

Studying the effect of employing skilled workforce on motivation of staff working at Tehran Registry Office

¹Samine Rezaeiyan

Abstract

Employing a skilled workforce is taken into account as an efficient method of modern organizations to strengthen and retain staff motivation mainly because it would get an opportunity for advancement among its competitors and in the competitive markets. Therefore, the current research was aimed to study the effect of employing a trained workforce on the motivation of staff working at the Tehran registry office.

The validity of the standard questionnaire used to collect data was examined by means of factor analysis. Moreover, SPSS and SMART PLS software were used to analyze research data through modeling structural functions.

Findings revealed a significant, positive correlation between employing a qualified workforce and motivation of staff working at the Tehran registry office.

Furthermore, our investigation into this area has confirmed the effect of such aspects as proficiency, innovation, and experience on staff motivation while the impact of education has rejected.

Keywords: *Skilled workforce, Staff motivation, Tehran registry office*

I. Introduction

In the course of planning for organizations' human resources, the best candidate would finally be employed to occupy the position through job analysis and determining the incumbent features as well as his/her professional qualification. The appointment is taken into account as a crucial step concerned with the management of human resources which it inevitably needs to encompass value, logical, scientific, and religious principles as one process in

¹ Master, Payam-e Noor University of Saveh, Saveh, Iran

the management system; otherwise, management would face serious challenges without satisfying organization's goals (Veisi, 2005).

Regarding the studied organization, the appointment concept means either employing qualified staff for occupying organizational positions relevant to their job class in accordance with rules or appointing staff for an authorized organizational position.

The appointment would be temporary or permanent. The former is considered for a short time to ensure that the candidate would be succeeded to accomplish the mission, while the latter tends to issue when the appointing authority has confirmed his/her competence and adequacy (Veisi, 2005). Social organizations, because of developing and extending their economic and industrial activities, need to supply and retain a qualified and energetic workforce on a large scale. Nowadays employing skilled and self-contained human resources is thought of as the most well-known element of staff motivation (Hashemi, 2012). The skilled workforce which is rightly called human resources should be taken into account as a valuable element, like any other investments, that has been developed through spending remarkable physical, financial and personal investments over time.

Therefore, like any other valuable resources, workforces must be used in the production cycle and not be wasted. The skilled, educated and experienced workforce is one of the most important elements to the survival of any organization. It plays a leading role in improving the status of an organization, namely its creativity and innovation would significantly increase its effectiveness (Ranjbarian, 2006).

Tehran registry office is an organization that needs to employ skilled staff for appointed positions. Otherwise, it would lead to a decrease in staff motivation and failure to utilize their abilities. The present research was aimed to study how employing a skilled workforce would affect the motivation of staff working at the Tehran registry office?

II. Research theoretical foundations

Definitions of terms and concepts

Employment is defined as the process of job analysis, checking candidates for having educational, professional, and technical qualification as well as ability and talent accompanied with job development and employing staff in an adequate position in order to effectively accomplish a mission (Abbas Pour, 2015, p. 100). **The appointment** means to employ a candidate based on obtained occupational information, so "let every man to his job" as the old saying goes (Mir Sepasi, 2016, p.256). The appointment is defined as employment and delegation of occupation or position to someone within the state's administrative system.

To put it simply, it means to appoint newly employed people or an organizational incumbent in a new position in order to accomplish the duties, liabilities, and authorities. In other words, it means to place responsibility and management to a person who would be the best candidate based on the obtained information. By the word, an appointment is meant employing an employee to an organizational position (Ronagh, 2014, p.12).

Staffing is defined as the whole duty of doing such affairs related to human resources as employing, training, supplying and retaining appropriate working conditions. The management has the responsibility for

staffing. Moreover, the management of human resources is a field regarding it. It includes finding, evaluating and determining people's liabilities. Staffing is a crucial element developing the basic pillar of a comprehensive and strategic human resources management system which ensures optimal coordination between staff and the organization's strategic demands (Abbas Pour, 2015, p.100).

An organization would succeed and achieve its strategic goals when competent people are employed, namely those who are enthusiastic about carrying out the mission. Therefore, the staffing process plays a pivotal role in facilitating organization success (Ibid, p.105).

Proficiency: the Moein Encyclopedia Dictionary defines it as a person who is skilled and experienced in a special matter or a person who demonstrates occupational or technical specialty; moreover it is defined as becoming a profession, specialized or acquiring skill (Moein, 2017, p.1049).

High-level workforce is a person who has an associate, bachelor, master as well as professional or general doctoral degree from a university or college, or to put it simply, it is thought of as an educated person with professional competence who is employed for taking part in an economic activity and development of a society. In other words, a specialist is a person who has enough proficiency and experience in a certain field and is employed for consultation or taking part in special activities (Moshabbaki, 2002, p.154).

Staff motivation is defined as the energy, commitment or creativity level of an organization's personnel in their occupation. How to motivate staff has been a cause for managerial concern, mainly because any economy has both periods of development and slowdown (Hohman, 2016, p61).

Effective factors in staff motivation

Internal factors

Nature of occupation: an appropriate job is determined according to personal knowledge, skill, experience, interest, and abilities in accomplishing a certain function, so job separation needs to be based on individual abilities and specialized work division. Careful staff selection is the most important component of organization success. As the workforce has high expectations of jobs nowadays; having a favorite career is of concern to employees. As a result, specialists in human resources affairs need to design jobs in a way to create a satisfying and desirable workplace for them. The correct flow of information must not being ignored while employing a variety of skills and occupations. Because it would assist in useful organizational information exchange and it is taken into account as a strong motive to align staff with organization short and long-term goals. People are more interested in active jobs than steady ones, so they would work better when the nature of the job is attractive. Specialized jobs are starting to look bored after a while and it would cause to reduce motivation among staff, however, the boredom could be prevented by suggesting motives (Rezaei, 2006).

Knowledge and appreciation of people

Financial motives are taken into account as the second factor. Organizations are now faced with one major challenge, namely how to evolve rewarding their staff. Having the desire to make bonus payments based on function results from increasing challenges in today's cut-throat competition. Research has consistently shown that individual and group bonus payments around 30 and 15-20%, respectively, would affect the function of staff and finally the whole organization. To put it simply, the manager is strengthening what he/she is rewarding. The less someone makes money, the more his/her salary becomes important. Whatever people make more money and take more responsibility for their duties, money would lose its relative importance and it is displaced by a flair for achieving goal and discretion.

By increasing competition among more competent people, financial motives fail to induce trusties. Indeed, it gives them a feeling of being valuable. Therefore, celebrating Employee Day, as well as holding some ceremonies in order to appreciate the best staff would be effective (Zahedi et al., 2009).

Occupational responsibility

To whom money is not a matter of concern, a sense of welfare is more important than financial issues, so such elements as human communications, mutual confidence, feeling of being esteem, a sense of justice as well as learning new matters and understanding personal abilities would assist individuals in creating positive feelings. Positive motives satisfying both emotional and spiritual demands are more effective than negative ones in the form of threats or punishments. Returning to the importance of staff duty, they feel more responsibility when internal motivation is increased and it would assist them in their mental growth, so they need to be allowed to being responsible for their attempts without any supervision (Mahmoudi et al., 2007).

Staff training process

The training process is taken into account as the last but not least motive of staff working at an organization. Training is aimed to change the behavior and attitude of people in the right direction, namely achieving organizational goals, by increasing occupational knowledge of staff or educating special skills, because any organization needs to have competent staff to meet its objective. Therefore, it is necessary for employed people to receive public and specialized training in every aspect of the job to gain the required skills and technical knowledge for accomplishing concerned duties. Training is not only essential for newcomers to the organizations but also for skilled and experienced staff. To put it simply, it would necessitate training all staff in the course of their working life to improve their efficiency.

Developing strong ideas about job and organization is among the most well-known objectives of any training course, so staff are expected to gain a good attitude at the end of courses of this type in order to change their behavior in the desired direction, promote their cooperation with the organization, as well as support its goals (Zahedi et al., 2009).

External factors

Salary

Paying salary is taken into account as a strong motive, but it would become a source of satisfaction when it is not paid based on a standard and effective salaries and wages system as well as a job classification plan. However, it is thought of as the most important motive.

Experiencing a sense of injustice for job satisfaction adversely affects mutual cooperation, mainly because it has an impact on employees' motivation and endeavor. Injustice, inequitable distribution of achievements and negligence not only dampen staff's spirits but also generate poor motivation for making an effort, activity or cooperation (Kakkos & Trivellas, 2011).

Job security

Providing staff with job security and provisions in order to support them is also taken into account as the crucial element of increasing job satisfaction and efficiency. Staff would increasingly afflict with facing an uncertain future and a lack of detailed planning. People feel no danger when they have security at their workplace; moreover, available comprehensive and sustainable provisions play a crucial role in providing staff with job security (Mahmoudi et al., 2007).

Workplace conditions and operation analysis

Providing staff with favorable physical situations as well as equipment and tools would be thought of as the most important motive for completing the renovation and achieving organizational goals. In the same way, continuous assessment of staff performance seems necessary. Performance assessment is defined as the process through which the workforce is evaluated officially in a span of time. Finding qualified staff and giving them rewards are thought of as the main reasons for performance analysis which strengthens staff motivation. Data obtained from the staff performance analysis would be useful for human resources planning, employment, and training staff, determining job path, determining salaries and wages system as well as recognizing potential talents of staff (Kakkos & Trivellas, 2011).

III. Literature review

In research, Ma'soume Qasemi (2010) has studied the retention system of Tehran University talented human resources and has also determined some goals in order to the exam and develop it. By taking the advantage of such elements as developing an education system for promoting scientific and technical level of staff, planning stimulant jobs, developing job security among staff, respecting welfare issues and facilities, introducing a detailed and standard evaluation system, and improving job motivations for staff the objective could be achieved.

In a research, Gholam Reza Veisi (2005) has showed such principles of the appointment process as justice, offering services, expressing affection, public satisfaction, acting in conformity with law, the avoidance of imposture and fraud, as well as having competence as the most well-known processes for management of human resources with a religious approach.

Kakkos & Trivellas (2011) in research entitled “studying the relationship between job motivation with job stress and job performance” demonstrated that there is a negative link between job motivation and job stress, while the direct link between job motivation and job performance is conformed.

In research entitled “the link between motivation and performance; solutions for increasing staff function by emphasizing motives” Estella (2008) demonstrated a strong significant link between motives and staff performance.

By and large, studying the empirical literature review suggests that personal features and motives both have a positive effect on the efficiency and performance of staff.

Reviewing theoretical and empirical literature indicates that a variety of individual, organizational and occupational elements would affect job performance at the organizations which is thought of as a complicated variable.

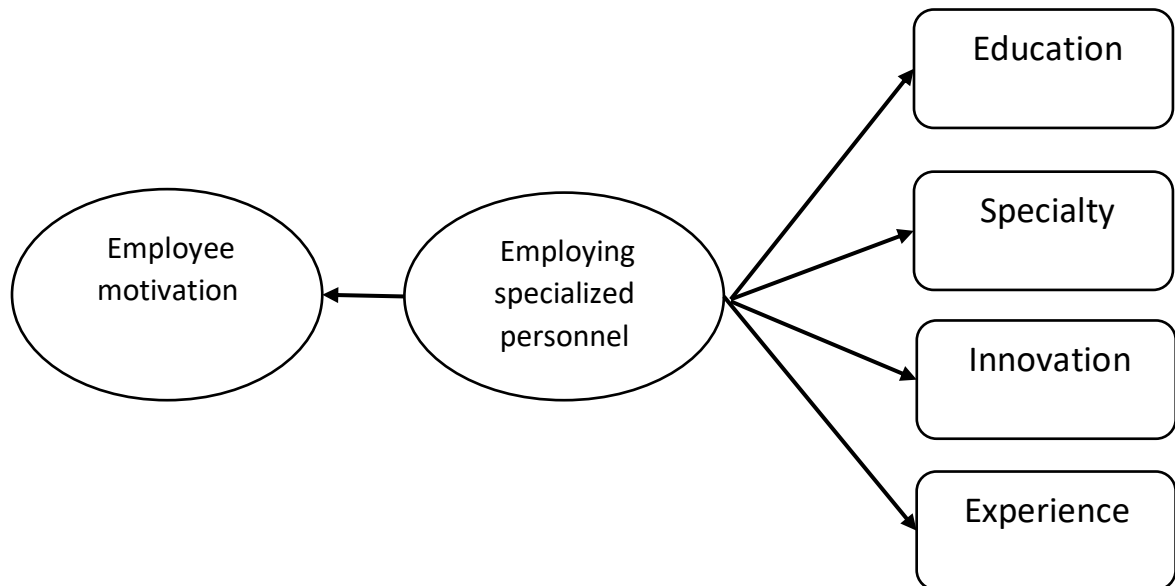
Franko (2004) shows that a sense of pride, being efficient, honesty in management, job security as well as financial and non-financial rewards are among the most well-known effective elements on motivation among medical personnel.

Timreck (2002) found that such elements as a sense of success, recognition, amenability, and getting a promotion are among motives while guilt feeling and threat are thought of as negative factors.

In a research, Daugherty Phillingane, Emma (2010) has suggested such factors as discipline, having fair behavior with colleagues, effective and strong leadership, professional and ultra-structural supporting through observation, leadership, supervision and participation and such indexes as how to behave toward superior, how to communicate with clients, experiences obtained from learning at workplace, influences of the family, discretion, work interest, and supervisor trust would affect job motivation.

In a research, Noda (2010) has studied such effective elements on job motivation at educational environments as encouragement and punishment, occupational and job advancements, cognitive interests, educational opportunities, job’s high social dignity, governance of human relations, discretion and accession, existence of mental possession, having qualified consultants for holding a consultation and planning in terms of knowledge, opinions, and social media.

IV. Research conceptual model



V. Research hypotheses

Main hypothesis

There is a positive, significant correlation between employing skilled workforce and motivation of staff working at the Tehran registry office.

Alternative hypotheses

- The education aspect of employing a workforce has a positive, significant effect on the motivation of staff working at the Tehran registry office.
- The proficiency aspect of employing a workforce has a positive, significant effect on the motivation of staff working at the Tehran registry office.
- The innovation aspect of employing a workforce has a positive, significant effect on the motivation of staff working at the Tehran registry office.
- The experience aspect of employing a workforce has a positive, significant effect on the motivation of staff working at the Tehran registry office.

VI. Research method

The current quantitative, applied research is a descriptive-survey one in terms of collecting data and it is aimed to study the effect of employing a skilled workforce on the motivation of staff working at the Tehran registry office. The population includes all staff working at the Tehran registry office. So, the sample size calculated by Cochran's formula was 285 staff. 164 questionnaires were distributed and returned questionnaires were equal to the sample size. The research questionnaire has two sections.

The first section includes demographic questions while the second part encompasses variables concerned with employing skilled workforce and staff motivation. Both standard and self-made questionnaires have been used to design the research questionnaire. In the same way, to study such variables as employing skilled workforce and staff motivation the self-made, as well as Siadati and Mahmoudi questionnaires (2009), have been used, respectively.

Participants responded to this questionnaire based on a five-choice response scale (from strongly agree to strongly disagree). Some scholars and experts who had research experience were provided with the initial questionnaire in order to check its content-based and face validity. In the same way, some staff were also provided with the research questionnaire after receiving and running experts' opinions in order to ensure its accuracy and perception by respondents. The coefficient of Cronbach's alpha was used to evaluate the reliability of this scale. Furthermore, the SPSS software was used to calculate the reliability and coefficient of Cronbach's alpha for this scale. Moreover, due to the multiplicity of independent variables and indexes, the partial least square (PLS) method accompanied by the Smartpls software was utilized to confirm research model validity.

VII. Research findings

The PLS method exams such three sections as measurement equations, structural equations and the overall model for fitting the structural equations model. Moreover, convergent and divergent validities, as well as reliability index, are utilized to study fitting of measurement equations. The reliability index is also evaluated by means of factor loads coefficients, Cronbach's alpha, and composite reliability. Running the overall model encompassing all components and research questions in PLS software to measure factor loads coefficients revealed that factor load coefficients of questions 4,6,7,9,22, and 23 is less than 0.4 (Figure 1). Therefore, the model was recalled after removing the foregoing questions.

Then, the coefficient value above 0.4 for all questions indicates that removing remained questions would not be necessary. Table 1 shows SmartPLS 2 software results concerned with the main model components for checking Cronbach's alpha and composite reliability.

Figure 1. Fitting the overall model



Table 1. Studying the reliability index of the research model

Variable	Cronbach's alpha	Composite reliability
Employing a skilled workforce	0.720	0.804
Education	0.844	0.908
Proficiency	0.711	0.771
Innovation	0.795	0.865
Experience	0.836	0.901
Staff motivation	0.723	0.782

As the value of Cronbach's alpha and composite reliability concerned with research main components was above 0.7, it suggesting an appropriate reliability index for the model.

Convergent validity: the standard value of the average variance extracted (AVE) is 0.4 (Magner et al.,1996).

Table 3 provides AVE values concerned with each component.

As can be seen from Table 3, all AVE values are above 0.4 which itself confirms the model's convergent validity.

Table 2. The results obtained from the analysis of variables' AVE to study convergent validity

Variable	Employing a skilled workforce	Education	Proficiency	Innovation	Experience	Staff motivation
AVE	0.85	0.83	0.82	0.77	0.78	0.85

Divergent validity demonstrates a component's correlation with its indexes. it is standard when the square root of AVE for any component is more than the common variance between the component and other model's components

Table 3. Matrix of comparing the square root of AVE with components' correlation coefficient

	Employing a skilled workforce	Education	Proficiency	Innovation	Experience	Staff motivation
Employing a skilled workforce	0/92					
Education	0/84	0/91				
Proficiency	0/59	0/61	0/92			
Innovation	0/62	0/85	0/86	0/91		
Experience	0/59	0/70	0/59	0/69	0/85	
Staff motivation	0/61	0/86	0/59	0/83	0/70	0/88

Form the matrix above (Table 4) we can see that AVE of each component (values available in the main diameter) is above the value of component's correlation coefficient with other components (values in the same column and raw), which it supports components' divergent validity.

Determining t significant coefficients and R² methods were both used to study fitting of the structural model.

T significant coefficient: t significant values are taken into account as the initial criteria for evaluating the available link among the model's components (structural section).There would be a link among components and accordingly, research hypotheses are confirmed when the value is above 1.96.

The research model has confirmed the main and alternative hypotheses 2, 3, and 4 as well as the fitting of the structural model.

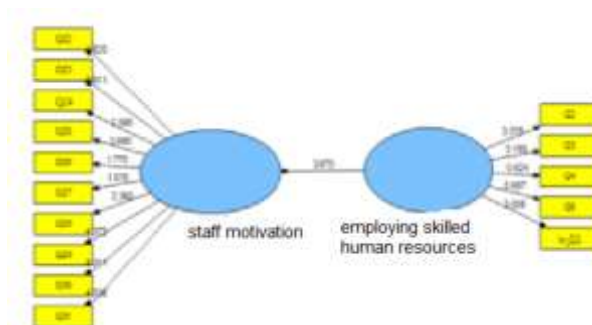


Figure 2. T-test of the main hypothesis

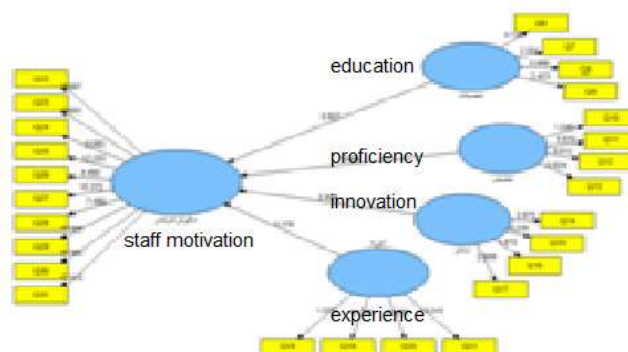


Figure 3. T-test of the alternative hypotheses

R^2 : is the second criteria to study fitting of the research structural model. It suggests the effect of an independent variable (exogenous) on a dependent (endogenous) one. The more is the value the more fitting of the research model will be. According to Chine, such three values as 0.19, 0.33, and 0.67 are standard for low, medium, and high R^2 , respectively. The R^2 value for the model's main endogenous variable was equal to 0.23 and 0.30 which indicates acceptable model fitting. The goodness of fitting (GOF) suggested by Tenenhaus et al. (2004) is used for the evaluation of the overall model.

It is measured as the following equation:

$$GOF = \sqrt{0.5 * 0.23} = 0.33$$

$$GOF = \sqrt{CommunalitiesR^2} \quad GOF = \sqrt{0.5 * 0.30} = 0.38$$

The three 0.01, 0.25, and 0.36 values have been suggested for low, mediate and high overall model GOF, respectively.

Testing research hypotheses using the partial least square method (PLS)

Returning to the hypotheses test, both the concerned path and path coefficient would be significant and its hypothesis is confirmed when the t-statistic value is above 1.96, otherwise, the path coefficient is not significant and the concerned hypothesis is rejected. From the graph below we can see hypotheses results in brief.

Table 4. Results of research hypotheses

Hypothesis	t-statistic	Path coefficient	Result of the hypothesis test
Employing skilled workforce has a positive significant effect on staff motivation	3.670	+	Confirmed
The education aspect of employing skilled workforce has a positive significant effect on staff motivation	0.927	+	Rejected
The proficiency aspect of employing skilled workforce has a positive significant effect on staff motivation	3.605	+	Confirmed
The innovation aspect of employing skilled workforce has a positive significant effect on staff motivation	2.605	+	Confirmed
The experience aspect of employing skilled workforce has a positive significant effect on staff motivation	8.176	+	Confirmed

VIII. Conclusion

The results obtained from the questionnaire concerned with the status of employing skilled human resources have revealed no significant difference in the staff's desired situation in the studied organization. The present research was aimed to study the effect of employing a qualified workforce on the motivation of staff working at the Tehran Registry Office. By and large, documentary scientific reports as well as adding up opinions concerned with the statistical sample have been determined as the most important criteria for employing a skilled workforce based on theoretical bases and research findings. Three aspects accompanied by four components have been confirmed as the most important elements for studying the status of employing a skilled workforce, while, one has been rejected. As mentioned earlier, the current research suggests five hypotheses.

The first hypothesis (employing skilled workforce has a positive significant impact on motivation among staff working at Tehran Registry Office) was confirmed because its t-statistic was 3.670. The results of this research are in agreement with Franco (2004), Weda (2010), and Qasemi's (2010) findings. The second hypothesis (education aspect of employed skilled workforce has a positive significant impact on the motivation of staff working

at Tehran Registry Office) was rejected because the coefficient of the t-statistic (0.927) was less than 1.96. The third hypothesis (the proficiency aspect of employed skilled workforce has a positive and significant impact on the motivation of staff working at Tehran Registry Office) was confirmed because its t-statistic was 3.605. The fourth hypothesis (the innovation aspect of employing skilled workforce has a positive and significant impact on the motivation of staff working at Tehran Registry Office) was confirmed because the coefficient of the t-statistic (2.605) is greater than 1.96. Finally, the fifth hypothesis (the experience aspect of employing a skilled workforce has a positive and significant impact on the motivation of staff working at Tehran Registry Office) was confirmed because its t-statistic is equal to 8.17.

IX. Suggestions based on research findings

Returning to the hypothesis, a positive significant correlation was found between employing skilled workforce and motivation of staff working at Tehran registry office, but the effect of education on the motivation of staff was rejected, so managers and experts are suggested to focus more on the crucial aspect, namely employing skilled workforce.

In the same way, providing staff with high-quality information technology-based services accompanied by giving them training as well as offering trustful and well-timed support than the past for utilizing the services could be effective.

X. References

1. Rezaei, Alireza (2006). Studying the role of effective elements on motivation staff working at the education department from the viewpoint of Khorram Dare education managers. MSc dissertation; Shahid Chamran University, Ahwaz.
2. Ranjbarian, Rasoul (2006). The role of human resources development in science generation. Andishe Club website.
3. Rounagh, Yousef (2014). Job designing: classification and evaluation of occupations. Tehran, Farmanesh pub.
4. Zahedi, Shamsosadat; Kazemi, Abbas; Alizade, Mahdi; Maleki, Elham (2009). Studying effective elements on the motivation of staff working at South Pars Gas Company and providing scientific-applied solutions. Quarterly journal of human resources management in the oil industry. pp.121-140.
5. Abbaspour, Abbas (2015). Advanced management of human resources. SAMT.
6. Qasemi, Ma'soume (2010). Improving the retention system of Tehran university skilled workforce. Tehran University Press.
7. Mahmoudi, Hossein; Ibrahimian, Abbas Ali; Soleimani, Mohsen (2007). Studying the effective factors on the motivation of nurses working in ICU. Journal of behavioral sciences. No.2.

8. Moshabbaki, Asghar; Kord Naeij, Asadollah (2002). Designing and specifying an interactive model for strategy, organizational culture, and environment within Iranian industrial institutes. *Modarres scientific, research Journal*. 6(26).
9. Moein, Mohammad (2017). *Persian encyclopedia*. Javal pub.
10. Mir Sepasi, Naser (2016). *Management of human resources and job relations through a strategic attitude*. Tehran, Shervin pub.
11. Veisi, Gholam Reza (2005). *Appointment principles in organizations with a religious approach*. Hason Pub., No.5
12. Hashemi, Sayyed Ahmad (2012). *Developing competence of human resources: the necessity of developing organizational processes*. Islamic Azad University, Melard, Iran.
13. Daugherty Phillingane, Emma. (2010). *The pathways of successful entrepreneurial women in public relations: Ethics, theoretical models of practice, and motivating factors*, Ph.D., The Claremont Graduate University. proquest.umi.com.
14. Franco LM, Bennett S, Kanfer Rstubblebine P. (2004), *Determination and consequences of health worker motivation hospitals in Jordan and Georgia*.*Soc Sci Med*;58(2):343-355
15. Hohman, Kevin M. (2016)"A Passion for Success: Employee buy in is the key." *Do-It-Yourself Retailing*.
16. Kakkos, N & Trivellas, P, (2011). *Investigating the link between motivation, work stress, and job performance. Evidence from the banking industry*. *International Conference on Enterprise Systems, Accounting and Logistics* 8 (11) .
17. Noda, Ayaka. (2010). *Continuing Professional Education for Japanese Government Officials in Graduate and Professional Schools: A Comparative Study between the U.S. and Japan*. Copyright ProQuest LLC.
18. Stella, O, (2008).*Motivation and Work Performance: Complexities in Achieving Good Performance Outcomes; A Study Focusing on Motivation Measures and Improving Workers Performance in Kitgum District Local Government*. in partial fulfillment of the requirements for obtaining the degree of **MASTERS OF ARTS IN DEVELOPMENT STUDIES**.
19. Timreck .TC. *Managing motivation and developing job satisfaction in the health care worker environment*. *Health Care Manage* 2002:20(1):42-58.
20. Daugherty Phillingane, Emma. (2010). *The pathways of successful entrepreneurial women in public relations: Ethics, theoretical models of practice, and motivating factors*, Ph.D, The Claremont Graduate University. proquest.umi.com.
21. Franco LM , Bennett S ,Kanfer Rstubblebine P. (2004), *Determination and consequences of health worker motivation hospitals in Jordan and Georgia*.*Soc Sci Med*;58(2):343-355
22. Hohman, Kevin M. (2016)"A Passion for Success: Employee buy in is the key." *Do-It-Yourself Retailing*.
23. Kakkos, N & Trivellas, P, (2011). *Investigating the link between motivation, work stress and job performance. Evidence from the banking industry*. *International Conference on Enterprise Systems, Accounting and Logistics* 8 (11) .

24. Noda, Ayaka. (2010). Continuing Professional Education for Japanese Government Officials in Graduate and Professional Schools: A Comparative Study between the U.S. and Japan. Copyright ProQuest LLC.
25. Stella, O, (2008). Motivation and Work Performance: Complexities in Achieving Good Performance Outcomes; A Study Focusing on Motivation Measures and Improving Workers Performance in Kitgum District Local Government. in partial fulfillment of the requirements for obtaining the degree of MASTERS OF ARTS IN DEVELOPMENT STUDIES.
26. Timreck .TC. Managing motivation and developing job satisfaction in the health care worker environment .Health Care Manage 2002:20(1):42-58.