The New Knowledge Workers

Dariusz Jemielniak
Kozminski University, Poland

NEW HORIZONS IN MANAGEMENT

Edward Elgar
Cheltenham, UK • Northampton, MA, USA
Contents

Acknowledgements 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 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
The new knowledge workers

9 Pleasure, motivation and identity in knowledge work
   Boredom vs. fun
   Job security
   Knowledge exchange
   Motivation and identity of knowledge workers

10 Summary
   The era of ideology
   Managing creative work: X = Y?
   Conclusions

References

Index