

Abstract

Doctoral dissertation title: The concept of a knowledge worker motivation system

The issues of employee motivation have long been of interest to psychologists, sociologists, economists, and even politicians. Although the literature on the subject offers many solutions for increasing the effectiveness of organizational activities, these solutions have become largely useless in the face of contemporary changes caused by the development of technology and digitalization. The transformations in organizations forced by the accelerated development of technology have resulted in the rise of a new type of employee: a knowledge worker.

At present, exploring the problem of motivating knowledge workers has become a utilitarian value. Despite numerous studies devoted to employee motivation systems understood as a comprehensive resource of an organization, the subject of motivating knowledge workers leaves a research gap worthy of further, in-depth analysis. The literature on the subject clearly indicates the primary importance of the knowledge worker in knowledge management processes and also indicates the great potential of systems for motivating these employees.

The research problem undertaken in this dissertation is the selection of motivational factors dedicated to knowledge workers. The main objective is to develop a concept of a knowledge worker motivation system consistent with the knowledge management concept.

The following research questions were formulated in the work:

RQ1. Are the motivation systems functioning in the studied organizations consistent with the expectations of knowledge workers?

RQ2. Is there a relationship between the elements of the knowledge management model and the methods and means of motivating knowledge workers?

RQ3. Does initiating one of the knowledge management processes influence its other processes?

RQ4. What is the hierarchy of values of motivational tools indicated by knowledge workers?

RQ5. What motivational tools should constitute the knowledge worker motivation system so that it is consistent with the knowledge management concept?

RQ6. Are the currently functioning motivation systems part of the reason for knowledge workers leaving the organization?

In the epistemological part, the method of critical analysis of literature was used. In the empirical part of the work, the quantitative method was used. A survey questionnaire was given to employees of the studied organizations. The research was conducted in three companies, each employing over 250 people. These organizations operate in the Pomeranian Voivodeship and are a key element of transport infrastructure of strategic importance for Poland in terms of economy, national security and mobility.

As a result of the conducted research, answers to all research questions were obtained, which allowed for the development of a universal and coherent concept of a knowledge worker motivation system compatible with knowledge management, which can be applied in any organization.

The development of a uniform concept of a knowledge worker motivation system allowed for the formulation of recommendations addressed to managers, which will certainly inspire the analysis of the motivation systems that are in force in organizations and may lead to the implementation of a ready-to-enforce concept of a knowledge worker motivation system presented in this work.

Keywords: knowledge, knowledge worker, knowledge management, motivation