## The New Knowledge Workers

Dariusz Jemielniak

Kozminski University, Poland

NEW HORIZONS IN MANAGEMENT

**Edward Elgar** 

Cheltenham, UK • Northampton, MA, USA

## Contents

Ack	cnowledgements	vii
1	Outline of the research project	1
	High-tech companies	1
	The high-tech industry in Poland and the US	2
	The research area	2 5
2	Work	11
	The history of the meaning of work	11
	The contemporary approach to work	· 13
3	Knowledge-intensive organizations	16
	The meaning of the "knowledge-intensive company"	16
	The IT revolution	20
4	Knowledge workers	24
	Professional roles	25
	White-collar workers	28
	Professionals	29
	Engineers	35
5	Research methods and the organizations studied	42
	Paradigm	43
	Research metaphors	46
	Research methods	47
	The research problem	49
	Characteristics of the organizations under study	51
6	Modern bureaucracies	53
	Introduction	53
	Post-bureaucracy	53
	Bureaucracy in the high-tech environment	58
7	High time in high-tech	66
	Work time	66
	Outsourcing and time poverty	66
8	Trust in knowledge work	88
	Introduction	88
	Distrust in high-tech	89
	Trust as a network base	97

	Trust capital	101
9	Pleasure, motivation and identity in knowledge work	105
	Boredom vs. fun	105
	Job security	116
	Knowledge exchange	120
	Motivation and identity of knowledge workers	126
10	Summary	134
	The era of ideology	134
	Managing creative work: $X = Y$ ?	136
	Conclusions	143
Rej	References	
-	ndar	