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**SELECTED PROBLEMS OF PROFESSIONAL CAREER
DEVELOPMENT OF EMPLOYEES**

**WYBRANE PROBLEMY PROFESJONALNEGO
ZARZĄDZANIA KARIERĄ PRACOWNIKÓW**

Abstract: The aim of this publication is to present the results of empirical research in the field of management development and career employees in enterprises. Conducted research concerns on the effects of career management of staff and the effectiveness of training.

Keywords: human resources management, professional career development, career management, training

Streszczenie: Celem publikacji jest prezentacja rezultatów badań empirycznych w zakresie zarządzania karierą pracowników w przedsiębiorstwie. Przeprowadzone badania koncentrują się na analizie efektów zarządzania karierą pracowników i na efektywności procesów szkoleń.

Słowa kluczowe: zarządzanie zasobami ludzkimi, rozwój zawodowy, zarządzanie karierą, szkolenia

Introduction

Knowledge, skills, abilities, motivation and values of employees have an increasing impact on the development and competitiveness of the business entity. Career Management of employees is used to develop the company's strategy to acquire and use of human capital. Education of human resources in the company is today the key to its success, because in a modern economy based on knowledge the management of intellectual capital has become the main and most important source of value creation of the company. Employees in the organization are a strategic resource in which to invest, but concern their development shows the level of awareness of managers on the contribution of staff in the development of the organization¹.

The aim of the study is to analyze the impact of the management of professional development and career of employees on the development of the company and the impact of the training process for the employees themselves. In addition we want to determine whether the applied techniques of training in the organization are right and effective form of training for workers.

1. Professional development of employees – theoretical introduction

Development is an inherent feature of existence. Analysis of all events, it should begin with an analysis of the development process. Development is necessary in nowadays business environment. The development process will survive the units that adequately respond to the criteria and using its own potential to benefit from the potential of the environment².

¹ A. Mayo, *Kształtowanie strategii szkoleń i rozwoju pracowników*, Oficyna Ekonomiczna, Kraków 2002; R. Mazur, *Rozwój pracowników jako element tworzenia wartości przedsiębiorstw*, „Zarządzanie i Finanse” 2014, nr 1, p. 113-129.

² K. Januszkiewicz, *Rozwój zawodowy pracownika. Szanse i zagrożenia*, Wydawnictwo Uniwersytetu Łódzkiego, Łódź 2009; A. Mayo, *Kształtowanie strategii szkoleń i rozwoju pracowników*, Oficyna Ekonomiczna, Kraków 2002; R. Wolniak, *Wymiary kulturowe polskich organizacji a doskonalenie zarządzania jakością*, Wydawnictwo CeDeWu, Warszawa 2012; R. Wolniak, *The methods of CSR practices assessment*, Nitra konferencja CSR, Materiały z międzynarodowej konferencji Corporate Social Responsibility and Human Resource Management in V4 Countries, http://spu.fem.uniag.sk/fem/ISC2015/data/proceedings_isc2015.pdf, p. 71-78.

The development is understood as a process of transformation and change, moving to the states or more complex forms, or in some respects more perfect: the certain (higher) stage of this process, flowering and growth³.

The essence of professional development focused on deepening and broadening the scope of competences, which have employed, and which provide them with opportunities for development, promotion, and getting fuller use of their potential.

The primary purpose of managing the development of subordinates is to ensure workers' in organizations possessing such characteristics, which happened to an organization needs to achieve its objectives, namely to increase and improve performance. Employee development is closely connected with the creation of the employer's opportunities for learning, development and training in order to improve the work of individual employees. You can say that it is initiated and directed by the method of employee development within the approved strategy. Driving by, we understand as an adjustment of development and education to the needs of the company and achieve company objectives. Aims and objectives of the company will be achieved if the organization will ensure that each employee have the knowledge and skills necessary for the proper performance of his duties. It is also important that skills are constantly improved, and their growth provide maximum use of their potential⁴.

Strategies for managing the development of employees are result of the company's strategy and have the most positive impact on the achievement of its objectives. However, to make this possible it is necessary to develop the skills and broadening employees' knowledge. An important aspect is to ensure that people with appropriate qualifications have been able to meet The present-day and future needs of the company⁵.

Professional development of worker tends to career advancement, which is a change in the current status of the employee and aims to use additionally acquired knowledge and skills, and other employee benefits beyond those that were needed to perform tasks at the current position⁶.

It is worth mentioning that career advancement requires specific explicit action of the employer, in relation, for those employees who have met the relevant requirements of policy promotion. The most attractive form of promotion is a career path that includes several positions at higher and higher levels of the organization⁷.

³ *Mały słownik języka polskiego*, red. E. Sobol, Wydawnictwo Naukowe PWN, Warszawa 2000.

⁴ M. Juchnowicz, *Jakość zasobów pracy*, Poltex, Warszawa 2002; B. Kożuch, *Zarządzanie publiczne w teorii i praktyce polskich organizacji*, Agencja Wydawnicza Placet, Warszawa 2004.

⁵ M. Mitoraj-Jaroszek, *Zarządzanie rozwojem pracowników. Kompleksowe i praktyczne ujęcie*, Helion, Gliwice 2014.

⁶ O. Lundy, A. Cowling, *Strategiczne zarządzanie zasobami ludzkimi*, Oficyna Ekonomiczna, Kraków 2000; E. Krzemiń, R. Wolniak, *Zintegrowane systemy zarządzania – wytyczne dotyczące doskonalenia w zakresie zarządzania zasobami ludzkimi*, „Przegląd Organizacji” 2008, nr 12, s. 10-14; A. Baruk, *Rozwój pracowników w przedsiębiorstwach*, „Ekonomika i Organizacja Przedsiębiorstwa” 2011, nr 7, p. 58-69.

⁷ A. Pocztowski, *Zarządzanie zasobami ludzkimi*, Polskie Wydawnictwo Ekonomiczne, Warszawa 2008; I. Marzec, K. Szymaniec, *Rozwój zawodowy pracowników w organizacjach publicznych*, „Studia Ekonomiczne” 2013, nr 169, p. 146-156.

In addition to professional development, often is used the term personal development. It can be synonymous with professional development, but only when the vision of the path of personal development worker is identical with the path of development outlined by the company. Path of personal development shapes the employee, guided by their own ambitions, aspirations, abilities and skills, as well as its system of values and needs. Career path is fixed whereas in particular the needs of development organizations.

The process of professional development of particular worker begins when he takes up his work, and ends with his departure from the organization. Yes, so it can take up to several tens of years, and its results very significantly reflected on the quality of jobs. Firms recognizing this relationship are trying to consciously direct it and shape it for the implementation of its strategic objectives⁸.

Managing professional development of employees we otherwise call directing taking into account the needs and possibilities of development workers. This approach is just one of the possible management strategies, in particular in the case of personnel management⁹.

The features of the management approach of professional development of employees are to enable the development of staff and the use of their capabilities in the practice of business management¹⁰.

The main objectives of career management should meet the needs of the enterprise in terms of the consequences of managerial positions and the recruitment of talented employees and providing them with adequate training and experience¹¹.

In addition, you must provide employees with appropriate abilities guidance and motivation. They need to use their abilities and advantages as well as a career that will suit their talents and aspirations. In order to achieve these effects, there should be activities such as diagnosis potential of professional training and improvement of employees, creation of reserve personnel, creating succession plans, laying out the career paths of employees and advice on any career.

When planning a career employee are taken into account all the data obtained by the plans of the consequences, assessing the effects and potential, and self-assessment in order to take action in order to achieve objectives of development management, achievement of goals and the commitment and results. Applied activities are closely linked to such elements as planning personal development, mentoring (care

⁸ A. Armstrong, *Zarządzanie zasobami ludzkimi*, Oficyna Ekonomiczna, Kraków 2002.

⁹ A. Piechnik-Kurdziel, *Efektywność szkolenia zawodowego w teorii i praktyce zarządzania personelem*, „Zeszyty Naukowe Akademii Ekonomicznej w Krakowie” 2000, nr 551.

¹⁰ J. Moczydłowska, *Zarządzanie zasobami ludzkimi w organizacji*, Difin SA, Warszawa 2010.

¹¹ M. Suchar, *Kariera i rozwój zawodowy, Ośrodek Doradztwa i Doskonalenia Kadr, Gdańsk 2003*; E. Krzemiń, R. Wolniak, *Procesy szkolenia i doskonalenia pracowników w ochronie zdrowia*, „Zeszyty Naukowe Wydziału Zamiejscowego w Chorzowie Wyższej Szkoły Bankowej w Poznaniu” 2015, nr 17, p. 163-176; K. Kubik, *Doskonalenie i rozwój pracowników globalnych organizacji*, „Zeszyty Naukowe Uniwersytetu Przyrodniczo-Humanistycznego w Siedlcach. Seria: Administracja i Zarządzanie” 2014, nr 29.

worker in various stages of his professional and career development in the company), training management and consulting in matters of career.

Procedure for career planning is also intended to help talented employees through the intended acceleration of promotion and climbing up the career ladder, and providing opportunities for their show and present their strengths. You cannot, however, forget those managers who do not “lean” or chose a middle path permanent consistent progress.

When planning a career of an employee an important aspect is to advise on the development. In such meetings we should involve employees and managers, and they are designed to enable employees to discuss their aspirations and ideas. Managers while sessions give the opportunity to comment and show off ideas of employees and, consequently opportunity to present detailed proposals on the development of the employee¹².

Consultancy career, however, it is a daunting task that requires the supervisor is not any skill, and immediate superior is not always in such cases a competent person, although all managers should be trained in the use of this aspect of methods. This is why some large companies employ skilled professionals, whose sole task is to advise in matters of career, aimed at supporting the efforts of line managers.

2. The result of research

This study was carried out in 2016 via the Internet. We created internet version of the questionnaire and sent it randomly via e-mail to the owners of all sizes of companies, asking them to fill in the questionnaire. There were 107 properly filled questionnaires.

The survey contained 18 questions which were divided into 3 parts. The first 5 questions have helped to determine the respondent's sex, age, education, as well as the size of the business and the time thereof. Another 11 questions were closed and evaluative assessment of issues relating to this work. Last 2 open-ended questions were designed to get feedback about how the impact of career management staff has the organization and development of the employee.

In the table 1 there are the results about effects of career management of employees. In the table 2 there are results research of impact of career management on employees of organization. In the table 3 there are results on efficiency of various

¹² R. Wolniak, W. Biały, *Blended learning i jego zastosowanie w zakresie poprawy jakości szkoleń*, „General and Professional Education Journal” 2013, nr 2, p. 32-43; J. Pagiela, R. Wolniak, *Nowa jakość szkoleń w dziedzinie bezpieczeństwa i higieny pracy*, „Zeszyty Naukowe Politechniki Śląskiej. Seria Organizacja i Zarządzanie” 2013, z. 67, p. 75-86; R. Wolniak, *The role of differences between sex in the environmental work*, „Zeszyty Naukowe Politechniki Śląskiej. Seria Organizacja i Zarządzanie” 2017, z. 100; A. Karaś, *Rozwój kompetencji pracowników jako podstawa innowacyjności przedsiębiorstwa*, „Zeszyty Naukowe Małopolskiej Wyższej Szkoły Ekonomicznej w Tarnowie” 2012, nr 1, p. 73-85.

forms of vocational training and in the four table there are impacts of professional training from researched employees point of view.

Table 1. The effects of career management on employees

Tabela 1. Efekty zarządzania karierą dla pracowników

	Replies, rating scale						
	Very good	Good	Average	Hard to say	Rather bad	Bad	Very bad
It improves the quality of services provided by the organization	3%	22%	16%	29%	15%	9%	6%
Improves and increases the efficiency of staff management organization	34%	15%	8%	18%	8%	6%	11%
Increases employee satisfaction	32%	24%	14%	9%	6%	4%	11%
It enhances the credibility and prestige of the organization in the eyes of employees	27%	26%	18%	15%	5%	6%	3%
Greatly affects the development of the company	34%	30%	11%	15%	5%	4%	1%

Source: S. Król, *Zarządzanie rozwojem zawodowym i karierą pracowników*, praca dyploma pod kierunkiem R. Wolniaka, Katowice 2016.

Table 2. The impact of career management on employees

Tabela 2. Wpływ zarządzania karierą na pracowników

	Replies, rating scale						
	Very good	Good	Average	Hard to say	Rather bad	Bad	Very bad
Develops knowledge and professional skills	29%	24%	18%	14%	3%	6%	6%
It improves job satisfaction	18%	25%	28%	11%	8%	4%	6%
It strengthens the motivation to work	23%	24%	26%	8%	8%	11%	0%
It improves the quality of duties and work efficiency	30%	19%	31%	15%	1%	2%	2%
It improves relationships between employees	11%	13%	35%	18%	11%	6%	6%

Source: S. Król, *Zarządzanie rozwojem zawodowym i karierą pracowników*, praca dyplomowa pod kierunkiem R. Wolniaka, Katowice 2016.

Table 3. Efficiency of various forms of vocational training

Tabela 3. Efektywność różnych form treningu zawodowego

	Replies, rating scale						
Effects	Very good	Good	Average	Hard to say	Rather bad	Bad	Very bad
Employee training on their own	18%	20%	21%	13%	13%	6%	9%
Internal education conducted by more experienced employees	13%	24%	39%	6%	11%	6%	1%
Disposable training	4%	8%	22%	11%	8%	32%	15%
Individual meetings with the trainer / coach	43%	19%	0%	8%	3%	6%	21%

Source: S. Król, *Zarządzanie rozwojem zawodowym i karierą pracowników*, praca dyplomowa pod kierunkiem R. Wolniaka, Katowice 2016.

Table 4. Impact of professional training

Tabela 4. Wpływ treningu zawodowego

Effects	Replies, rating scale						
	Very good	Effects	Very good	Effects	Very good	Effects	Very good
The increase in employee efficiency	26%	29%	13%	27%	2	-	3%
The increase of the involvement of employees in their work	15%	33%	14%	9%	5%	7%	17%
Development of the company	32%	19%	40%	13%	6%	0%	0%
Building a positive image of the company	46%	20%	16%	12%	3%	3%	0%
Raising of professional qualifications	7%	73%	12%	8%	-	-	-

Source: S. Król, *Zarządzanie rozwojem zawodowym i karierą pracowników*, praca dyplomowa pod kierunkiem R. Wolniaka, Katowice 2016.

On the basis of the results of research (tables 1-3) we can say that:

- More than half (54%) of respondents believe that managing professional development and career employees is essential (22%) or important (32%) element of the functioning of the entire facility. Only 19% of respondents, ie. 21 people turned negative attitude to the process of career management. Neutral left 29 people, representing 27% of the respondents.
- The vast majority of respondents (75%) believe that managing professional development and career employees has an impact on the level of employee satisfaction. As many as 71% of respondents think that the process of career management staff enhances the credibility and prestige of the organization in the eyes of employees.
- The vast majority of 75% of respondents said that managing professional development of employees, brings positive effects in the development process of the company. Only 1 person, representing 1% said that managing professional development and career staff has very little effect on the development of the company.
- According to 71% of respondents managing professional development and career employees positively affects the development of knowledge and skills. 15 people on this topic expressed no opinion, 14% of respondents. Only 16% of respondents indicated a negative opinion.
- The vast majority (80%) of respondents believe that managing professional development and career employees improves the performance of their duties. Successively 73% believe that it strengthens their motivation to work.

- According to the largest group of respondents training should include first of all supervisors and managers (34%), another group of identified employees who have direct contact with customers (22%), and exposed to harmful agents at work (21%). 21 people believe that training should cover all employees equally, which represents 19% of respondents. Only 4 people (4%) are of the opinion that it should be trained primarily staff administrative office.

- The largest group of respondents (81%) believe that the most effective form of training is to educate internal by more experienced employees.

- The majority of respondents (63%) rarely takes into account the opinion of its employees in managing their development. Sequentially 9% of respondents take their opinion into account always, and 12% frequently. 16% of respondents had not taken into account the opinions of its employees in managing their development.

- The majority of respondents (63%) say that training is an essential element in the functioning of the organization.

- The vast majority of respondents believes that training to a large extent influence the development and career of employees (73%). Only 4% of respondents believe that training have little impact.

- According to the largest group of respondents vocational training have a high impact on improving the professional skills of employees (73%). Sequentially, almost half of respondents (46%) say that training have a high impact on building a positive image of the company. None of the respondents did not answer, supposedly training had little or very little effect on the development of the company.

- The majority of respondents (68%) believes, that vocational training have the effect of increasing the efficiency of employees.

- 66 people, representing 62% of the respondents answered that the frequency of training should be organized according to your needs. Successively 24% of respondents replied that the training should be organized rarely (once a quarter, once every six months). Only 14% of respondents believe that training should be organized frequently.

- The vast majority of respondents indicated that it took advantage of the benefits of workers' participation in training. Only 4% of respondents believe that definitely cannot conclude that the participation of workers in training has brought any benefits.

The open question was about the impact on the development of the organization of managing professional development and career of employees. Respondents most frequently answered that the involvement of supervisors in improving the development of subordinates, resulting in increased confidence of employees and greater willingness to work as well as learning. One of the women surveyed wrote, that people who believe in their skills – willing to use them. They take the challenge. They share with others. A perfecting ourselves, improve the whole organization.

Another respondent writing that the development of knowledge and skills should be planned and directed based on the development strategy of the company and its plans. In organization should be implemented the knowledge that is needed employees to work better.

The last open question determines the impact on the development of employee of vocational training. The surveyed responded says that raising the competence is an investment in people – requires investment of time and money, but the results are more effectively accomplishing tasks.

The vast majority of respondents wrote that vocational training have the most positive impact on the development of employees. One of the people surveyed, said that development raises the self-esteem of man, and the way to plan the development of an employee may be the preparation of an individual plan of professional development tailored to the individual's needs.

Conclusion

Conducted study and analysis of the scientific literature indicates that human factor it is increasingly important nowadays and also all actions aimed at raising its level. More and more we hear about the knowledge-based organization, where the completion of the training program represents one of the most important functions of a modern organization. The factors affects on increasing the efficiency of the training process, the correct choice of the form and training techniques.

The main assets of any company are its employees. Raising their skills, should be an essential element of corporate strategy, because even with the disposal of the art technology and machinery, we need people who are able to meet them.

Currently, many companies began to realize the enormous importance for their development is the process of training employees. Their knowledge resources are the main element of competitive advantage.

Training should be seen as a prospect for the company, which thanks to them has the ability to adapt to market changes and build his advantage among other companies.

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