

# Ethical Values and Social Responsibilities among Knowledge Workers for Productivity and Success

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## Abstract

This millennium is the era of the globalization and info-tech. Advancement in communication technologies, melting boundaries and attractive incentives from the multinational organizations demand strong ethical and social responsibilities with effective organizational culture among its employees for productive results. Fundamentally, civil society organizations are considered development agents as they work as watch-dog monitoring the social abuses. But the study suggests that it's not government agencies to impose rules rather knowledge workers (KW) should realize and pay due respect to ethical and social values. The culture and internal environment play very important role where every individual respect the general rules and they do get inspiration from their leaders, supervisors and employers. To get the best from people and their respective organizations, effective leadership role of the executives is crucial. The study concludes that every executive must strongly admit the importance of ethics and social responsibilities as the future success of organizations demands thorough understanding of interaction between productivity and ethics among knowledge workers. Organizations should concentrate on introducing HRD programmes, strengthen service orientation and create synergies to educate their staff for the ethical norms while unlocking their potentials in order to achieve long lasting productive results.

**Keywords:** ICT, Technological Advancement, Organizational Effectiveness, Ethics and Responsibilities, Knowledge Management, Learning and Development.

## 1. Introduction

The fast pace of change in advanced technologies and globalization effect the employees' social and ethical responsibilities for long lasting productivity and success of organization. It has been observed in the modern era that every organization and their executives finds knowledge workers and IT skilled staff as a serious issue because of their fast and short job-cycle in-order to find for themselves a better place with maximum incentives but things are not always as favorable as one assumes from some distance. It has been observed that knowledge workers develop their self understanding to switch from one job to another for better future but we can find the examples of many such workers who regret after switching from existing position and later decide to quit this new place either for another job or to come back to the previous position. This is an important issue that has been debated by many both in the favour and against but at the same it has been observed that many people believe that this is the right of an individual to search for better opportunities while on the other hand many believe that one can only perform well if the conditions are favorable. We need to work out and make a survey to find out the recommendation and solution for such problems faced by many executives in today's competitive environment. Our focus is the sense of responsibilities before switching or joining the new job. We need to focus the sense of ethics and social responsibilities among knowledge workers who quit the existing job and joining the new position without even informing and resigning from the previous position particularly in the less developed or developing countries. We would share some examples from Pakistan where IT has been recently focused to be promoted as an industry to bring foreign currency for economical development. The Government of Pakistan has taken number of initiatives to propagate the promotion of IT where we can see number of development in the educational, training, communication and development areas with remarkable investment within the last five to six years. It has been observed that many executives here face the problem of employees' general attitude and feel the dire need for the ethical and social responsibilities for productive results. The melting boundaries and attractive incentives from the multinational organizations demands strong ethical and social responsibilities with effective organizational culture among its employees for productive results.

## 2. Literature Review

In the past year, we have watched companies go out of business because of ethical lapses. The risk of unethical behavior on the part of managers or other employees can be lessened by understanding how employees view our ethical standards and peoples' adherence to them. The Pakistan Government's very stable organizations such as defense and aviation where employees strictly follow the norms of the organization due to the strong culture and strict rules but in commercial banks and other public departments such as health, education etc. employees do not strictly follow organization's norms because of weak culture and lenient rules. Are the recent ethical lapses

on the part of some companies a thing on the past? The answer is apparently not. The culture and internal environment play very important role where every individual respect the general rules and they do get inspiration from their leaders, supervisors and employers. In our survey report we calculated the following data that is how employees rated the ethics of their employers.

	Percentage
Extremely Unethical	5%
Very Unethical	12%
Somewhat Unethical	15%
Somewhat Ethical	23%
Very Ethical	30%
Extremely Ethical	15%

In a very short period of time, we can find out what people think about our ethical standards or corporate code of ethics, and how well senior management, employees' supervisors, and employees' co-workers are perceived with regard to living up to these ethics. We also will measure the effectiveness of ethical monitoring and reporting, and the image our customers, vendors, and others outside our organization perceive our organization from an ethical perspective. Our literature review and survey reports help us out to focus the standard of attitude and interaction among employees and we must promote the strong internal system where every individual feels comfortable to pay due respect to the ethical values and general rules. We feel that every organization can find the following points very useful for productive results. The ethical values and productive results from knowledge workers can only be expected if we consider these points to be implemented in our daily smooth operation.

The senior managers will not tolerate unethical behavior

I believe our senior managers would behave in an ethical manner even if we didn't have ethical standards

My manager sets a good example of ethical behavior

I have never felt "pressure" from my co-workers to violate ethical standards or behave in an unethical manner

I have received training in our corporate ethics

Ethical behavior at this company is more important than profits

If I observed unethical behavior, I know how to report it

I believe our customers think of us as a highly ethical organization

The executives should stop trying to do the "right thing" when implementing IT and focus instead on getting their implementations right \_ BY MICHAEL SCHRAGE.

Successful IT leadership should mean fewer conversations and arguments about ethics, not more. The overwhelming majority of business conversations regarding ethics are a complete waste of time. Let's have the courage to be serious: What do you think will happen to IT productivity if your development teams know that half of them will be laid off at project's end? I am sure that everyone is agreed and no can deny the fact that this knowledge will have only minimal impact on IT productivity. People are people everywhere; much the same way that people paid by the hour tend not to finish their work too quickly, people who know they will likely lose their jobs tend not to be particularly productive in their final months. Are the executives who fully disclose their fate behaving ethically? Or are they a fool who choose to ignore the reality of human behavior?

Champions of ethics assert that we are liar if we don't tell the truth, the whole truth and nothing but the truth. Or, even worse, our workplace will be swarming with rumors that undermine our credibility. This is non-sense; we are in business, not under oath in a court of law. There are rumors even in high-trust organizations. What should the executives do? They should look their people in the eye and say, "There are always rumors. We're not going to spend our time responding to them; we are going to spend our time encouraging people to do the best job possible. Whatever happens, we are going to make every effort to treat our employees fairly and responsibly."

The essential problem of today's knowledge workers' and business ethics in the knowledge departments and IT is that ethics is assumed to mean "doing the right thing." The fundamental challenge of business ethics is that there are legitimately competing values for determining an appropriate course of action. These competing values are particularly contentious when running an IT implementation. If "full disclosure" means that we can never complete our IT project on time and on budget, then our so-called ethics guarantee business failure. At the same

time, deliberately misrepresenting our intentions and obligations to the detriment of another is beyond the pale. To treat business decisions as ethical challenges is the road to paralyzed and impotent madness. Why? Because businesses have competing values for good reasons that's why how much information we will disclose, or how we set our goals, should be business—not ethical—judgments. It's time for the IT community in general—and knowledge workers' executives in particular—to give up on trying to do that "right thing" when running an implementation and focus instead on better managing the competing priorities that occur. IT doesn't become a better business partner by becoming more ethical; IT becomes more ethical by becoming a better business partner. We do that by making our partners aware that we do, indeed, make trade-offs between priorities. The reasons for making those trade-offs aren't about ethics; they're about business. That's the way it should be. This proves that the organization culture has its own important role to realize everyone to pay respect to ethics. Would we look our employees in the eye and tell them something that was not quite true if it would dramatically increase the chance that our key IT implementation would be finished on time and on budget.

The Number one priority of Georgia's employers is to improve the work ethics of present and future employees. Nationally, as well as in Georgia, employers identify the area of work ethics as increasingly important for worker success. They express concern that a strong work ethic is increasingly difficult to find among employees and job applicants. This concern is evident in a recent survey of 150 human resource directors from some of the largest U.S. companies. Fifty-nine percent of the respondents ranked work ethics as the No. 1 necessary job skill, aside from the basic occupational skills needed to perform the job. Two state-wide surveys of Georgia employers also identified interpersonal skills and positive attitudes toward work as among the most important qualifications in hiring workers (Occupational Research Group, 1996, 1997).

The U.S. Department of Labor estimates that 80 percent of workers who lose their jobs do so not because of lack of occupational skills, but because of poor work ethics. The magnitude of this issue mandates the immediate attention and response of technical educators. The mission of technical education is to provide business and industry with trained workers who possess both strong occupational skills and good work habits. Therefore, the Georgia Department of Technical and Adult Education designed a formal program to address poor work ethics. The program provides activities and knowledge needed to foster positive work habits. Business and IT industry executives have identified essential work ethics that should be taught and practiced in order to develop a viable and effective workforce. The ten work ethics traits identified are listed below:

- |                                |                                  |                                     |  |                                 |
|--------------------------------|----------------------------------|-------------------------------------|--|---------------------------------|
| <b>I.</b><br><b>Attendance</b> | <b>II.</b><br><b>Teamwork</b>    | <b>III.</b><br><b>Attitude</b>      | <b>IV.</b><br><b>Organizational Skills</b> | <b>V.</b><br><b>Cooperation</b> |
| <b>VI.</b><br><b>Character</b> | <b>VII.</b><br><b>Appearance</b> | <b>VIII.</b><br><b>Productivity</b> | <b>IX.</b><br><b>Communication</b>         | <b>X.</b><br><b>Respect</b>     |

Management Information System and Information Technology environments have been introduced in 50s and since then organization are on the regular move of changing knowledge needs. Executives face tough competition and feel to regularly up grade both the infrastructure and manpower. This pressure of change has brought many challenges to the executives and employees. More than four decades ago, Emery and Tryst (1965) had observed that the organizational environments were changing at an ever-increasing rate, and toward ever-increasing complexity. More recently, increased significance of environmental change for organization's knowledge creation needs is apparent in the suggested need for more flexible and adaptive organizations (cf: Malone and Crowston, 1991).

Organizational change is generally described as a response to the increasing environmental complexity and environmental turbulence. Increasing complexity and turbulence of the external environment impose upon the organization greater demand for processing information and making quick decisions (Huber, 1984). Within this scenario, organizational response to environmental change is the crucial determinant of its effectiveness. Radically changing organizational environments that demand ever-faster rate of information-processing, information-renewal and knowledge creation have motivated contemporary managers' interest in retrieving, archiving, storing and disseminating their organization's information by using advanced information technologies. Organizations are devising means to accumulate employees' knowledge in electronic databases to use them as repositories of the shared, firm-wide "structural intellectual capital" (Stewart, 1997).

It is indeed the need of time and demand of today's job environment that all the knowledge workers must be fully equipped with the necessary ethical and social responsibilities. The technical skills and productive results can be easily achieved and for this we need to maintain the strong organization culture with ethical and social norms among all staff.

### **3. Ethics and Productivity**

This millennium is the era of the globalization and info-tech. Political and ideological differences, notwithstanding, relations within national jurisdictions and among nations are defined by borderless economic and social imperatives that have breached the old notions of protectionism and closed societies. Advancement in communication, computer and information technologies witness us with number of rapid changes in our daily life.

Openness has become the norm of relationships within national borders and among states while competitiveness, the ultimate standard for defining success out of those relationships. The advent of globalization, however has also given rise to the contrasting approaches of market-based macro-economic framework being the foundation of good governance on the one hand, and sustainable human development, on the other hand. The latter puts the premium first on enhancing human capabilities and spreading the benefits of economic growth without compromising the needs of future generations. Consequently, the paradox posed by those, individually desirable approaches have been at the centre of a balancing act in most development frameworks today. The need to balance the advantages of globalization and the security and stability of the domestic environment influences most developing countries to develop their respective framework that provides for sustainable growth and human development.

But if there is one constant that could be said to encompass even contrasting approaches to national development, it is the productivity goal of individuals, groups and the nation in general. This brings to fore ethics, values and principles that ought to be espoused and practiced in the domains of government, the private sector and the civil society organizations that will drive productivity, as a measure of growth to the fullest extent.

The public sector creates a conducive and enabling political and legal environment, mediates competing interests for public good and provides effective and accountable public service. On the other hand the private sector — private enterprises in the areas of manufacturing, trade, banking, etc. and the informal sector in the marketplace — generate jobs and income. Meanwhile, civil society organizations facilitate political and social interaction, provide checks and balances on government powers and monitor social abuses. Given these roles, the relationship of the public and private sectors and the civil society organizations is mutually reinforcing.

Today, we are given the opportunity to address the interrelated and mutually reinforcing issues of ethics and productivity. We will find that there are no easy answers and that often, conflicts between economic and social perspectives may lead to some ethical dilemma.

### **4. The Basics of Ethics**

Ethics, as we know it is simply a moral choice between right and wrong. It involves a moral duty and obligation. In a practical sense, it is doing things that are intrinsically desirable within a given set of circumstances. It is bound by certain universal principles such as truth, justice and fairness. These principles are natural laws and have stood the test of time. And we are confronted every day, perhaps even in the most innocuous situation, of unconscious application of ethical values (or lack of it).

More important and perhaps difficult than the definition is to be placed in an actual situation where you make a choice among ethical alternatives. Of course, this may be a subject that can be explored and expounded in another venue. All I am saying is, to be ethical is to make a conscious and a deliberate effort to choose the right over the wrong.

### **5. Inter-relatedness of Ethics and Productivity**

For individuals and organizations ethics motivates us to look inward and to apply our sense of right or wrong in whatever individuals and organizations do whether at home in the office in the marketplace in the streets.

In an environment where cut-throat competition is the norm and where primordial concerns are profits and survival, some may be misled into believing that ethics and productivity are irreconcilable propositions. The government in such cases usually wields its power of intervention by issuing and implementing laws that set the standards of conduct. For example, in Philippine, Taiwan, Nepal and Bangladesh where their government have the Consumer Act which prescribes and prohibits specific acts of businesses; the Intellectual Property Law which punishes unfair competition and infringement of rights; and the Corporation Code which specifies what corporations ought to do and ought not to do. Clearly, what their laws prohibit is not only illegal but also unethical.

In Pakistan however, today we are seeing the rise of a school of thought called ethical management, the underlying premise of which is that companies do not have to cheat or circumvent laws in order to win. Social responsibilities are becoming as much a part of corporate vision as the business imperatives. Industry sectors and associations are crafting their own codes of conduct and self-regulating or self policing mechanisms. Let's share with you the result of a study published in the book "Built to Last."

The study has confirmed that those that outperform their industries share and exhibit a common set of traits and behaviors. The same study shows that these successful companies are the ones that exhibit ethically correct and

socially responsible practices and norms. All these underscore an empirical fact that business does not only mean profits. Now, business ethics means the attainment of a higher goal, that is; a sense of corporate responsibility towards fulfilling the task of nation building. Also, many professions now set ethical standards for their practitioners. Among the better-known professional ethical codes are those for doctors, lawyers and teachers. The lawyers, for instance, commit to a credo of professional responsibility towards the bench, the bar, their clients and the public in general with the overarching goal of service. To me, providing the best, truthful and honest service is a benchmark of productivity within the legal profession. If a judge dispenses the administration of justice according to the moral and ethical standards, there may be less case reaching the Court of Appeals and the Supreme Court. That would mean savings in resources and devoting more time to developmental aspects of judicial work. After all, making the best use of resources is productivity, no less.

Meanwhile, there is an unkind perception that ethics is not attainable or is an impossible ideal in the public sector. The irony, of course, is that this is the domain where ethics should be strongest. In Pakistan's constitution 1973, the Code of Conduct and Ethical Standards for Public Officials and Employees was enacted because of the perceived loose sense of ethics in government. Essentially, the Code spelled out in fine detail the do's and don'ts for government officials and employees in and out of the workplace. The eight norms of conduct as enumerated in the Code are broad and encompass not only the aspect of employment but also the personal lives of public officials and employees.

These standards are:

- Commitment to public interest;
- Professionalism;
- Justness and sincerity;
- Political neutrality;
- Responsiveness to the public;
- Nationalism and patriotism;
- Commitment to democracy; and,
- Simple living.

To us, all these standards of conduct point, ultimately, to public good or public interest as a better and objective standard of moral and ethical obligation in the public sector. Those standards for individual behavior, however, should connect the individual to the objectives, goals and targets of the organization, then from the organization to the overarching objectives of our society. We are, in a sense, expanding our circles of influence and moving outward from a parochial concern to reaching a broader and higher goal. On the other hand, civil society organizations — trade unions; non-governmental organizations; gender, language, cultural and religious groups; charities; business associations; social and sports clubs; cooperatives and community development organizations; environmental groups; professional associations; academy and policy institutions; and media outlets — are powerful groups that influence public policies and channel people's participation in economic and social activities. Fundamentally, civil society organizations are considered development agents. For these organizations, productivity means being able to pursue their roles to the fullest. That is why, civil society organizations must also adhere to values and principles that reflect societal norms in order for them to faithfully carry out their advocacies.

Consider a political party that constantly fails to ensure transparent and fair ways to reach consensus, and what do we have — a volatile organization that can hardly push for reforms. Consider also a public sector union that fails to ensure cohesion among its members, and what do we have — an insecure organization that can hardly make its financial presence felt in its agency. Clearly, we cannot just isolate productivity from ethics. To a large extent, the former is a function of the latter.

## 6. Survey Report

We made interviews to three executives for our survey report. Dr. M. A. K Malghani, Dean Bio-Informatics BUITMS Balochistan, Quetta. Prof. Dr. Malghani is an expert in the field of Bio-informatics and served the University of Balochistan for more than 20 years and currently acting as a dean faculty of Bio-Informatics BUITMS Quetta since 2004. He always insisted that social responsibility was an integral part of being a solid professional and successful entrepreneur in business. Madam R. K. Bharucha, president SOS, Chairperson PEARL BOG, Ex senator and minister for IT GOB Pakistan, and Mr. Fasy-Iqbal the chief editor of Balochistan-Time the leading English news paper, he is the ex-senator government of Pakistan and contributing in the social up-lift of society in Pakistan with dynamic leadership qualities.

Each of these three executives is thrilling performers. Employees have delighted in their accomplishment, learned from their experience and wisdom. They have changed the way the world works. Today we are delighted to welcome all these three prominent personalities to complete the survey report regarding the organization productivity and staff ethics. This report ensures the authenticity of our research for better analysis and managerial implication.

The report of this survey indicates that all these executives believe in that the success and goodwill of their organizations base on their staff interpersonal skills and ethics. It has been concluded from our research that every executive strongly admit the importance of ethics and social responsibilities among knowledge workers. The result is a hugely powerful fusion of interests capable of promoting socially responsible behavior and punishing socially irresponsible behavior. As the risks of being caught out rise so do the costs. Prof. Dr. M. A. K. Maghani says that it takes decades to build a brand and a reputation; it takes but days to reduce that reputation to rubble when the world finds out at once. For example, Nike's line: "JUST DO IT" projected the image that its customers were:

- respectful of self
- achievement oriented
- responsible members of the planet

With it while at the same time they used sweatshops to make its products. Consumers flailed the company. The company executives thought it stood for 'food-health-hope' and ended up in the pillory for its Genetically Modified Seeds which sewed only fearful prospects. From a Board and top management point of view the nature and extent of the risks to any company franchise are increasing as are the costs of a failure increasing and their success id hidden in the strong organizational ethical culture.

All the three interviewees agreed that they have observed the concern of executives regarding the employees' ethical responsibilities as they believe that the owners of company shares are vigorously expanding the pressure for socially responsible behavior. The owners of common stocks are increasingly institutional. The knowledge workers who form the core of the modern corporation are increasingly demanding high standards of ethical performance. They do expect from the organization better incentives and rewarding benefits in response to their best services with quality skills. They do understand to keep themselves updated time to time and would appreciate to continue with the same organization with all loyalty and affiliation but all these they need a congenial atmosphere. They can respect the due ethics and social responsibilities if they are trained for and this has been discussed during our interview with these three executives that if the system has been introduced and successfully established with all necessary awareness than everyone who joins this organization quickly adopt the importance of ethics and respect of terms and condition.

Very stable organization e.g. the defense and bureaucracy where employees serve for almost life time or unless until they get their retirement is all because of the strict rules and strong coordination where one has to be always obedient and show full. These organizations do create such an environment where one has to be motivated for one or the other reason even if they set a outdoor camp and their staff spend long time without family and social interaction. But on the other hand all commercial organization find the threat of ethical values because of their friendly environment in the less developed or developing countries particularly where people still need to be mature enough with the awareness regarding ethics and social responsibilities in a friendly atmosphere.

## 7. Analysis & Results

The analysis has been made with the help of data and survey reports concluded from the executives' interviews and the questionnaire filled by many others. This research paper and survey has helped us to evaluate the current situation and analyze the reasons for effective productivity and output that base on employees' ethical norms. To evaluate the importance of staff' ethical and social responsibilities for productive results we need to keep the organization competitive with advancement and strong culture. It has been analyzed that the internal culture of organization is very much influenced by the external environment therefore we need to understand the geographic location of our business set-up before introducing our organizational culture. The organizations' efficiency depends on the staff motivation level and their interaction with the technology to get the desert output and their understanding and due respect to ethical and social responsibilities. It has been analyzed to manage knowledge resources including skills and competencies for the competitive edge of success.

The critical analysis of our survey and research work is the overall organization's environment and the implementation of knowledge based atmosphere with ethical values. The analysis and the result of this research is the recommendation based on our research questionnaire filled by many executives. This atmosphere can only be in practice if we give equal importance to improve communication, information transfer and collaboration among different ends. The report and attached \_QUESTIONNAIRE APPENDIX ensures the organizational productivity if the top executives introduce and develop the strong culture where every knowledge worker understands and respects the ethical values and social responsibilities. This questionnaire was filled by many executives to find out the conclusion of organizational productivity and employees' ethics. This analysis base on our survey report helps us out to achieve the result for productivity and success with the following recommendations and suggestion from different executives and well known personalities in the field of modern management:

- i. They agree with this statement: Social conditions are more to blame than individuals for crime, unethical attitude and lawlessness in this country.

- ii. They say staff and management should not be allowed to express opinions that are harmful or offensive to members of other religious or racial groups.
- iii. They think that the ethical and social responsibilities' feeling is less today than it was in past because of globalization and melting boundaries that offer incentives and attraction to Pakistan manpower?
- iv. They also suggest that one of the reasons of unethical behavior is the any type of discrimination that exists among staff of any organization.
- v. They also think that many companies that lay off workers during slack periods and do not arrange things to avoid layoffs and provide steady work right through the year may cause reaction in form of un-ethical behavior.
- vi. They also believe that the class difference and discrimination can develop negative and destructive feeling among deprives class and same is the case with employees.
- vii. They believe that if multinational companies are permitted to compete with the Pakistani base companies (Public / Private) than employees and staff will switch to these new firms without caring for any ethical and social values because of better incentives weak legal procedures and their implementation. They further say that they want that the government should implement and impose strict employees' rules and proper terms for resignation and joining new job.
- viii. They also emphasis that this is not government agencies only rather people should also realize and pay due respect to ethical and social values.
- ix. They also say that it is very important for the top executives to introduce and maintain a strong internal culture for better ethical and social results where they have to be role models for the general management and other staff.
- x. They say that knowledge workers always perform well if they find themselves in a supportive environment and all the connected factors are in their favour that can bring prosperity, success and productivity.

## 8. Discussion

We began this discussion by positing the interrelation between ethics and productivity. At this juncture, allow me to give some prescriptions on enhancing productivity through ethics. First, there must be continuous learning whether for individuals or organizations. Rapid changes in work patterns and work environment are putting pressures toward new competencies and skills, as well as new management processes in the workplace. If we are to build those new skills and competencies, we need to learn from best practices and experiences and apply the learning's at home or in the workplace or in the marketplace or in the streets. Second, we must strengthen service orientation. If the knowledge workers lack the ethical norms than it is very difficult to expect any productive results rather we lose many transactions because of a lousy service. It is for sure that organization faces serious trouble if its knowledge workers and general management work in weak culture with strong ethical norms. The point is, with adhering to a service ethic, otherwise we are bound to lose our clients' respect and the respect and confidence of investors.

Third, we must be able to create synergy and partnership. We have to galvanize alliances and linkages to lead them to move and act in unison towards a higher goal. Synergy and partnership will also result to a commonality of values in the organization. Individuals in an organization who share the same principles and vision will be better able to move the goals of their organization. Fourth, we need to leverage our human capital vis-à-vis emerging opportunities of the times, but in a manner that will emphasize integrity as a basic attribute. For example, we are today among the most knowledgeable in Information Technology. Unfortunately we have also had our moments of notoriety when that skill was used to inflict damage on the Internet. Imagine if we are able to harness that knack for creativity in a positive way and organize our IT skills into business enterprises that could go into joint ventures with the world's IT providers. (I understand many of the Silicon Valley companies are recruiting Pakistani programmers and technicians, but that means we are losing our knowledge workers to foreign companies.) And lastly, we have to put our stakes in capacity building. Simply stated, we will be able to surely get the best from people and organizations if we unlock their potentials. For example, we can provide government agencies a certain amount of flexibility in how they spend their money or allow them to make decisions that can be done at their level. This is in a sense empowerment. Another initiative is to provide them with HRD programs where skills, knowledge and attitudes will be enhanced.

## 9. Implications for Management

The implications for management from this study are that executives need to realize the importance and interrelationship between productivity and ethics among knowledge workers. The Knowledge Workers' skills competencies help to enhance the organization's productivity while performing their daily job in a strong culture of ethical values. Therefore, the challenge for a contemporary organization is to enhance the existing set up for

their key players and managers. This is only possible if the executives understand and realise the importance of under discussion research topic and take the necessary initiatives for better, long lasting and productive results.

For this, our management must be agreed with the statement: Social conditions are more to blame than individuals for crime, unethical attitude and lawlessness in this country. In this regard awareness and initiatives must be taken on macro level. It is very important that our staff and management should not be allowed to express opinions that are harmful or offensive to members of other religious or racial groups. We should respect and understand that social responsibilities and ethics demand from us any type of discrimination among staff that can cause of un-ethical reaction and behavior. We suggest to the management of all organizations that most companies that lay off workers during slack periods could arrange things to avoid layoffs and provide steady work right through the year to avoid any sort of disappointment among knowledge workers.

It has been observed that any type of class difference that can develop negative and destructive feeling among deprives class and same is the case with employees and knowledge workers. If multinational companies are permitted to compete with the Pakistani base companies than our knowledge workers will switch to these new firms without caring for any ethical and social values because of incentives; therefore we need to advice that the government agencies must introduce strong rules and ensure their implementation to avoid any staff un-ethical attitude.

It is desirable that the government should implement and impose strict employees' rules and proper terms for resignation and joining/firing rules. We also agree and suggest that this is not government agencies to impose rules rather knowledge workers should realize and pay due respect to ethical and social values. We believe that the top executives can introduce and maintain a strong internal culture for better ethical and social results where they have to be role models for the general management and other staff. In this we our knowledge workers will always perform well and if they find themselves in a supportive environment and all the connected factors are in their favour than organization can enjoy real productivity without losing their key resource in shape of knowledge workers. We strongly suggest the management that all the knowledge workers and general staff must pay due respect to the ethical values of organizational culture for better and long lasting results.

#### **10. Direction for Future Research**

The research work is a guideline for future work to improve the general attitude of knowledge workers. The knowledge workers attitude with strong ethical culture can face our organization with productive results and long lasting success and leading position. We require new styles and management skills along with strong and inspiring leadership. People generally reach the top of the strategic structure by being tough and self affirmative by being the kind of leaders others feel safe in following. The future success of our organizations demands effective leadership and ethical knowledge workers. In this way knowledge workers can play a number of roles, as good followers and team players as well as leaders and subject matter experts for different IT skills.

This study recommends the future necessary further research in the area of advancement and strong ethical organization culture that must be respected by all knowledge workers. It is very important for the interaction between ethics and productivity that we consider the information and communication technologies with fast pace of change that demands from us to prepare the necessary grounds for the future survival with strong organizational culture base on ethics and social responsibilities among knowledge workers.

#### **11. Strengths and Limitations**

The strength of this study is the introduction and implementation of solid ground for organizational efficiency and effectiveness with the strong leadership and deep ethical culture. The understanding of interaction between productivity and ethics among knowledge workers and effective leadership role of executives are the strength of this research study. The main strength of this study is that the two variables that are directly proportional for the success of organization are ethics and productivity that maintain comfortable smooth operation for the executives. The smart move with better tactics for strong bound between productivity and ethics take us to better place for organizational success, prosperity and productivity with long lasting knowledge workers' contribution under strong leadership and ethical culture.

Limitations of this field study should be noted. Data were collected by the survey report may not be exactly reflect the analysis report and managerial implication in a very developed countries as we are studying the knowledge workers' general attitude in the less developed countries. The other limitation is the clear border between knowledge workers and other general management and the response of knowledge workers toward ethics and social responsibilities as compare to the general management as this study helps the executives to make necessary preparation to educate their staff for the ethical norms and productive results.

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