

FACTORS INFLUENCING ORGANIZATIONAL FEELING OF BELONGINGNESS IN THE KNOWLEDGE ERA

Short Title: Belongingness among Knowledge Workers

Abstract

In a rapidly changing Industrial management scenario, the profile of the employee has moved towards that of a 'knowledge worker', chiefly characterized by his/her use of knowledge as tool of production. Signaled by comprehensive change in the environment, employees' psychological and emotional needs are shifted to work arena. In this context, the concept of Belongingness must be move beyond that of a mere affiliative need to a tacit feeling element of the individual, which is manifested in his/her behavior.

This study attempts to derive the meaning of Belongingness in the current industrial organizations, the factors, which influence or bring forth the feeling of Belongingness and the supporting environmental factors from the employee perspective.

This study uses a quasi-experimental approach with an explorative design to explore feeling of belongingness and the influence of HRD climate, mental health of respondents and current life events on it. It identifies nine factors of the feeling of belongingness, against which the feeling is measured. The nine factors include organizational vision, professionalism, rewards, alignment of individual and organizational values, ownership, exploration and development of potential, material comforts, emotional satisfaction, and value for contribution.

The findings reveal that organizations still focus on material comforts and emotional satisfaction and value for contribution while the need of the present day is for alignment of individual and organizational values, rewards and organizational vision.

Key Words: Belongingness, Organizational Climate, Organizational Commitment

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The Industrial Management scenario from the 1850 to 2000 has gone through major shifts. From an Agrarian economy to a predominantly technology based industrial economy, if anything has changed rapidly, it is the style of management. The concept of management has been evolving continuously. This evolution had been on a path of questioning the earlier belief and giving forth-new understandings taking the changing context into consideration. For example, the feudal system and work equated to slaves gave way to Taylor's concept of scientific management which was further modified to suit the welfare state context and then the personal management and then human resources development. Many of the classic truths about people are questioned and shattered. Truths about efficiency, that pay makes people work, the concept of hierarchy, power can drive people, material benefits are more important, people will stay in their jobs for life, and many truths about each and every aspect of management, be it systems or processes.

In the current day context, the techniques have grown to such an extent that from scientific way of production it has turned to technology. Mobility or distances no longer matter. Rules on every aspect like production, marketing, storage, inventory, quality have changed. Now there is increasing transactions at the cyber space. Every major business house is competing to enter that space.

The developing countries are no exception to this. In fact, the saturation of the west is forcing them to look at east as fertile places to grow. It is also an accepted fact that the concept of 'work' in east, and its cultural richness has been successful in producing higher quality 'knowledge workers' who are continuously proving themselves and their competency in the west. Just like how in the 1800's the eastern lands were attractive for its cheap labor, even now it is so along with the level of efficiency it is proving to attain. This is resulting in a need for changed business scenario.

In this kind of a scenario, the kind of people who are 'employees' of the organization is changing too. There is a shift from 'physical power' at work to 'brain power'. These employees are those who can be more appropriately turned as 'knowledge workers'. These 'knowledge workers' are people with a high degree of formal education who apply knowledge to work, rather than manual skill or brawn.

There is an interactive relationship between the individuals and the organizations. It seems imperative to taken into account both the physical and emotional well being of the individuals in the organization. The relationship between the individual and his organization has been viewed as an implicit psychological contract (Argyris, 1960; Berlew and Hall, 1964; H. Levinson et al., 1962; Schein, 1965). These are a number of unwritten reciprocal expectations as elaborated by Berlew and Hall (1964). "The relationship between the individual and the organization can be viewed as an on-going series of contract negotiations, which attempt to maintain a balance between:

- "The company's expectations of the individual and the individual's fulfillment of those expectations.
- The individual's expectations of the company and the company's fulfillment of those expectations."

Many of the activities and mechanisms used in the organizations largely are geared towards aligning the employees to meet the expectations of the organization. There is a paucity of deeper understanding of the present day employees and the feeling element in their emotional well being which influences them. One such tacit core feeling element of the employee, the need to belong, is termed in this paper as "*Feeling of Belongingness.*"

This study attempts to derive the meaning of Belongingness in the current industrial organizations, the factors, which influence or bring forth the feeling of Belongingness and the supporting environmental factors from the employee perspective. A study of this nature is essential to understand the emotional domain of the present day employees. This can enable evolution of more aligned HR processes in the industrial organizations.

The feeling of Belongingness being a tacit element is expressed in the form of behavioral manifestations. The study further enables a deeper understanding of the employee's behavioral manifestations. An understanding of this kind can help the HR professionals to enable developmental, facilitative organizational culture. Therefore, the study is aimed to understand Belongingness and the behavioral manifestations in an organizational context.

Our research questions are,

- What is the importance of 'feeling of Belongingness', today, in an organizational context;
- What are the factors that measure this and what are the organizational and personal factors that support this feeling?

This paper is divided into 5 sections. The first follows the transition of an employee into a knowledge worker. The second section conceptualizes the feeling of belongingness. The third looks the methodology adopted for the study. The fourth section analyses the data while the fifth discusses the findings and implications of the study.

"Employee" to "Knowledge Worker"

While management thought went through a shift, the profile of the "employee" was changing too. In fact, the changing profile of the employee can be said to be one of the key factors, which has influenced the changes in management thought. This change in the employee profile has invariably been the outcome of advance in science and technology.

The impact of the technology advance in all areas, from communications to industries to households has ushered in "Knowledge Era". The technological advance has put a high pressure on the corresponding advance of knowledge. The educational institutions of today are gearing up to provide more sophisticated higher education. Specialized courses have emerged and therefore the "employee" has to become increasingly "knowledgeable." They need to be so since knowledge advancement is bringing in mechanization of a very high order. A member of the newly emerging group is rightly called "knowledge worker."

Drucker first coined the term 'Knowledge Worker' in his book Landmarks of Tomorrow. The knowledge worker due to his formal education is more of a specialist in nature. The applied knowledge is seen as being effective only when it is specialized. This has led to a number of courses and options being available for the knowledge worker to make his/her career. The knowledge worker is thus actually a colleague and an associate rather than a subordinate. He has to be managed as such (Drucker, 1990, p.180).

The knowledge worker owns his/her tools of production. This is because the knowledge worker uses his/her knowledge to deliver the output, which is his/her tool and cannot be de-linked from him/her or given to somebody without his/her concurrence. Therefore, the investment an organization makes in the area of knowledge is not in just tools and equipment, but in knowledge and the knowledge worker.

Though, in reality, the knowledge worker cannot function in isolation, and requires groups/organization to perform, it is still the prerogative of the knowledge worker to want to be associated with an organization than vice-versa.

Knowledge workers are being made partners in business by providing them stock option facilities. This forms a part of the compensation package paid to the knowledge worker and he/she has options too in

regard to how much he wants to be a participant in making this business grow. With the advance in science and technology and the communication sphere widening each day, the knowledge worker's mobility has increased. This is also so since they can move with their "tools of production," i.e., their knowledge and expertise. A high mobility will affect organizations. Therefore, their efforts are to retain their "knowledge workers". One of the important dimensions of high retention has been the feeling of Belongingness. Belongingness may make the group more cohesive and being together may be much more possible.

Feeling of Belongingness

Belongingness has been a powerful binding thread between the human factor and the individual organization. Belongingness, which was initially restricted to the horizontal peer group, has, over a period, moved to much bigger dimensions. After the Hawthorne studies, the psychological domain of the employee gained focus. Motivational studies focused on the softer elements of HR other than just compensation, job and performance. Initiatives were developed to accept the human factor holistically. With the advent of studies on organizational behavior and the concept of organization culture, considerable research has gone into understanding what would be the best climate that an organization needs to focus on to enable the employees to give their best.

Organization climate, being established as measurable, was also researched to find out its areas of influence on the employee. The studies have been context specific, such as in Hospitals (Wallace, Invancevich and Lynn, 1975), University Dorms (Moos, 1978), Schools and Colleges (Halpin and Crofts, 1973), Catholic Dioceses (Schneider and Hall, 1972), Government and Business Organizations (Schanke, 1983; Solomon, 1986).

Litwin and Stringer (1968), through their research, suggested that organization climate might have differential effects on individuals, depending upon the motives of these individuals. They demonstrated that people with a given motive work best in climates conducive to that motive.

The dimensions of organization climate also indicate a combination of both systems and process elements of HR related to work. The psychological elements include dimensions like reward, interpersonal leadership, creativity, learning, innovation, communication, welfare, quality of work life etc. These are elements that have so far been associated with satisfying "out-of-the- role" needs of the employee. To feel a part of the organization and experience Belongingness, these dimensions go a long way. When the climate in an organization is conducive for development sympathetically and views the "human factor," it should naturally be able to make one feel "belonged."

In understanding the psychological dimension of the employee, motivational theories have played a significant role in shaping it. Along with the evolution of management thought, the factors, which seem to motivate the employee, have also gone through an evolutionary period. The need to trace motivational theories in this study emerges more from understanding the position of "Belongingness" in the employee as a motivating factor.

Though Maslow's theory gave a specific place for Belongingness, it was still in the third position and was again related to the need of the employee to affiliate to a group. There is not enough empirical substantiation for this theory. Some of the studies, which were undertaken to validate the theory, find no support for it (Lawler III and Suttle, 1972; Hall and Nongaim, 1968; Rauschenberger, Schmitt and Hunter, 1980). The affiliative need of the employee, of which "Belongingness" is a part, was adjudged until recently as more of a secondary need. Therefore, it did not obtain the same kind of attention from employers of earlier times as primary needs did.

To establish the bondage between the employee and the organization, there have been many processes. Socialization processes through Induction, Mentoring are the key ones. The situated Identification and the Deep structure Identification postulated by Rousseau, speak about the integral processes of this bondage. Processes and extensive work in the area of Organizational Commitment (Sheldon, 1971; Mowday, Steers and Porter 1979; Meyer and Allen, 1984; Salancik, 1977 etc) speak of the different kinds of commitment of the employee to the organization.

In the book *The Fifth Discipline: The Art and Practice of the Learning Organization*, Peter. M. Senge (1990) explains why, *"As the world becomes more interconnected and business becomes more complex and dynamic.... organizations that will truly excel in the future will be the organizations that discover how to tap people's commitment and capacity to learn at all levels in an organization."*

With respect to the knowledge worker, Belongingness has to be seen from a different perspective. That which caused Belongingness so far is itself now under a threat of change. The organization as a giant structure, job security, the certainty of kind of work, the hierarchy and the power attached to it, identification symbols, union membership, are all at the brink of disappearance. The knowledge workers, being specialists, have to work on their own, though they are also team players. They may be in different places distance-wise, but belong to the same group. The mode of communication may be different but there is ongoing interaction. In this kind of scenario, Belongingness cannot be only an affiliate need. It is much more than that. It falls under the independently-dependent emotional relationship between the employee and the organization... It is a "feeling" of being a part of an entity, yet being oneself. It is more to do with what the knowledge workers feel within themselves. This feeling is manifested in behavioral forms. The model proposed by Ken Wilber III (1995), where the movement from individual to collective can be in four quadrants of Intention, Behavior, Social system and Culture covering the spectrum from tacit to explicit, provides scope to locate the Belongingness dimension. The feeling of belongingness element falls in the first left quadrant, i.e., intention, which is in the tacit - individual dimension, while the way it is expressed is in terms of behavior which is in the explicit - individual dimension.

Against this backdrop, this paper operationally defines Feeling of Belongingness as:
"A state of being in which one experiences value for oneself, being cared for and concern and where there is space to express the same care, concern and value which leads to the need to fulfill the expectations of the relationship and beyond."

Explanation to some of the keywords used:

- Being cared: which includes taking care of the emotional needs of the knowledge worker.
- Concern: which includes the materials comforts, working environment needs, professional needs and personal values of the knowledge worker.
- Value for oneself: which includes the learning needs reward, recognition, ownership, purpose, and value for contribution.
- Need to fulfill: To meet the needs to the satisfaction of the parties involved.
- Expectations of the relationship: Relationship refers to the kind of bonding between the knowledge worker and the organization. Expectations of the relationship refer to what the knowledge worker seeks from the organization and what the organization seeks from the knowledge worker.

Therefore, even as changes in organizations as well as in the societal and family structures have made work environments important sites for fulfillment of employees' psychological and emotional needs, Belongingness must be looked at as more than an affiliate need. It must be looked at as a tacit feeling element of the individual, which needs to be focused and understood first before attempting to evolve processes around it. This can be studied from two perspectives - the organization's point of view and the individual employee's point of view. This study attempts to study the feeling from the employees' point of view. The feeling element being tacit, this study looks at behavior to understand feeling of belongingness.

The significant questions that emerge are “Can the feeling element that enhances the emotional dimension of an employee be called as feeling of Belongingness?” "What are the factors which are likely to contribute to the feeling of Belongingness in an individual employee?"

METHODOLOGY

The study was focused on industrial organizations, which predominantly employ the 'knowledge workers' in their management cadre, within the geographical limits of the industrial belt in and around Bangalore City, India within a radius of 60 Km whose registered offices are in the city limits.

The criteria for selection of organizations were that the organizations should have a separate human resource department with clearly defined functions and roles. And should have adopted advance technology in their production processes to a large extent and that more than 50% of the executives should have been exposed to skill, technology and other training in their work tenure.

The data collection for the study was confined to only four organizations. Organization A is a joint venture organization in electronics and telecommunications with a software division. Organization B & C are IT software services organizations. Organization D is an electrical-electronic consumer based industry with an established brand image.

The inclusion/exclusion criterion for selection of sample in the four organizations were that all executives from junior, middle and senior management of the organizations who could be called the 'Knowledge Workers' and that the executives should be on the rolls of the organization designated as confirmed employees.

Refer Table 1

To study feeling of Belongingness, it was essential to identify the variables that impact the feeling. This study essentially looks at three other dimensions of the employee whose feeling of belongingness is being studied.

- The larger work context determined by the environment with regard to people orientation. This is studied through a HRD climate survey.
- The emotional status of the respondents related to the extent of stress.
- The personality as defined by the mental health status of the respondents.

The HRD Climate Survey by Rao and Abraham, was used. This comprises 38 items on five-point scale to measure twelve dimensions like: Positive Problem Solving, Recognition and Reward (Extrinsic and Intrinsic), Growth and Development (employees), Innovation and Change, Experimentation, Interpersonal Openness and Risk-Taking, Top-Management Commitment to HRD, Commitment to Competence Development, Personal Policies, Positive Attitude and Objectivity, Developmental Climate, Interpersonal Helpfulness and Team spirit. The interpretation of the score indicates that higher score on the dimension indicates better perception of climate. The perception of climate based on the percentile scores that ranged from extremely poor, poor, average, and good to extraordinarily good HRD climate. The higher the percentile score, higher is the perception of climate being more facilitative.

To explore current life events as (current emotional status) an independent variable, excerpt from EQ Map Questionnaire Version III.5 by Robert K. Cooper and Ayman Sawaf. Excerpt from Social and family Role Stress Scale by Prof. Sultan Akhtar was used. This instrument contains 38 items on a four-point scale divided into three sections. Work life, Personal life and Work Vs family issues.

Mental Health Inventory (Jagdish and Srivastava) was used to assess an individual's mental health or psychological well being. The purpose of using this instrument was to understand the profile of the respondents in terms of their personality dimensions. The instrument measures six dimensions: of Positive self evaluation, Realistic perception, Integration of personality, Autonomy, Group oriented attitudes, and Environmental mastery

Along with the above-mentioned data, additional data was collected on the personal details of the respondents relating to their background details, career profile, financial profile, personal value profile and expectations from the organization.

The organization data inventory was also collected consisting of the history, manpower status, mission and values, financial status, human resources and business processes.

To determine the factors that influence Belongingness, using statistical procedures, a Belongingness tool was developed. (The process is depicted in figure 1) The Researcher identified nine dimensions such as Organizational Vision, Professionalism, Rewards, Alignment of Individual and Organizational Values, Ownership, Exploration and Development of Potential, Material Comforts, Emotional Satisfaction and Value for contribution. The process of evolving the instrument is depicted in Figure 1.

Refer Figure 1

The questionnaire set went through the research rigor of pre-test, appropriate modifications and pilot study. The obtained responses were analyzed on the statistical requirements of the ANOVA, chi-square, T-test and regression analysis.

DATA AND FINDINGS

HRD Climate

From the data that has emerged from the HRD climate, it can be deduced that the respondents acknowledge the existence of an "above average" "good" HRD climate in the organizations. These largely take into consideration the importance of 'human factor' in the organization and the need to create a developmental environment for the 'human factor' to exist in an organization. To create a conducive climate each of the organizations has taken their own routes and have formulated their own orientations on which the systems and process have been built. This fact makes it evident that along the lines of evolution of management; the importance paid to the psychological environment within an organization has increased tremendously.

The HRD climate seems to be influenced by the career profile of the respondent, the position of the respondents, their functional category and the training exposure. These significantly play a role in the level of internalization of HRD climate. The data reflects that the senior management seems to have internalized the HRD climate the most and respondents from line function respond to it the most. The supportive and facilitative factor to this are the learning and development processes based on training initiatives formulated with depth of design.

The HRD climate views the 'knowledge needs' of the knowledge worker more and therefore there is a high orientation towards performance, competence building, skill/technology training, policies and extrinsic reward mechanisms. But, it seems that the HRD climate needs to include the developmental, experimentation, and emotional dimensions too. The organization, which has been able to include the employee's, needs more holistically have more conducive HRD climate than others who have not, indicating that the intrinsic aspects of the knowledge need to become equally important to build a climate of excellence.

Mental health

The data reveals that by and large the mental health of the respondents is above average. There are no significant differences in the mental health status between the groups studied. The personal profile and career profile brings in variance in the mental health dimensions item-wise. In the personal profile, the marital status influences the mental health of the respondents in the area of integration of personality. In the career profile, the position of the knowledge worker, the experience they carry and function in which they perform affect their confidence, the way they relate to others and the balance of their emotions.

Current Life Events

The main results of the study reveals that the respondents on the whole experience low levels of distress. In this low distress experienced more relate to work life events and very little relate to personal life and work vs. family issues. Respondents from organization A and D have slightly higher levels of distress than respondents from organization B and C. Further observation to see what factors increase or decrease the distress level, significant factors are marital status and years of work experience. The position occupied by the respondent in the organization brings in variations in distress levels emerging from work vs. family issues. Training exposure seems to have played its role in keeping the overall distress levels low.

Belongingness

The data reveals the extent to which each of the nine dimensions (Organizational Vision, Professionalism, Rewards, Alignment of Individual and Organizational Values, Ownership, Exploration and Development of Potential, Material Comforts, Emotional Satisfaction and Value for contribution.) are present in the organization according to the respondent. When the scores are arranged in rank order (descending order of mean scores), the result reflects that material comforts are present to the highest extent while organizational vision is at the lowest end among the nine dimensions studied.

Refer Table 2

The organizations seem to use compensation, working environment, other benefits (perks) to attract and retain the knowledge workers. The emotional satisfaction as the next most important factor has its origin in the social psychology, industrial psychology and psycho sociological theories and concepts that has attracted the management concepts in the last decade. The value for contribution also spins from motivational theories. The third is the learning scenario which can be termed as inevitable for survival.

The organizations studied have difference between them in their overall score of Belongingness. It can be inferred that, in three dimensions, professionalism, emotional satisfaction and value for contribution, the organizations are similar in scoring. These areas seem to be the basic pre-requisite of a knowledge industry. But the differences are in the other six dimensions.

Age, Educational qualification, functional category and years of work experience bring in variance in the areas of rewards, material comforts and organizational vision. Neither the career profile nor the personal profile plays a major role in bringing a variance in the extent of feeling of Belongingness. Belongingness being a feeling element emerges more as an independent phenomenon which has a strong linkage between the factors and the way people feel than being influenced by the other extraneous factors like position, gender etc.

Correlation between Feeling of Belongingness, HRD Climate, Mental Health and Current Life Events

Refer Table 3

The table indicates that the Belongingness scale and HRD climate scale are significantly correlated. The higher the HRD climate score, higher is the feeling of Belongingness. High HRD climate enables the organization to focus on people related issues, which in addresses expectations of the employee. This in turn becomes a stimulus to increase the feeling of Belongingness in an employee.

The Belongingness scale is significantly inversely correlated with the extent of distress due to current life events. When the respondents' level of distress due to events in work- life or personal life or between work and family life is high, their emotional health is affected. This in turn affects their feeling of Belongingness too. The stress experienced by the respondents may not allow them to respond to the HRD climate in the organization or feel and express healthily to the environment around.

The Belongingness scale is significantly correlated with Mental Health scale. When the respondent is mentally healthy the feeling of Belongingness is stimulated normally. Their expectations from the organizations will be more balanced and behavioral patterns may not be deviated. For good emotional health the respondent need to enjoy good mental health. This would lead to true 'growth' of the respondent and therefore the HRD climate too would be enhanced.

The ANOVA for regression reveals that the HRD climate is significantly predictive of the belongingness score to the tune of 33%. The other two scales, mental health of the respondents and their emotional health are not significantly predictive.

Refer Table 4

Apart from the instruments in the personal data inventory, the researcher had included a set of open-ended questions on the professional aims, their expectations from their organizations, the existence of a feeling of Belongingness and the reasons behind the feeling of Belongingness. It was felt necessary to ratify the data that emerges from the instruments with the responses that emerge from the open-ended questions. This being an explorative study, the researcher has used different methods to understand the feeling of Belongingness so that the understanding gains a depth. Data was collected using four open-ended questions.

The data reveals that the qualitative responses to a large extent match the quantitative responses. The reasons that the respondents have quoted as creating a feeling of Belongingness in them in the organization also ratifies the meaning of Belongingness that has emerged. Being cared for, concern shown and being valued for oneself have emerged as the first few reasons. From the total perspective of the study, it can be inferred that the result of the Belongingness tool agrees with the qualitative responses of the respondents. Therefore, the credibility of the tool and the presence of nine dimensions chosen to measure the extent of feeling of Belongingness, are better established through the results

DISCUSSION

The objective of this research study has been to understand the feeling of "Belongingness," the factors influencing Belongingness and the various behavioral manifestations in an organizational context. The discussions in the earlier chapters have brought out the meaning of Belongingness as a "state of being" or "a feeling" of being cared for, concern shown and value for oneself, where there is space to express the same care, concern and value which leads to the need to fulfill the expectations of the relationship and beyond.

This study on the feeling of "Belongingness" is more relevant today, than at any other time since paradigm shifts are taking place in industrial organizations. The industrial organizations are going through tremendous amount of changes. Many of them have questioned and shattered the earlier beliefs about almost every aspect of the organization. The organizations are operating globally, the management styles are going through change, the rules of marketing are different, the area of play is being more cyber than ever and technology acts as the spine holding the complete network. This has resulted in the shift from an "employee" to that of "knowledge worker" who is capable of handling the technology, with professional qualification, using more the brain power and who is fast to change along with the changes in the market. The ripple effect has brought in shifts in the other organizations like society, education, family, etc. These have resulted in a need to revisit the relationship between this present day "employee" and the industrial organization. There have been research on the factor which strengthens the bond between the two and one such factor is "feeling of Belongingness." With the paradigm shift, earlier understanding about the factors which create Belongingness and sustain the same in industrial organizations has been questioned.

The study has been conducted, keeping the dependent variable as the feeling of Belongingness and many other independent variables like HRD climate, mental health and emotional health. To determine the feeling of Belongingness, nine dimensions were identified using statistical procedures. They were found to be emerging from the expectations of the employees from their organizations. These nine factors include organizational vision, professionalism, rewards, alignment of personal and organizational values, ownership, material comforts, exploration, and development of potential, emotional satisfaction and value for contribution. The extent to which these factors are actively found in an organization determines the extent to which the feeling of Belongingness is created in the employee.

The results indicate that all the nine dimensions exist in the four organizations studied at varied levels from a low extent to moderate extent. The organizations provide material comforts to the highest extent, which includes compensation and a comfortable working environment. The other factors, which are provided for at a moderate level are emotional satisfaction, value for contribution, exploration and development of potential. Factors like professionalism and ownership are also given focus to some extent. Through the evolution of management thought, the influence of scientific management principles, and the Hawthorne experiments, motivational theories have shaped the orientations of organizations towards tangible aspects like material comforts, development of potential, value for contribution and professionalism. Also the psychological dimensions are included like emotional satisfaction and ownership. The core dimensions like alignment of personal and organizational values, organizational vision and rewards are to a considerable extent relegated to the background. On the overall score, the respondents seem to enjoy a moderate level of Belongingness. The results also show that the personal factors like age, gender, marital status, the organization related positional factors like department, management cadre, years of work experience, do not play an intervening role in the creation and sustenance of the feeling of Belongingness.

Emotional satisfaction and Value for contribution indicate that group oriented attitudes are considered by the organizations. The data that has emerged indicates that the present day employee is much more conscious, sensitive and seeks deeper fulfillment out of work than the earlier employee. The motivational theories, especially Maslow's theory speaks of five levels - from physiological needs, security needs, social needs, esteem and status needs to self-actualization and fulfillment needs. The nine factors that have emerged as those which create "a feeling of Belongingness" indicate that the employee has graduated from one level to another over a period. During the scientific management period, the employees sought material comforts. Through Hawthorne studies and unionism, the employee sought safety and security from the work environment. During extensive research in social psychology and industrial psychology period the employees demanded their social needs to be addressed. Now, the employees are demanding their self-esteem needs to be addressed and moving towards self-actualization. As the employee's expectations have graduated from one level to another, the previous level has not vanished, but it is no longer a "motivator," but a "maintenance" factor. It also does not mean that these maintenance factors are in anyway lower than the motivators. Though they are equally important, the organizational Belongingness cannot be sustained with just the motivators or the maintenance factor of Belongingness. These results have been corroborated by the results of the factors that support Belongingness.

To determine the support factors for the feeling of Belongingness, three independent variables were studied. One pertains to the personality of the respondent, the emotional health status, and the psychological context in which the respondent functions in the organization.

The personality of the respondent was studied in relation to six dimensions of mental health. The data has revealed that the respondents enjoy average mental health. The positive self-evaluation of the respondents is higher than the other dimensions. The respondents due to their increased use of logical thinking capabilities are also able to maintain above average mental health. There are no significant variances in the mental health status of the respondents in the organizations studied. However, organizations, to bring in excellence, may have to include mental health along with the climate in the developmental process. The relevance of this factor increases with the fact that in a knowledge industry, the employee and means of production are not separated. They are the same. Any input that goes into means of production/employee directly affects the productivity. Therefore, mental health considered as more clinical and additional initiative to be taken, which may be termed as a 'motivator' according to Herzberg has now turned to be an essential, maintenance factor for the knowledge worker.

The emotional health of the respondents was identified by the extent of distress experienced by the respondents in their work life, personal life and work vs. family issues. Belongingness being a "feeling" which emerges from these emotions, any distress experienced by the respondents in the recent past could have had them emotionally drained, becoming unable to significantly respond to the initiatives of the organization for fostering the feeling of Belongingness. The results on correlation too indicate the lower the distress level, the higher is Belongingness. Therefore, it is essential to maintain the emotional health of employees in an organization. Though this is essential as a support factor, the ANOVA for regression test reveals that the distress level is not predictive of the feeling of Belongingness.

But an interesting point to note is that the respondents are in the younger age group and they are experiencing minimum distress in their life. The data further indicates that with the advancement in age there is a small increase in the extent of distress experienced. The organizations have been in existence for a little over a decade. This can be seen as an indicator of the future, the areas of concern that may emerge.

One of the other supportive or influencing factors that were explored for the study included the HRD climate of the organization. HRD climate determines the psychological context in which the employee functions in the organization. Over a period of evolution, it has been identified that an ideal HRD climate should be developmental in nature and be conducive for growth and excellence. Therefore, some of the dimensions would include innovation and change, experimentation, positive attitude, objectivity, team spirit, interpersonal helpfulness, feedback mechanisms, performance orientation, transparency etc. These dimensions are essential to enable an organization to move on the path of excellence since it opens up employees, throws challenges, provides opportunities for growth, rewards performance and creates conducive growth. The HRD climate of the organization is created by people and the systems based on their set of beliefs.

The HRD climate is expressed in the behavior of the organization. As much as the HRD climate is influenced by organizational behavior, it can also be created by inducing certain systems and processes, which address the beliefs of the employees. A good HRD climate needs to be created consciously and be aligned to the context in which the organization performs. With the evolution of management, the importance given to the human factor has continuously increased. In the knowledge industries, there are efforts that have been consciously put in to develop the climate of the organization, which has a developmental orientation to achieve excellence. Developmental climate has been adjudged the most conducive. Relationship between organizational climate and creativity, attainment of work goals, attitude towards work have been established through research

The results of the HRD climate survey indicate that in the organizations studied, there is a good HRD climate. The organizations believe that human resources are important and they need to be treated humanly. All the initiatives are based on this belief. The strengths of the climate that have emerged include interpersonal helpfulness, development of potential, team spirit, experimentation, interpersonal

openness, appreciation and training. There is a good psychological climate, which is conducive to any employee interested in development of skill and knowledge.

The areas of concern include level of transparency, rewards, performance assessment, and attitude of the employees towards development, alignment of policies and intentions, and career growth systems in line with the organization's growth.

The results indicate that there is a variance in the orientation of the HRD climate among the four organizations studied. Though there is a variance in the initiatives and the focus towards systems/processes at the intention level, the climate is based on the need to develop the human factor. This requires a certain level of conducive environment for the employees to develop and grow.

The organizations have different orientation based on their background and earlier experiences. They are both system oriented and people oriented. However, the areas of concern are mainly in the integration rather than in intention. It is clear that there is a shift in the alignment of the HRD dimension and the needs of the present day organizations

With a paradigm shift, the dimensions which measure the HRD climate and the extent to which the climate can be built have also shifted. When "good" becomes the minimum expected, the scales need to be enhanced. This is possible only when the sensitivity and consciousness of the organization is enhanced. Therefore, a developmental HRD climate that was the requirement of the organization a decade ago should now include the "sensitivity" and the "consciousness" too. This could be possible with various levels of HR initiatives that are context sensitive than universal. The contingency management perspective of the current era needs to be reflected in the climate the organization should build.

The results on the ANOVA for regression indicate HRD climate to be predictive of the Belongingness to a considerable extent. The inference that can be drawn from the above association is that the HRD climate is an essential factor in an organization, which means, conscious effort should go into building the HRD climate of an organization. With the existence of a developmental HRD climate, the possibility of creating a feeling of Belongingness in the employees is higher.

Further, the results also indicate that this feeling of Belongingness is not created just by a mere presence of HRD climate. It requires the climate to be functional at a certain level that is tending towards "good HRD Climate."

The hierarchy of results obtained on the feeling of "Belongingness," indicates that if dimensions of organizational vision, values and rewards have to be instituted, the orientation of the HRD climate should improve consciously at an action level. The results on HRD climate indicate that at the intention level opportunities are provided, and freedom and space are available to develop inter-personal relations and team spirit. But the attitude towards actions for developing a performance based climate is seemingly lower. This is a typical scenario of the knowledge industries in transition in developing countries. Industrial organizations have not been performance oriented. The hierarchy of results on feeling of Belongingness also substantiates the above view. Providing good compensation, relationship orientation, perks, position, training on skills and knowledge has long been the orientation of traditional industries. But, with the paradigm shift in the industrial scene and globalization, there is a new wave in the emergence of the need to include emotional satisfaction, performance based rewards, sense of pride and commitment towards the organization, being objective and professional in the style of management. If these have to get to functional terms, there are two factors that have to be drawn to act as the guidelines for organizations to move. These are organizational vision and alignment of values. This comprehensive holistic way of management is what the technology driven organizations have to focus on. From the hierarchy of results on feeling of Belongingness, when ratified with the qualitative data that is available, it is evident that though material comforts apparently is one of the critical factors of Belongingness, beneath the surface are emotional satisfaction, value for contribution, alignment of values etc. This reflects the transition phase issues, which if not considered, can affect Belongingness. Along with the technology the management styles are also changing in the organizations. But, at the heart of the matter, the "human" remains human. Merely the systems cannot provide the foundation for something, which is tacit and emotional. The

relationship between the employee and the organization has to be forged at a fundamental level, if it has to take cognizance of the emotions. For this to happen, the basic context has to be a good HRD climate. If the organization vision and values have to be formulated and operationalised, the climate has to reflect the same and a process of internalization of the climate has to happen in the organization, i.e., in the employees.

The concerns in the HRD climate that have emerged in this study indicate the need for performance based systems, an attitude within the employee for continuous development, and a level of transparency and honesty about the direction of movement of the organization. These are essential elements in the organization and can be built when there is good clarity on organizational vision and values. The attitude of the employee for development can be achieved with initiatives that focus on holistic development of the employee. The meaning and scope of training need to expand to bring in an environment of learning, exploration, and experimentation.

Finally, for the feeling of Belongingness to be at the optimum level, the HRD climate should be good, with employees enjoying good mental health and a low distress environment contributing to good emotional health. To enable this to materialize, the organizations have to focus on building initiatives in the areas of self esteem, and self actualization along with other dimensions of Belongingness.

The feeling of Belongingness being a tacit element would be then expressed in the behavioral terms, which are explicit. With the "feeling" element as the base, the need to fulfill the expectations of the relationship between the employee and the organization would be high. This, in turn, contributes for a faster movement of the organization on the path of excellence.

CONCLUSION

The study being quasi-experimental throws light on interesting and newer understanding on the organizational Belongingness dimension in a knowledge worker. The implications of the study can be viewed from the organizational perspective and the HR professional's perspective. The organizations need to move from being an employer who provides all the basic necessities to "employees" to being "facilitative" of the development of the employees. The organization has to view the "employees" holistically. They need to pay attention to not only the opportunities that they create, but also the development of the employees to utilize the available opportunities. There are clear indicators of the need to facilitate "good" HRD climate at the minimum level. They need to continuously look for enhancers in the climate, which is "conscious" and "developmental" in nature.

The Belongingness measures indicate that organizations have yet to move from their perspective on compensation, group orientation and recognition to deeper issues like Organizational vision. Alignment of values, Career growth and Ownership.

From the employee perspective, the findings draw indications of the need to utilize opportunities and become more self-directed to move in the path of excellence. Initiatives have to be undertaken to increase the responsibility and accountability in the employee to become a holistic individual and be more integrated. This would enhance higher internalization of HRD climate. To move the path of excellence, the data indicates that good mental health and lower level of distress are essential factors. The ability to manage distress levels needs to be built in the employees.

The study throws loud indicators to HR professionals on the orientation HRD needs to have to be able to manage the knowledge workers. The HRD climate factors need to be oriented towards being "conscious" and "sensitive" along with "developmental focus. The study at a subtle level questions the relevance of the available HRD dimensions in the management of knowledge workers. The need to have both emotional and competency balanced in the HRD climate is brought out. There are enough indicators about the role training plays in maintenance of distress levels and enhancing internalization of HRD climate. The need to revisit training strategy and the importance to "designing" of the training module can be inferred.



The study is able to draw inferences pertaining to motivation factors in the management of knowledge workers. The strengthening of relationship between knowledge workers and organization lies more in self esteem and self actualization areas. At the same time the lower level needs have to be in focus more as maintenance factors. It initiates further studies in the area of HRD climate, emotional domain and Belongingness manifestations.

TABLE 1: Profile of Organizations Studied

ORGANIZATION PROFILE					
Sl No	Areas	A	B	C	D
1	Started in	1987	1997	1990	1987
2	Turn over	25 crores	25 crores	40 crores	445 crores
3	Holding	Public limited co. with joint-holding of two govt. sectors and foreign collaborator	Funded by venture capitalist and employee held	Privately owned	Sub unit of a major group of companies
4	Key Business Processes	Telecom software and hardware	Offshore software development	Technology development projects in IT	Electric consumer products
5	Total no. of employees	110	130	274	3100
6	Junior Mgt. Middle Mgt. Senior Mgt.	21 20 11	106 14 7	217 40 17	401 84 14
7	Average age Minimum Maximum	28 21 55	26 24 41	28 25 52	25 21 62
8	Organization-structure	6 levels MD VP GM Chief Manager Project Leader Software Enggr	7 levels CEO EVP VP GM Tech Manager Project Leader Software Enggr	7 levels CEO VP GM Sr. Manager Manager Project Leader Software Enggr	6 levels MD VP GM Manager Executives Employees
9	Human Resource systems and unique feature	Established with 360 dgs feedback system	Established with learning center	Established with organization renewal at periodic levels	Established with focus on training and employee benefits
10	People oriented initiatives	Annual Camps Social security measures	Foundation Day, Family travel, Learner scheme, Community service, Annual get together events	Math club Exchange ideas	Annual Day, Family visit, Recognition award, Higher Education
11	Mission and Values	Quality, Prompt delivery, Excellence and team work to be a market Ldr	Be responsive Vibrant and energetic climate, uphold relationship paradigm, customer focus	Long-lasting relationship with customers, deliver quality solutions, service over self	Business with integrity, Quest for excellence, Leadership with trust, ethical corporate citizenship.

FIGURE 1

Development of Belongingness Tool

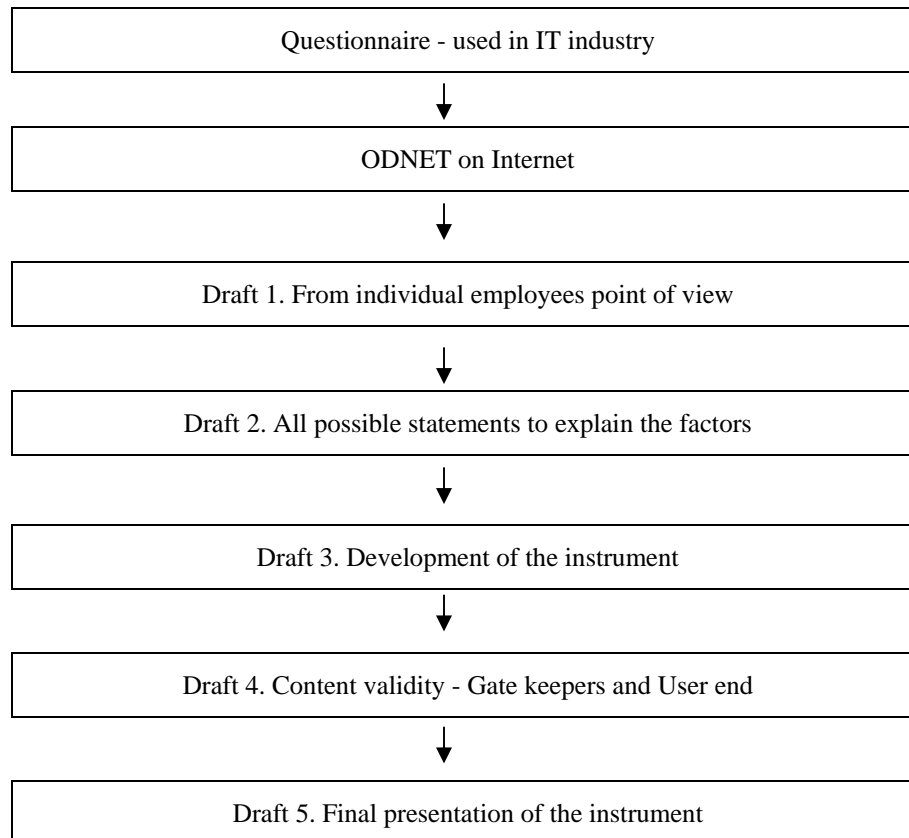


TABLE 2
Feeling of Belongingness: Factors

Rank	Dimension	Overall Mean Score
1	Material comforts	23.1
2	Emotional satisfaction	22.8
	Value for contribution	22.8
4	Exploration and development of potential	22.5
5	Professionalism	21.9
6	Ownership	21.8
7	Alignment of Individual Vs. Organizational Values	20.7
8	Rewards	19.5
9	Organizational vision	19.0

TABLE 3
Correlation between Feeling of Belongingness, HRD Climate, Mental Health and Current Life Events

** $p = 0.000$ * $p < 0.050$

Correlation of all the Instruments used			
R =	HRD Climate	Current Life Events	Mental Health
Feeling of Belongingness	.5729**	-0.0453	.1607**
HRD Climate	-	-0.1543	.2351**
Current Life Events	-	-	-0.2517**

TABLE 4
ANOVA for regression

Sl. No.	Variable	df	Sum of Squares	M.S	F	Sig.
1	HRD Climate	3	65613.58075 132272.31115	21871.19358 402-04350	54.4007	0.000

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