

with knowledge and skills in demand can work from virtually anywhere with a computer and an Internet connection, the issue of loyalty is an important one.

Knowledge worker loyalty can be assessed by modeling loyalty based on the positive and negative contributors to behaviors shown in Exhibit 3.3. Positive contributors to knowledge worker loyalty include difficulty locating alternative employment, the emotional bond between the knowledge worker and the company, the knowledge worker's investment of time in the company, and compensation. For example, the greater the difficulty locating alternative employment, the greater the loyalty effect. Similarly, the more time and energy a knowledge worker invests in a relationship with a company, the more likely the relationship will continue. In addition, the greater the compensation, the more likely a knowledge worker will continue working with the company. The greatest contributor to knowledge worker loyalty, however, is a personal, emotional bond with other people in the company.

The negative contributors to loyalty behavior are numerous employment alternatives and a high level of frustration with the company. The more employment alternatives that are available, the less knowledge workers are likely to stay with the company. Finally, nothing spoils an otherwise ideal relationship faster than a knowledge worker's frustration with management or personal problems with other knowledge workers.

Modeling loyalty behavior shows how knowledge worker behavior can be influenced, depending on which elements in the model are stressed. For example, a generous compensation package and a friendly, supportive work environment contribute to a continued relationship with the company. Conversely, offering knowledge workers little or no increase in compensation at an annual review and ignoring their complaints and suggestions sends a clear message that they should look