PROFILE OF KNOWLEDGE WORKERS IN SOCIAL SERVICE MANAGEMENT

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Abstract

The contribution responds to a problematic of knowledge workers and their management in the environment of social services, which has not been investigated much up to now. Post-communist period has opened room for new business opportunities, but it has also set up new challenges and new requirements in order to perform better form of meeting requirements and expectations of customers. In order to form preconditions for recruiting professional managers to cover all kinds of important positions in the organization and obtaining potential competitive advantages, it is necessary to compile efficient profile of a manger in social services and the manner of its sophisticated elaboration.

Introduction

In postmodern society, when implementing stated strategy the management of organizations focuses more than ever before on the reasonable use of all resources, especially the human ones. Management is multidisciplinary and thus comprehensive science that puts accent on professional (scientific) requirements and skills (practical, applicative) of a manager as the subject of management, a manager as a modern leader and a manager who is in the contemporary society full of various kinds of knowledge capable to lead so-called knowledge workers when forming the knowledge and developing its theory. Objective perception of reality, visionariness, energization of human resources, clarification of one's life mission while respecting natural law and mental principles derived forms a characteristic feature for modern leaders [11]. In the management of knowledge workers who create values mostly based on relevant knowledge necessary for operation of the company, however, the process of creating values has its own specifics, which unlike management of other executive employees do not allow managers to e.g. perform their direct control. The manager should be furnished with personal characteristics, social and emotional intelligence; he should also be able to perceive social life integrally in respect of emotionally and socially mature society.

People do not follow anyone who they do not trust. If they do, they assume that their behavior will not cause any harm to the other person at all. In such case, most people are willing to open themselves and cooperate. Trust can be of a different character than friendship. People believe managers whose behavior is consistent, whom they know and who do not arouse uncertainty. It is not necessary for people to be always in agreement with the manager, they need to understand his reasons for solving the problem in a certain way at least [7]. Formal authority grounded in his position provides the manager much lesser power due to increased

importance of power based on knowledge. In other words, many times subordinates show more to be certain of their job (their knowledge is more complex) than their superiors. Relationship between a manager and a (knowledge) worker of the company is being gradually transformed into an equivalent partnership. The main role of such relationship is their cooperation with positive effects on work productivity of employees. Based on the description of J. Kamoda [1], the risk of discord between initiative of a manager as the leading subject and reaction (behavior, discussion) of a knowledge worker as the managed subject is marked in every social system and it is necessary to have this awareness and strive to minimalize it by means of an accurate formulation of initiative, qualification growth of a manager and a knowledge worker with appropriate stimulation respecting the motivators of the object.

The employees do not form a homogenous group in any organization; it is always a group of diverse types of employees with varied knowledge and responsibility [8]. This requires manager's individual approach to each employee. In order to provide successful realization of this task, it is necessary for knowledge workers to obtain adequate classification. Out of six types of approach described by L. Mládková [8], here we speak of the description of classification of so-called knowledge workers depending on the entrusted post (position) and its demandingness on so-called golden skills, as well as the value added to the output due to utilization of tacit knowledge (KWP matrix).

In proposed contribution, we analyze selected possibilities of creation and utilization of manager's work profile in social services, in the context of well-educated society, by means of a model of required psychosocial competencies used by selecting the best candidate for the specific job position. The contribution is one of the intermediate outcomes of the project No. EEIG-01/SU/2012 - European Economic Interest Grouping – Bruxelles: "Knowledge worker and ethical dimension of management on the path to the emotional and mature social society".

1   Current Situation of the Research Topic

Changing society conditions ask for qualified social help. The primary image of a philanthropic and altruistic social worker motivated to help others has gradually changed into an image of a highly qualified professional having not only good knowledge of the matter but also having the required skills and qualities.

Management as such is a knowledge composition of requirements for management entities, namely:

- Proficiency, knowledge (what to know)
- Practical skills, the ability to apply the knowledge (what to achieve)
- Social maturity, personal qualities and characteristics (what to be like).

Human resources play the main role in the process of quality enhancement in the social sphere. When working they create new values and create added values in logistics. Human resources enhance suitability and effectiveness of running operations, i.e. they fulfill the clients' requirements and expectations, and make sure that the given sources are used responsibly. Prerequisites for real fulfillment of the objectives of social work are to be set by managers on all levels. In case personal standards for leading workers cannot be unified, personal standards within the standards of quality become important. A manager with poor education and proficiency, a manager, who does not know the background of these kinds of companies, is always a bad investment. An enquiry shows that most of the employees of social facilities have a low ability to utilize modern information and communication technologies (ICT). About 85% of asked respondents who use ICT at work do not think new

ICT knowledge is important. It might be because of the age structure of the social workers as well as because of low implementation of new IKT technologies [10].

Nowadays the quality of people (human resources) seems to be very important. Though it is not certain what the above mentioned quality means. It could be knowledge, skills and abilities as well as loyalty and attitude, in one word. The concept of competence seems to integrate all of the above mentioned. For the success of a company it is essential that managers have the ability to get around in fast changing environment and to execute the required activities. American Council on Social Work Education determines the competence of social workers by obtaining a university diploma, applying critical thinking at work, practicing the job in accordance with professional ethical principles, professional use of one self, understanding various forms of discrimination, knowledge of the profession history, by applying the necessary skills when working with target groups and solving problems, understanding the interaction between individuals and social systems, the ability to analyze the impact of social policy on the lives of clients, influencing the social policy, the ability to evaluate results of the research and to design studies, the ability to evaluate own work and the work of your colleagues, the art of communication with clients, colleagues and the public, providing supervision capability, being able to work in the existing organizational structure and the ability to enforce necessary changes [5].

The current approach in the social sciences is largely about procedures based on object (problem) observation (perception), the hypotheses formulation and their verification by experiment. This scientific approach was also used to obtain and verify knowledge about the nature and properties of objects active in the social sphere, as well as the research subject – manager in the social sphere, who helps to create the object. Based on the obtained knowledge, observation and examination of the selected object (problem) it is possible to precede to the verification of the acquired data - in this case, psychosocial competencies necessary to perform the function of the "optimal" manager on the selected level of management.

Due to the particular type of the target facility a pilot study was first launched. Based on qualified estimates the pilot study surveyed personal requirements on managers and other so called knowledge workers active in the social sphere. We used a methodology of knowledge workers classification depending on the duties entrusted (position) and its demand on so-called golden skills, as well as the value added to output through the utilization of tacit knowledge. Subsequently, the research itself was carried out. One possibility to implement the verification of psychosocial competencies necessary to carry out the profession of an optimal manager is to apply the factor analysis. It allows for analysis of different working positions in facilities of all kinds and sizes. Management of any organization usually tries to fill its working positions with employees with maximal compatibility in order to achieve its highest. It creates conditions for the prosperity of the given organization.

The process of M. Droppa [2] seems to be the one suitable to create the quantitative model of psychosocial competencies (variables) of a job position. Based on this model, it is important for each job position to set its **psychosocial competencies** (variables) necessary for carrying out the work at the position. In a further selection process they become the variables required to create **correlation matrices**. Elements of the correlation matrix arise from the estimation of pair wise preferences of variables. To estimate them a correlation coefficient expressing the degree of strength of a link between two variables is used. Hence the necessary correlation matrices are created. They serve to determine the elements of an **aggregated matrix**. The aggregated matrix elements are determined from the maximum values of the correlation matrix elements. They express the mutual correlation between the two variables. To calculate the **importance (weights)** of variables and to determine their order the method of principal

components is used. The method is based on the calculation of Eigenvalues and Eigenvectors of the aggregated matrix (using software Mathematica). Creating a **quantitative model for job variables** is the last stage of this method. The model of variables is created by comparing them on the basis of percentiles and their top to down arrangement. Subject variables in the model structure become the employee's required variables. Psychosocial competencies of the employees in their job performance are measured by the battery of tests. According to M. Gaziova [4], almost each of the surveyed competencies can be expressed in terms of percentiles. The more significant the score, the higher the value assigned to the responsibility.

2   The Matrix Concept of Knowledge Workers

Should we try to use the potential of knowledge workers to the fullest, it is necessary to try to identify subgroups belonging to the numerically large group KWP (Knowledge Worker Productivity). These subgroups should show common features and therefore in some aspects they require similar management approaches. For the concept of knowledge workers to be applicable in practice, it is necessary to develop a classification in the form of a matrix. This matrix has two axes that determine the location for each job (position) in the model [9]:

- The Y axis contains **"tacit knowledge added value to output"**. This term refers to the characteristics of each of the positions, not to a particular employee or his personal tacit knowledge. Each employee has his own tacit knowledge, but only knowledge related to the work done and to what degree that knowledge is important to the given employee performance should be taken in account. Therefore, we focus on potential of the position and review how much tacit knowledge contributes to the tasks associated with the success of a particular position. Y-axis expresses the value of tacit knowledge, which can deliver the required performance at work - the extent to which tacit knowledge can help knowledge workers to carry out their mission in the best way possible.

- The horizontal axis X of the model describes the level (value) of **"golden skills"** required for a particular job position. It is about skills such as independence, creativity and the ability to solve problems. Increasing the level of golden skills is quite complicated. Although it is possible to slightly improve the level of creativity or to gain greater independence, the employee must possess these characteristics and start using and improving them. It is clear that these characteristics of gold are complementary, e.g. problem solving and creativity always go "hand in hand". Also, there are no metrics to measure the golden skills (the same applies to tacit knowledge), the location of the position is therefore subjective.

Based on defining axes of the analytical matrix it is possible to find the location for each job position (profession) depending on the level of tacit knowledge and skills necessary to carry it out. This in turn allows defining an employee profile for each position. Grouping and segmentation of these professions (positions) into different groups allows for further classification of knowledge workers based on profiles necessary for carrying out the given position. It is also a way to evaluate how easy (difficult) it is to exchange individual employees for others more qualified, or whether the work position requires lifelong learning, or if it is "talent-oriented", or if it requires the top knowledge workers only.

When researching personal skills of managers in social sphere according to the concept of knowledge worker matrix (KWP matrix) based on the analysis of the data base that we acquired in the implementation of pre-research (controlled interviews, $n = 50$ respondents - see Table 1) we found out that up to 88% respondents (100% of top managers and 76% of managers at middle management level) expect the founder of a private social service and the

head of the facility to possess "golden skills" (average 90.5% or 88.4%). The factor "value added to output due to use of tacit knowledge" is satisfactory only in the job position of the head of the facility (average 86.4%). The subsequent research (Delphi method) on a sample of managers from Houses of Social Services ($n = 16$) showed slightly lower expectations, compared to the entire sample of managers - of respondents ($n = 50$). We ascribe it to a more realistic view via the expert method, allowing comparison of our own point of view with other experts.

Tab. 1: *Breakdown of Respondents by the Type of Facility*

Type of Facility	Number of Top Managers	Number of Managers on Middle Level
Senior Nursing Homes	5	4
Orphanages and Day Nursing Homes	4	5
Houses of Social Services	8	8
Resocialization Centers	2	2
Office of Labour, Social Affairs and Family	6	6
Total	**25**	**25**

Source: Own

The further analysis confirmed that there was a negligible interdependence (interaction) between the factor "golden skills" and the factor "tacit knowledge added value" in case of managers − respondents. There was also a small effect on estimate of values of the golden skills and the tacit knowledge added value arising from the position of the respondents in the organizational structure (top management and middle management).
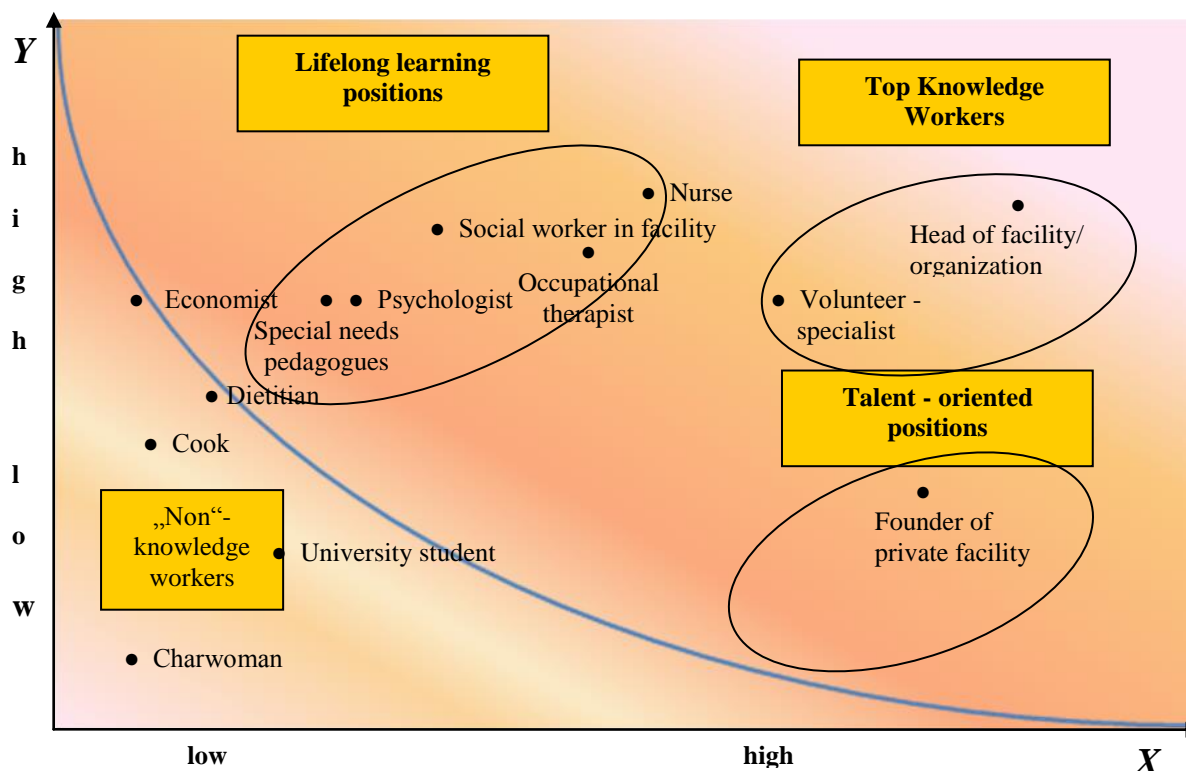
Definition:
X – "Golden skills" required by the positions,
Y – Value added by tacit knowledge to the performance
Source: Own
Fig. 1: *Knowledge worker in Social sphere – positions classification*

Based on the analysis of controlled interviews (*n* = 50 respondents) the KWP matrix (Fig. 1) was worked out. It shows the status of the profession (job position) depending on the demand for so called golden skills (*x*-axis), as well as the value added to the output by utilizing the tacit knowledge (*y*-axis). To clarify this, figure 1 shows the given professions (job positions).

3 Researches of Personal Prerequisites of a Manager in the Social Sphere

From the battery of 17 psychosocial competencies (Table 2), suitable for executives in the social sphere, which was compiled on the basis of the analysis of the researches at the Institute of S. Nahalka KU in Poprad, managers (respondents) and experts entrusted with the implementation of testing (psycho diagnostics) agreed completely on 10 competencies (80% agreement in those competencies). Those are further analyzed (Table 2, bold).

Tab. 2: Psychosocial Competences of Employees in the Social Sphere

Variable	Competence	Variable	Competence
1	Art of Communication	10	**To handle stress**
2	**Assertiveness**	11	Objectivity
3	**To be pro sociable**	12	Verbal expressing
4	**Empathy**	13	Competitiveness
5	**Creativity**	14	**Thinking and judgment**
6	**Ability to work in a team**	15	Selective focusing
7	Ability to lead people	16	**Constructive thinking**
8	Analytical skills	17	**Numeric competence**
9	**Ability to solve problems**		

Source: Own

Each of these skills can be tested. Since the largest group of respondents (Table 1) were managers of Houses of Social Services (*n* = 16), further testing of psychosocial competencies (using expert Delphi method) focused on applying the above mentioned theoretical procedures for selecting a manager - Head of facilities of the Social services in practice. In questionnaires managers – respondents suggested a composition (Table 3) of the most important psychosocial competencies necessary to carry out the job of a particular manager on the selected management level.

Tab. 3: Composition of the Most Important Psychosocial Competences

Variable	Competence	Percentage of respondents (%)	Variable	Competence	Percentage of respondents (%)
1	Constructive thinking	86.50	6	Empathy	62.50
2	To be pro sociable	81.25	7	To handle stress	62.50
3	Ability to solve problems	75.00	8	Numeric competence	50.00
4	Thinking and judgment	75.00	9	Creativity	50.00
5	Ability to work in a team	75.00	10	Assertiveness	43.75

Source: Own

A methodology of M. Droppa and J. Kamoda [3] was used to select the most suitable candidate (three candidates) for the selected job position (Figure 2).

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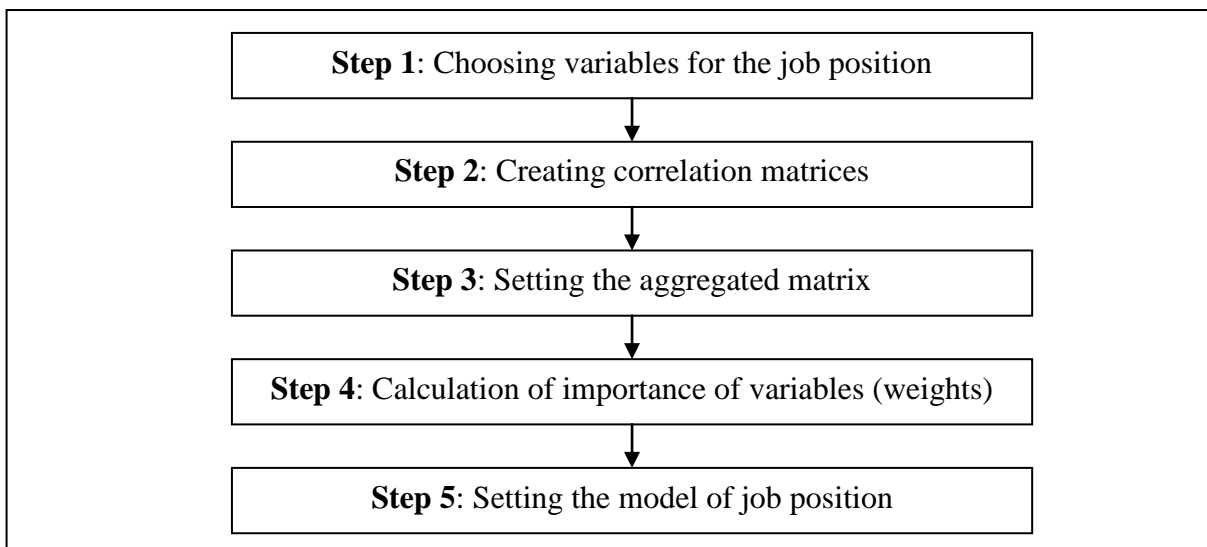
Source: [3]

Fig. 2: *The Steps for Selecting the Most Suitable Candidate for the Job Position*

In determining the logical sequence of steps of determining a job position model we have chosen the procedure by M. Droppa and J. Kamoda [3], which is schematically shown in Figure 3.

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│   │ Step 5: Setting the model of job position            │   │
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Source: [3]

Fig. 3: *Applied Sequences of Steps in Determining a Model of a Job Position*

Preparing three correlation matrices (Created by the founder, the manager – external consultant and the psychologist - external consultant) formed an aggregated matrix (Table 4).

Tab. 4: Aggregated Matrix

	X₁	**X₂**	**X₃**	**X₄**	**X₅**	**X₆**	**X₇**	**X₈**	**X₉**	**X₁₀**
X₁	1.000	-0.950	0.605	0.635	0.705	0.,555	0.350	0.675	0.590	0.650
X₂	-0.950	1.000	0.705	0.600	0.450	0.745	0.570	0.830	0.600	0.594
X₃	0.605	0.705	1.000	0.410	0.350	0.750	0.410	0.705	0.745	0.705
X₄	0.635	0.600	0.410	1.000	0.645	0.795	-0.990	-0.983	0.895	0.395
X₅	0.705	0.450	0.350	0.645	1.000	-0.705	-0.650	0.885	-0.725	-0.975
X₆	0.555	0.745	0.750	0.795	-0.705	1.000	0.400	0.895	0.550	0.950
X₇	0.350	0.570	0.410	-0.990	-0.650	0.400	1.000	0.725	0.915	0.660
X₈	0.675	0.830	0.705	-0.983	0.885	0.895	0.725	1.000	0.950	0.970
X₉	0.590	0.600	0.745	0.895	-0.725	0.550	0.915	0.950	1.000	0.950
X₁₀	0.650	0.594	0.705	0.395	-0.975	0.950	0.660	0.970	0.950	1.000

Source: Own

Using Le Verier methods, Horner scheme and other relevant steps helped to set **the weights of the selected variables** based on the calculated Eigenvalues and Eigenvectors of the aggregated matrix (Table 5).

Tab. 5: Weights and Ranking of Model Importance in the Given Job Position

Variables	μ_1	μ_2	μ_3	μ_4	μ_5	μ_6	μ_7	μ_8	μ_9	μ_{10}
Weights (%)	-12.81	7.01	33.54	24.06	18.46	5.85	20.68	23.32	11.51	-31.62
Ranking	9.	7.	1.	2.	5.	8.	4.	3.	6.	10.

Source: Own

To calculate the Eigenvalues and Eigenvectors the Mathematica program was used. **The model of a specific job position** was determined by comparing the percentiles assigned to individual variables and their top-down design (Table 6).

Tab. 6: Model of Job Position "Head of a Separate Department"

Ranking	Variables	Competence	Weights (%)
1.	μ_3	*Thinking and judgment*	33.54
2.	μ_4	*Selective focusing*	24.06
3.	μ_8	*Constructive thinking*	23.32
4.	μ_7	*Ability to solve problems*	20.68
5.	μ_5	*Empathy*	18.46
6.	μ_9	*Creativity*	11.51
7.	μ_2	*To handle stress*	7.01
8.	μ_6	*Ability to work in team*	5.85
9.	μ_1	*Competitiveness*	-12.81
10.	μ_{10}	*Numeric competence*	-31.62

Source: Own

For the candidate to be successful in required core competences by using the factor analysis as a tool in the selection of appropriate personnel for managerial positions (proposing a quantitative model of psychosocial competencies for the selected job position) the candidate must meet three conditions. The first condition: *Achieving a minimal deviation from a quantitative model*. The second condition: *Achieved percentile values of the first three variables of the quantitative model (X_3, X_4 and X_8) must be at least 12% and the other two variables (X_7, X_5) must be at least 9%*. Third condition: *Not exceeding the tolerance level of 7 points* (difference value of the deviation of the considered candidate and the candidate with a minimal value of deviation, if that candidate did not qualify in condition No.2).

The first condition (the minimal value of the error value) was met by the candidate No. 1. The second condition (reaching minimal values of percentiles in specified variables) was met by only the candidate No. 3. The third candidate met the condition No. 3 (value difference in deviation between the candidate No. 3 and the candidate No. 1 = 3.02 points). The most suitable candidate for the job position "head of the separate department – housing facility for people with disabilities" is in accordance with the established procedure the candidate No.3. He was the only candidate to meet all the conditions set by experts.

Conclusion

In the course of the past twenty-five years, social-economic development in post-communist countries has achieved great shift concerning entrepreneurship, or, changes that gradually reflect on the business conditions, economics and subject management at the market. In contemporary varied environment with typical dynamic changes, non-profit organizations and organizations providing social services can no more depend on the past inertia forces. World economic and financial crisis greatly influences also organizations reliant on the help of others. Such organizations need to be ready to increase in demand for rendition of services, drain of financial resources and more effective utilization of knowledge.

Knowledge character will influence also its exchange. The more tacit the knowledge is, the more the technologies need to concentrate on the simplification of its direct sharing among the people. The more explicit is the knowledge, the easier it is be to keep it in structural forms (by means of IT) and utilize it in the organization activities. Therefore, it is necessary to attain managers of a new quality and knowledge workers as a dynamic component of human resources. The contribution suggests various possibilities.

In order to implement the knowledge management into the organization, it is assumed to create reasonable conditions within the organization. "One of the specific conditions for implementation and operation of knowledge management is co-called knowledge-sharing culture – a culture of sharing knowledge and information. It is a willingness to share one's knowledge, information and experience and enable all the employees to take full advantage of it on behalf of the entire organization. The ability of employees to understand the context under which given knowledge emerged, their willingness to accept the knowledge, embrace, utilize and develop it further forms another important preconditions for successful implementation of the process" [6].

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PROFIL ZNALOSTNÍCH PRACOVNÍKŮ V MANAGEMENTU SOCIÁLNÍCH SLUŽEB

Příspěvek reaguje na dosud málo probádanou problematiku znalostních pracovníků a jejich řízení v prostředí sociálních služeb. Postkomunistická doba otevřela prostor pro nové podnikatelské možnosti, ale připravila také nové výzvy a nové požadavky pro lepší plnění požadavků a očekávání zákazníků. Sestavení dobrého profilu manažera v oblasti sociálních služeb a způsob jeho sofistikovaného propracování je předpokladem pro získání kvalitních manažerů pro všechny důležité pozice v organizaci a získání potenciální konkurenční výhody.

PROFIL EINES KREATIVEN FACHMITARBEITERS IM MANAGEMENT DER SOZIALDIENSTLEISTUNGEN

Dieser Artikel reagiert auf bislang wenig erforschte Problematik kreativer Fachmitarbeiter und ihr Management im Bereich der Sozialdienstleistungen. Postkommunistisches Zeitalter öffnete den Raum für neue unternehmerische Möglichkeiten, aber sie brachte auch neue Aufforderungen und Rufe mit sich, um Erwartungen der Kunden besser zu erfüllen. Ein neues sophistisches Manager-Profil in Sozialdiensten und die Art und Weise, wie man dieses Profil zusammenstellt, ist eine der Voraussetzungen für Erwerb neuer Manager auf hohem Qualitätsniveau in allen wichtigen Positionen einer Organisation und auch zur Beschaffung eines potentiellen Konkurrenzvorteils.

PROFIL PRACOWNIKÓW WIEDZY W ZARZĄDZANIU USŁUG SOCJALNYCH

Artykul jest odpowiedzią na bieżna, ale niedostatecznie zbadana problematyka pracowników wiedzy emisji i zarządzania w środowisku usług socjalnych.Okres postkomunistyczny otworzył drogę do nowych możliwości biznesowych, ale sa także produkowane nowe wyzwania i wymagania, aby lepiej sprostać wymaganiom i oczekiwaniom klientów. Montaż dobrego profilu menedżera w usługach socjalnych i sposób jego wyrafinowanego rozwoju jest koniecznym warunkiem do uzyskania wysokiej jakości menedżerów na wszystkich ważnych stanowiskach w organizacji i zdobycia potencjalnych przewag konkurencyjnych.