SELECTED ASPECTS OF MANAGING KNOWLEDGE WORKERS

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Abstract

The objective of the following article is to present issues associated with managing knowledge workers. In the first part of this article, the workers knowledge as well as the organizations knowledges together have been briefly characterized pointing *inter alia* to the characteristics of such organization. The further part of this article focuses mainly on the specificity of managing knowledge workers, determined by the characteristics of these workers as well as tasks they have to tackle. The author has also attempted to define major problems connected with managing knowledge workers and indicate methods which could increase the effectiveness of such management. The final part of the article includes findings resulting from theoretical consideration. Giving workers difficult and ambitious challenges, managerial activities oriented at providing considerable independence of workers all have a positive influence on their creativity and innovativeness. Knowledge worker will be able to operate effectively and fully exploit its opportunities, if the organization will be provided adequate financial, technical and information resources, and owned infrastructure used properly.

It seems necessary to search for a new formula facilitating the effectiveness of work through e.g. increasing the number of workers motivational tools or shaping organizational culture prompting innovativeness, independence and responsibility. Personnel policy must be oriented at finding the best candidates for particular positions as well as at improving employee's competence and involvement regularly. The development of the knowledge worker is more important that achieving current results as it is oriented at the future effects.

Key words: knowledge workers, knowledge organization, methods, characteristics.

Classification JEL: M12 – Personnel Management

1. Introduction

Today, in a knowledge-based economy it is widely accepted that effectively managed knowledge is vital for the survival and development of an organization. Knowledge is created and utilized by people, thus the importance of workers for the organization has increased. The workers create an organization but also as a result of lack of knowledge, experience, involvement or showing inappropriate attitude they can destroy it. That's why it is extremely important to manage the workers properly, who had a major impact on the future of the company – namely knowledge workers. Managing these people is a true challenge for an organization as the role of knowledge workers is changing and they are more frequently forced to fulfill various functions including traditionally assigned within the scope of managerial jobs.

2. Knowledge organization

Nowadays the circle of actors participating in knowledge creation, transmission and distribution significantly increased. Increasingly important role in these processes play organizations, particularly knowledge organizations (Wawrzyniak, 2003, p. 32).

Knowledge organization is when the knowledge has strategic value within it. Such organization inspires its workers to active participation in all knowledge management processes such as creating knowledge, sharing it and putting into practice for their own benefit as well as for the benefit of the organization.

The substance of knowledge organization is manifested in its ability to develop and learn as well as in encouraging its employees to learn and seek for the best solutions to the problems occurring in the organization (Senge, 2006, p. 26). Knowledge organizations employ workers to

provide them with a certain set of skills and attitudes demanded from the perspective of a given organization, and not to perform specific work (Juchnowicz, 2007, pp. 24-25). It is why today, workers' qualifications expressed by the level of formal education or by the number of work-years have lesser importance for the organization. Appropriate choice of workers who will suit the specific culture of knowledge organization is becoming vital.

Flexibility of the knowledge organization, its ability to adapt to changes in the environment should be manifested, *inter alia*, in its ability to change direction of the organization so that opened up before it new and promising opportunities. Another important feature of the knowledge organization is a recognition, support and testing of new ideas and directions of business development, and if this prove desirable, to involve them in the activities of the organization (Szaban, 2003, p. 68).

The degree to which the organization can act intelligently depends on the competencies of its people and its operational capabilities, such as structure, systems, and policies and on driving forces, such as motivation. Its competencies are directly a function of the knowledge that is available at the workplace or is embedded in the organization's capabilities. The knowledge in the workplace consists of personal knowledge, and structural knowledge, embodied in documents, technology, practices procedures, policies etc. (Wiig, 1999).

Three processes are a base of building the knowledge organization (Gładys-Jakóbik, Stobińska, 2003, pp. 98-99):

a) shaping the common vision – it is process of announcing, analysing and integrating individual purposes,

b) testing existing mental models – this process is concentrated on breaking the routine with a view to facilitating learning processes,

c) system thinking – it means analysing phenomena and processes triggering changes, demands abilities of noticing complexities and interrelations between processes in the organization and beyond it.

Figure 1: Building a Knowledge – Centric Organization
Source: Serrat, 2010

O. Serrat, responsible for developing and implementing procedures related to knowledge management and building a knowledge-centric organization in Asian Development Bank, developed a model of such an organization. Knowledge-centric organization is based on awareness, strategy, target areas, knowledge taxonomy and benchmarking (Figure 1).

Ch. Evans in her organizational model of ***knowledge-based organization*** (Figure 2) presents the characteristics of such an organization. The author includes the following (Evans, 2005, p. 58):

a) Openness to diversity because in the world where everyone (market, producer, recipient) is different, diversity is a key to success and should be appreciated in all possible dimensions.

b) Clearly defined values such as openness, trust, honesty, failure acceptance, respect for other parties, generosity and mutual support and cooperation.

c) Environment enhancing working and learning in a group, since today the office is not only a place where work is performed but also a place where ideas are exchanged and problems solved.

d) Fluidity of roles and responsibilities consisting in the lack of rigid division of both functions and tasks, which entails the necessity of performing various roles by the workers.

e) Unleashing creativity because without creativity the chances of developing new products, services and action methods enabling the company to be distinct from competitors and increase competitiveness are extremely small.

f) Emphasis on learning because the pace of changes in today's business requires continuous updating of the possessed knowledge by all workers of the organization.

g) Broad contacts because the ability of establishing partnership contacts enables an organization to enhance its activity and make its offer more attractive.
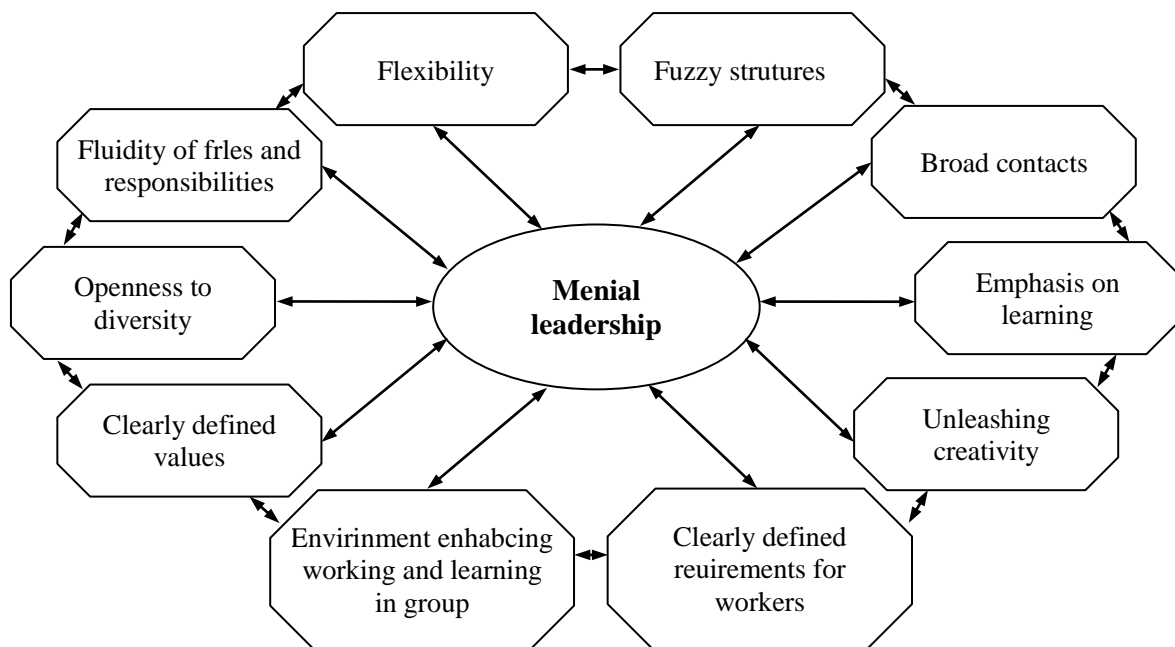

Figure 2: Model of the organization subordinated to knowledge
Source: Evans, 2005, p. 58

h) Fuzzy structures because in a complex and unstable world a knowledge-based organization should, above all, have such a structure that would enable it to adapt to new conditions and integrate with other structures.

i) Flexibility being one of the most desired characteristics of a company, presenting its.

j) Ability to react to changes occurring in widely understood environment.

k) Clearly defined requirements for the workers such as: passion for work, respect for other people's views, readiness for teamwork, curiosity and ability to learn, readiness to share knowledge and using other people's knowledge.

l) Menial leadership lying at the basis of an organization subordinated to knowledge because without executives' support creativity will not emerge and people will share knowledge reluctantly.

3. Knowledge workers

T. Davenport defined knowledge workers as people whose primary job is to do something with knowledge: to create it, distribute it and apply it (Davenport, 2005). They can guarantee the success of the organization. Knowledge workers are characterized by having both general and specialist knowledge, system of values, creativity consisting in creating new, original ideas, using their knowledge from different fields as well as innovativeness thus the ability of turning this ideas into practice. Knowledge workers have the ability to learn quickly using various methods. They use time and energy to expand the scope of their skills. They are open to changes, perceiving them as the chances and not as the threats. They are also able to use them to their own and company's advantage. They create the greatest added value and affect the value of their companies to the largest extent (Davenport, 2007, p. 17).

High-qualified human potential can be defined as the specialists and managers, who continuously and purposefully improve their value and potential, who know their value and contribution to the strategic progress of their organizations (Blaskova, Grazulis, 2009, p. 415).

Creating, disseminating and using knowledge in practice are the most significant goals of knowledge workers. Their tasks are closely connected with the development of the organization and consist in using knowledge in every situation and at every stage of contact with other entities they cooperate or compete. The tool that is used by the knowledge workers is their brain; the effort connected with performing their duties is intellectual, not physical. Their work is innovative because problems they solve and opportunities they use are completely new (Davenport, 2007, pp. 23-24). Workers of knowledge earn money thinking; what is characteristic of them is the fact that their thinking is rather global, multithreaded, long-term, it doesn't result from short-term benefits (Mikuła, 2006, p. 206). Their behavior can be characterized as conducting a constant process of inquiries and company improvement.

In knowledge organization, human resources management is based on competence understood as knowledge, aptitude, style of action, personality, professed values, interests and other characteristics, which when used and developed lead to the results which are in compliance with strategic intentions of an organization (Juchnowicz, 2007, p. 25). In the light of the aforementioned considerations it can be acknowledged that the following are their main competence: general and specialist knowledge, ability to search, assess and process information, ability to cooperate with other people reflected in *inter alia* sharing knowledge, ability to formulate problems and seek solutions, widely understood flexibility, ability to organize own work and the work of others, ability to analyze and control the obtained results.

Competent knowledge worker should present appropriate attitudes such as involvement, trust, creative direction and respect for other people (Mikuła, 2006 pp. 217-219). The involvement in work depends to a large extent on inner hierarchy of needs and as far as

knowledge workers are concerned their most important need is, for the fulfillment of which they strive, the need of self-realization and self-fulfillment in their job. The trust signifies an inner belief the other part (e.g. co-workers, superiors) is trustworthy within relations between the parties. Creative direction constitutes the basis for the creation of new knowledge, flexibility, proactive attitude of an organization towards surrounding environment, the improvement of production quality as well as providing services. Whereas mutual trust between people conditions the obtainment of the aforementioned attitudes. Lack of mutual respect causes disturbance in communication among workers in knowledge organization, for which communication constitutes the basis for operation.

In knowledge organization people must be provided with knowledge to be competent and with incentives to be motivated. They must be permitted to work consistently, performing high-quality knowledge work and act appropriately at all times within its own domain (Wiig, 1999). They must be given the knowledge resources to „work smarter", the capability to keep their knowledge up to date, and the permission to use what they know.

Allowing knowledge workers to act responsibly when given the chance is not enough. The management philosophy must work to change the enterprise culture, particularly through practices and incentives. There are four factors those **need to be fulfilled** to facilitate and foster desired knowledge workers effectiveness and behavior (Wiig, 1999):

1. Knowledge and resources. Knowledge resources must be available for knowledge workers. Employees must also possess requisite skills and attitudes, and they must be supported by their ability to think critically and creatively.
2. Opportunities. Employees should have opportunity to use their capability. Workflows must be organized to take advantage of people's capabilities and to exploit the potentials for innovation and application of diversity.
3. Permission. Knowledge workers must be given permission to innovate, improvise, and „stretch" organization policies and practices beyond predetermined scopes to serve the organization best interest.
4. Motivation. Knowledge workers must be motivated to act intelligently by being provided with understanding and emotional acceptance of how it will be of value to stakeholders, the organization and to themselves.

The general relationships between these factors are indicated in Figure 3.

R. Kelley and J. Caplan based on the results of their research conducted at Bell Labs have developed nine tips for knowledge workers, called **„star performers"** (Kelley, Caplan, 1993, pp. 128-129):

1. Take initiative – accept responsibility above and beyond stated job, volunteer for additional activities, promote new ideas.
2. Network – obtain direct and immediate access to coworkers with required expertise and share own knowledge with those who need it.
3. Self-manage – regulate own work commitments, time, performance level, and career growth.
4. Teamwork – assume join responsibility for work activities, coordinate efforts, and accomplish shared goals with coworkers.
5. Leadership – formulate, state and built consensus on common goals and work to accomplish them.
6. Followership – help the leader accomplish goals and think for yourself rather than rely solely on managerial direction.
7. Perspective – see your job in the larger context and take on other viewpoints.
8. Show-and-tell – present ideas persuasively in writing or oral form.

9. Organizational savvy − navigate competing interests in an organization, be they individual or group, to promote cooperation, address conflict, and get things done.

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                    │  Management Philosophy   │
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                         │ Enterprise Culture│
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Capabilities
Resources
Knowledge
Personal traits

Permission
Expected Scope
Safe environment

Oportunities
Regular involvement
Sporadic
Chance

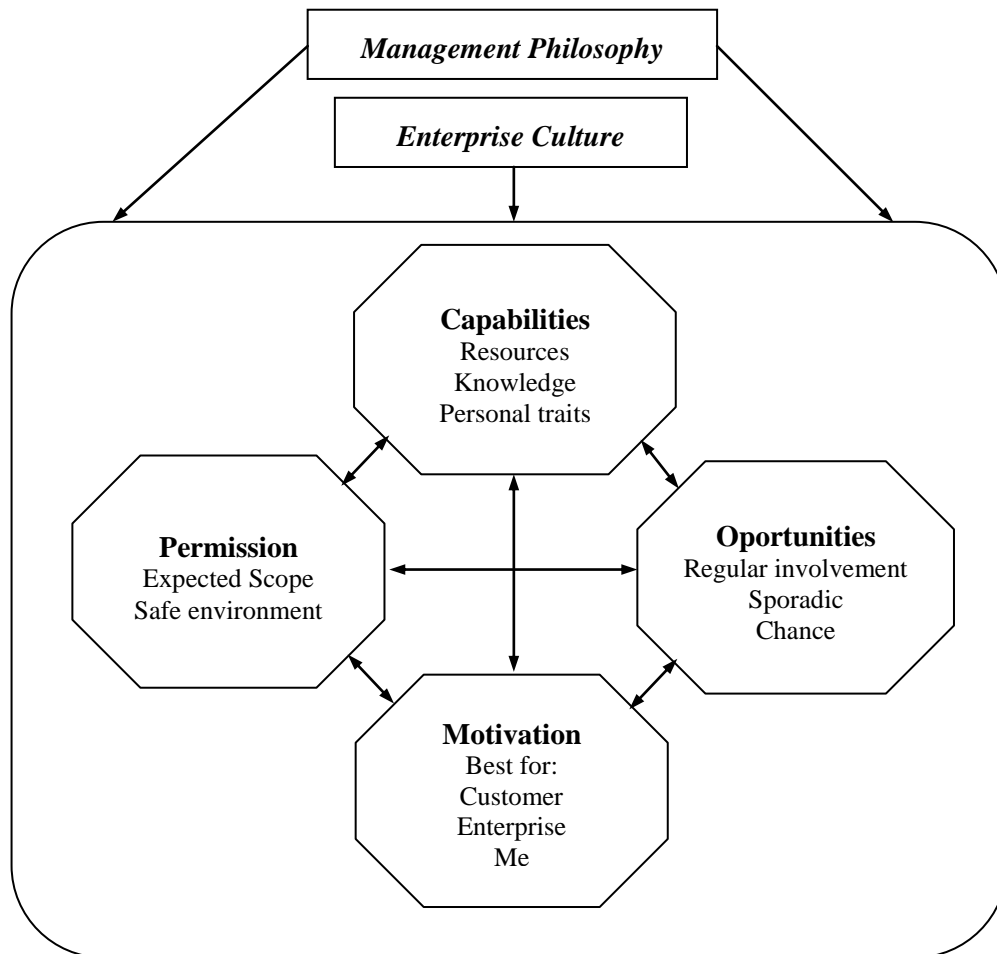**Motivation**
Best for:
Customer
Enterprise
Me

Figure 3: The General Relationships Between Key Success Factors
Source: Wiig, 1999

M. Blaskova and V. Grazulis point some **basic differences** between high-qualified and traditionally qualified human potential (Blaskova, Grazulis, 2009, pp. 415-419):
a) the high-qualified human potential educate and learn themselves all their life,
b) the potential of high-qualified people is very wide,
c) the high-qualified people know the extent of their possibilities and skills,
d) the high-qualified people often possess a very high inner motivation,
e) a lot of the high-qualified people have high requirements from themselves and their surrounds,
f) the high-qualified people are characterized by certain vulnerability and permanent doubtfulness/polemics about taking and realizing decisions,
g) the failure of the high-qualified people often lead them to much more intensive behavior and overcoming of the arisen obstacles.

Knowledge workers perform „knowledge work", which is defined by R. Austin as work, in which value is created primarily through manipulation of ideas or symbols, and which occurs primarily in intellectual domains. By the definition, there is nothing new about knowledge work.

What's new is the degree to which it has ventured outside academia, into industry and other major institution.

Knowledge work is less constrained than traditional physical work by the need to get it right the first time and can instead be more iterative and more oriented toward exploring, experiencing, trying, and trying again.

Successful knowledge work processes, which often iterate frequently, are characterized by alternating periods of unstructured work by individuals and small groups and structured by managers to integrate work. In such organization, each iteration introduces new ideas into the work (Austin, 2002).

Gifted knowledge workers are difficult to keep in the organization for an extended period of time. Equipped with means of communication workers of knowledge can live and work everywhere, thus it is possible that they will not have any physical contact with other workers of the organization they work for. They possess a strong feeling of independence and managing them is a challenge for the human resource department (Figurska, 2009, p. 31). They stay with the organization as long as it is beneficial for them from the development point of view.

4. Dilemmas and principles of workers of knowledge management

The increase in the number of knowledge workers poses a serious challenge to the human resources management of an organization, all the more because of the characteristics they possess it is not easy to manage the. This leads to many dilemmas with which human resources must deal with. These are as follows:
- how to gain workers of knowledge,
- how to retain knowledge workers in the organization,
- how to motivate them to work,
- how to increase their involvement and loyalty to the organization,
- how to encourage them to share knowledge,
- which tools to use to assess the outcome of their work,
- how to entrust confidential information to workers who have no emotional bonds with the organization.

To answer all the above questions certain principles of knowledge workers management must be accepted to which the following are included (Kobyłko, Morawski, 2006, p. 138):
- engaging all the workers in the matters of the company,
- creating organizational culture integrating all the workers and encouraging cooperation,
- individual approach to the workers especially within the scope of professional career planning, creating motivational or developmental systems; knowledge workers should work on the basis of personal packages (remuneration based on competences, share in profits, special training programs, flexitime etc.),
- workers participation in the process of managing organization especially regarding issues from the closest work environment,
- favoring the creation of informal associations of professionals transcending the borders of organizational units,
- introduction of flexible organizational structures,
- management oriented towards constant improvement of skills and creative thinking,
- depart from present systems of remuneration based on the exact definition of work position, favoring flexibility within the scope of the capability of motivating workers in terms of the variety of applied incentives,
- focus on creating proactive actions and workers' attitude – knowledge exchange,

formulating ideas, experimenting and talking risk,
- popularizing the institution of a mentor watching over a professional development of selected workers and supporting them in situations that require such support.

5. Recruiting and retaining knowledge workers

The ability of finding intelligent, creative entities, as well as the ability of retaining them for an extended period of time, have become one of the most important factors affecting the success of the knowledge organization.

A transition from employing and dismissing workers to activities oriented towards selection and retain of the best workers (Davenport, 2007, p. 157) has been observed in knowledge organizations. The process of completing personnel must be approached with great diligence using such recruitment methods that will enable both parties assess with greater accuracy if they match each other. Thus it is recommended to use methods, which, however, are one of the most expensive but they are regarded as most efficient, e.g. *assessment center* or the *bio-data* method. Davenport points out that open methods of gaining workers are a good method of recruiting workers of knowledge e.g. an organization presents the problem to the scientific society (even all over the world) and those who solve it are lavishly remunerated (Daventport, 2007, p. 166).

Organizations which are intent to gain knowledge workers should perceive recruitment as their priority and constant process as workers who can contribute to the success of the company should be sought at all times.

Equally difficult, perhaps even more difficult than gaining is retaining workers of knowledge in an organization. Today, it must be taken into account that knowledge workers, especially those with unique qualifications being under the influence of more and ***more attractive offers change employers*** they will adapt a rule of placing their competences in various places for the duration of performing a given task.

Although retaining knowledge workers is costly for an organization it is still less expensive than recruiting new ones. That is why attempts at retaining the best workers in the organization using feedback and basing mutual relations on trust should me made. If workers are not leave the organization one needs to learn what are the reason for leaving for those who leave and what are the reasons for staying for those who stay. It is worth learning about motives that direct knowledge workers, it appears that for many of them remuneration is not a priority but e.g. a possibility of expanding knowledge, feedback from superiors or information on what is happening within the organization. Organization at threat of losing a knowledge worker should try to retain him by creating possibilities for the fulfillment of his needs.

Although, on the one hand characteristics such as flexibility and independence are emphasized some authors, on the other hand, point out that in order to retain knowledge workers in the organization permanent work contract, which would encourage the most gifted workers to stay with this organization indefinitely, should be reintroduced. In case of organization of knowledge a situation when attempt at selecting a candidate is made after the employee has quit the organization leaving a vacancy is unacceptable.

6. Motivating and the development of knowledge workers

The common characteristic of knowledge workers is their responsibility for themselves, which results in active search of professional challenges attractive both financially and in terms of possibilities of development. The behavior of the knowledge worker is beginning to resemble the behavior of an investor seeking the best possibilities of investing his assets that is his intellectual assets (Kobyłko, Morawski, 2006, p. 136).

A question emerges: what can motivate such a professional to work efficiently? What does he need? Why does he work? Every worker is a unique entity and this fact should be taken into consideration while creating a motivational system of the organization of knowledge. Restricting to the traditional repertoire of stimuli with reference to aware of their opinion, intelligent and educated workers may ensure on-off cooperation but without any prospects.

The knowledge worker needs both financial and non-financial incentives. Although not always financial incentive is the most important, it is still important. As it has been earlier mentioned in this study in an organization of knowledge what the worker has achieved so far and what project he has completed is more important than formal education and experience measured by the number of work years. It means that job seniority or formal education should not be the most important factors affecting the level of knowledge worker's remuneration. Therefore, for motivational purposes one should identify the usefulness of a worker for the organization through the results of his work.

Knowledge workers should be treated **as business partners and motivated** e.g. by participation in profits or possessing shares. The knowledge workers should feel as if they were the owners of the organization not as workforce hired temporarily, it is why they must be shared with whatever they earned for the company. For instance, if they contributed to savings in the organization, they should receive friction of the saved sum.

Knowledge workers pay great attention to autonomy, they want to have an impact on what they do and how they do it. It is worth giving them a possibility of deciding or co-deciding strategic goals of the organization as well as extend the scope of their responsibilities and independence. They should be shown direction to follow, they superiors should have high expectations from them giving them ambitious task requiring creative invention on their part, give them authorizations which would depend on their experience and competence and finally let them act.

The next motivating workers factor is the feedback. The workers should have clear and precise information regarding their work as well as regarding their role in achieving the goals of the organization, they must also have awareness that the success of the organization depends on them. In order to do so they should receive information about: the organization and its functioning, emerging chances and threats both internal and external.

Knowledge workers don't like when their work is ignored, that is why their achievements should be publicized and workers should be praised and rewarded, however, rewards and tokens of gratitude should be adjusted to both their achievements and their character.

Knowledge workers are required to be creative, that is why it is necessary to **support, encourage and reward all behaviors** connected with creativity or innovative thinking or acting. Although every innovation entails risk, there is no success without it, thus mistakes should be tolerated to some extent. Only people whose don't do anything, do not make mistakes.

Knowledge workers should be provided with appropriate work conditions both technical and organizational so that they are well motivated to work most efficiently and fell well in the company. For instance, many knowledge workers are motivated to work harder if they have flexitime or can do certain tasks at home. Providing such options will certainly affect their involvement and loyalty.

For knowledge workers education and striving for perfection in their work is a lifetime undertaking. The possibility of constant broadening of their knowledge and skills as well as creating the environment that fosters thinking, asking questions, reflection and learning is one of the most important motivators inducing them to work efficiently, be creative and innovative. The organization may support the workers' process of learning through such motivational actions as e.g. connecting the remuneration system with innovative achievements of the workers, providing

advisory actions aimed at directing workers' developmental activity as well as through activities connected with training sessions (Figurska, 2007, p. 85). It is also worth providing workers of knowledge with conditions which will enable them to present the gained knowledge through practice and then share it.

Workers' motivation can be increased if we set clear goals for them and make them realize that success depends on effort and let them influence the choice of training program. As far as knowledge workers are concerned individual methods of gaining knowledge such as self-learning and e-learning are becoming the dominant methods of training while traditional methods of group training are losing in popularity. Coaching is considered a technique which meets the requirements of knowledge workers organization, where the superior is an allay offering help to his subordinates in the learning process.

The knowledge worker is focused on the development of his own competences and easiness of adapting to new conditions. He attaches weight to managing his own career, which, today, is determined by what the workers does and not by for whom and where he works. Within this aspect development assessment, which is aimed at providing hints how to develop one's possibilities and manage career path, is a significant tool in managing workers of knowledge. It is a prospective approach because determining what kind of knowledge or skills the worker needs to gain or develop should contribute to improvement of his results in the future. Separation of assessment used to regulate remuneration from development assessment is suggested aw well as implementing separate criteria for both situations.

7. The role of superiors in managing knowledge workers

Knowledge is an invisible asset, most often stored in human brain, therefore managing knowledge workers should not consist in observing and monitoring, becoming a great challenge for their superiors.

One of the main tasks that superiors of knowledge organization face is winning the trust of their workers as mutual trust facilitates the management of workers and influence on them. The superior displays his/her trust towards workers allowing them to think and take decisions independently. Trust facilitates the process of sharing knowledge and it is perceived as one of the most difficult processes in the realization of knowledge management processes. Atmosphere of openness and honesty should prevail in the company. One must bear in mind that workers' trust doesn't exclude constructive criticism and negotiation.

Within the aspect of managing knowledge workers their reluctance to perform orders is an important fact. They can *think independently* and they know themselves why they do their job and why in this way not the other. That is why giving orders, which are also given to the workers performing subordinate jobs, will not influence on the increase in the involvement of knowledge workers.

Since knowledge workers are reluctant to perform tasks imposed on them by the others, therefore they should be included in collective creation of the vision of the organization and its goals. The subordinates should share their knowledge with their employees because having authority is not for the sake of having authority, it is only a tool used to achieve previously set goals. The superiors should not build barriers and reject employees' ideas even if initially they seem abortive. The employees should be given full freedom in performing the assigned tasks in order that they feel that they are co-creators of the result.

The superiors are responsible for helping the employees to develop their knowledge and skills. They should encourage knowledge workers to both learn and teach others, promote behaviors favoring the presentation of ideas and tolerate mistakes to a reasonable extent.

However, if the superior is not involved in the process of expanding knowledge resources, he can even take steps which will hinder effective learning among workers. If he/she treats knowledge as source of supremacy over the others then he will neither motivate his/her subordinates to develop knowledge nor share his knowledge for fear losing his position in the organization. Therefore, it is extremely important to build in the organization organizational culture based on cooperation and trust.

A worker who feels strong, confident about his abilities and needed yields better results, that is why the superiors should strengthen workers' confidence as well as bear in mind human dignity and show respect for their subordinates.

It is worth mentioning that majority of knowledge workers has an **aversion for bureaucracy**. It seems that the managers should protect knowledge workers against it and allow them to focus on what they do best.

T. Davenport noticed that managers in organizations often spent a lot of effort recruiting knowledge workers and assessing how capable they might be before they hire them. But once they're hired they don't do a lot to improve their performance (Davenport, 2005).

Another problem is that managers in organizations treat all knowledge workers alike. But people work in different ways. Another important statement is that some knowledge workers are better than others, and that some might deserve different office environments and technologies (Davenport, 2005). Designing knowledge environment for knowledge worker is expensive and hart to do. But if organizations want to make knowledge workers more productive, they should focus on particular jobs and sometimes particular individuals.

To sum up, managing knowledge workers should by defined by the **following characteristics** (Perechuda, 2005, p. 203):
a) caring about individual development of the employee,
b) identifying worker's shortcoming and qualities and informing them on this matter,
c) sharing experience, observations with employees within the scope of schemes and rules of solving problems and accomplishing tasks,
d) stimulating workers to work more efficiently by presenting right attitude,
e) giving advice, direction and being available for them,
f) encouraging them to ask questions regarding all aspects of work and its environment,
g) stimulate employees' creativity, need of suggestions and remarks,
h) showing various methods of dealing with tasks,
i) conducting face-to-face conversations with employees,
j) supporting them in situations of failure, and providing the employees with a feeling of confidence.

8. Conclusions

Knowledge workers take pride in what they do, they want to be productive and don't like to be told what to do. They look for a job that gives them the autonomy they think they deserve. Potential of knowledge workers is created by combining skills of using IT and communication tools proficiently, substantive competences as well as their intellectual and creative abilities, are a driving force of today's economy.

Today role of knowledge workers is changing and they are more and more often forced to realize traditional functions assigned to managerial positions. Thus, in organizations which base their functioning on creating transferring and using knowledge the tendency to engage workers in the decision making process has been observed. Giving workers difficult and ambitious challenges, managerial activities oriented at providing considerable independence of workers all have a positive influence on their creativity and innovativeness. Knowledge worker will be able

to operate effectively and fully exploit its opportunities, if the organization will be provided adequate financial, technical and information resources, and owned infrastructure used properly.

Managers can't easily enforce and order when work takes place in worker's heads. They have to make it easy for knowledge workers to do what managers want them to do. Actions taken by managerial staff are aimed at *inter allia* stimulating workers to develop their knowledge and solve problems, encouraging their creativity through specified incentive advisory actions or through actions connected with training, providing them with a possibility to improve professional qualifications thanks to determining individual career paths is one of the factors in increasing the effectiveness of knowledge management in organizations and at the same time increasing the competitiveness of workers and organizations of knowledge.

In motivational system, created in organizations it is significant to focus on **satisfying the needs of higher order** such as the need of belonging, recognition and fulfillment, however it must be remembered that without securing the needs of lower order it is impossible to build in an organization a healthy organizational culture. The knowledge worker is best motivated by challenges, recognition, freedom of action and financial incentive. He/she must know the comprehensive sense of his/her activity, feel fulfilled, his/her hard work must be appreciated, his/her successes must be recognized.

It seems necessary to search for a new formula facilitating the effectiveness of work through e.g. increasing the number of workers motivational tools or shaping organizational culture prompting innovativeness, independence and responsibility.

Personnel policy must be oriented at finding the best candidates for particular positions as well as at improving employee's competence and involvement regularly. The development of the knowledge worker is more important that achieving current results as it is oriented at the future effects.

The management of knowledge workers is a complex problem. This paper doesn't deplete the topic and is only a basis for further considerations.

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