

Perspectives and Directions for Professional Development in the Lower Silesian Voivodeship Compared to Poland and the European Union

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Introduction

The present article aims to demonstrate the situation on the labour market in the Lower Silesian voivodeship compared to the situation in Poland and in the world, to outline the most marketable and appreciated jobs in Poland, to present a perspective for both skilled craft jobs and for the market of new jobs of the future, to identify the most important competencies for employees, in particular for graduates, with respect to gender, profession and professional fields, to define key competencies for trades and expectations of entrepreneurs towards employees; to establish a profile or a marketable worker in a professional field and relationship between competencies wanted by employers and a type of a professional field and vocational education in the area covered by the project. The analyses have been conducted on the basis of a questionnaire survey of the Lower Silesian Regional Development Agency (DARR), own research, qualitative content analysis of the relevant literature and web portals¹¹⁰.

¹¹⁰ Kowal J., Perspektywy i kierunki rozwoju zawodowego kobiet i mężczyzn w regionie jeleniogórsko - legnickim na tle sytuacji w województwie i w Polsce, [in:] Dziechciarz, J. (red.), Analiza rynku pracy w przekroju powiatowym i regionalnym. Obserwator rynku pracy regionu jeleniogórsko-legnickiego, t. II, DARR S. A. , ZPORR, EFS, Szczawno Zdrój, 2010, pp. 134-186,

Kowal, J., Analiza sytuacji kobiet i mężczyzn w firmach w świetle wyników II badania panelowego, realizowanego w ramach projektu „Obserwator rynku pracy regionu jeleniogórsko - legnickiego”, [in:] Kowal, J. (red.), Gilga, K. (red.), Grześkowiak, A. (red.), Obserwator rynku pracy regionu jeleniogórsko-legnickiego. Drugi raport cząstkowy, DARR S. A. , ZPORR, EFS, Szczawno Zdrój, 2010, pp. 67-101, available online at: <http://www.jgl.obserwatorryнку.pl/?n=21>

Kowal J., Sytuacja i perspektywy rozwoju zawodowego młodzieży w świetle systemu edukacyjnego i oczekiwanych przez pracodawców kompetencji w latach 2006-2009, DARR S. A., ZPORR, EFS, Wałbrzych, 2010, available online at: <http://www.jgl.obserwatorryнку.pl/?n=11&iid=5&eid=27&s=nse>

General economic situation in Poland

Poland is the largest country in the Central and Eastern Europe. With a population of 38 million people, it is the 34th most populous country in the world and the 6th most populous state in the European Union. The total area of Poland is 312 679 square kilometres, making it the 69th largest country in the world and the 9th largest in Europe. In 2008 Poland's share in the GDP generated by the new members of the European Union (including Bulgaria and Romania) amounted to 40%.

Dynamic development of the country was enhanced by joining the European Union in 2004 and particularly stimulating incentives were as follows: adjustment of Polish legislation and administration to EU standards and inflow of structural funds from the Community (until 2013 it is about 67 billion euros).

The main sectors of economy are services (64% of GDP) and industry (32% of GDP). Agriculture constitutes the remaining 4% of GDP. For several years the country has been characterized by stable demographic situation and increase in affluence of the society. In 2009 the birth rate was positive and the population rose by 37 thousand people in comparison to the previous year 2008.

Poland continuously decreases differences that separate it from 15 countries that are longer established as the European Union members. According to the GUS (Central Statistical Office), in 2000 GDP per capita was 4473 USD, while in 2009 it increased more than four-fold and amounted to 18072 USD per capita. A steady growth in consumer spending at an average level of 5% per year can be registered in Poland. Inflation amounted to 3,5% in 2004, 2,1% in 2005, 1,0% in 2006, 2,5% in 2007, 4,2% in 2008, 3,5% in 2009.

Employment on the Polish labour market

According to the Eurostat the unemployment rate in the third quarter of 2010 was 7,7% and according to the GUS it amounted to 10,8%. From the beginning of 2004 till the end of 2008 there was a systematic drop in unemployment. By the end of 2004 it amounted to 19%; in 2005 – 17,6%, in 2006 - 14,8%, in 2007 – 11,2%, in 2008 – 9,5%¹¹¹. The structure of employment in the Polish economy is as follows¹¹²:

- service sector employs 57% of the population (the EU average is 68%)

¹¹¹ Unemployment rate in 1990-2010, available online at: http://www.stat.gov.pl/gus/5840_677_PLK_HTML.htm

¹¹² GUS: Aktywność ekonomiczna ludności Polski I kwartał 2010 r. 07.2010; available online at: http://www.stat.gov.pl/cps/rde/xbr/gus/PUBL_pw_aktyw_ekonom_ludnosci_1kw_2010.pdf; [dostęp 2010-08-06].

Eurostat: European Union Labour Force Survey – Annual results 2009 (ang.); available online at: http://epp.eurostat.ec.europa.eu/cache/ITY_OFFPUB/KS-QA-10-035/EN/KS-QA-10-035-EN.PDF; 2010. [dostęp 2010-08-06].

OECD: Average annual hours actually worked per worker.; <http://stats.oecd.org/Index.aspx?DatasetCode=ANHRS>; [accessed 2010-09-10].

Adam Mrozowski: Dlaczego robotnicy nie protestują?. [accessed 4 December 2008].

- industry employs 30% of the population (the EU average is 26%)
- agriculture employs 13% of the population (the EU average is 5%)
- percentage of the employed working age population is 59% (the EU average is 64 %).

According to the OECD, in 2009 Poland is characterized by a high annual average amount of *working hours* per 1 worker, that is 1966, (which makes Poland the 2nd country with the biggest amount of working hours after Korea. Greece and Hungary are in the similar difficult situation). In 2009 the minimum gross salary was 1276 Polish zlotys and in 2010 it was 1317 Polish zlotys. Monthly average gross wages in the national economy in 2010 was 3 146,00 Polish zlotys and in the enterprise sector it amounted to 3404, 00 Polish zlotys in September. Dynamics of change in average monthly gross wages and salaries over the same period last year in the business sector was equal to 104%. Our country has one of the lowest ratios of trade union membership in Europe, totalling 14% predominantly in the public sector (in Ireland that ratio totalled 45% and 80% in Sweden)¹¹³.

The survey results on employment for the upcoming quarter in the country¹¹⁴ (survey by Manpower Poland 2010: Manpower Employment Outlook Survey Q4 2010) indicate the high forecast for net employment in manufacturing (+20%), which implies the upcoming boost in economy. The upward trend in this sector has continued for the past seven quarters and from the second quarter 2010 more and more employers plan adding to their workforces rather than reducing. The temporary reduction in national projections in comparison to the third quarter (from +18% to +11%) primarily might be interpreted in terms of lower demand for seasonal workers.

Some Polish economists predict that unemployment rate will reach 9,9-11% by the end of 2011. The decrease in unemployment may be affected by the increase of financial resources for paid internships and practice adopted by the government. Also the fact that the first generation of baby boomers from 1948 - 1955 will retire might reduce unemployment to the level assumed by the government. Perhaps awareness of decline in the stock of human capital will make employers to consider employment growth. In the upcoming period long-term guarantees of employment expire mainly in the energy industry, which might lead to rationalization of employment structure and match the needs of companies in this sector¹¹⁵. Constant monitoring of the labour market indicates the seasonal employment, which means greater demand for employees in quarter II and III and unemployment growth in quarter IV.

¹¹³ Szybko rośnie liczba zamożnych Polaków, available at: <http://prawda2.info/viewtopic.php?t=12021>.

¹¹⁴ Dobre perspektywy dla rynku pracy w Polsce, available at: <http://hrstandard.pl/2010/09/16/dobre-perspektywy-dla-ryнку-pracy-w-Polsce/>

¹¹⁵ Dobre perspektywy dla rynku pracy w Polsce, available at: <http://hrstandard.pl/2010/09/16/dobre-perspektywy-dla-ryнку-pracy-w-Polsce/>

Trends in job offers in Poland.

Number of job vacancies offered in newspapers and on the Internet is growing steadily¹¹⁶. For instance, in the second quarter of 2010 employers placed almost 65 thousand job offers on *hrstandard.pl* website. That is 16% more than in the second quarter and over 50% more than in the same period in 2009. Interest in the Polish workers with foreign employers has also increased. The survey by Pracuj.pl and Interactive Market Research Institute, "HR Challenges in 2011", conducted among more than 300 HR professionals and managers across Poland and research by DARR SA in Lower Silesia, carried out among more than 2,000 representatives of companies in various industries prove the labour market improvement. The results are similar and they show that from 30% to 40% of companies employ more new employees in comparison to the last year, and entrepreneurs declare that their companies plan to increase employment by the end of this year. More and more employers look for employees via Internet. In the last two quarters of 2010 majority of job vacancies were advertised over Internet in the following trades: trading and sales, financial sector and construction. In the third quarter employees were particularly wanted in education and training trade. Even more job vacancies were advertised in marketing. The only decline, in comparison to the second quarter, was registered in the legal sector.

According to the report "Specialists Labour Market in quarter III of 2010", developed by the recruitment web portal Pracuj.pl, the most wanted employees were salesmen, who were offered over 26 thousand workplaces, and customer service specialists (over 12 thousand offers). Then the following job vacancies were offered: IT specialists (11,5 thousand offers, finance specialists (10,5 thousand offers, *i.e.* increase by 25% in relation to the quarter II), engineers (over 10 thousand offers). In July, August and September the number of job vacancies in manufacturing increased the most (by 1/3 more), whereas demand for accountants declined by 17%.

Jobs are more available in Masovian Voivodeship. Employers from this region advertised over 12 thousand job vacancies in quarter III (the number of offers has increased by 8% in relation to the previous quarters). The largest increase in job offers was registered in Opole Voivodeship (by 26%).

Demand for our employees with foreign companies increased significantly. Foreign employers advertised almost two times more job vacancies than in the previous quarter. Majority of job offers were from Germany, which will open the labour market to Poles next year, as well as from the Netherlands and our direct neighbours: Russia, Ukraine and the Czech Republic.

On the Polish market, most of the job vacancies concerned micro and small enterprises. The sector of small and medium enterprises constitutes a factor of the Polish economy development and has an impact on the level and structure of employment as well as on the degree of affluence of the Polish society. The share of the SME sector

¹¹⁶ Rynek Pracy Specjalistów w III kwartale 2010 roku, available at: <http://hrstandard.pl/2010/10/12/rynek-pracy-specjalistow-w-iii-kwartale-2010-roku/>

in the gross domestic product was 47% in 2008, and more than half of all new workplaces in enterprises in 2003-2008 resulted from intensive development of SMEs¹¹⁷.

The GUS report shows that the overall assessment of the Polish economic situation in trade is plus 3 and in construction it is plus 5¹¹⁸. Much more pessimistic opinions on the economic situation are reported by micro enterprises (employing up to 9 persons). They emphasize barriers associated with competition in the market (59% for construction and 56% for the trade) and insufficient demand (42% in construction and 46% in trade). Most micro and small businesses underestimate the opportunities offered by Internet in the PR and marketing. According to the Central Statistical Office, slightly more than 50% of Polish companies have its own website. The modern economic market imposes e-business. "If a company is not in the net, it does not exist in business"¹¹⁹. Through Internet you can find specialized services through which you can subcontract any work, project or task.

You can find a lot of free web sites that may be a place for start-up companies, for freelancers - independent individuals, sole traders and self-employed.

Most job seekers find a job in micro and small enterprises. The survey of 2010 shows that most companies are inclined to maintain or increase employment, which means that companies have orders and they need workers. In opinions of respondents-entrepreneurs, making up for the loss of the previous year has not finished yet, and bigger investments are postponed wherever it is possible¹²⁰.

Job search methods in Poland

Almost 30% of economically active people search for job using the services of the job Internet search engines (Internet Standard)¹²¹ and 50% of employers recruit by means of Internet, while 67% of employers consider on-line recruitment to be the most effective one.

Mostly young people and students search for the job on the Internet labour market. According to the GUS data for 2009-2010, 40% of students worked and studied at the same time. The most effective methods of finding the first job were as follows: looking for jobs directly at employers (37.8%) and through the family and friends (28.8%). Students could count on jobs as private tutors, language teachers, IT specialists or house help¹²².

¹¹⁷ „Raport o stanie małych i średnich przedsiębiorstw w Polsce”, Polska Agencja Rozwoju Przedsiębiorczości; available at: <http://www.egospodarka.pl/pliki/parp-9282.pdf>; www.parp.gov.pl.

¹¹⁸ Source: GUS reports „Koniunktura gospodarcza handel lipiec 2010” i „Koniunktura gospodarcza budownictwo sierpień 2010”

¹¹⁹ Report by Oferia.pl – business, orders and services on the Internet.

¹²⁰ Dobre perspektywy dla rynku pracy w Polsce, available at: <http://hrstandard.pl/2010/09/16/dobre-perspektywy-dla-ryнку-pracy-w-Polsce/>

Rynek Pracy Specjalistów w III kwartale 2010 roku, <http://hrstandard.pl/2010/10/12/rynek-pracy-specjalistow-w-iii-kwartale-2010-roku/>

Research results by Kerall Research, Instytut Badań i Rozwiązań, August 2010.

¹²¹ Job search methods, available at: <http://www.gp24.pl/apps/pbcs.dll/article?AID=/20101028/PRACA/565591308>

¹²² Comp.: Kowal J., Sytuacja i perspektywy rozwoju zawodowego młodzieży w świetle systemu

Other studies show that nearly 70% of prospective engineers intend to work in Poland, and only 1 per cent of students would like to find employment abroad. Students prefer to work for large and medium organizations, and only 3% of respondents would like to be sole traders. While choosing a job, students with a technical background are guided by the amount of earnings and professional development opportunities. 46 percent of students believe that the average job search time is 3 months, and the best way to find a job is to use one's own network of contacts¹²³. Prospective engineers prefer to look for a job by using a network of contacts (69%), to contact the prospective employer directly (47%), to make the first contact with an employer during the Job Fair (17%), to use the support of University Offices of Career (8%), to set up their own business and to apply for a freelance work (6%).

A lot of studies show that contribution of Internet tools to job search and to human resources management will be steadily increasing, which will result in higher employment rate in the IT sector, in increased activity of employers who will use the Internet in marketing more often, especially PR, and in stronger position of the internet job search engines, including employment agencies and education. The research done by the Russel Herder company in the USA in 2009 shows that among 500 managers, 70% of them consider Web 2.0 environment to be a very useful tool in the recruitment process. According to the report by the Cerdar Crestone consulting firm (2009), companies that use social network platforms and blogs in their business had two times greater profit than enterprises which did not made use of these solutions¹²⁴.

Perspectives for labour market and jobs in the European Union

In Europe, one of the determining factors for growth in the employment rate is a higher level of education in the society. In 2008 employment index for people with higher education aged 15-64 years old was 84%, for people with secondary education – 71% and for people with primary education – 48%. Employment index for people with higher education was above the average of 66%. Rise in the level of education can increase productivity and meet the needs and increased demand for highly skilled workers.

edukacyjnego i oczekiwanych przez pracodawców kompetencji w latach 2006-2009, DARR S. A. ZPORR, EFS, Wałbrzych, 2010, <http://www.jgl.obserwatorrynku.pl/?n=11&iid=5&eid=27&s=nse>

Jarosiewicz H., Biznes, zlecenia i usługi w Internecie, oferta.pl; *Raport Polskiej Agencji Rozwoju Przedsiębiorczości; „Procesy inwestycyjne i strategie przedsiębiorstw w czasach kryzysu”*, Warszawa 2010.

¹²³ Study results by ArcelorMittal Poland S.A. in cooperation with Polskie Stowarzyszenie Zarządzania Kadrami and Business for Society, within the II Educational Programme „ZainSTALuj się”. The survey was conducted in February and March 2010 (a group of 963 students of 3, 4 and 5 year of two academic centres with technical education in Silesia and Lesser Poland – at the University of Science and Technology in Krakow and the Technical University.

¹²⁴ Job search methods, available at: <http://www.gp24.pl/apps/pbcs.dll/article?AID=/20101028/PRACA/565591308>

The current unemployment rate is 10%, which stems from the fact that during the current economic crisis, labour markets are not in a position to offer employment to all persons of working age (to both local and immigrant workers). In February 2010, 23,01 million people of working age were unemployed – that is 3,1 mln. more than the year before.

Analysis of demographic process index shows that societies are aging. From 2020, when baby boomers of 60-es will start to retire, working population will decrease in the EU, and number of people aged 60 and more will begin to increase two times faster than before 2007, *i.e.* about 2 million per year instead of 1 million¹²⁵. However, despite the aging society the number of people working in the EU will grow.

In connection with the development of industry, higher levels of education in the society, the biggest and most interesting employment opportunities will belong to specialists in the areas related to Internet and information technology. Since the fast pace of gaining, collecting and processing information determines competitiveness of companies, knowledge management skills will be particularly appreciated. Crisis will accelerate teleworking development, employment and working time flexibility. It will also force to change the place of residence and trade¹²⁶.

As a result of the economic development, increasing knowledge and awareness of the society, the demand will grow and the further development of services will take place (in Europe it will be about 20% and in Poland - about 30%), including medicine and health care (one of the reasons for this is aging population), transport and logistics, tourism, entertainment and recreation. In the mentioned above sectors the demand for workforce will be the highest. Economists predict a certain decline in workplaces in the EU industry (in Poland the number of workers in this sector will grow), biotechnology development (one of the EU objectives), deficit of engineers and technical staff in industry and construction, employment growth in construction sector, demand for engineers and skilled blue-collar workers (with vocational training), a significant reduction of jobs in agriculture (at 20-27%), the need for retraining and high mobility - change of place of residence and trade, flexible working hours, the need for temporary work and telework, which will trigger the development of lifelong learning.

The situation of employees in the Lower Silesian labour market as an example in the region of Jelenia Góra and Legnica

In the short term in the region about 30% of companies intend to increase employment by 5-10% compared to the total number of employed persons. While employing, employers should not make age, sex and fact of having children the most important factors. The previous research¹²⁷ shows that in some companies people aged 26-35

¹²⁵ Opinion of the EKES on the role of legal immigration in the context of demographic challenges (September 2010), available at: <http://eu.ngo.pl/x/592042>

¹²⁶ Binda A., Rynek pracy dziś i w przyszłości, <http://www.studiuji.pl/rozwoj.php?lp=23>

¹²⁷ Kowal, J., Analiza sytuacji kobiet i mężczyzn w firmach w świetle wyników II badania pan-

as well as men or women (depending on the nature of work) can be preferred. So far 10,7% of employers preferred to employ women and 27% preferred men. In the region a difference in remuneration for men and women was noticed. 8,8% believed that men earned more, and 4,6% believed that women did. According to respondents, higher salaries may result from better qualification, skills and managerial positions, work experience. However, there were some opinions on discrimination against women.

In most companies in the region of Legnica and Jelenia Góra opportunities for advancement were registered. According to respondents, the reasons for professional promotion could be better qualification, skills and duties performed better. Majority of employers declared that they provide their staff with training at least several times a year, and only about 13.3% of employers did not take such action. But the depressing fact is that 67.16% of managers believed that there is no need to train workers, some of them did not know what training to organize and believed that their company had no money for training. Research conducted in quarter I and quarter II shows that training opportunities did not depend on sex of employees, and that differences resulted only from the nature of job and occupied positions.

Most companies did not take any actions to facilitate the reconciliation of personal and professional life, but some of them use flexible working hours, provide partial funding for child care (subsidy to kindergartens, nurseries) and other auxiliary services. In the region of Jelenia Góra and Legnica structure of women and men's share in managerial positions are similar. Men and women now hold senior managerial staff positions in similar proportions, with a slight predominance of women, whereas in the middle level management staff men's share is higher by several percent. In comparison to men, women's proportion as specialists is higher by 8,8%, while men prevail on positions of technical staff (by 5,5% more than women).

The most wanted and respected jobs in Poland

The most wanted jobs in the region of Jelenia Góra and Legnica according to the study results in quarter III of 2010

Study results on the most wanted jobs in the region of Jelenia Góra and Legnica in quarter III of 2010 did not differ significantly from results got in quarter I and quarter II. The most wanted jobs (in large professional groups) in the region of Jelenia Góra and Legnica first of all included very simple jobs (66,3%), workers of personal services and shop assistants, industry workers and craftsmen, specialists (from 7% to 8%), operators and assemblers of machinery and equipment, and technicians and associate professionals (4%), office workers (2%), parliamentarians, senior officials and managers (0,7%), farmers, gardeners, foresters and fishermen (around 0, 4%).

elowego, realizowanego w ramach projektu „Obserwator rynku pracy regionu jeleniogórsko - legnickiego”, [in:] Kowal, J.(red.), Gilga, K. (red.), Grześkowiak, A. (red.), Obserwator rynku pracy regionu jeleniogórsko-legnickiego. Drugi raport cząstkowy, DARR S. A. , ZPORR, EFS, Szczawno Zdrój, 2010, pp. 67-101, available at: <http://www.jgl.obserwatorrynku.pl/?n=21>

Analyzing jobs in more specialized groups, it can be noticed that the most wanted jobs are as follows: vendors and demonstrators -13.7%, primary school and nursery teachers - 8.1%, drivers of vehicles - 5.7%, house service and catering workers - 5.4%, teachers in lower secondary and upper secondary schools - 5.2%, construction workers - 4.8%, the middle office staff - 3.5%, finance and trade workforce - 3.3%, blacksmiths, machinists and related jobs - 2.8%, experts in economics and management - 2.4%, employees for material registration, transportation and manufacturing - 2.2%, mechanical machinery and equipment - 2.2%, the hosts of buildings, window cleaners and related jobs - 2%. The remaining specialist positions were occasionally wanted.

Research on demand for workers in various trades, shows that the employment structure in particular sectors differs essentially. (Pearson's chi-square=624,213; df=32; p<0,001).

From over 50% to 70% of the jobs wanted in all industries are workers of simple jobs. In trade 23% of the most wanted workers are shop assistants. In service, which is the only trade that needs and employs great percentage of workers with a higher education background, 13% of specialists were employed. In industry and construction, apart from blue-collar workers (in industry- 65,5%, in construction – 51,6%), the most wanted workforces were industrial workers and craftsmen (in industry – 21,7%, in construction – 35,5%), operators and assemblers of machinery and equipment (10.5% in industry and 9,7% in construction).

Market for new jobs and jobs of the future

The world job market and the Polish one are still changing. There were no jobs advisers, marketing specialists, stockbrokers, project managers and others on the Polish labour market several years ago. While some professions are considered to be jobs of the future, other are slowly disappearing from the market.

As it was previously announced by the Ministry of Labour, on 27 April 2010 the Ordinance of the Minister of Labour and Social Policy on the classification of professions and specialties was issued. It was supposed to meet the needs of the labour market and enlarge its scope. Nearly 400 new jobs appeared on the labour market. Among the 385 new professions and specializations, which have not corresponded to the current classification so far, there were distinguished 197 professions and specialties of the jobs included in the previous classifications.

For instance, 15 new jobs and specializations were created among the construction workers. In addition, the names for 44 jobs were changed and 13 jobs were completely removed from the register. And thus the new register includes such new jobs as a soothsayer, a sommelier (wine expert), an Internet service journalist, a sports coach, a personal therapist, a teacher of business, a specialist on coaching, a game tester, a specialist on dogotherapy, or a wedding planner, a wedding organizer, an assistant

of a disabled person, a welfare worker, a carer. Apparently, professionals in the new jobs can boast not only of attractive specialty but also of very good earnings¹²⁸.

The most wanted jobs in the world and in Poland

On many sites you can find information on the most wanted professions and professionals. The following statement was made as an example of the facts and forecasts in Poland and around the world¹²⁹.

Many reports show that in the future in Poland such sectors as services, transport and storage, where up to several hundred thousand jobs may occur during the next few years, will operate well. A slightly smaller increase in jobs is forecasted in industry. Other sectors of the economy may face stagnation in employment (e.g. construction) or a decrease in the number of jobs, for example in agriculture.

The job can be found in services sectors and emerging trades, related especially to communication, IT and telecommunication industries. Among the professions of the future in these sectors, the following jobs are mentioned: network professionals, tele-IT specialist, mechatronics, internet jobs (webmaster, traffic manager), jobs associated with search and information processing (expert classification and expert on indexing of information, auditor of information reliability, researcher - information manager, broker, selector of information and specialist on information inflow management). An increasing number of companies having or planning to have an internal computer network and its own website will cause the demand for IT professionals, computer technicians, etc. This fact draws up a good career prospect for students and graduates in information technology. The labour market is already saturated with such jobs as marketing specialists and journalists. These jobs used to be popular but now it becomes increasingly harder to find a good job in this area. New workplaces may come up also in tourism services, catering, hotel trade and education, whose importance is growing due to the development of high technology. The traditional craft jobs such as a cook, a miner, a sailor and a carpenter will be much appreciated.

Young people will have to develop greater jobs flexibility, not necessarily by studying a second major or taking additional undergraduate and postgraduate studies, but by internships, which they should be involved in, membership and activity within scientific students association and students trainings. Just a diploma and language skills are not sufficient any more.

However, there are positions which are difficult to be occupied. As the DARR

¹²⁸ Comp. (Dz. U. z 2004 r. Nr 265, poz. 2644); Smoręda M., www.echodnia.eu , Znawca win wreszcie będzie miał swój zawód - www.echodnia.eu

¹²⁹ Kostrzewa J., Zawody z przyszłością, <http://www.opoka.org.pl/biblioteka/X/XB/niedzie-la201027-zawody.html>

Polska Agencja Rozwoju Przedsiębiorczości projektu pt. „Foresight kadr nowoczesnej gospodarki Polska 2020”, European Working Condition Observatory; <http://www.eurofound.europa.eu/ewco/>

SA study results show, in the region of Legnica and Jelenia Gora the most common cause of problems in recruiting staff was identified on the basis of interviews given by 169 employers. Major problems in recruitment in the region are as follows: lack of work experience (over 52%), lack of practical skills necessary to occupy a particular position (over 46%), lack of relevant background (approximately 28%), too high salary expectations (17%), lack of specialized professional certificates (about 17%), lack of independent work skills, need to be supervised (14.2%), lack of applications (about 9%), unavailability, lack of team work skills (about 9%).

Not only in this region and not only Poland, but also on many other markets there has been registered an increasing difficulty in recruiting skilled workers, technicians, engineers, production workers, unskilled manual workers, workers of service departments and office senior staff. The main reasons for that include lack of adequate preparation of candidates for the job, which results from the fact that the education system is not adapted to the needs of employers. In addition, large numbers of Polish workers still emigrate. However, it has been noticed that more and more emigrants are eager to return to the country. Research done for the EMEA (Europe, the Middle East, Africa) shows a similar trend that is also in Poland: employers have problems in recruiting suitable candidates for positions of skilled manual workers, technicians and drivers. The study results conducted for different countries show that the largest number of employers experienced difficulty in recruiting suitable staff in Romania (up to 73 percent), Japan (63 percent), Hong Kong (61 percent), Singapore (57 percent) and Australia (52 percent). Since the previous year, the number of such employers has increased in Hong Kong. The smallest recruitment problems are registered in companies in the UK (12 percent), India (12 percent) Ireland (14 percent), China and the Netherlands (15 percent). Employers in Japan, Hong Kong, Singapore and New Zealand underline that the biggest problem for them is to find sales representatives¹³⁰.

Competencies versus qualifications

In the information systems we can come across the concept of professional competence, which includes knowledge, skills and attitudes of workers in the workplace. Employers are interested in workers behaviour that is desirable from the viewpoint of the effective performance of tasks that are specified for their positions in different jobs groups.

Competencies

Competencies enable implementation of professional tasks at the appropriate level. Professional competencies and qualifications comprise intrapersonal characteristics of a worker, his predisposition (psychological traits and knowledge) and his be-

¹³⁰ The most wanted jobs in Poland and in the world, available at: http://www.qpracy.pl/Najbardziej_poszukiwane_zawody_w_Polsce_i_na_swiecie,,Najbardziej_poszukiwane-zawody-w-Polsce-i-na-swiecie,d439d8acb682bad632bc1b6aa78e5fe7.html

havioural skills¹³¹. The notion of “competence” is broader than the term “qualified“.

Professional qualifications include knowledge and skills required to implement components of professional tasks (in a selected specialty) and show a range of employee’s capabilities and potential on a particular job position. The level of implemented tasks depends on qualifications that can be divided into practical-motor functions (manual skills) and the intellectual operations (knowledge and knowledge transforming).

Qualifications depend on professional knowledge (gained at school), general knowledge (general education, personal experience), skills (professional and general), hobbies and motivation. They concern a position or a group of positions. Qualifications may be acquired within the school system or through training.

Professional qualifications of workers required to perform a specific type of work or to occupy a specific position can be determined in the labour laws, as far as the unregulated specific provisions are concerned (Act of 26 June 1974 – Labour Code, Article 102). In Polish classification of jobs and specialties we can distinguish two aspects of qualifications:

- level – constitutes complexity function and skills range (skills complexity is considered to be more important), which result form complexity and range of tasks and duties
- specialization – a type of necessary knowledge or ability to use specified devices and tools or by a type of used materials or manufactured products or by a type of provided services.

Employees work in three main areas of an organization, which reflects the division of powers into three categories: social competence, personal competence and managerial competence.

The analysis of professional competence takes into account the following division: „**soft**” competence (psycho-social skills, comprising personal and social skills) and „**hard**” competence identified with the expertise and professional skills. **Personal competencies** relate to the individual fulfilment of tasks by the employee.

¹³¹ Kowal J., Motywacja pracy i czynniki sukcesu zawodowego a poczucie jakości życia pracowników [in:] Klebaniuk J., (red.), „Oblicza nierówności społecznych”, Wyd. ENETEIA, Warszawa 2007, pp.459-481, R

Kowal, J., Kwiatkowska-Ciotucha D., Krupowicz J., Stanisławczyk M. (2008). Monitoring rynku pracy a kompetencje zatrudnionych, (in:) Keplinger A. (red.), *Bierność społeczna. Studia interdyscyplinarne*. ENETEIA. Wydawnictwo Psychologii i Kultury, Warszawa 2008, pp.407-433

Kowal J., Pańska E., Factors of Career Success, Work Motivation and Employees’ Life Quality, [in:] Ken Grant (ed.), *Proceedings of ECMLG 2008 The 4th European Conference on Management, Leadership and Governance*, University of Reading, UK 2008. pp. 91-103

Kowal, J. Pańska, E., Kwiatkowska, A., Węglowska-Rzepa, K. (2009), Gender versus women’s management competencies on the example of Poland (a research results survey) , (in:) John Politis, *The proceedings of the 5th European conference on management leadership and governance*. Reading, UK: Published by Academic Publishing Limited, 2009, pp. 84-93.

This kind and level of competence affects the general quality of the performed tasks – it is connected to the quickness, adequacy and reliability of the undertaken actions. In the subject literature there can be found the following definitions of personal competencies: striving for results, flexible thinking, desire to learn, creativity, analytical thinking, self-organization of work, openness for changes, decision making, coping with ambiguity, dealing with stress, solving problems, vocational development, independence, scrupulousness, time management (Stogdill, 1948; 1974; Witkowski, 1995; Penc, 1996; Juchnowicz, 2000).

Social competencies affect the quality of the performed tasks related to contacting other people. The level of these competencies determines effectiveness of cooperation, communication or impact on others. The most often mentioned social competencies in management are: auto presentation, building relationships, sharing knowledge and experience, identification with the organization, communicativeness, personal culture, negotiation skills, relations with customers, intercultural and interenvironmental savvy, customer orientation, openness to others, having presentations, relations with superiors and subordinates, cooperation within a team, cooperation inside the organization, influencing others.

Managerial competencies belong to a special group of competencies which usually relate to managing employees. They concern such „soft management areas” as work organization or strategic aspects of management and their level often determines the functioning efficiency of the dependent area. The managerial competencies include abilities related to building an efficient organization, building teams, *coaching*, delegation of powers, administration, manager supervision, motivating, strategic thinking, subordinates evaluation and development, management courage, organizing, planning, leadership, solving conflicts, managing information, innovations, processes, projects, management by objectives, change management¹³².

Key competencies for trades and their level vs. entrepreneurs' expectations towards employees

The aim of the study in the region of Legnica and Jelenia Góra. int. al., was to find out what sort of skills employers expect from candidates representing a particular profession. On the basis of data analysis a similar importance of competence in all sectors can be noticed. Over a half of respondents (out of 205) underlined the following crucial competencies they expect from an employee: commitment to work, practical skills necessary to work in a particular position, responsibility, conscientiousness, personal culture, work experience, flexibility, independence, communication skills,

¹³² Comp. Kowal, J., Kwiatkowska, A., Patro, I., (2010), The prospects of graduates' career development in Poland : the example of the competence survey in Lower Silesian Region 2006-2010 [in:] Panka, E. i Kwiatkowska, A (red.) *Proceedings of the 6th European Conference on Management, Leadership and Governance*, Wrocław, - Reading, UK : Academic Publishing Limited, 2010. pp. 207-215
Kowal J. in. 2007-2010, op. cit.

teamwork, background relevant to the job, stress resistance/ assertiveness, interpersonal skills. Thus, attention was paid both to the soft and hard competencies.

In order to make comparison the data was converted to frequency and the one and two factor ANOVA analysis of variance was applied. The expected competencies were assumed to be dependent variables and trades and membership of professional groups were assumed to be independent variables. Statistical tests for these most important traits did not show many significant differences among trades as for the importance of the expected competencies. It was difficult to compare the results for agriculture, since that sector was represented only by 3 respondents. Significant differences are described below (Table 1).

In case of practical skills necessary to work in a specific position in trading the lowest frequency has been identified (0,73). In services the frequency was 0,91 and in industry and construction it was 1. As for the personal culture, the results were slightly lower so that in industry its frequency amounted to 0,63, in trading – 0,91, in services – 0,91 and in construction – 1.

The differences have been identified also in case of availability. The lowest frequency was registered in industry – that is 0,63. It deviated from the results for trading, construction and services (which were equal to 0,86; 0,88 and 0,94 respectively).

The similar trend was identified for independence. In industry it was equal to the lowest frequency of 0,68; in trading the results were equal to 0,77; in services – 0,88 and in construction – 1.

Communicativeness was the least important in industry (its frequency amounted to 0,53), whereas in trading it was equal to 0,86, in construction – 0,88 and in services – 0,94.

The lowest results for assertiveness were identified in construction (0,38), whereas its frequency for industry was equal to 0,53, for trading 0,64 and for services 0,75 respectively.

Table 1 Expected competencies in trades-frequencies

Competencies	Agriculture	Industry	Construction	Trading	Services	Total
16. commitment to work	,67	,85	,93	,88	,95	,91
03. practical skills, necessary to work in a specific position	,33	,97	1,00	,75	,90	,87
15. responsibility	,67	,74	,79	,88	,92	,86
12. conscientiousness	,67	,79	,86	,83	,86	,84
10. personal culture	,33	,65	,79	,85	,90	,83

Competencies	Agriculture	Industry	Construction	Trading	Services	Total
01. job experience	1,00	,74	,86	,79	,82	,80
11. availability	,67	,56	,79	,90	,85	,80
13. independence	,67	,59	,79	,75	,80	,75
14. communicativeness	,33	,47	,71	,77	,80	,73
17. team work skills	,33	,74	,64	,71	,71	,70
02. background relevant to the job	1,00	,65	,86	,56	,68	,66
20. stress resistance/assertiveness	,67	,50	,36	,60	,66	60
08. interpersonal skills	,33	,41	,36	,44	,64	53
N Important (off observation)	3	34	14	48	106	205

Source: own calculations

To sum up:

Majority of respondents underlined the following competencies to be the most expected and crucial: commitment to work, practical skills necessary to work in a specific position, responsibility, conscientiousness, personal culture, job experience, availability, independence, communicativeness, team work skills, background relevant to the job, stress resistance/assertiveness, interpersonal skills. Thus, attention was paid both to the soft and hard skills. The direction and importance of competencies were similar in all trades, which can be seen in the chart. The most important differences are as follows:

- The lowest results for assertiveness were identified in construction; employers' expectations were higher in industry, trading and services.
- It can be clearly noticed that in industry lower employers' expectations with regard to availability, personal culture, communicativeness and independence of candidates for a job were registered.
- In trading there are the lowest expectations of practical skills that are necessary to work in a given position.

Competencies for large professional groups

Table 2. Overview of competencies in large professional groups (frequencies)

Competencies	Parliamentarians, senior officials and managers	Specialists	Technicians and middle personnel	Office workers	Personal services workers and shop assistants	Industrial workers and craftsmen	Operators and assemblers of machinery and equipment	Workers at simple jobs	Total
16. commitment to work	1,00	1,00	1,00	1,00	,88	,96	,64	,91	,91
03. practical skills, necessary to work in a specific position	1,00	,91	1,00	,80	,71	,96	,82	,89	,87
15. responsibility	1,00	,91	,93	1,00	,91	,72	,73	,87	,86
12. conscientiousness	1,00	,73	,93	1,00	,88	,76	,73	,84	,84
10. personal culture	1,00	,73	1,00	1,00	,88	,68	,64	,84	,83
11. availability	1,00	,73	,87	,80	,85	,72	,55	,83	,80
01. job experience	1,00	,64	,87	,80	,76	,88	1,00	,78	,80
13. independence	1,00	,82	1,00	1,00	,68	,68	,55	,75	,75
14. communicativeness	1,00	,55	,87	1,00	,79	,52	,55	,75	,73
17. team work skills	1,00	,45	,87	,80	,68	,68	,55	,73	,70
02. background relevant to the job	,50	,82	,73	,20	,56	,64	,91	,68	,66
20. stress resistance/assertiveness	,50	,64	,80	,80	,62	,40	,36	,63	,60

Source: Own research based on survey

For at least 70% of respondents the most important competencies were as follows: commitment to work, practical skills necessary to work in a specific position, responsibility, conscientiousness, personal culture, job experience, availability, independence, communicativeness, team work skills (Table 2).

On the basis of employers' opinion concerning competencies of newly employed workers, on the one hand we can figure out their expectations and on the other hand we can notice a certain stereotype or employee's profile in a specific position. Conclusions can be hardly generalised in case of the group of parliamentarians, senior officials, managers and office workers because few respondents commented on them. However, in case of other groups certain conclusions can be drawn.

Analysis of expected traits of parliamentarians, senior officials and managers can be regarded rather as qualitative and intuitive, considering employers' opinions on the fact of necessity for the above mentioned groups to have such traits as team work skills, commitment to work, responsibility, communicativeness, independence, conscientiousness, availability, personal culture, specialized professional certificates.

Specialists should be characterized by such traits as awareness and expression, civic skills, learning skills, accurate communication in the Polish language, creativity, mobility, commitment to work, practical skills necessary for work in a specific position, responsibility, independence, background relevant to the job, conscientiousness, personal culture, availability, job experience, stress resistance/assertiveness, specialized professional certificates, communicativeness, interpersonal skills, team work skills.

Technicians and other middle personnel should show commitment to work, practical skills necessary to work in a specific position, responsibility, independence, conscientiousness, personal culture, availability, job experience, stress resistance/assertiveness, communicativeness, interpersonal skills, team work skills, creativity, accurate communication in the Polish language.

The office worker should have such necessary traits as commitment to work, responsibility, communicativeness, independence, conscientiousness, personal culture, stress resistance/assertiveness, team work skills, availability, a driving license, computer skills, office equipment support, practical skills necessary to work in a specific position, job experience, accurate communication in the Polish language.

Employees in personal services and shop assistants are expected to have commitment to work, personal culture, responsibility, conscientiousness, availability, job experience, communicativeness, practical skills necessary to work in a specific position, team work skills, independence, stress resistance/assertiveness, background relevant to the job, creativity, interpersonal skills.

Industrial workers and craftsmen should be characterized by commitment to work, practical skills necessary to work in a specific position, job experience, responsibility, conscientiousness, availability, independence, team work skills, personal culture, background relevant to the job, communicativeness. They also should have specialized professional certificates, be mobile, resistant to stress and assertive.

Machinery and equipment operators first of all should have job experience, back-

ground relevant to the job, practical skills necessary to work in a specific position; they should be characterized by responsibility, conscientiousness, commitment to the job, personal culture, availability, independence, communicativeness, team work skills. They also should have specialized professional certificates, a driving license, computer and office equipment skills.

For workers at simple jobs the most important traits are as follows: commitment to the job, practical skills necessary to work in a specific position, responsibility, personal culture, conscientiousness, availability, job experience, independence, communicativeness, team work skills, background relevant to job, stress resistance/assertiveness, interpersonal skills, specialized professional certificates, creativity.

The relation between competencies wanted by employers and the type of trade and vocational training.

Comparing and summing up study results, it can be stated that the most important competencies, both the “soft” and the “hard” ones observed and expected in trades as well as in large professional groups, are as follows: commitment to job, practical skills necessary to work in a specific position, responsibility, personal culture, conscientiousness, availability, job experience, independence, communicativeness, team works skills. In particular groups there are expected similar competencies but a different sequence and of a different importance. It can be noticed that employers have similar expectations as for the competencies in relation to various professional groups, though these expectations are higher towards people with higher qualifications and towards employees who will occupy more responsible positions. Employees with lower qualifications are required to have practical experience in the first place.

In case of industry, employers’ expectations concerning availability, personal culture, communicativeness and independence were lower. Employers in trading companies expect practical skills necessary to work in a specific position to lower extent. Less assertiveness is expected in construction.

In companies that employ and still will employ women, the level of expected competencies is statistically lower in relation to men (comp. ¹³³).

Respondents consider the following competencies to be the most important ones both for women and men: commitment to job, responsibility, independence, conscientiousness, communicativeness, team work skills, personal culture, practical skills necessary to work in a specific position, availability, stress resistance/assertiveness, computer/office equipment skills. They are mainly soft competencies, with the exception of practical skills and computer/office equipment skills. The most appreciated knowledge that both men and women have is the technical and specialist one as well as knowledge in the area of economics and management.

In the nearest future it will be possible to see the increasing number of people

¹³³ Kowal J. I in. 2008-2010, op. cit.

who have access to education, aging society of the well developed countries, decline in birth rate, decreasing population of economically active people, growing life expectancy and migration. In the next decade there will be growth in the demand for highly qualified and flexible staff as well as for positions requiring better skills. Economic development and technological changes result in the demand for new jobs particularly in the trade of IT, biotechnology, medicine, finance, education, security and entertainment. Nowadays and also in the future the following competencies will be necessary: flexibility, mobility, desire to learn, IT skills, foreign language skills for a specific trade, use of mobile technologies, team work skills, team management, a solid foundation of mathematics. The research shows that the wanted employees will be university graduates, with practical experience and those who will be able to change their job and to adapt to the market needs several times in their life¹³⁴.

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¹³⁴ Kluczowe kompetencje kadry przyszłości, <http://hrstandard.pl/2009/10/26/solidne-podstawy-matematyki-kluczowa-kompetencja-kadry-przyszlosci/>

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