

## SMALL TRAINING SERVICES ENTERPRISES IN KNOWLEDGE-BASED ECONOMY- AN ATTEMPT AT IDENTIFICATION OF THE MAIN TRENDS AND MODIFICATIONS

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### **Abstract**

*The processes of globalization, which affect all aspects of social life - economics, politics and culture, also affect the functioning of modern companies. Enterprises, as economic entities, in addition to physical, financial and information resources, have teams of men, which are their biggest strength. Only those of them survive whose resources are based on intellectual assets. The transformations also apply to the organizations themselves, including changing their character, structures and way of human capital management. Furthermore, the role and function of the employee is being reconstructed. This publication presents the results of the empirical research of the author, which constitutes an introduction to the proper and scheduled research process. The aim of the study was to collect information about training services market, entities forming it, the models of these companies, as well as to identify the human capital, which it creates. In addition, it will be an attempt to answer the question whether, or and if so, what is the role of external knowledge worker in small training services enterprise. Also, whether, or and if so, how external knowledge worker affects development of such a company.*

**Keywords:** *globalization, training services market, small enterprise, small training services enterprise, employee, knowledge worker, external knowledge worker, features of external knowledge worker.*

### **1. Introduction**

Globalization is an almost inevitable problem in modern life (Robertson, 1992, p. 409). Globalization processes cover all aspects of modern life affecting the economic, social and cultural development. These processes

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are reflected in forms the society functions. Historically, they include the following societies: primary, feudal and industrial. And among contemporary forms: the post-industrial, global, information, mass, open, consumer, closed. The classic vision of the post-industrial society has been outlined by D. Bell and A. Touraine and supplemented by J. Naisbitt, who defined the following megatrends (Sztompka, 2005, p. 89-90):

- In the economic field there is a change in the dominant sectors, from agricultural to industrial production and from industrial production to services. It consists of a number of different jobs, which are not connected with production. Among them we distinguish: trade, finance, transportation, health care, recreation, research, education, administration and governance.
- In the class structure and stratification hierarchy there is an increase in the size and overall significance of the service sector in society and within its groups of professional and technical employees in the fields of science, research and development, social welfare, education, health, culture, social security system, recreation.
- In the field of technology new intellectual technology flourishes, entailing processing of information rather than raw materials or energy.
- In sustaining the dynamics of the society, the most important impact is exerted by self-perpetuating technological development.
- Knowledge and its acquisition by means of various forms of school education are becoming a central aspect of value systems and dominant issues of everyday life. This is what P. Drucker defines as a knowledge society.

Knowledge-based economy (M. Niklewicz-Pijaczyńska, M. Wachowska, 2012, p.16-17) (KBE) is a type of economy that expands a subject in contrast to the industrial economy and it is based on the following features:

- fundamental resource is widely understood knowledge and information that preceded it, and whose carriers - employees are not treated as a cost, but profitable investment. They also have a decisive role in determining the market value of the company,
- different style of management: it is participatory rather than top-down (command and control)
- the status of the organization does not depend on the scope of authority, but the skills and knowledge: you are worth as much as you know,
- a new dimension of organizational culture based on trust and incentives rewarding creativity and ability to work in a group,
- network organizational structure, in which the main strategy is based on cooperation,
- different incentive system based not only on traditional financial incentives, but also on personal, internal satisfaction,

- development of international companies and new forms of doing business, which contributes to the diffusion of knowledge and the effectiveness of its use,
- a new dimension of relationship with costumers - individualization,
- transformation of the internal and external environment is treated as Drucker's excuse to change, and no longer a threat; while development of the company has no longer linear character, it is often spontaneous,
- difficult to predict, but adequate for the development of the market situation of the entity, the use of modern technology is an indicator of market success and the meaning of existence the company,
- the dominant sector of the economy becomes services, information processing, and use of knowledge, it drastically decreases the importance of industry-related departments and classic production lines,
- management rules are also applied in "non-business" sectors, such as education, administration or health care,
- gain increasingly becomes a means of the task, and not its goal (M. Strojny, No. 10, 2000).

This economy is a network based on mutual relationships. It is a doctrine in which knowledge becomes the engine of socio-economic changes, and consequently a stimulus to economic growth and development of countries. Skilfully prepared or acquired, it becomes a cause of changes in the micro and macro economic. The source of knowledge is a man, and the widely understood associated human capital.

Knowledge-based economy is a model whose key messages have cultural nature because it concerns the human capital. This capital is being built by the family, the environment, and then enriched by the school and the system of standards. Only in the mature form human capital is available in economy (...) (Galar, 2003, p. 308). This capital has a significant impact on economic innovation, institutional transformations, development of modern infrastructure, etc. (K. Makowski (ed.), 2002, p. 181). Modern companies, as economic units, in addition to physical, financial and information resources have teams of men, which are their biggest strength. Gaining competitive advantage depends on their level of education, experience, skills and health. The more valuable to the organization becomes the knowledge worker or external knowledge worker if treated as a strategic resource. M. Juchnowicz (2014, p. 39) claims that strategic resources must be: valuable, rare, difficult to imitate, difficult to substitute, durable, better than the competition's ones, controlled by organization, efficiently organized.

## 2. Knowledge – based economy

In knowledge-based economy intellectual capital acquires growing importance. Product quality or price ceases to be essential. More and more often, in order to gain a competitive advantage, organizations put emphasis on speed, flexibility in decision-making, responding to the environment of the company and developing and maintaining good relationships with customers. In witness whereof, (M. Juchnowicz, 2014, p. 31-32) today in the business environment, as well as within the organization, there have been many new phenomena that have a particular impact on the development of companies. Among them: the next phase of globalization, emergence of new technologies, growing modernity of developing economies, which results in an increase in the level of skills and innovation of employees, urbanization, increased employment in the service sector, aging of the society, as well as new norms and values brought by the new generations entering the labour market. New economy (...) will be based on the use of small businesses, individuals, freelancers, forming virtual communities more flexible, faster in operation than the big corporations (Mrówka, 2012, p. 56).

Intellectual capital consists of: human capital, organizational capital and relational capital. However, the most important are people, their knowledge and those who specialize in actively seeking possibilities and use of knowledge to generate profits in various types of industries: for example: IT, education, e-commerce, health care, financial companies, media, pharmaceutical or high technology (Marcinkowska, 2011, p. 497). According to R. Przybyszewski (2007, p. 22) World Bank says that 2/3 source of wealth of nations are human capital and social capital. People have been the biggest value of companies since 1990s. They are treated as a main resource creating profits now or in the nearest future. Uniqueness, knowledge and competence of employees are difficult to follow by competitors. Human capital also allows companies to gain a long-term competitive advantage (Juchnowicz, 2014, p. 33). In the knowledge-based economy knowledge workers occupy an important place. They are defined as specialized in their profession, they have unique competences, they are well-informed, active and responsible, aware of their role and self-esteem and independent participant of organization.

Nowadays companies are considering the directions of development listed below: (Mikuła, Pietruszka-Ortyl, Potocki, 2007, p. 26–27):

- economic activity around the world, globalization, cost reduction,
- organizational flexibility and the ability to make changes related to market environment and the changing situation,
- flattening structures of companies, networking, fractal organization, virtual organizations, organizations without borders;

- cooperation with external knowledge workers, partnership-oriented actions, outsourcing; to other companies or external knowledge workers;
- building and strengthening of intellectual capital for the individual and organizational level;
- creating systems to facilitate customer relationship management based on new technologies and their effective use.

### **3. Polish training services market**

Polish training services market exists and has been developing since the early nineties of the twentieth century in Poland. In the initial phase, it was only adopting patterns in the field of personnel management from the international companies. Over the years, training industry has gone through various stages of development from dynamic development to recession. Its dynamics depends on European funds. Now this market consists of the following entities according to the Act of 20 April 2004. on employment promotion and labor market institutions, Art. 20 (Official Journal of 2008, No.69, item 415 as amended) and the Regulation of the Minister of Economy and Labour of 27 October 2004 on the register of training institutions (Official Journal of 2004, No. 236, item 2365 as amended). According to the Act, training company is a public and non public entity. Legal and natural persons may establish nonpublic schools and institutions after registration by a local government obliged to supervise the appropriate type of public schools and institutions. Commercial provision of services by these entities and therefore training services has been recognized as an economic activity in the Act on Freedom of Economic Activity. Training services have not been assigned to the so-called regulated activities, such as those which require the fulfillment of specific conditions in specific provisions of the law, as well as any license, permit or consent given by the relevant authority.

An entrepreneur wishing to conduct training activities, pursuant to the Act may be: natural or corporate person, civil law partnership or organization unit not being a corporate person. The entrepreneur, depending on legal form of organization should: a natural person – register in Central Registration and Information on Business, a corporate person, civil law partnership or other organizations – register in National Court Register.

Nowadays, training companies are private, micro and small businesses which operate on local or regional market. In 2010-2013 an observation of development of this market was made, related to changes of size of businesses: the number of micro and small enterprises declined, and the number of large and medium-sized enterprises rose. This trend is confirmed by the analysis of

the range of the training firms and institutions. In 2010-2012, the number of entities operating on local and regional markets decreased, while the number of those who provide services throughout Poland rose. There were no changes in terms of the number of entities of international training: they constitute about 5% of all surveyed institutions and companies. Although the structure of the training market has not changed, there are some indicators proving its development: a growing number of medium and large companies and those that provide their services not only to local and regional markets. Detailed analysis of employment data, including data relating to persons directly involved in the training or consultancy confirms the development of this sector.

Between the years 2010 and 2012 the average employment in the sector increased from 43 to 56 persons, while the average number of trainees increased from 20 to 27. Training sector in Poland is characterized by a high turnover of entities operating in it: there are many new providers on the market, however many entities announce bankruptcy or resign from training activities. As many as 1 of enterprises tested in 2012 are relatively new companies: they have been operating on the market no longer than five years. Despite the slight increase of Poles' educational activity, the training sector is increasing steadily as evidenced by the previously mentioned employment growth and observed in subsequent editions of the survey increased turnovers<sup>1</sup>. There is no single definition of an enterprise or a training institution. Depending on the unit, which is preparing to develop / report, they interpret them differently.

Central Statistical Office reports that a training institution is the one that offers training for the unemployed and job seekers. Register of Training Institutions<sup>2</sup>— defines it as one that applies for courses for unemployed and job seekers, financed from public funds. Polish Chamber of Training Companies<sup>3</sup> associates entrepreneurs whose activity is training services. In contrast, the Polish Agency for Enterprise Development defines institutions classified in Polish List of Codes of Business Activities in the area of adult education as for instance: driving and foreign languages schools or companies providing consultancy services in the field of management etc.

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1 Since 2010, the Polish Agency for Enterprise Development, together with the Jagiellonian University (Centre for Evaluation Analysis of Public Policies) have prepared reports on labor market as part of the project Study of Human Capital in Poland. Its general objectives are nation-wide scope, which allows to monitor changes in the labor market. Research in each edition will be conducted according to the uniform methodology, thanks to which results of the research conducted in different years will be comparable. The results will help to plan the development of human capital at the state level, provinces, as well as companies. Based on our research and own observations, the author described the training market at: <http://bkl.parp.gov.pl/raporty-iii-edition-research> [accessed on 05/10/2014].

2 Register of Training Institutions is created up to date by the Regional Labor Offices. The Register of Training Institutions includes, among other information: the name and address of the training institution, names of training staff, premises, its equipment, methods for assessing the quality of training, the number of unemployed and looking for work covered by the training during the last year, information about assistance after completion of the training and subject matter of courses. The Register of Training Institutions is conducted electronically. It is explicit and available on the websites: [www.psz.praca.gov.pl](http://www.psz.praca.gov.pl), [www.ris.praca.gov.pl](http://www.ris.praca.gov.pl), [www.wup-krakow.pl](http://www.wup-krakow.pl).

3 [www.pifs.pl](http://www.pifs.pl). Polish Chamber of Training Services associate entrepreneurs, [accessed on 05/10/2014].

#### 4. Empirical research

Empirical research conducted by the author of this publication is the initial stage of the scheduled research process for the purpose of writing a doctoral dissertation. At this stage, the aim was to: prepare research tools and pilot studies, verify the research tools, gather information. Respondents were divided into two groups:

The first group of respondents is:

- owners / persons managing small businesses training services - research sample - 30 people;
- registered in accordance with Polish List of Codes of Business Activities - 85.5Z and 85.6Z - extracurricular education forms and nowhere else classified, from Lower Silesia and Mazowieckie Provinces;
- registered in Polish Chamber of Training Companies (on the date of preparation of the study - 275 subjects);
- registered in Register of Training Institutions (on the date of preparation of the study - about 12200).
- The second group of respondents is:
- External knowledge workers, working with small training services businesses - research sample of 30 people;
- own database of external knowledge workers - 500 people.

Due to the huge body of research collected and numerous aspects of the study, as well as the limitations associated with the volume of publications, information obtained by the author will be presented only in general. The formulated conclusions are primarily used to define a small training services enterprise and external knowledge worker and attempt to answer whether and if so, how external knowledge worker affects the development of small training services enterprise.

The author assumed that a small training services enterprise is:

- a small business employing between 10 and 49 people,
- whose annual turnover does not exceed 10 million Euro,
- whose annual balance does not exceed 10 mln Euro,
- an enterprise registered in accordance with Polish List of Codes Business Activities - 85.5Z and 85.6Z - extracurricular education forms and nowhere else classified,

During the study<sup>4</sup>, which was prepared in late 2013 and 2014, the following information was collected and compiled:

- The characteristics of the organization: type of organization, size, industry, the activities, organizational and legal form.

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<sup>4</sup> The method of social research / communications technology / interview questionnaire and observations.

- identified human capital in terms of: number of employees, the employment structure, the quality of employees' education, qualification, age, implementation needs, their job satisfaction, opportunities for growth and self-realization
- The use and development of human capital (implementation of selected methods, techniques and activities that support the use and development of human capital; connection with the implementation of the Human Resource function)

## 5. Results of the study

Preliminary studies aimed at obtaining their goals:

- test the questionnaire to verify its correctness and understanding of the questions. In addition, the author carried out direct talks with the respondents to improve the research tool. The questionnaire will be adjusted at a later stage of research.
- identification of training services market, its operators, structure, making their characteristics; identification of human capital in terms of: number of employees, employment structure, the quality of employees' education, qualifications, age, meeting the needs, their job satisfaction, opportunities for growth and self-realization. Additionally, through direct interviews to obtain information on the following criteria: culture, strategy, methods of operation, dependence on the employee, relationships with people, organizational structure, boundaries of the organization, organizational forms.

In the pilot survey, in the first group of 30 respondents (owners and managers of small training services enterprises) and the second group of respondents (external knowledge workers) who were provided with questionnaires, we obtained 30 replies - 100%. On the basis of the information given by the respondents (the first group of respondents) we can state that the people surveyed identified themselves as owners (co-owners) of companies. All reported that their leading activities are extracurricular education forms and nowhere else classified. Their companies were registered in Lower Silesia and Mazowieckie Provinces, and their activities were conducted within the Polish territory.

Terms of employment: the majority - 25 indications, are companies that employ 10 people, and only 5 of them employ more than 10 people. All respondents declared that they meet the criteria of a small enterprise. Employees employed under contracts of employment work on administrative or office positions or as assistants. External knowledge workers work under civil law contracts. Despite the fact that in accordance with the Labor Code they do not provide work, respondents classify them as employees. External



knowledge workers are treated as key "employees" who create the development of the company. Their competencies<sup>5</sup> are assessed as very high and they are distinguished by many features: they are valuable to the organization, are the personal property of employees (those parts that are somehow hired by organizations to achieve the objectives of the organization) in line with intangibility, observability, effects of ownership, measurement, variability and knowledge. Their psychosocial predisposition and effectively used knowledge comprise a business model of a small training services enterprise. Each element and the success of the business depend on the relationship built between the owner of the company and external knowledge worker. Building relationships is based on partnership and trust. If either party failed to make diligence in a fairly rapid manner that would reflect on the loss of image and reputation of the company in the market.

There are only women employed in administrative and office positions, while external knowledge workers constitute the vast majority of men - nearly 89%. Administration and office workers all have a university degree (Bachelor and Master) - 100%. External knowledge workers, who also completed postgraduate studies, equal 65%, with a PhD 25%, and habilitated PhDs and professors - 10%. External knowledge workers are in 95% self-employed, and in 5% employed under contracts of employment in higher education (research and teaching staff), they are also public administration officials, computer scientists, programmers working for international corporations or coaches. External knowledge workers themselves direct their own careers and they are the owners of sole proprietorships or commercial companies.

In Table 1, data were collected on the characteristics of the surveyed small training services businesses in accordance with the initial assumptions

**Table 1.** Characteristics of surveyed small training services enterprises

Characteristics	The survey sample - 30 people
type of organization	Service, formal, private sector - 30
profile	Service
size	Small businesses – 30
industry	Services – 30

<sup>5</sup> Competence is the knowledge, skills, abilities and attitudes of employees, which are used in the work process, are used to implement the strategy of the organization.

Characteristics	The survey sample - 30 people
Object of economic activity	Leading - extracurricular education forms and nowhere else classified - 30
organizational and legal form	Sole proprietorship- 15 Commercial companies, limited liability company - 15
location	Lower Silesian and Mazowieckie Provinces

Tables 2-5 present the identified intellectual capital in the amount of employment, gender and type of employees, their education and age in small training services companies.

**Table 2.** Identification of human capital in amount of employment in surveyed small training services enterprises

Human capital in the organization	The survey sample - 30 people	
Number of indications	25	5
Number of employees	10 people	Over 10 people

**Table 3.** Identification of human capital in terms of type of employment and gender of the employees in surveyed small training services enterprises

Human capital in the organization	Results	
Gender - External knowledge workers in terms of percentage	Women - 100% of employment in the surveyed enterprises	Men- 0
Gender - External knowledge workers in terms of quantity	Women - 4	Men- 26

**Table 4.** Identification of human capital in terms of education of employees of surveyed small training services enterprises

Human capital in the organization	Results
Full-time employees as a percentage	100% bachelor and master's degree
External knowledge workers as a percentage	65 % master's and postgraduate degree, 25% doctoral and 10% are habilitated doctors or professors

**Table 5.** Identification of human capital in terms of age of the employees of surveyed small training services enterprises

<b>Human capital in the organization</b>	<b>Results</b>
Full-time employees as a percentage	65% under the 35 years of age, 20% to 45 years and 20% above 45 years
External knowledge workers as a percentage	35% under the age of 45 years, 65% over 45 years

Based on all the information obtained, external knowledge worker was defined and its features formulated:

- It is a natural person, who provides services / "work" on the basis of civil law provisions,
- has a unique, advanced and specialized knowledge - a specialist in his field – who shares it non-gratuitously (depending on the scope of contracted work)
- takes care of his self-development, investing in his knowledge, is autonomous, independent, flexible person, easily adapts to the services / tasks set before him to execute / implement, takes care of his intellectual, physical and mental development,
- has exceptional interpersonal skills,
- able to work individually or in a team depending on the nature, complexity of tasks / services to be done, creative, able to think conceptually and use it in his work,
- can perform work / services anywhere, for example using modern IT solutions, internet, videoconferencing or e-learning.

After the preliminary tests and analyzing the results of the questionnaire, the following conclusions (more shown in Table 6) associated with the operation of small training services enterprises were made:

- Culture - positive - impact on the motivation and commitment of employees and external knowledge workers to collaborate, strong - a permanent system, highly competent employees and external knowledge workers, a high degree of commitment, a high degree of tolerance of uncertainty - the setting for the future, perfectly coping with unpredictable situations.
- Organizational structure - network, expressed in many ways leads to cooperation and helps to achieve synergy. The premise of division of labor is knowledge.
- Specialization is based on the personal interests and skills of the external knowledge workers. The structure is flat, and there is no hierarchy. Organizer of the enterprise is a leader within the network. Entitlements of individual units are decentralized, which remains a low level of centralization. The whole structure is flexible and

easily adapts to the changing environment of the organization. Observed when more complex to implement services. It uses its voluntary creation by the participants. Depending on the objectives, great importance is played by information technology.

- Project management - each service performed in the company is treated as a project which has its duration, leader and co-workers. Project team is composed of external knowledge workers, having unique knowledge that can be used for creating proprietary software program dedicated exclusively to the client, preparing management plan for the historic district property or proprietary training program prepared especially for the ordering customer etc.
- Due to the structure of employment (a low proportion of full-time employees to external knowledge workers) work is done in teams created depending on the project and is characterized by volatility of occupied roles in the group, for instance one day someone's a team leader, another – a coworker. In team working we use capabilities and competencies of external knowledge workers and, moreover, an innovative and creative approach to the tasks / projects as well as unusual solving complex tasks. There are no typical managerial positions, lack of formal hierarchy and no formal subordination. In return company is much more consumer oriented. The work is based on building relationships based on partnership and trust. Aspect of cooperation between the training services company and external knowledge worker works out in this type of organizations. External knowledge worker adds value to the organization, even though he is not a part of its shareholders' equity. The existence and development of small training services enterprises depends on the efficiency and involvement of external knowledge worker.

**Table 6.** Traditional organization in contrast to the new models of organization and a proposed model of small training services enterprise

<b>Criterion</b>	<b>Traditional organization</b>	<b>New models of organization</b>	<b>Proposed model of small training services enterprise</b>
1	2	3	4
Culture - a system of values, norms, attitudes, behaviour and thinking	Conducive to the avoidance of uncertainty	High tolerance of uncertainty by the social environment	High tolerance of uncertainty, ease of adaptation to the changing environment, flexibility
Strategy - a characteristic way of achieving the goals of the organization	Passive and reactive	Proactive	Proactive

<b>Criterion</b>	<b>Traditional organization</b>	<b>New models of organization</b>	<b>Proposed model of small training services enterprise</b>
1	2	3	4
Modes of operation-	Structured and stable, adherence to stereotypes and reject conflicting information from them, focusing attention on the efficiency of the processes taking place within the organization	Each adapted to the situation, the continuous reconstruction of the inner and external world of organization, rejecting stereotypes	Each time adapted to the situation, the continuous reconstruction of the organization's inner and external world, rejecting stereotypes, look at the organization as a whole. Attention is paid to all aspects of the organization to achieve its goals.
Relations of power - the ability of the entity to use its influence	Stable, hierarchical, based on the emotional aspects of executive authority	Heterarchy, the instability of the power	Decentralization of power, ad hoc leadership, the main goal is not power, but the project and the tasks that are to perform
The dependency of the worker –	High dependence on the leader	A large autonomy supported by the knowledge and professionalism	Independent external knowledge worker as appropriate to the specific project. External knowledge worker, which is characterized by a unique expertise and knowledge necessary to complete the project and having sufficient competence and experience.
Relationships with people	Stable relationships, minimum mobility, a sense of belonging	High mobility thanks to the rotation applied, harmony in the interaction	High mobility, external knowledge workers matched to the individual projects. Interaction, mutual support and deepening knowledge. The use of a synergistic effect at each stage of realization of the project. Knowledge sharing. High self-esteem of each external knowledge worker.

<b>Criterion</b>	<b>Traditional organization</b>	<b>New models of organization</b>	<b>Proposed model of small training services enterprise</b>
1	2	3	4
The approach to uncertainty	Treating atypical events as danger	Treating atypical events as a source of inspiration	Each project is an event during which you can be inspired, acquire better skills to be able to react in advance. Managing risk and opportunity.
Organizational structure	Traditional, focused on enterprise functions	Network cooperatively related, self-managing units focused on processes	Network, partnership, collaboration, project teams, external knowledge workers
The boundaries of organization	Bright and clear	Blurred	Blurred or lack of them
Dominant communication in the organization	Vertical, formalized	Horizontal, informal	Vertical, horizontal, informal
Participation in the group	Exclusive and persistent	High mobility, temporary participation	Frequent change of external knowledge workers depending on the project, changing roles (eg. Once a leader, other time co-worker), continuous or temporary participation depending on the project
Dominant type of personal identity of organization	Collective identity	Personal identity	Collective or personal identity, depending on the project
Organizational forms	Permanent and structured	High dynamism of variability	High dynamism of variability, execution of projects in teams

Source: Own study based on Mikula, Pietruszka-Ortyl, Potocki (2002), p. 34.

## 6. Conclusion

Changes in the modern world permeate all fields of science and life. They also relate to management sciences, which are characterized by internal diversity and provide a wide range of problems. They can be considered from different perspectives and levels due to (Zakrzewska-Bielawska, 2012, p. 20): type of organization, management functions, processes, resources, management levels, sectors, management concepts and methods. In today's enterprises we see changes in the following areas (Gierszewska, 2011, p. 14): structural

(virtualization), operating systems (creating flexible systems), competence (creation of new knowledge), technologies and organizational procedures (introduction of e-business), and values (emphasis on social responsibility). Financial assets cease to be regarded as the most important and basic for the assessment of the company become intangible assets. Of particular significance are external knowledge workers and their unique competencies, which, if used properly, may be an opportunity for the development of small training services enterprises. They allow companies to gain a sustainable competitive advantage based on unique strategic resources that are difficult to imitate. In addition, the effective and efficient utilization of sustainable development gives them an opportunity to meet and respond to the needs of the market.

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