

INNOVATIVE ADAPTED MOTIVATION SYSTEMS OF KNOWLEDGE WORKERS TO NEEDS IDENTIFIED APPEARING IN EXAMINED ENTERPRISES FROM THE BALTIC SEA REGION

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Abstract

In the 21st century systematic processes should be main setting contemporary enterprises aiming at raising the competitive edge on the global market. It is effect of functioning in the era of the forming oneself of the economy based on the knowledge which is extorting on all participants being functional on the market, pointing main reserves to such immaterial sources, which cooperating with the economy will be answering too faster their economic development. It means that still the changing market is putting new requirements before enterprises in delivering to customers new services. It isn't possible without appropriately of qualified and appropriate employees. Without them the enterprise isn't able even to initiate of the implementation of strategies based on such a destination. Features and capacities to work of crucial employees constitute most important and most valuable capital of every company however which is often undervalued, not to say wasted. For a lot of final years, applying strategies of investing in modern machines, they forgot about action set for exploiting high qualifications of the employee staff. However at present, in times where it is more and more hard to keep up with keeping the highest level of financial stores, more and more is leaning companies one's competitiveness of employees on immaterial factors, mainly connected with qualifications and competence. It is essential for all employers so that notice these differences and implement innovative actions. They will be to attract and appropriately to motivate employees, which thanks to using one's knowledge, will exaggerate about the permanent market success of the entire enterprise.

Key words: globalization, competitiveness of businesses, knowledge, motivation system, knowledge workers.

Classification JEL: M12 – Personnel Management.

1. Introduction

In our times enterprises functioning on the market are coming across on their road of the development more and more difficult, until now suppressing unusual and more complicated barriers their competitiveness. To rank among them we can above all the increase in the aggressiveness and turbulences of surroundings which is characterized by a sudden increase, a speed and a complexity of appearing changes which more and more often decide on the maintenance or not a market position and globalization processes multiplying the competition.

Practically more and more widely with spreading feature in the social life, economic yes of developed, as well as not developed world there is an uncertainty. We entered the stage of the information civilization. The information economy is based on the knowledge, so on the wealth which is not only renewable, but also alone is created. The revolution in the microelectronics and automation associated with her and the robotization of the production and services, he is opening up new possibilities before the mankind, but also is threatening with the mass structural unemployment (*Szymański, 2001, pp. 9–10*).

Everything it in combination with the sudden technological progress, causes, that long-term and effective functioning of the enterprise on the contemporary market, requires starting in with many of them of managerial processes on all plains of action. As a result of permanent turbulences surroundings, a lot of so far of effective concepts of management isn't meeting already assumed expectations. And so it is extorting on owners of companies of the search of new solutions which I will let get the expected competitive edge above market rivals and win to oneself the favour of buyers of their products or services.

Therefore the human capital is becoming one of crucial factors of the current production.

The application connected with the human resources development, his identification and the measurement form the knowledge triangle of administering the intellectual capital what every enterprise wanting on these foundations to build its competitive position on the market must remember about. Above changes in perceiving the intellectual capital, also changes in the management are extorting, of which at present getting all most valuable features out of every member of the enterprise is becoming a task. It would become even more effective, is important so that employees aspire to constant improving, in which the role of employer is bringing itself about for providing for them the best possible conditions for the development. Optimum employing knowledge workers in the enterprise, which consciously is using the knowledge for the development of its competitive position on the market, depends ahead of everyone on decision-making persons, from the management system assumed by them, connected with innovative forms of motivation which influence the effectiveness and the work output that is from (*Igielski, 2014, p. 139*):

- Regulation of conditions and working hours;
- System of the remuneration cooperating with motivation systems;
- Atmospheres in the work;
- Senses of satisfaction from the performed work;
- Feeling the stability of the work;
- Due division of sentences amongst employees.

It is possible and so to put forward the thesis that to the effectiveness and employing crucial employees very much motivation systems adapted for their needs are enjoying considerable influence in enterprises. Therefore with purpose of the present article, on he is placing analyses of literature and empirical examinations, is of indicating problems which are accompanying the identification of knowledge workers in contemporary enterprises. Additionally the author will try to portray directions of changes in motivation systems of enterprises which identified knowledge workers. He is leading it for building the competitive edge exactly on the basis of their potential.

2. Enterprises on the global market

Economy of the 21st century, on account of factors outside, as well as sudden technological progress observed in the course of 20 last years, is becoming the economy based on the knowledge. Very knowledge changed also its dimension and started being perceived as the set current and of reliable information about reality which in combination with abilities of using them new ways of the development form for organizations functioning on the market.

Incessant globalization processes in the world are leading economies to the proliferation knowledge absorbent. They treat the knowledge as only strategic resources, never not-appearing in excess. Continuous correcting the quality and innovating to produced products are a purpose which the achievement of the majority in the competition will enable. These economies will be a success, which (*Klak, 2010, p. 86*):

- They are improving their proficiency at applying the new knowledge and will use it for producing competitive products and services on the market;
- They are investing in researches and the development, as well as into permanent educating the staff on the higher and average level, will provide suitable motivation for talented persons so that they reach the highest level of the professional competence.

For better depicting directions of implemented changes in contemporary enterprises, it is worthwhile tracing features of the knowledge, singling her out from other production factors (*Niklewicz-Pijaczyńska & Wachowska, 2012, p. 24*):

- Subjectivity – using the knowledge, her interpretation is dependent in the rigorous way from experience and the ability of a given person;
- Transfer-ness – it is possible repeatedly to move the knowledge and to find the new application for her;
- Spontaneity – it is hard to control the unrestrained process of the proliferation of the knowledge;
- Settling – the knowledge is in minds of subjects, it is hard to get her without the will of the person having her;
- Self-powering – the knowledge is gaining in value among others by dividing;
- Impermanence – he/she requires the update and supplements, is changing in more or less dynamic way;
- Materialization – in the form of goods, of services – it is possible so to sell such a fulfilled knowledge, to buy, and what's more to copy (within the limits of appointed with law).

Additionally functioning of all enterprises in ceaseless conditions and of the progressive changes (the change is an only permanent thing in managing the contemporary company), is forcing them, in order to achieve the long-lasting competitive edge, to be pointed while managing the following rules:

- To get to know immediate and indirect competitors;
- To use chance/chances presenting themselves;
- To collect stores better than competitors and spheres of the ability;
- To act coherently in the field of applied instruments of building the competitive edge;
- To aspire for getting the synergy effect in all plains of the activity of the company.

A process of the market globalization on which enterprises are functioning is a consequence of above occurring changes in the contemporary economy. It is regarding particularly forced changes with technological progress, but also of quality changes of the social and political life affecting conditions for cooperation on the international arena. The globalization of enterprises causes internationalizing them what means involving enterprises in the production and commercial international activity and the possibility of the service package full of the benefit. From a point of view of the business administration a change of the prospect of perceiving events is nature of the globalization, of behaviours, action, recognised values - from national on worldwide. The enterprise is noticed as the main subject of the process of globalisation what the following causes are pointing at (*Adamkiewicz-Drwillo, 2010, pp. 388–390*):

- Of the process of globalisation; implementing of strategies globalizations in enterprises is much simpler than fulfilling her by the government, trade unions or scientific units;
- Attaching importance to the need for the growth in manufacturing by the society what contributed to the dominance of fulfilling enterprises of expecting customers;
- Uselessness of world analyses of statistics of commercial flows between states on account of the fact that the part from them is held among enterprises; treating the global economy as the system of the slow exchange and flows doesn't correspond to real processes;
- Loss of the control by governments over the majority of factors and processes determining the economic development of the country in contrast with transnational enterprises which are in the state to control both the course and the scale of processes.

It is possible and so to state that on the contemporary market making his organizational structures more flexible is a base of the success of the enterprise. With however turning over of author of this study in order to get the competitive edge it should create the enterprise, not

to adapt, to adapt such an organizational structure which will be alone and systematically, oneself to varying conditions of the external environment. With basic guarantor of such a situation, and all at the same time the most people are an elastic element of every organization. Due managing them, by connecting the corporate strategy with the personnel policy, will not only streamline the business management, but will let also the creature and the development of innovative systems, which will become a guarantee of effective competing on the market.

Dates of the development and the height of the enterprise are often treated interchangeably. However it isn't appropriate. Inasmuch as the development is treated as quality including happening changes in the enterprise, the height is a category quantitative, meaning magnifying the scale activities of the company. The height of the company is being measured with dynamics of the sale, asset value, market share etc. and with other economic-financial categories being characteristic of a scale of changes of the activity of the company in the time, an increase in the size and goodwill are his ultimate effect. His constant development is a necessary condition of the height of enterprises what he/she is marking, that the height is a significant feature of the development of the enterprise (*Anna Skowronek-Mielczarek, 2013, p. 42*).

It means that both the operating effectiveness, and the personal strategy are necessary conditions of good results, which company it is possible to achieve if is able to stand out permanently relating to his competitors (*Porter, 2001, p. 46*). All the more so because we are considering the competitiveness of businesses as the system created through (*Stankiewicz, 2010, p. 79*):

- Potential of the competitiveness, understood as the whole of financial and immaterial resources of the enterprise, crucial competence and abilities, enabling to get the long-lasting competitive edge;
- Competitive edge, understood as the effect of effective using elements of the potential enabling the competitiveness for enterprise generating the market attractive offer and effective instruments of competing;
- Instruments of competing, tools determined as consciously and on purpose used and methods of building capital of customers and creating the goodwill;
- Competitive position, understood as the result achieved by the enterprise of competing in the given sector, considered relating to results achieved by competitors.

In the current economic reality for which the turbulence of surroundings and virtual connections of partners are characteristic, value of the organization is not only numerical economic outturns. It is above all an intellectual capital which one should understand as the knowledge gathered in the organization and other dimensions of the value creation of the organization. Knowledge exploitation is becoming nature of the contemporary management, at understanding that a management is above all people, rather than how, they erroneously are reasoning, techniques, or procedures. Hence the need, but also the need for a new look at conditioning of the development of contemporary organizations which they will be taking into account both stores of knowledge organizational, as well as ability of exploiting them by employees. Such a look should have system character. It is possible to describe the system of the knowledge management the complex of principles, methods, centres, data, people and the network of their interrelations which he lets accept and to perform strategies and objectives of the knowledge management for achieving objectives of the organisation (*Olak, 2012, p. 173*).

To sum up the globalization extorted on all enterprises of implementing significant changes, practically in every sphere of his functioning. Unfortunately not every company is able to make it, not every company can effectively take and carry out such changes. Where to seek causes of such a situation? With sentence of the author of this study, it is result of rooted beliefs that it is possible farther to build the competitive edge based on the cheap labour force

and further investments only into financial sources. She appeared the need for change in personnel policies of contemporary enterprises, changes in perceiving employees as most valuable capital in the enterprise and exploiting their potential fully.

3. Contemporary motivation systems

Motivating employees is a complex process, in which one should regard the diagnosis as a point of departure of individual needs of every person and taking diverse paces aiming at satisfying them. The motivation system created in the enterprise should be cohesive, specific and equal for each of employees. He must consider also payroll and non-pay issues and concern the psychological sphere. He is also important in order to transfer awards letting employees achieve principles and criteria into the intelligible way to everyone.

Motivation constitutes the source of human behaviours. It is process which he is calling, directing and sustaining behaviours. He governs activities so that they lead for achieving a determined result. A possibility and direction of the human activity are being taken back to psychological experiences of the man on which he depends (*Kozioł, 2002, p. 26*). So it is domestic need or desire (conscious, half-conscious or almost not-realize), defined actions influencing the will of the given individual and triggering (*Adair, 2000, p. 23*). Next (*Stoner, Freeman & Gilbert, 1997, p. 426*) are defining motivation as the psychological state which is contributing to the rank the man into something is taking up employment in which. He includes factors which they cause, are marking out and sustain human behaviours aiming in set direction.

To sum up, for the purposes of this study, it is possible to acknowledge that motivation is a team of mechanisms causing starting, the orientation, supporting and completing behaviours' assigned to the reduction in the tension associated with the realization of the felt need of which he is characteristic (*Łukaszewski, 2003 p. 439; Zimbardo, 1994, p. 8*):

- Excitation of the energy;
- Directing effort at the defined objective;
- Selective returning the attention to essential stimuli;
- Creating the integrated standard of the reaction;
- Resistant continuing the activity formed in this way, until changed conditions which initiated her won't remain.

Incentive schemes in individual enterprises differ, but also diversified means of motivating towards individual groups of employees are applied in one enterprise. Factors having an influence in the shape of the incentive scheme are being taken hold into two groups: amongst factors belonging to the first group to list enterprises coming from the environment and coming from the interior belongs (*Kopertyńska, 2009, pp. 42–64*):

- Legal nature and political, so as: the political system, the tax system, the system of the social security, the step and the scope of regulations in the area of the remuneration, role of trade unions;
- About market character, among others level of economic development, the situation on the market of the work, the degree of integration with the world economy;
- Cultural that is system of values being applicable in a society.

In the economy based on the knowledge however a level of education is being changed, profile of employee staffs well most important their influence on functioning of the enterprise. He causes that employee needs of the higher class are coming to the fore as well as their values and professional norms are also evolving. Essential for contemporary employees possibilities of the professional development are happening, approval of superiors and partners – feeling appreciating as well as satisfied from the work performed. Of course it doesn't mean that received financial means aren't significant, but not always will already compensate for other gaps.

In the 21st century, the forming of innovative incentive forms in enterprises lies with owners and managers. Every manager, applying the determined style of control, can use various technologies of exerting influence and motivating his subordinates, using from (Warciarek, 2007, p. 39):

- Techniques of the legality – where the realization of the order is leaning against accepted and justified laws both she is usually made unenthusiastically and possibly one is allowed.
- Of rational convincing – where the order is being carried out after prior assuring oneself about the real knowledge of the superior and his high competence.
- Techniques of inspiring – consisting in appealing to the emotion of the employee, is using his values and principles up to it to motivate him for the accomplishment of the order. A confidence in the superior is necessary in this technique.
- Techniques of consultation – consisting in increasing the motivation of employees of the decision to do by enabling the participation in for her taking for them. Thanks to applying this technique understanding the decision and reasons of for her taking is growing, a responsibility is growing too favourable for her making and the commitment of employees into for her leading.
- Techniques of the exchange – of realization adopted most often towards the indifferent or reluctant employee of orders and consist in presenting the offer of the award (real or alleged) desired by the employee. Awards should be carried out immediately after performing a task and handed out economically (in order not to accustom to them) and should be get back by employees as the compensation from the performance of a task.
- Appealing of to the friendship and the loyalty – the superior realizing this method is trying to be nice and wants in this way to win to him employees. The award in this case consists on internal satisfaction from carrying the request of the superior out. Manipulating which consists in paying compliments, is a variety of this method for playing the friendship and convincing that he is asked the most competent.
- Techniques of the pressure – applied in situations demanding drastic methods, when they will disappoint all remaining methods, towards lazy, reluctant and apathetic employees. They are using threats, intimidating, individual and social pressures. They are taking the all the greater effect back for them more a threat is realistic.
- Trying is techniques on – consisting in using supporting other persons towards passive employees.

New conditions for the functioning of enterprises became a reason for changes in relations between the employer and the employee – both interpersonal, as well in employments. Occurring quickly processes in surroundings, and especially a conduct of the globalization and the intensifying competition, led also to organizational changes – of flattening structures, decentralization of entitlements, coming into existence of new forms of organization (e.g. virtual organization), and what associated with it – of growth in importance of the team work and increasing terms of reference. For functioning of enterprises unpredictable changes are of special importance, so as an economic crisis. They cause many consequences in various areas of functioning of the enterprise, in it to a large extent in processes associated with motivating employees (Mazurkiewicz, 2010, pp. 52–53).

So in the forming of motivation systems, an innovation, manifesting itself among others in elements should be a strategic criterion: of awarding for implemented improvements, promotions, evaluation behind the development of competence, using the knowledge or also directions of the development of staffs.

The above approach is finding in practice personal the following dimensions of the forming of innovative HR tools (Borkowska, 2008, p. 428):

- Accent to people as creators of new ideas and achievements of the company, the participation and the complicity of 'rare talents', coordination of their strong sense of direction to the professional success than to the success of the organization;
- Growing employee expectations of costs assessed as talents, as knowledge workers e.g. in areas of the high tolerance for the risk and possible generating and losses of implementing of innovative solutions;
- Diversified approach towards personal practice on account of different expectations of all sorts groups of employees;
- Raising the identification of employees with objectives of the organization by supporting creative attitudes, going beyond attributed tasks, increasing the level of the freedom and autonomies;
- The greater propensity to change and facilitating, announcing information on needs of both conditioning of taken changes and the innovation in the organization, especially through the managerial staff;
- Considering the quality of work as the important criterion at payroll, promotion or developmental decisions;
- Forming of appropriate human relationships in the destination of impairing natural tendencies at the change or implementing the innovation, so as: hostility, envy, rivalry, anxieties and fears of changes, efficient managing conflicts by the managerial staff.

To sum up leading challenges which appeared in relation to changes on the economic market, for changes in employment structures in enterprises, led to the need to seek new ideas by management boards for justifying its most valuable capital people are which. You will eat human resources it underwent the devaluation then, since people having knowledge became a source of the competitive edge of companies. Employees and the potential lying dormant in them are strategic good deeds of enterprises, with crucial determining factor about for her surviving and the development. Besides the maximization of the profit and the financial success of the organization, a care of creating attractive working conditions and development potentialities of employees are an important component (*Snopko, 2014, p. 319*). Classic ways of motivating don't already have a rightness of objects in the economy based on the knowledge, where knowledge workers, but the management is playing key roles is based on effective using the intellectual capital. It is possible to formulate purposes which innovative motivation systems must carry out, as follows: optimum increase in motivation of individual workers, driver to the increase in motivation of the group, identification of crucial persons for the organization – of knowledge workers, optimal use of the potential of employees, increasing the effectiveness of employees and identifying purposes of own employees in with objectives of the organization.

4. Identification of knowledge workers in the enterprise

In the literature on the subject defining knowledge workers, a significance of the education is most often emphasized, of had features or the significance of the participation in actions defined. These differences probably result from different experience, of criteria whether can also of ideas of authors what very much conducting the process is making it difficult for the identification of persons of this type in practice.

Here is no doubt that it is possible to meet knowledge workers almost in all organizations of activity in developed economies, irrespective of the kind conducted. What per cent it is hard exactly to describe employees with the whole knowledge workers are deciding, because on the global level we don't have at our disposal one, with universal definition. Of course it is possible to locate the majority of knowledge workers in doing organizations new or with advanced technologies, amongst professions requiring the creativity, the custom thinking and

the innovation, as well as amongst persons taking managerial stances (*Devenport, 2005, pp. 5–6*).

Main however remains the dilemma still in what way to define/to find employees which are knowledge workers or aren't. This issue is giving rise to controversy a lot, because since they are supposed to decide about the competitive edge of enterprises in the contemporary economy, correct identifying peculiar trademarks is necessary both of object of their work (of the work based on the knowledge), as well as of certain set of their features and personal predispositions as the group.

Below, author of the article, he presented existing definitions of knowledge workers into the synthetic way, bearing in mind to carry out stressing certain areas which will help purposes of this study:

- Drucker (*1997, p. 21*) is defining the knowledge worker as the opposite of the manual employee, because the one second is putting only manual skills and the physical strength into the work, however first is putting what he learnt during the systematic education into the work.
- Davenport (*2005, p. 10*) he claims that knowledge workers have the top stair of the know-how, educating or experiencing, but the work performed by them demand creating, distribution and using the knowledge.
- Davis and Parker (*1997, p. 26*) writing about the work based on the knowledge, are giving activities which the knowledge worker is carrying out focusing on the intellectual work made in the purpose of generating of useful information. During this work knowledge workers are finding data, are using the knowledge, are involving mental models, and applying the concentration and the attention.
- Perechuda (*2007, p. 139*) as the independent nomad entering interactions network shared reading out being aimed images of the economic reality is describing the knowledge worker, where crucial are his competence: drifting in the social, political, economic, religious space; vivid thinking; ability of deciphering symbols and meanings. He is also infecting other with one's feeling the individuality, is encouraging to the creativity.
- Armstrong (*2007, pp. 166–168*) he shows that employees which systematically are purchasing the knowledge are becoming employees about the highest level of the knowledge, that is are possessing the high level of education, specialist skills and the ability to recognize and of the problem solving in the enterprise.
- Morawski (*2003, p. 19*) is defining knowledge workers, as independent participants specialized in their profession, having unique competence, well-informed, active and responsible, conscious of the role and the self-worth in the organization.
- With sentence Skrzypek (*2002, p. 698*) in the information society knowledge workers are creating, are storing, are using and are disseminating the knowledge and information.
- Next Fazlagić (*2001, p. 11*) stated that the knowledge worker knew about his work more than anyone else in the company.

Above authors also add that knowledge workers usually occupy professional positions requiring the higher education, because these positions demand the creativity, the innovation and the knowledge of solving problems.

To sum up during the synthesis of definitions proposed by researchers of the subject it is possible to state that:

- A main purpose is of the work of knowledge workers (the work based on the knowledge) creating, distributing or applying the knowledge.
- The thinking is filling the most of the time for knowledge workers which are devoting for the work.

- Mainly ideas which most often constitute the contribution to the work are a result of the work of knowledge workers other.
- By knowledge workers a knowledge, an expert opinion, experience and the education constitute the base of the performance of work.
- Problems which they are untying and chances which knowledge workers are exploiting at their work are most often new, unusual and no routine.
- Knowledge workers are seeking, are processing and are making up information or data which they are able to take the meaning out and to withdraw on their base necessary actions.
- The work of knowledge workers demands the innovation, the creativity, the knowledge of solving problems, the system thinking, the greater concentration and focusing its attention.

With the necessary condition, but the name not being enough to describe the person of the knowledge worker, is so that he performs the work based on the knowledge. Persons, having mentioned above competence of knowledge workers, but not performing the work based on the knowledge, cannot be determined with name of knowledge workers.

The knowledge worker is studying through the entire life – improving and supplementing qualifications treats something obvious. Wanting to be a professional it is necessary still to improve. The company without anxieties can entrust him performing ambitious tasks and solving even difficult problems. In the aspect of innovation, the knowledge lets him to fast reacting to problems and creating new solutions. The knowledge worker possesses a skill of for her compiling for the purposes of the concrete task, and what's more knows, where for her to search. The knowledge worker is being regarded as the person, which free is using telecommunications and computer tools (*Morawski, 2009, p. 49*).

Characteristics of the knowledge worker in every organization are subject to an adaptation, i.e. the bank demands an extensive knowledge of its employee from the scope of finances, next commune – of legal, technical knowledge or from the scope of the social communication. Apart from that, it is possible to supplement general features for detailed features which are joining special requirements specific industries or circumstances. For example, in public organizations to regard as detailed features it is possible following ethical norms. But based on the opinion of different authors it is possible to try the knowledge worker general features to show (*Kowalski, 2011, p. 321*):

- Independence – the most often indicated feature, the ability connected with such notions, as the self-reliance and the autonomy, of the independent planning and the performance of work, inventing and the problem solving (of using the chance);
- Involvement in processes of the knowledge – from the simplest figure, i.e. having a knowledge, for the involvement in creating, accumulation, handing over, the knowledge exploitation;
- Authority, prestige – employees have or are aspiring for getting the professional and social prestige what results from the conviction about the personal maximum value;
- Mechanical and interpersonal abilities;
- Attitudes of the commitment;
- Innovation;
- Positive energy;
- Mobility – achieved both thanks to character traits, as well as the freedom in using modern technologies.

A diagnosis and choice of best, most talented employees are investment in the human capital of the company on highest qualitatively level. Individuals outstandingly talented, having unique predispositions or also high competence, are chief actors on the stage given to

the organization, with not supernumeraries which it is possible easily to replace other. Best they are playing leading roles and in the biggest measuring cup results and a position of the enterprise depend on their imagination, the charisma, the ability and the energy. In the literature on the subject, fundamentally talent is understood in two ways. Firstly, it is understood as the set of features. Individual authors are adding effort in the identification of critical features (in the meaning of inborn predispositions, acquired competence, level of the intelligence etc.). Secondly, talent is being personified by specific employees having at their disposal high competence and the potential. This potential in named terms is crystallizing in the form of action fulfilling high qualitative criteria or also an effectiveness (*Morawski & Mikula, 2009, p. 49*).

Based on own conducted examinations, in contemporary enterprises managing talents is leaning at five stages. They are helping into an optimal manner to recruit and to keep knowledge workers in the company:

- Search – permanent contact with labour market institutions and educational connected with the accumulation of applications submitted by potential candidates to the work.
- Attraction – all action being supposed to shape the image of the excellent employer in the environment.
- The recruitment and selection.
- Supporting the employee – more than standard personal solutions.
- Monitoring of dismissals – managing walking away and outside contacts with talents.

Action of this type is supporting the commitment of employees which is a measure of power of the relationship of the employee with the company. It is associated with productivity, quality of work, tying the employee to the employer and identifying of employee with the company. The appropriate involvement, apart from the motivation system, can build the management style also, chances of the development, with coming for the employer up to the employee, working conditions and the remuneration.

Many above mentioned aspects are supposed to help to identify knowledge workers in enterprises. However it turned out for the author of the article to be the most difficult thing during kept examinations. Examinations conducted at turn 2013 and included 2014 100 large enterprises acting within the BSR. Determining the influence of knowledge workers on the competitive position of the enterprise was a main aim of the examination. However specific objectives concerned:

- Of determining conditioning and criteria deciding about the membership of the given employee in the group of knowledge workers.
- Of identification of knowledge workers in examined enterprises.
- Of identification of barriers come across at the work by knowledge workers.
- For determining action (of changes in the personnel policy of enterprises) which are supposed to help with the effective work of knowledge workers.
- Of identification of incentive stimuli prompting knowledge workers to the work.
- Analyses of innovative motivation systems adapted for needs of knowledge workers.
- Of identification of barriers during the knowledge management in examined enterprises.
- By desired employees put expressions at their managers.

The entire research process spread through two areas: analysis of documents of domestic examined enterprises and three groups of employees in examined enterprises: managers average and senior (decision-making persons), their subordinates, and appointed crucial persons for enterprise data. Essentially it took part in the examination close 1000 respondents which filled in three separate questionnaires of questionnaire forms which following types of questions contained:

- Closed off alternative.
- Closed off filtering.
- Closed off which are exploiting the nominal and order scale.
- Importance's determining the rank of considered subjects.
- Half open in the form of conjunction.
- Test which let the reply of respondents check the frankness.
- Test Self-portrait of Stein – being used for the identification of needs of respondents and testing the level of expectations.
- Questions to the identification of dehumanizing factors – managements used for determining issues associated with communicating or also a role in the whole process.

For the purposes of this study which constitutes only a small proportion of the whole of examinations, analysis will concern only two groups of respondents: in total 328 employees – 250 persons on positions managerial and 78 marked out as crucial which filled two separate questionnaire forms in.

In no examined enterprise comprehending the knowledge worker functioned what much hampered the research process, because an identification of these persons needed to make the attempt what in Polish conditions turned out to be most difficult. The author was forced to establish additional criteria and conditioning 'decisive' about the membership of the given employee in the group of knowledge workers:

- Knowledge is a main purpose of his work.
- The thinking is taking the most time for him.
- Mainly ideas are a result of his work.
- His work is a point of departure for the work for other.
- Knowledge constitutes the basis of working by him.
- Problems which he is untying new.
- Chances which he is exploiting are innovative.
- He is seeking, is processing and is making information up.
- He is taking the meaning out of available data and is taking necessary actions on their base.
- His work demands the innovation and the creativity.

Only then, after the repeat analysis of the results it came off, in 38 studied subjects (what constituted the 38% of the examined group), to identify these persons in the amount of 41, that is less than 13% of all examined persons (in the next subsection presented results will concern only this group of companies and persons employed in them).

5. Adaptation of motivation systems to needs of knowledge workers

Effective managers are extracting the productivity from human powers. They know that it isn't possible to build the success on weaknesses. In order to reach something, it is necessary to use the entire available resource of powers up, because they are a real chance. Granting them the productivity is a unique purpose of the enterprise. It isn't possible with this way, of course, to overcome weaknesses which each of us was given. He walks only for using strength of every man as building materials for joint achievements (*Drucker, 2004, p. 105*).

Taking above dissertations into consideration, it is possible to state that for persons managing knowledge workers taking the right decisions in relation to creating is challenging in the 21st century the optimum structure connected with the organizational culture, the innovation based on the knowledge, improving competence, and the development of employees and creating.

In this process a motivation system is becoming extremely important, based on new and innovative tools, which will be a response to needs of knowledge workers.

One should also remember that they expect also employers of the creature optimum for them of conditions for the work. It is essential for them above all, in order to (*Morawski, 2009, p. 65*):

- To acquire new, valuable abilities, experience, contacts;
- To acquire the valuable know-how throughout trainings, courses, post-graduate education, foreign, confirmed internships with appropriate certificates;
- To have an access to current high of specialist databases and information;
- Independently to perform tasks with independently chosen methods and techniques;
- The team work was based on unofficial reports, free, of discussion, rather than on receiving orders.

He is finding this his confirmation in practice, because during conducted examinations, managed to determine factors which cause the change of motivation systems in enterprises and the adaptation of them to needs of knowledge workers. Thanks to that entrepreneurs are going to achieve (the detailed schedule of the response in studied subjects is introducing the Figure 1):

- Development of competence of employees in raising the knowledge, divisions oneself know;
- Freeing from employees innovative behaviours;
- Development of employing the work to the participation and promoting team forms;
- Establishing transparent incentive schemes financial and not financial;
- Keeping the stability of most talented and innovative employees;
- Effective managing talents based on multifaceted analysis of their potential.

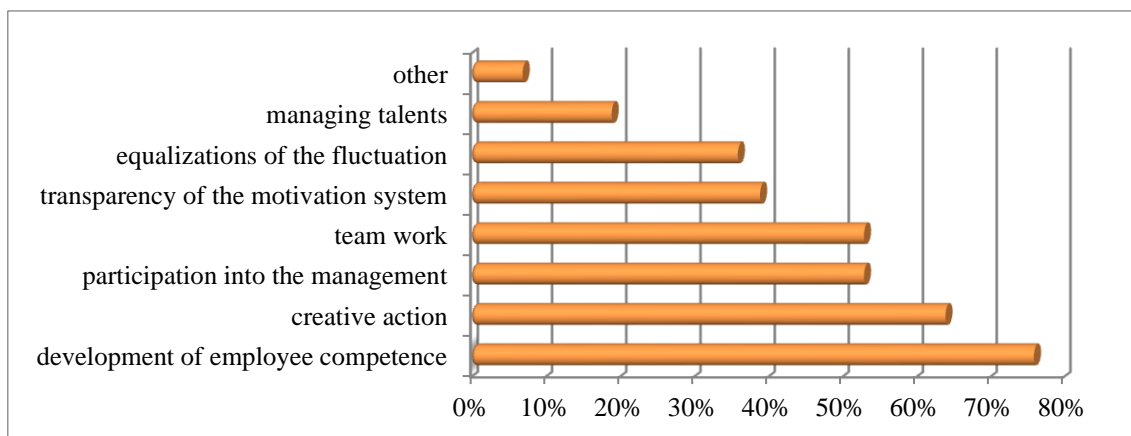


Figure 1. Main targets of motivation systems in examined enterprises (own study)

Main targets of motivation systems in examined enterprises. It is possible and so to state that a response to needs of knowledge workers is a main aim of innovative motivation systems. One should remember that expectations of this group of employees are being made different from the rest of the people working in business data. Moreover above aspirations are transferring in the enterprise themselves into concrete actions concerning the alteration of existing incentive strategies. These changes have most often applied (the detailed schedule of the response in studied subjects is introducing the Figure 2):

- Of creating motivation system based on financial stimuli;
- Creatures of the motivation system being in innovation, generating ideas, sharing favour know;
- Of creating motivation system based on individual praise;
- Of creating motivation system based on promotions;

- Of creating motivation system associated with trainings.

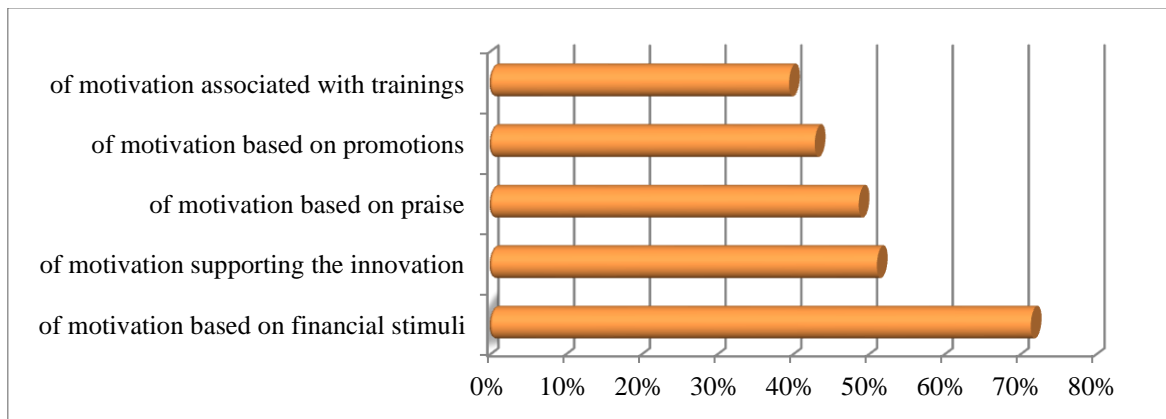


Figure 2. Implemented changes in motivation systems in examined enterprises (own study)

Based on above findings it is possible to state that companies apart from financial aspects are aspiring for creating optimum working conditions for their crucial employees. They are answering with it supermarkets to their expectations. Additionally they realize that thanks to that they will strengthen their competitive position on the market. What important not have very much to invest as this way as in case of infrastructure changes. Thanks to above exchanges, in studied subjects, an effective work managed to defeat barriers standing on the road more of identified knowledge workers – types of levelled crash barriers and the frequency of their appearing in studied subjects are showing the Figure 3.

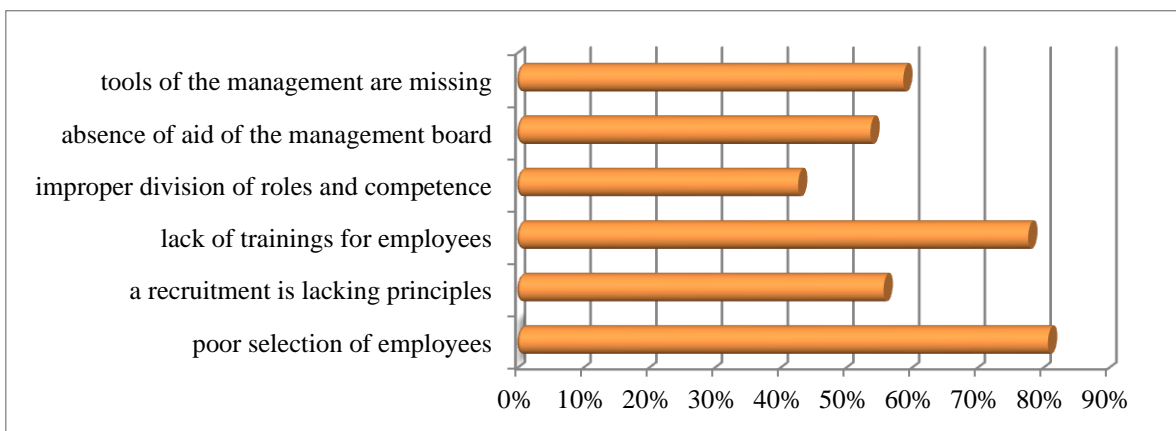


Figure 3. Barriers which were dismissed by implemented changes in motivation systems in examined enterprises (own study)

However above changes and conveniences weren't an end of action for the optimal use, through suitable motivation, of potential of knowledge workers in enterprises, where they were imitated to identify. In these companies, a sequence of actions which were supposed to prompt knowledge workers, was entered into functioning in organizational various areas. To main from them belong:

- Promoting the friendly atmosphere in the company was supposed to strengthen the commitment of employees, through: 'buddy program', open days for families, internal voluntary services and integration events, participation in the management.

- Experience and abilities of employees were raised will back courses up, programs educational, workshops, which what important very employee is able to choose.
- Supposed was to assist stimulating for creative action ‘Bank of the idea’ – encouraging employees presenting one’s ideas, advice and remarks and placing them in one place.
- Idea an eliminated monotonies of the work ‘flying teams’, that is possibility of amending of the scope of performed tasks, involvements in different projects.
- A program was supposed to guarantee the identification of employees with goodwill’s ‘Green place of employment’, promoting values about ecological character and integration of employees, giving them feeling the participation and joint creating.
- The convenience and the great standard in combination with promotion prospects were supposed additionally to strengthen places of employment, travels, private parking spaces motivation.

To sum up, based on above quoted information it is possible to state literatures get during examinations empirical, as well as resulting from analysis, that the contemporary effective motivation system which he is supposed to prompt for effective being active of these most important employees in the enterprise, must be based on four principles:

- Diversities – one should apply parallel different ways of influencing employees.
- Individuation of centres – we are trying to have an influence on every employee in the individualized way.
- Of cooperation – employees should function in the enterprise as co-owners, rather than in the hired figure of the workforce.
- Of team work – an aspiration is creatures of effective interdisciplinary teams.

Compliance with these rules undoubtedly enables modern companies to exploit the potential of knowledge workers to build its competitive edge in the market.

6. Conclusion

Managing knowledge workers is extorting on enterprises of the change in performed roles through starting from the principal management, on linear managers finishing. These changes concern proactive attitudes above all in areas of building organizational culture, teaching, creating the business awareness, the knowledge exploitation at the work and most importantly in motivation systems. Traditional methods applied in enterprises for many years aren’t already effective, much less for such a peculiar group of employees the knowledge workers are which.

It is worthwhile also remembering that not always they must it to be financial means, because contemporary old hands expect something else. In case of administering incorporeal incentive means, we influence the psychological sphere. Examples listed in chapter 5 cause the increase in motivation through the building confidence between employees and also between subordinates and superiors, appreciating the performed work, feeling the membership in the company and also aspirations to the constant learning and improving.

To improve the performance of the enterprise, without investing considerable financial means, it is possible to achieve exactly thanks to the positive influence on motivation through different forms of additional actions, like for example:

- Encouraging customers writing the opinion and comments about employees – positive they are handing over to the interested parties, and from negative is learning a lesson from;
- Sending of praise employees with mail;
- Resembling employee about the importance of their work;
- Thanking of employees for every performed task;

- Supporting employees in moments appearing of internal and outside high pressures;
- Sending employees to different trade colloquia which are often free of charge;
- Diversifying workstations – every now and then adding the new task, not being so far in professional areas of the given employee;
- Shared of problem solving.

Additionally a new formula of managing staffs for everyone which must stand out among others should turn up at contemporary enterprises (*Listwan, 1999, pp. 143–144*):

- With setting next time – anticipation of future occurrences and trends, with drawing basic components.
- With system approach – taking hold and tying together mutual of all basic components.
- Professional preparing the management.
- Treating personal function as area of the management – setting to attaining objectives the company.
- Elevation of the level of organising the personal function.

Summing up, responsible units for the forming of the motivation system, especially in large enterprises which are going to base their development on competence of knowledge workers, must convince their management boards, in order to the ones became a business partner which is well up for creating and implementing innovative methods and tools of the personnel management, resisting estimating for this employee group and increasing values of the human capital.

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