In questionnaire designing all the three elements were taken into consideration i.e. Work, Worker and organizational characteristics (Glisson and Durick, 1988) and care was taken that it does not exceed six pages in length (Bean, and Roszkowski, 1995). This questionnaire was divided into five major sections. The description of the sections is as under.

Demographic details, Information regarding job, In aimed at collecting the demographic details of the respondents like their age, sex, marital status, qualification, experience etc. then it also asked the respondents to rate on a scale of 1 to 10 their satisfaction with the present job, present salary, balance between family and work life and professional knowledge and skills. The idea was to give the respondent an opportunity to express his opinion on his/her satisfaction levels with professional life and to some extent the personal life too.

Pre testing

A pilot study was conducted with a small sample size of 50 to clarify the overall structure of questionnaire. The respondents provided comments on clarity of some items and confirmed face validity of items in the questionnaire. In conjunction with this qualitative assessment, quantitative assessment was also done for further purification of scale items at this stage.

IV. SAMPLING

The current study was restricted to academics, research institutions and IT firms in Lucknow region. This was done for the following reasons. **Firstly**, for practical purposes it was feasible to restrict the study to fewer categories of knowledge workers to make the universe manageable and data so collected easily comparable to come up with some meaningful conclusion. **Secondly**, for any research which aims to study the management of people engaged in knowledge intensive jobs the best option is to create a sample which includes people who are involved in creation, assimilation and usage and dispersion of knowledge so as to cover the entire cycle. Thirdly, teachers, scientists and IT professionals constitute the most influential section of the society, The impact of their contribution to the society, whether in form of knowledge creation or its bestowal on the future citizens of the society, is incomparable.

All the knowledge workers of the state constitute the population of the study out of which the sample is drawn from the above mentioned categories. The majority of the academic and research institutions were taken from Lucknow and IT organizations were from Noida as these two are the industry clusters for the said profession.

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The entire sample of knowledge workers (n = 511) can be down into three subgroups viz. academicians (n = 265), IT professionals (n = 140) and scientists (n = 106).

The demographic profile of the entire sample is presented as under:

Table 5.1: Demographic profile of the sample

Variable	N = 511	Percent
Gender		
Male	379	74.17
Female	132	28.83
Marital Status		
Single	216	42.27
Married	289	56.56
Divorcee/Widowed	06	1.17
Educational Status		
Graduate	99	19.37
Post Graduate	246	48.14
Double PG/Doctorate	166	32.49
Type of Knowledge Workers		
Academicians	265	51.86
It Professionals	140	27.40
Scientists	106	20.74
Type of Organization		
Private Organization	392	76.17
Govt. organization	106	20.75
Autonomous/Others	13	2.54

V. ANALYSIS & FINDINGS

(H1) There is relationship between job satisfaction and salary.)

The noticeable positive correlation is between satisfaction with present job and satisfaction with present salary (r = 0.56) This shows that satisfaction with job and salary move up and down together, but as with correlations no cause effect relationship can be established hence it can not be confirmed that satisfaction with job induces satisfaction with salary or vice versa. An attempt at explaining it can be made if the satisfaction scores are seen in totality. Apart from salary the satisfaction scores on job are also positively related to satisfaction with work life balance (r = 0.44) and professional knowledge and skills (r = 0.26). Hence it can be assumed that once an individual is satisfied with his job, he is generally satisfied with his salary and also views his work life balance and knowledge level in positive light.

Table : Descriptive Statistics and Correlation between Age, Experience, and Satisfaction with present job, salary, work life balance and professional knowledge and skills

Variable	Age	Work experience	Job satisfaction	Satisfaction with salary	Satisfaction with WLB	Satisfaction with knowledge
Work experience	0.97**					
Job satisfaction	0.27**	0.27**				
Satisfaction with salary	0.18**	0.17**	0.56**			
Satisfaction with WLB	0.08	0.09*	0.44**	0.32**		
Satisfaction with knowledge	0.11*	0.14*	0.26**	0.14**	0.43**	
mean (n=511)	34.23	10.44	6.57	5.59	6.81	7.66
SD	11.12	11.08	1.99	2.06	2.14	1.46

**Significant at 0.01 level

* Significant at 0.05 level

(H2 There is relationship between job satisfaction and explicit& implicit factors.)

The table below summarizes the responses to various scale items and documents the perception of knowledge workers regarding their work. The mean scores ranged from 2.18 (expertise) to 4.18 (mental calmness). Except for Initiative for all the other items, the range was from 1 to 5. For item No. 2 (Depends a lot upon your initiative and willingness to do/improve), the range was between 2 to 5.

Table : Descriptive statistics and t values for scale items on work scale
df = 511

Scale item	Mean	SD	SD/ \sqrt{n}	t
Intellectual activity	3.63	0.983	0.043	-8.46
Initiative	3.87	0.862	0.038	-3.49
Timings	2.97	1.322	0.058	-17.57
Supervision	2.52	1.139	0.061	-29.48
Individuality	3.52	1.072	0.047	-10.24
Expertise	2.18	1.027	0.045	-40.01
Measurability	3.02	1.191	0.053	-18.60
Learning	3.85	1.083	0.048	-3.06
Workplace	2.74	1.356	0.060	-20.98
Mental calmness	4.18	0.984	0.044	4.14*
Preconfiguration	3.42	1.039	0.046	-12.69
Creativity	3.99	1.044	0.046	-0.17*
Physical assets	3.03	1.136	0.050	-19.39
Solo effort	3.58	1.078	0.048	-8.86

Note : * $p > 0.05$

The analysis follows a priori groupings of scale items under five headings viz. structure, content, Role of individual, Role of supervisor and quality determinants. The four scale items relate to the structural dimension of the knowledge work are rejected thereby implying that knowledge work are rejected thereby implying that knowledge work is neither confined to office timings ($t = 17.71$, $p < 0.01$) nor to office desk ($t = -20.98$, $p < 0.01$). It is not preconfigured having predetermined methodology of performing it ($t = -12.69$, $p < 0.01$) and it also eludes quantification and measurement ($t = -18.60$, $p < 0.01$).

Knowledge work literally requires a lot of knowledge on the part of the worker. The scale items 'Requires a lot of studying/learning' and 'Requires creativity' aim at finding the opinion of knowledge workers do not strongly believe that their work does require a lot of reading and studying. ($t = -3.06$, $p = 0.01$). It might be because of administrative or routine duties performed by them which make a considerable portion of their job or due to the respondents from the IT sector whose daily tasks, though involve a lot of mental effort, {Requires creativity ($t = -0.17$, $p = 0.43$)} do not have extra reading or studying as a prerequisite. The statement 'Requires a lot of solo effort' is also rejected ($t = -8.86$, $p < 0.06$) proves that knowledge workers believe that they depend on others to accomplish their tasks.

All the three scale items related to the role of individual are rejected. Thus it can be said that the knowledge workers do not believe that their work involves ideas/intellectual activity/intangible process ($t = -8.46$, $p < 0.01$), depends a lot on their initiative and willingness to improve ($t = -3.49$, $p < 0.01$) or bears a mark of their individual style and thinking ($t = -10.24$, $p < 0.01$).

The mean response for the scale items 'For completion/improvement requires strict supervision of your boss' ($t = -29.38$, $p < 0.01$) and 'Can be done by your supervisor/manager more efficiently than you' ($t = -40.01$, $p < 0.01$) show the knowledge workers rule out the requirement of supervisions and a belief in higher capabilities of their bosses. This feeling of job capability fit speaks volumes of the characteristics of both the knowledge work and the knowledge worker. It also ushers in a turning point in the superior subordinate relationship.

In an attempt to find the impact of workers mental status and the available physical assets on the quality of work, the statement 'Its quantity and quality improves when you are cool, calm and relaxed' has a positive value for t ($t = 4.14$, $p = 1.00$), reemphasizing that the quality of knowledge work has more to do with the cool, calm, concentrated mind than provably with the number of hours spent on the table or in the office. The second

statement 'Its quality depends only upon the availability of physical assets' is also rejected ($t = -19.39$, $p < 0.01$) implying that the role of physical assets is limited in their work.

Although the scale measuring knowledge workers perception is accepted as such, some intergroup differences are visible during the reliability analysis. To explore the same further, mean scores of different groups on all the scale items are compared.

Table : Intergroup Comparison of Mean Scores on Work Scale

Items No.	Academician (n=265)		IT Professionals (n=140)		Scientist (n=106)	
	df = 265		df = 139		df = 105	
	t	p	T	p	t	p
Intellectual activity	-5.89	0.00	-7.49	0.00	-0.45*	0.32
Initiative	-2.04	0.02	-4.38	0.00	0.463*	0.68
Timings	-12.05	0.00	-11.51	0.00	-7.03	0.00
Supervision	-25.69	0.00	-11.07	0.00	-13.51	0.00
Individuality	-7.01	0.00	-6.96	0.00	-3.36	0.01
Expertise	-31.12	0.00	-17.97	0.00	-18.74	0.00
Measurability	-16.16	0.00	-9.59	0.00	-5.09	0.00
Learning	0.07*	0.54	-5.89	0.00	1.88*	0.98
Space	-19.15	0.00	-9.15	0.00	-6.45	0.00
Mental calmness	6.53*	1.00	-1.15	0.01	3.06*	0.99
Preconfiguration	-8.64	0.00	-7.50	0.00	-5.55	0.00
Creativity	0.26*	0.60	-2.98	0.01	4.40*	1.00
Physical assets	-17.19	0.00	-6.89	0.00	-8.61	0.00
Solo effort	-3.15	0.01	-10.15	0.00	-3.46	0.00

* $p > 0.05$

Structure

(H3 There is relationship between job satisfaction and structure .)

The four structural elements of the job considered are the timings, measurement, place of doing it and methodology of doing it. Results of analysis show that the academicians do not believe that their work can be done only at their desk or in the office ($t = -19.15$, $p < 0.01$). This may be in reference to the talks they have to deliver in various conferences and seminars or the time spent in academic research which is very much a part of

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their job. The respondents also did not believe that their work is limited to office timings ($t = -12.05$, $p < 0.01$), can be easily measured or quantified ($t = -16.07$, $p < 0.01$) but believe that their work has predetermined methodology of doing ($t = -8.64$, $p < .01$).

The structural dimension of IT professional's job is also studied by the four scale items. It is found that as with academicians, they also do not believe that their work is limited to scheduled office timing ($t = -11.51$, $p < 0.01$) neither it is confined to their desk ($t = -9.59$, $p < 0.01$). The statements regarding the measurement of their work and its predetermined methodology are also not considered as very correct as their 't' Values are -9.59 and -7.50 respectively.

Similarly, for subgroup of scientists all the four items on this dimension are rejected thus showing that the work of the scientists is not limited to office timings ($t = -7.03$, $p < 0.01$), is not confined to their desk ($t = -6.45$, $p < 0.01$) has no predetermined methodology of doing ($t = -5.55$, $p < 0.01$) and is difficult to be measured and quantified ($t = -5.09$, $p < 0.01$).

Content

H4 There is relationship between job satisfaction and knowledge content.

As generally believed that knowledge work requires a lot of knowledge on the part of the worker, this parameter aimed at finding their opinion about the work they are engaged in. It is seen that the academicians believe that their work does require a lot of reading and studying ($t = 0.07$, $p = 0.54$). It also requires a lot of creativity on their part ($t = 0.26$, $p = 0.60$). Also believe that their work requires a lot of solo effort, ($t = -3.15$, $p = 0.01$)

The presumptions regarding the content of IT professional's work could not be accepted. Employees in IT companies generally do not believe that their work requires a lot of learning or studying ($t = -5.89$, $p < 0.01$) or it involves any creativity ($t = -2.98$, $p < 0.01$). thus repetitiveness and monotonous routines seem to have become a part of their daily work. But it definitely requires the support of coworkers. ($t = -10.15$, $p < 0.01$) Scientists believe that the kind of work they are involved in requires a lot of studying and constant learning ($t = 1.88$, $p = 0.98$). As is expected in any knowledge work the worker has to be updated with the latest in his field. Even otherwise to perform his job he needs to have ample amount of relevant knowledge. Their work does require a lot of creativity ($t = 4.40$, $p = 1.00$) but is not a single man how they need to enlist the help of creativity ($t = 4.40$, $p = 1.00$) but is not a single man how they need to enlist the help and support of their colleagues too . ($t = -3.46$, $p < 0.01$).

Role of individual

(H5 There is relationship between job satisfaction and role of individual.)

This parameter is concerned with the individuality and abstractness of knowledge work. None of the three statements could be accepted implying that the academicians do not strongly believe that their work involves a lot of intellectual activity/intangible processes ($t = -5.89$, $p < 0.01$) and it bears a mark of their individual style and thinking ($t = -7.01$, $p < 0.01$). The rejection of the second statement 'Depends a lot on your initiative and willingness to improve' ($t = -2.04$, $p = 0.02$) shows that academicians do not strongly believe that their work bears mark of their style. Rejection of all the three statements shows that most of the knowledge work is not always creation of something novel many a time it may be creating or finding something which has already been created.

Contrary to what one would like to believe even IT professionals do not strongly believe that their work involves and intellectual activities ($t = -7.49$, $p < 0.01$) or bears a mark of their individual style ($t = -6.96$, $p < 0.01$). Once knowledge is gained and they muster command over any computer language or software application, then their work requires to use it again and again in different context. As they are not always engaged in developing some software or creating something new they do not feel that their work involves ideas or intellectual activities. This feeling also comes out strongly that not much depends upon their willingness to improve ($t = -4.38$, $p < 0.01$)

Scientists seem to have a more proactive role in their work as they say that it depends a lot on their initiative and willingness to improve ($t = 0.46$, $p = 0.68$). But still they do not feel that it bears a mark of their individual style and thinking ($t = -3.36$, $p < 0.01$). They also believe that their work involves a large component of intellectual activity ($t = -0.45$, $p = 0.32$).

Role of supervisor

(H6 There is relationship between job satisfaction and supervisors role.)

When analyzing the role of supervisors in knowledge work both the statements were rejected. Such low values for 'For completion/improvement requires strict supervision of your boss' ($t = -25.69, p < 0.01$) and 'Can be done by your supervisor/manager more efficiently than you' ($t = -31.12, p < 0.01$) show the confidence the academicians have in their own competencies. They rule out the requirement of supervisions and a belief in higher capabilities of their bosses. This feeling of job capability fit speaks volumes of the characteristics of both the knowledge work and the knowledge worker. It also ushers in a turning point in the superior subordinate relationship at least among the academic fraternity.

Although the dimension 'Role of Individual' may seem to reflect a sense of lack of empowerment among IT professionals but the other dimension of their work which studies the role of their supervisor a sense of self sufficiency is strongly expressed. Respondents do not feel that completing of their work requires strict supervision of their bosses ($t = -11.07, p < 0.01$) and they also do not feel that their managers can do their jobs better than them ($t = 17.97, p < 0.01$)

So very characteristic of knowledge workers, the scientists rule out the need for supervision by their bosses for completion of their work ($t = -13.51, p < 0.00$) and the belief that their manager can do their work more efficiently. ($t = -18.74, p < 0.01$)

Quality Determinants

(H7 There is relationship between job satisfaction and determinants of quality.)

In an attempt to find the impact of workers' mental status and the available physical assets on the quality of work, the statement 'Its quantity and quality improves when you are cool, calm and relaxed' had a very high value for t ($t = 6.53, p = 1.00$), reemphasizing that the quality of knowledge work has more to do with the cool, calm, concentrated of the academicians than probably with the number of hours spent on the table or in the campus. The second statement 'Its quality depends only upon the availability of physical assets' is also rejected ($t = -17.19, p < 0.01$) implying that the role of physical assets is limited improving the quality of their performance.

Strangely enough the respondents of this subgroup did not strongly believe that the quality of their work improves when they are calm and relaxed. This statement gets statistically rejected ($t = -1.85, p = 0.01$) albeit marginally. This sub group also rejects the dependence of the quality of their work on physical assets ($t = -6.89, p < 0.01$).

Reemphasizing the cognitive nature of their jobs the scientists respond that the quality of their work improves when they are cool, calm and relaxed ($t = 3.06, p = 0.99$) and the availability of physical assets is no more the only determinant of the quality of their work.

For comparison of responses of the three subgroup ANOVA was conducted and it was found that there was no statistically significant difference among the three groups was seen. I.T professionals had significantly lower mean scores. While academicians had significantly lower mean scores as compared to the other two groups. In contrast, the scientists had significantly lower scores as compared to the other two groups.

VI. CONCLUSION

The study has started with the aim to investigate the applicability of compliance oriented management style in the context of knowledge workers. Given, the rate of unemployment in the country and particularly in northern states like Uttar Pradesh, the demand supply factor favors the employees thus not providing them enough incentives to bring about any changes in their management philosophy. It was the firm belief of the researcher that employees particularly that knowledge workers need to be positively motivated and given enough opportunities to learn and develop so that they can make optimum contribution to the organization. During discussions with the faculties of educational institutes and software professional it emerged that the major factor of their job dissatisfaction was the feeling that they were dispensable and the lack of interesting and challenging work that made them look for alternate employment. But as similar management style pervades almost all the private organizations, the employees keep moving from one place to the other in search of that elusive job satisfaction. Hence the focus of the study changed to find out that factors which can lead to job satisfaction among knowledge workers. The study was successful in achieving its objectives. It got an insight into the



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knowledge work, knowledge worker and studied in detail the organizational factors affection the job satisfaction of knowledge workers.

VII. LIMITATIONS OF THE STUDY

This work will provides an insight into the self concept of knowledge workers and their expectations from their work and work environment. It may further lead to other areas of interest regarding the management of knowledge workers. There are, nevertheless, some limitations in this research. Foremost is the number of industries covered and organizations that could be included in the study which raises the issue of generalizability of the findings. Although attempts have been made to include different categories of knowledge workers but it is always open to debate that the conclusion reached with the help of a sample drawn from three industries is valid enough for all knowledge workers and results applicable in all types of knowledge based organizations.

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