



MANAGEMENT SYSTEM OF KNOWLEDGE WORKERS IN THE CONTEMPORARY ENTERPRISE

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Abstract

Changes in the twenty-first century are faster and appear unexpectedly. They are not always necessary for the smooth functioning of the company. This is the domain of globalization, where new events - opportunities or threats are challenging the viability against which the questions are now all companies. More and more depends on the intangible assets of the undertaking, its strategic potential. Therefore Przedsiębiorstwo creates and develops skills which then turns on competence. It is and become the basis for competitiveness. The main determinant in this process is not only optimal, but the skillful management of intellectual capital. Its importance in recent years is constantly increasing, and the success of the market determines the joint commitment of all organizational units. Certain types of work require to the larger amount of knowledge, experience and independent thinking, and custom than others. For all employers, it is important to recognize these differences and create a new management principles kategorią professionals who have knowledge useful for the enterprise - are knowledge workers. Therefore, the purpose of this article is an attempt to show management knowledge workers in modern companies, based on tests carried out in the years 2013 - 2015, in 100 large companies operating in the Baltic Sea Region

Keywords: knowledge worker, competitiveness, enterprise, management system

Introduction

Significant changes in technological, economic, social and political life in recent years has completely changed the direction of development of the world economy. We have entered a time in which the basis for building a competitive position and economic success are the skills acquisition and use of knowledge. The current company to try to meet the advancing globalization must become result-oriented. To achieve this should work closely with external and internal clients on a partnership basis, to be credible in the environment (be honest opinion), integrate from within its staff, which should be entrepreneurial, properly selected and managed.

A phenomenon which also forces to take action on the basis of competition policy is the progressive liberalization of world trade. This means the elimination of all barriers that stand in

the way of international exchange. But from the point of view of developing countries and the problems that they face does not mean the same benefits, but also a lot of problems. Companies in these countries are forced to look for other methods that are not related to financial outlays to build its competitive position in the global market¹.

Therefore, in the twenty-first century enterprise that virtually no opportunities to build their competitive advantage on the basis of no way, and thus not fully competent workforce. They must also understand that qualified staff, which has a significant impact on the market power of the company, it is not at the expense of a resource, but without the capital in this turbulent environment, organizations no longer a not handle.

Knowledge workers are now responsible for creating innovation, which has translated into an increase in the development of their company. Not only initiate the development of new products or services but create business strategies, setting the directions of its development.

As noted by T. H. Davenport for the modern economy, knowledge workers are a kind of ox sledge economic progress. He also argues that if companies are to become more profitable, if strategies are to succeed, if society is to develop - it becomes so only when knowledge workers perform their work more productive and efficient².

When considering whether a worker belongs to knowledge workers in the enterprise or not, we must define its role and impact on the functioning of the entire company. The company would be able to continuously develop must know, as must develop a system of management that has to take care of their development and the use of their core competencies. This is part of the management of the future, but also a change in the mode of action and most importantly thinking of the whole society.

Therefore, human capital becomes one of the most important factors in current production. According to the author's use combined with the development of human capital, the identification and measurement form a triangle of knowledge management intellectual capital. He must remember that every company that on this basis, wants to build its competitive position in the market. These changes in the perception of intellectual capital, also require changes in management, the task is now mining the most valuable of all the features of each member company. By this process even more effective, employees must strive for continuous improvement, and the role of employers reduced mouse be to provide them with the best conditions for development. Optimum involvement of knowledge workers in the enterprise, which deliberately uses the knowledge to develop their competitive position in the market depends primarily on decision-makers. They have to accept management system combined with innovative forms of motivation that affect the efficiency and productivity³:

1. Regulating the conditions and working time.
2. The system of remuneration interacting with incentive schemes.
3. The work atmosphere.
4. A sense of job satisfaction.
5. A sense of job stability.
6. The competent division of opinions among employees.

It can therefore be argued that the effectiveness of key employees in the company, has a very large impact force management system, tailored to their needs. Therefore, the aim of this article, based on the analysis of literature and empirical research is to identify conditions associated with the identification of knowledge workers in enterprises and changes in

¹ A. Cieřlik, J. Hagemeyer, *Evaluating the Effectiveness of Preferential Trade Liberalization in Central and Eastern Europe*, International Trade Journal, Vol. 25, No. 5/2011, pp. 518-519

² T. H. Davenport, *Thinking for a living. How to get better performance and results from knowledge workers*, Harvard Business School Press, Boston 2005, pp. 3-4.

³ M. Igielski, *Of challenging the human capital management in enterprises in economy conditions based on the knowledge*. Human Potential Development, Higher Hanseatic School of Management in Slupsk Press, Slupsk 2014, p. 139.

management systems that seek to optimize the potential of knowledge workers. In addition, the author attempts to describe the direction of improvement of management systems, selected by the surveyed enterprises, which identified knowledge workers. This is very important because it leads to building a competitive advantage based on the held potential.

1. Methodology of the research

The role of human capital in conducting activities which increase the company's competitiveness in the market is second to none and is an important element of its innovation potential. Proper management of this very capital gives opportunities to improve their efficiency and also increases the capacity for innovation. This also means that the knowledge management and human resource management are an essential part of the joint, which is man..

This is precisely focused on the author of the article, conducting research in the years 2013-2015 at 100 large companies operating within the Baltic Sea Region - the study was conducted within the framework of own research conducted by the author of the article.

The main objective of the study was implemented to determine the effect of knowledge workers on the competitive position of the company. In contrast, specific objectives included:

1. The terms of the conditions and criteria for determining the membership of the employee to a group of knowledge workers.
2. Identification of knowledge workers in the surveyed companies.
3. Identification of barriers faced at work by knowledge workers.
4. The terms of activities (changes in the personnel policy of enterprises) to help you work more efficiently knowledge workers.
5. Identify incentives that stimulate knowledge workers to work.
6. Analysis of innovative incentive systems tailored to the needs of knowledge workers.
7. Identify barriers that occur when knowledge management in the surveyed companies.
8. Determination of the workers desired attitudes of their managers.

The whole research process included two areas: the analysis of the internal documents of the surveyed companies and three groups of employees in the surveyed companies - middle managers and senior managers (decision makers), their subordinates and indicated (by the human resources departments in the surveyed enterprises, through analysis and consultation) in their opinion, the key person for the company. In total, the study involved nearly 1,000 respondents who completed three separate questionnaires, which contained the following types of questions:

1. Closed alternative.
2. Closed filter.
3. Closed, which use nominal and ordinal scale.
4. Determining the status of the validity of topics under consideration.
5. Semi-open as a conjunction.
6. Control that allow you to check the sincerity of the respondents' answers.
7. Self Test Stein - used to identify the needs of respondents and the research level expectations.
8. Questions to identify social factors - used to determine issues related to communicating or role in the whole process of management.

For the purposes of this study, which is a continuation of an overall analysis of the test results, the analysis covered two groups of respondents: middle managers and senior managers (decision makers) and indicated (by the human resources departments in the surveyed enterprises, through analysis and consultation) key persons for the company.

In total, in the first stage of the study was attended by 328 employees - 250 people in positions of steering and 78 selected as the key.

It should be noted two important issues. First, it turned out that almost 80% of the surveyed enterprises, individuals identified as essential for the functioning of companies, proved to be completely not trafionymi elections, which resulted in quite a big problem - you had to repeat the process of their choice (but this time with a prepared specific criteria). Secondly, any company involved in the study, there was no concept of knowledge worker, which also limited the research process, since the main objective of the study was to precisely identify those people.

2. Enterprise on the global market

Modern companies on their path of development have contact with more and more complex turbulence environment. These include: an increase in news and rate of change, greater complexity of the environment, the new requirements related to the competitive dynamic processes of globalization and unprecedented on such a scale technological progress. Therefore, to be successful, not once is it to maintain its current market position, every company needs to effectively use available resources physical and financial, with the potential of its employees. Times building market advantage based on cheap labor have gone into oblivion. All these elements make the company throughout its development process are constantly evolving and constantly adapt their goals and methods of operation to zmiennych the market.

This also means that in today's realities of the economy, companies must take in each area of activity principle of the leading role of the client. This is the basic element of a comprehensive approach to quality improvement and this process should lead to the elimination of gaps in the services provided and products sold. Companies that want to be competitive in the process of acquiring and maintaining customer must mitigate any inconsistencies between its production and customer expectations⁴.

The process of globalization, companies are in practice only the consequence of the changes that taking place in the global economy. It does not result only from changes already listed above, related to technological progress, but also changes in the daily lives of ordinary people - it changes the quality of social life, as well as political, which by the way changes the situation on the international arena.

The globalization of business makes their internationalization, which means the involvement of companies in international production and trade activity and the ability to provide a full service package⁵.

From the point of view of the enterprise essence of globalization it is to change the perspective on events, behaviors, actions, recognized values - from national to global. The company is seen as a major player in the globalization process, as indicated by the following reasons⁶:

1. High flexibility of enterprises, involving the skills to adapt to the globalization process.
2. Attaching the public attention to the need to increase production.
3. The unsuitability of the analysis of world statistics on trade flows between countries in view of the fact that most of them take place between companies.
4. Treatment of the world economy as a system of free exchange and flow does not correspond to the real processes.
5. Loss of control by the governments of most of the factors and processes determining the economic development of the country as opposed to the multinational companies, which are able to control and process and scale processes.

⁴ Yi.-W. Fan. E. Ku, *Customer focus, service process fit and customer relationship management profitability: the effect of knowledge sharing*, The Service Industries Journal, Vol. 30, No. 2/2010, pp. 213-214.

⁵ H. G. Adamkiewicz - Drwiłło, *Competitiveness of businesses in the light of conditioning of the contemporary economy*, Dom Organizatora Press, Toruń 2010, p. 389.

⁶ Ibidem, p. 390.

The main categories of change management in the future are: diversity and flexibility, adaptability, ability to respond to the surroundings and focus on fulfilling customer expectations to products and services of companies satisfied with their needs. Rapidly changing technological conditions, social and economic environment in companies offer new challenges for creating management systems. The increasing technological progress and the need for the diffusion of information and knowledge required to implement new solutions in the field of technology enabling its use⁷.

Modern companies therefore operate in conditions of economy based on knowledge and must seek tools that will enable them to improve or maintain their competitive positions. They need to become flexible and its activities based on the quality of intangible assets, which increasingly determine the value of the company.

The first pillar base for the production, distribution and implementation of knowledge - and thus being a source of competitive knowledge-based economy - is a system of economic incentives and institutional, to encourage businesses and the public to actively participate in the effects of "knowledge revolution". Another, probably the most important pillar representing the competitiveness of KBE is a well-educated and entrepreneurial society. According to the concept KBE they make them well-educated, highly skilled and creative people who have a large resource of knowledge. They also present a broad capacity to create new knowledge or practical use of the existing one. They have also to adapt to the current requirements of the labor market, education, skills and work experience. The third pillar, which strengthens the competitiveness of the knowledge-based economy is an efficient innovation system, which includes enterprises, research centers, universities, expert groups and other research and innovation networks. I use them growing knowledge resources and contributing to the development, commercialization and application market. The last pillar of the knowledge-based economy is the information infrastructure - a set of modern equipment, extensive databases and specialized services and institutions whose goal is to ensure effective communication and efficient processing of storage and distribution of useful information to multiple parties⁸.

A company that wants to be competitive should develop internal flexibility and adaptability to changing operating conditions and on the basis of the process to achieve tangible profits. Modern concepts of achieving competitive advantage mainly relate to the skills knowledge⁹.

In the conditions of the knowledge society, there is the growing importance of intangible assets, including intellectual capital - especially human capital. There are also increasing role of knowledge workers who are paid to think. To enable a better quality of intangible assets, including human capital and their effective use are important for companies because they allow you to¹⁰:

1. Maintain appropriate relationships with customers and effective and efficient support for new customer groups and markets.
2. Introduction of innovative products and services expected by the target group of customers.
3. Fast and cost-effective production of products and personalized services of high quality.

Summing up the company to survive and stay in the market, they must be able to anticipate and accurately assess their situation. They must have the ability to efficient operation and development ability in a changing environment. They must also make decisions: how, form,

⁷ W. M. Grudzewski, I. K. Hejduk, *Changes of paradigms of the management*, Journal of Master of Business Administration 116 (1)/2011, p. 95.

⁸ M. Madrak-Grochowska, *The competitiveness of knowledge-based economies. The proposal of measurement*, Economics and Law, Vol. XIII, 3/2013, pp. 359-363,

⁹ D. Cetindamar, H. Kilitcioglu, *Measuring the competitiveness of a firm for an award system*, International Business Journal, 23 (1)/2013, p. 20.

¹⁰ A. Olak, *Human resources and the knowledge as determinants in managing the modern organization*, Social inequalities but the growth in the economy, University of Rzeszów Press, Rzeszów 2011, p. 172.

speed of implementation, scope, depth and complexity of structural changes. For they are valid indicators of not only the survival of the company and restoring the balance in the volatile environment, but also formed his dynamic plans to ensure his smooth and effective functioning - gain competitive advantage and further development¹¹.

Trying to sum up the above considerations it can be concluded that the main determinant of the current market situation on the one hand competing companies to compete with other environment in which they operate. To be able to funkcjonować on such a specific market, companies should have internal adaptability to changing conditions. A new concept of building a competitive advantage also emphasizes the use of all the activities of the intangible resources and at the same time ubiquitous and necessary knowledge.

3. Identification of knowledge workers in enterprises

Analyzing and observing the operation of modern enterprises - if we consider what is happening around them can - we can extract some basic trends. First appearing changes are more and more non-routine and unprecedented advance in the past. Secondly, permanent increase in the intensity of the environment shows that maintaining the interaction between the company and its partners consumes more and more energy. Thirdly, the same rate of change which will occur in the vicinity of its complexity.

Therefore, in the emerging new models of business people who have a wealth of knowledge, are its main assets. Of course, if the company is able to use it in an optimal way.

Modern companies are generally smaller - they have fewer employees. In them is less stable employment, duration of employment may be limited to the implementation of one specific project. In this regard, the employee has knowledge of the rules of tasks without the need for detailed study prior to performing each of them. Companies in the XXI century seek to reduce costs by limiting the number of employees working a full-time while providing resource skills necessary for the continuity of its operation¹².

While P. F. Drucker is of the opinion that in the future will become increasingly apparent breakdown of economically active people into two groups: professionals with the knowledge and personnel services. The leading groups in the modern knowledge society will be skilled workers is trained practitioners who are able to use the knowledge for the purpose of production¹³.

Similarly, the case is recognized B. Mikula proposing the division of human resource structure into three main groups: knowledge workers (combining outstanding professional competence of the intellectual), the staff (which differs from the first group of limitation in the creation and sharing of knowledge) and partners participating in the process of value creation¹⁴.

T. H. Davenport defines a knowledge worker as an employee having a high level of expertise, training or experience, and the main purpose of his work involves the creation, distribution and application of knowledge¹⁵. On the other hand, P. F. Drucker specifying the products of working knowledge worker believes that the result of their work are not physical objects, but knowledge and ideas¹⁶. While G. Davis and A. Parker argue that the work based on the

¹¹ M., Grzebyk, Z. Kryński, *The competition and the competitiveness of businesses. Theoretical presentation*, Social inequalities but the growth in the economy, University of Rzeszów Press, Rzeszów 2011, p. 115.

¹² Z. Antczak, *Intellectual capital of the enterprise. Chosen issues of the practice and the theory of managing the personal function in the light of research*, Antykwa Press, Warszawa 2004, p. 99.

¹³ P. F. Drucker, *Postcapitalist society*, PWN Press, Warszawa 1999, p. 82.

¹⁴ B. Mikula, *New reality of human resources of the organization*, The societal dimension of the balanced organization development, Emka Press, Warszawa 2010, p. 26.

¹⁵ T. H. Davenport, *Thinking for a living. How to get better performance and results from knowledge workers*, Harvard Business School Press, Boston 2005, p. 10.

¹⁶ P. F. Drucker, *Postcapitalist society*, PWN Press, Warszawa 1999, p. 122.

knowledge that human mental work performed in order to generate useful information. During this work knowledge workers find information, using the knowledge involved mental models, using concentration and attention¹⁷.

The definition of this group of workers could cite more. However, the main dilemma remains how to identify employees who are knowledge workers are not. This issue raises a lot of controversy, because if the productivity of knowledge workers is to provide a competitive advantage to businesses in today's economy, it is necessary to properly identify the specific characteristics of both the subject matter of their work (working knowledge), as well as a set of traits and predispositions personal knowledge workers as a group. On this basis, we can only develop and implement action - to create a good working environment - which will bring out the potential of this group of employees, and their knowledge of how to make the most productive. Therefore, it is necessary to have knowledge about the determinants of workers belonging to a group of knowledge workers.

It is worth appeal T. H. Davenport, who typing in the current deliberations on the work of the knowledge and productivity of knowledge workers, has created a classification of employees due to the quantity, quality, use and knowledge creation that accompanies the operations performed by each group of employees. Presented by its classification (Figure 1) very well captures what is postulated Drucker and brings us closer to consensus on the differentiation of workers because of the participation of knowledge in their work.

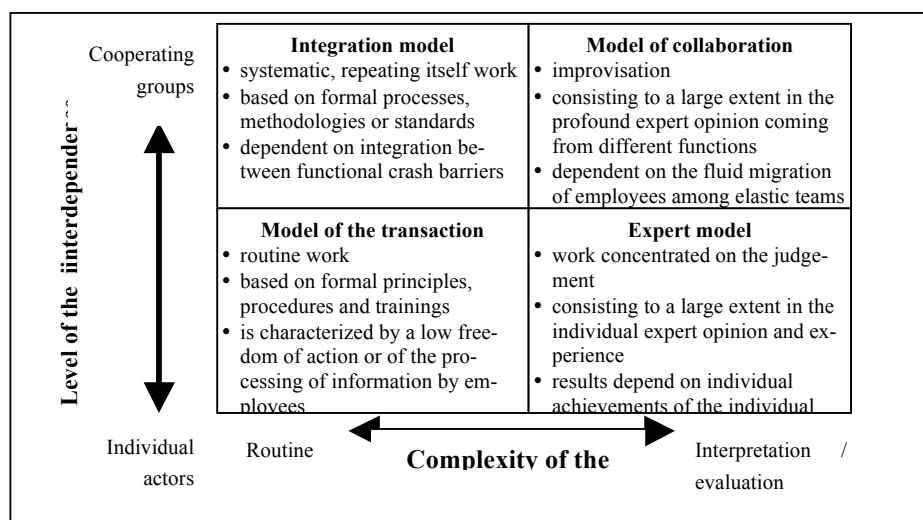


Figure 1. Classification of processes containing the knowledge

Source: own study based on T.H. Davenport, *Thinking for a living. How to get better performance and results from knowledge workers*, Harvard Business School Press, Boston 2005, p. 27.

The figure indicates that certain types of work require more knowledge, experience, expertise, autonomy, autonomous, non-standard thinking than others. On the other hand, currently, most jobs require even a minimum level of thought and knowledge, but not all of the same type and on the same scale. For employers, it is important to recognize these differences and take appropriate action. It is important to raise the productivity of those groups of workers who are most numerous in the organization (such actions usually in practice boil down to a traditional workforce management in the industrial era - cyclical evaluation and development planning staff and management structure). However, if companies want to compete in the global

¹⁷ G. B. Davis, C. A. Parker, *The doctoral dissertation. Systematic approach*, Barron's Educational Series, New York 1997, p. 26.

market, they must attract and properly motivate employees, who, thanks to his knowledge, exaggerating the permanent market success of the company - and these are the knowledge workers.

It should be noted that in any of the audited company was not operational concept of knowledge worker, which greatly hindered the research process, because it was necessary to try to identify these people, which in Polish conditions turned out to be the most difficult. Therefore, the established 11 additional criteria determining whether a worker is an employee knowledge or not:

1. The main purpose of his work is knowledge.
2. Thinking he takes the most time.
3. The result of his work are mainly ideas.
4. His work is the starting point for the work of others.
5. The basis for the performance of his work is knowledge.
6. Problems to be solved with new.
7. The chances that uses innovative.
8. Looking, processes and produces information.
9. From the available data draws meaning and take on the basis of their necessary action.
10. His job requires innovation and creativity.
11. He can share her knowledge. (Do not look at this point, the process of sharing knowledge only as a phenomenon occurring by interactions between employees using multiple communication channels. As a result, knowledge is beginning to be understood, absorbed and used by others in the company - it is available to all. And most importantly sharing knowledge increases its value¹⁸).

Only then, after re-analysis of the results, we succeeded, in 38 surveyed enterprises (which accounted for 38% of the study group), to identify these people in number 41, which is less than 5% of all subjects. A detailed breakdown of results shown in Figure 2 (* Russia due to the political situation was not taken into account in the research project).

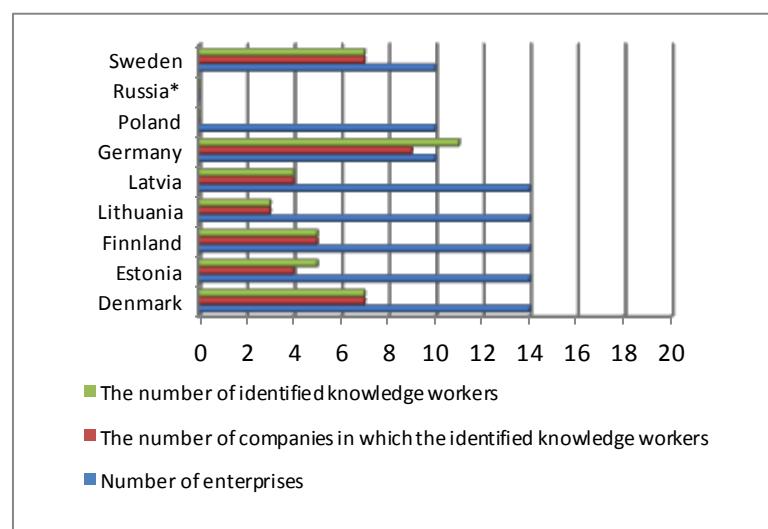


Figure 2. Number of surveyed companies from different countries of the Baltic Sea Region with the number identified in their knowledge workers

Source: own study.

¹⁸ W. R. King, P. V. Marks Jr., *Motivating knowledge sharing through a knowledge management system*, The International Journal of Management Science, Vol. 36, No.1/ 2011.

The presented results show how difficult it is to identify the type of workers - unfortunately turned out to be the most difficult conditions in Polish. One of the reasons is the lack of standardized assessment criteria in this respect workers. Another, according to the author to develop the most important, is the inadequate management systems in companies that are not able to meet new challenges. Later in this article, the results will only affect this group of companies and people employed in them.

4. Management system with knowledge workers in enterprises

Kept by the people is the knowledge for the organization of special value because of the scope and endless possibilities of its configuration. It can be described as follows¹⁹:

1. Scope of knowledge of each employee is different - whatever the diagnosed working potential of each. The sum of their individualized knowledge results in the basis for decision making organization.
2. Knowledge can come from outside the organization (eg. Studies). It may also be the knowledge that comes from experience acquired organization (contacts with other employees, training). The combination of both types of knowledge inspires new points of view and is a source of information, impossible to generate using only one of them.
3. Knowledge of each employee is in constant process of change. This is due to the everyday experience new situations and not merely a new quality in the existing system of knowledge, but it is the basis for future action.
4. Each employee and his knowledge is a source of innovation in the company. Knowledge of the internal organization subject innovation processes becomes a source of competitive advantage for the organization, because it is unique, inadequate to the other terms and difficult to copy.
5. Improving knowledge worker is the basis for its further development according to the principle: the more you know, the more you learn.
6. Tacit knowledge workers is a competitive advantage of the organization. The choice of the people about the attractive qualities of intellect and resources of tacit knowledge therefore becomes a challenge for the organization. Companies must develop procedural selection and use of diagnostic techniques to know the knowledge structure and characteristics of units, and then adapted to this technology for personal development.

You can also say that the main purpose of the use of enterprise knowledge management to facilitate managerial staff treating knowledge as a resource and inspire her to seek practical applications of this resource²⁰.

Therefore, system management knowledge workers, which has much in common with the system managed knowledge, we can treat the same. According to the author of this study is a complex of means, methods, principles, collections of information, people, and also a network of interconnections that allow you to accept and implement the strategies of the company.

It should be assumed that it is a system composed of many subsystems, which is dominated by sub-systems / operations responsible for:

1. Bravely to knowledge workers information / knowledge with other employees of the company.
2. Transfer of knowledge from knowledge workers to other company employees.
3. Understanding transferred knowledge from knowledge workers.
4. Receiving and use of transferred knowledge.

¹⁹ E. Karpowicz, *Dissemination of knowledge as a social innovation*, Polska Fundacja Promocji Kadr Press, Warszawa 2001, p. 127.

²⁰ J. B. Probst, S. Raub, K. Romhardt, *Managing Knowledge: Building Blocks for Success*, Willey Press, West Sussex England 2002, p. 40.

We must also remember that the potential that has the knowledge worker on the one hand unique and very professional. It consists of many components, m. In .: education, experience, skills, industry knowledge, business contacts, professional reputation and others. Such an employee is invaluable for the company and its competence can offer almost every corner of the globe, not paying attention to the distance, time zones and cultural differences²¹.

Therefore, bearing in mind that the key knowledge, competencies and skills are nowadays knowledge workers, created in each enterprise individual system management (individual because the knowledge of individual employees is unique, which also means that the unique may be the behavior and expectations of its owners) should be created on the basis of universal assumptions:

1. Partner interactions - without hierarchical structures.
2. Create a mechanism for knowledge transfer, with constant encouragement to share knowledge (according to the author, employees who do not share their knowledge because they do not know how, do not want or do not have the conditions, can not be called knowledge workers).
3. Striving towards a learning organization, initiating conditions conducive to organizational learning.
4. Encourage initiatives among employees with knowledge.
5. Use tools to build the system of human potential - the main strategic tasks is the proper management of human capital.

And so says M. Kłak, creating a system of managing knowledge workers, it is necessary to resolve a number of emerging dilemmas faced in their daily work the company build its competitive advantage based on the competence of knowledge workers²²:

1. How to trust professionals for whom work in the company is very often the next step in his career and acquiring new skills - passing confidential information is often invaluable for market competitors?
2. How to get, keep and what to offer professionals who know more than anyone else in the scope of their activities and can easily find an even better job?
3. How to encourage transfer and sharing of knowledge? Not causing increasing loss of a sense of uniqueness and importance as the sole owner of specific knowledge resources?
4. What are the elements to build a space to mobilize the intellectual and entrepreneurial activity?
5. How to enforce and evaluate the effects of tasks performed, if managers lack a narrow expertise and knowledge of all the consequences of the adopted and approved solutions?
6. How do I ensure that the expert used in his work all their personal capacity? What to do to it reached into the deepest layers of their experiences and thoughts, showed full commitment of intellectual and creative, creating new knowledge and materializing it in the form of technological innovation, functional, organizational, etc.?
7. What level of appeal in exceptional circumstances, forcing the extra effort and sacrifices specialists not connected emotionally with the organization?
8. How induce zeal and enthusiasm among some specialists themselves, for whom professionalism is self-control and emotional distance to the employees and the employer?

All these considerations have also in practice. This was confirmed during the analysis of data collected in the framework of the research process. In the surveyed enterprises, which identified knowledge workers, we managed to isolate and describe the characteristics of the system management of this group of people in the company. With these changes entrepreneurs want to achieve specific assumptions (detailed distribution of responses in the studied subjects presented Figure 3):

²¹ M. Kłak, *Knowledge management in the contemporary enterprise*, SWSEPiNM in Kielce Press, Kielce 2010, p. 318.

²² Ibidem, pp. 319-320.

1. The development of competence of employees in terms of increasing knowledge, knowledge sharing.
2. Triggering of staff innovative behavior.
3. Development of commitment to participation and to promote collaborative forms of work.
4. Determination of transparent systems to motivate the material and not material.
5. The behavior of the stabilization of the most talented and innovative employees.
6. Effective talent management is based on a multilateral analysis of their potential.

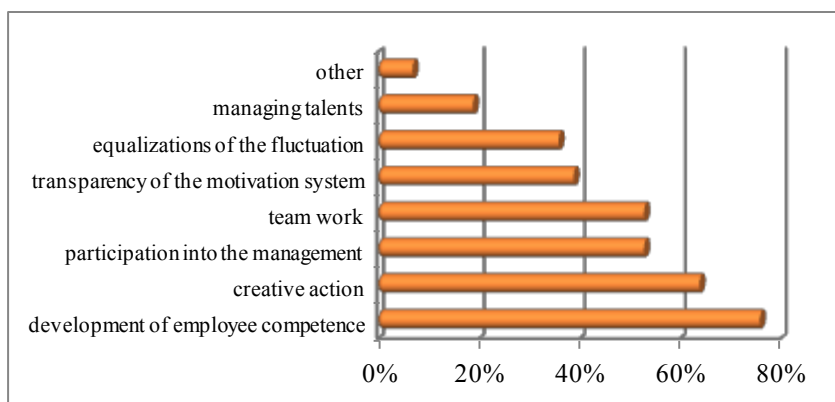


Figure 3. Main targets of motivation systems in examined enterprises

Source: own study.

The above-mentioned efforts of companies lead to concrete action on the modification of existing management systems. Most often, these changes concerned the creation (detailed distribution of responses in the studied subjects presented figure 4):

1. Incentive system based on financial incentives.
2. System incentive conducive to innovation, generating ideas, sharing of knowledge.
3. System-based incentive for individual praise.
4. System of incentive-based promotions.
5. System incentive associated with training.

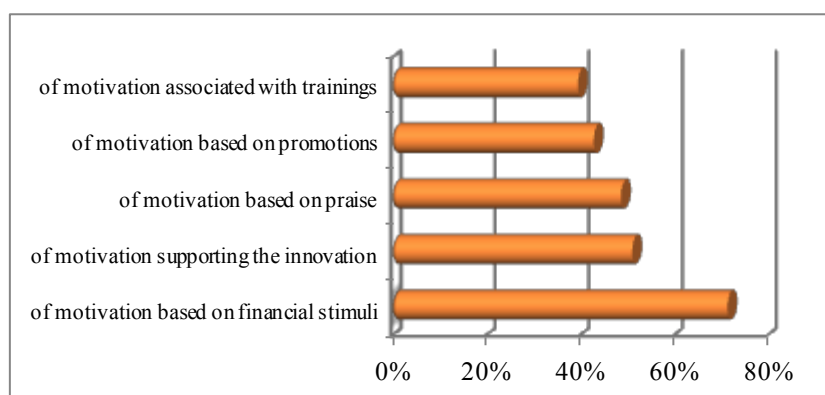


Figure 4. Implemented changes in motivation systems in examined enterprises

Source: own study.

All changes and facilities that not all actions taken in favor of optimum use, the potential of knowledge workers in enterprises where I was able to identify them. In these companies, there is additionally a variety of programs to encourage employees to function in different organizational areas. As examples of the author can specify:

1. "Buddy program" - employee commitment is reinforced by promoting a friendly atmosphere in the company - open days for families, voluntary internal social events, participation in management.
2. Experience and skills are improved through training courses, educational programs, workshops - the employee can choose yourself.
3. "Bank of ideas" (stimulating creative activities) - encouraging employees to submit their ideas, advice and comments and submit them in one place.
4. "Flying teams" - eliminating monotonous work, or the ability to change the scope of tasks, participation in various projects.
5. "Green job" - identification of employees with the company's values by promoting the values of ecological and integration of employees, giving them a sense of participation and joint development.
6. Convenience and large standard jobs, travel, private parking.

Summing up the process of creating an individual system management knowledge workers, enterprises, according to the author's development, should be based on the following universal principles:

1. Involve the whole team in the affairs of the company - which must lead to participation in management.
2. Establish and maintain an organizational culture aimed at strengthening ties between the employees.
3. The introduction of an open and flexible organizational structure.
4. Introduction of new rules for remuneration (of course, if possible), that will allow for job evaluation, performance or commitment.
5. The approach to each employee must be an individual, including in the context of motivation and improvement.
6. Leaving employees a large margin for own activities, which will result in a large scope of having autonomy at work.
7. Change management style - from the manager to the coach / coordinator / mentor.
8. Consent to the creation of informal groups working on a complicated task, solve a complex problem.

Conclusion

Analyzing all the above considerations concerning the management of knowledge workers in the enterprise, we can also note the specific goals you want to achieve developed a system to manage this group of people. These are:

1. Changing the organizational culture to "the culture of the learner".
2. Reduce the cost of the enterprise - improving its productivity, the quality of services / products, and customer service.
3. The introduction of innovation in the company (and management).
4. Development of new business.
5. Development held cadres of workers, including improving their motivation and job satisfaction.
6. Improved communication.
7. More flexible organizational structures of the company.
8. Improving external cooperation.
9. Proper knowledge management, namely: access, documentation, transparency, distribution, sale and even knowledge.

Analyzing the above objectives, which the author tries in the next stages of research made clear implication is that they are virtually identical with the tasks of strategic management of enterprise knowledge. Thanks to this we can conclude the necessity of these activities together by running them as a whole.

Following B. Mikula, the main tasks in the field of strategic knowledge management include: strengthening the orientation knowledge of the mission and vision of the organization; strategic analysis of the internal environment of the enterprise; strategic analysis of the external environment (proximal and distal); creating a vision of knowledge; strategy formulation knowledge; determining gaps of knowledge and relationships; establishing barriers to fill the gaps of knowledge and relationships; selection of primary and supporting knowledge management strategy; choice of methods and tools and the people to implement knowledge management strategy - determine the necessary financial and organizational conditions; determine the dominant approach determining the construction and operation of a knowledge management system (social and technical); support knowledge management strategy shaping the relationship with the environment; redesigning the task of knowledge management - organization structure, roles, processes and ICT infrastructure - communications; creating a climate model and organizational culture oriented knowledge; assess the level of achievement of goals and the correctness of the action taken²³.

To sum up, there is still the question of how to translate in practice competencies identified knowledge workers who, through service created a unique system are the primary resource immaterial company, its competitive position in the market. The search for answers to this question, the author of the article will be accompanied by further research process, which is to identify those areas of business enterprises, which have the biggest impact just knowledge workers.

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SYSTEM ZARZĄDZANIA PRACOWNIKAMI WIEDZY WE WSPÓŁCZESNYM PRZEDSIĘBIORSTWIE

Streszczenie

Zmiany w XXI wieku zachodzą szybciej, pojawiają się nieoczekiwanie, nie zawsze w sposób pożądany dla sprawnego funkcjonowania przedsiębiorstwa. Jest to domena globalizacji, gdzie nowe zdarzenia - szanse bądź zagrożenia, powodują wyzwania zaistnienia bądź utrzymania się na rynku, przed którymi stawiane są obecnie permanentnie wszystkie przedsiębiorstwa. Coraz więcej zależy od zasobów niematerialnych przedsiębiorstwa, które stanowią o jego potencjale strategicznym. Stąd też tworzy ono i rozwija umiejętności, zamienia je na kompetencje, które stają się podstawą jego konkurencyjności. Kluczowym uwarunkowaniem w tym procesie staje się, nie tyle co optymalne, ale umiejętne zarządzanie kapitałem intelektualnym, którego znaczenie w ostatnim okresie nieustannie wzrasta, a o sukcesie rynkowym decyduje wspólne zaangażowanie wszystkich jednostek organizacyjnych. Pewne rodzaje pracy wymagają przy tym większej ilości wiedzy, doświadczenia oraz samodzielnego i niestandardowego myślenia niż inne. Dla wszystkich pracodawców istotne jest, by dostrzegać te różnice tworząc zasady zarządzania nową kategorią specjalistów, posiadających wiedzę użyteczną dla funkcjonowania przedsiębiorstwa - pracownikami wiedzy. Dlatego celem niniejszego artykułu jest próba ukazania systemu zarządzania pracownikami wiedzy we współczesnych

przedsiębiorstwach, w oparciu o przeprowadzone badania, w latach 2013 - 2015, w 100 dużych firmach, działających na obszarze Regionu Morza Bałtyckiego.

Słowa kluczowe: pracownicy wiedzy, kompetencje, przedsiębiorstwo, system zarządzania

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