

Impact of the Quality of Supervisors' Relationships With Subordinates on Employability and Job Satisfaction of Public Organizations' Workers

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Changes in the area of employment in public organizations make the enhancement of their workers' employability acquire special importance. In this context, attention should be paid to the role of supervisors in this process. The theory of Leader-Member Exchange (LMX), which indicates that the quality of supervisors' relationships with subordinates may become an important tool for workers' employability enhancement, provides an important input on this issue (Schyns, Torka, & Gössling, 2007; Van der Heijden et al., 2009). This paper tries to answer the questions: how do employees of public organizations evaluate their job satisfaction as well as what are the links between the quality of supervisors' relationships with subordinates, employability and job satisfaction of employees in public organizations? This aim will be achieved by presenting the results of survey research which encompassed 566 pairs of supervisors and subordinates employed in 147 public organizations. The obtained results showed that employees of the examined public organizations highly evaluate the level of their job satisfaction. The carried out analyses also revealed that the quality of relationships between supervisors and subordinates has a positive impact on workers' employability, which in turn affects their job satisfaction. Moreover, it was found that the quality of relationships between supervisors and subordinates also directly influences employees' job satisfaction. The issues of public workers' employability enhancement and the role of supervisors in this process are rarely discussed in the literature on the subject. Little empirical research has taken into consideration specific conditions of employability enhancement in the public sector and their impact on employees' job satisfaction. The presented results of the study allow for filling this knowledge gap.

Keywords: the quality of relationships between a supervisor and a subordinate (LMX), employability, job satisfaction, public organizations.

Wpływ jakości relacji między przełożonym a podwładnym na zatrudnialność i satysfakcję zawodową pracowników organizacji publicznych

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Zmiany następujące w sferze zatrudniania w organizacjach publicznych powodują, że rozwój zatrudnialności ich pracowników nabiera szczególnego znaczenia. W tym kontekście należy zwrócić uwagę na rolę, jaką

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w tym rozwoju odgrywają przełożeni. Istotny wkład w poruszane zagadnienie wnosi teoria Leader-Member Exchange (LMX), która wskazuje, że wysoka jakość relacji między przełożonymi a podwładnymi może stać się efektywnym instrumentem rozwoju zatrudnialności pracowników i wzmocnienia ich satysfakcji zawodowej. W artykule podejmuje się próbę odpowiedzi na pytania: jak pracownicy organizacji publicznych oceniają poziom swojej satysfakcji zawodowej oraz jakie są zależności między jakością relacji między przełożonymi a podwładnymi, zatrudnialnością i satysfakcją zawodową pracowników w organizacjach publicznych? Cel ten zostanie osiągnięty poprzez zaprezentowanie wyników badań ankietowych, które objęły 566 par przełożony – podwładny zatrudnionych w 147 organizacjach publicznych. Uzyskane wyniki świadczą, że pracownicy badanych organizacji publicznych wysoko oceniają poziom swojej satysfakcji zawodowej. Przeprowadzone analizy wykazały także, że jakość relacji między przełożonymi a podwładnymi ma dodatni wpływ na zatrudnialność pracowników, która z kolei pozytywnie oddziałuje na ich satysfakcję zawodową. Ponadto stwierdzono, że jakość relacji pomiędzy przełożonymi a podwładnymi również bezpośrednio wpływa na satysfakcję zawodową pracowników. Problem rozwoju zatrudnialności pracowników organizacji publicznych i roli przełożonych w tym procesie jest rzadko poruszany w literaturze przedmiotu. Niewiele badań empirycznych uwzględnia specyficzne warunki rozwoju zatrudnialności w sektorze publicznym i jej wpływ na satysfakcję zawodową pracowników. Zaprezentowane wyniki badań pozwalają na uzupełnienie tej luki wiedzy.

Słowa kluczowe: jakość relacji między przełożonym a podwładnym (LMX), zatrudnialność, satysfakcja zawodowa, organizacje publiczne.

JEL: J24, O15, L39

1. Introduction

Despite a variety of theories and studies of leadership, this subject has been raising continuous interest of theoreticians and practitioners of management for a long time. In this context, attention should be paid to the theory of Leader-Member Exchange (LMX) (Erdogan, Kraimer, & Liden, 2004). Numerous studies indicate that high quality of relationships between supervisors and subordinates brings various advantages not only for employees but also for an organization.

Contemporary changes in employment relationships in public organizations lead to an increase of significance of leaders' impact on employability of workers. A traditional model of long-term employment, previously characteristic of public organizations, has eroded (Strużyna, 2009). More and more employees who are aware of the necessity of their employability enhancement search for supervisors and organizations that will support their professional development. From an organizational perspective, employability enhancement is an important factor allowing for supply of and demand for the workforce to be matched on the internal labour market in the conditions of changing organizational needs and striving for an increase of flexibility of public organizations. Public organizations are under strong impact of the environment because their aim is to react to the public needs and meet them on the best possible level (Boyne, 2002). However, their environment is unstable because of their politicization and pressure of diverse groups of

stakeholders (Frączkiewicz-Wronka & Marzec, 2012). Today, public organizations try to be more oriented towards expectations of citizens who exert pressure on their performance. High dynamics of changes in the environment and in public organizations make determining staffing requirements and predicting employees' needed competencies more difficult. A turbulent environment demands from public organizations and their employees the ability to quickly adapt to ongoing changes. Therefore, the key goal of public organizations becomes to increase flexibility of their human resources.

Simultaneously, growing demands regarding public workers, a limited possibility of professional development, lack of employment security result in the decrease of employees' commitment, motivation and job satisfaction, which in turn may lead to worse work performance (Fröhlich et al., 2018). Conversely, the quality of interpersonal relationships, organizational climate and inspirational leadership are important elements of the social work environment affecting employees' job satisfaction and commitment (Belias & Koustelios, 2014). Undoubtedly, supporting leadership based on positive relationships with employees which enhance employability of workers becomes crucial for the success of both employees and public organizations.

This paper tries to answer the questions: how do public employees evaluate their job satisfaction in public organizations as well as what are the links between the quality of supervisors' relationships with subordinates, employability, and job satisfaction of public organizations' workers? This aim will be achieved by presenting the results of empirical research carried out in public organizations.

2. Theoretical Framework, Research Hypotheses

2.1. The Quality of Relationships Between a Supervisor and a Subordinate (LMX), Employability Enhancement and Job Satisfaction

The leader-member exchange theory (LMX) explains the role of interpersonal processes and relations between the leader and members of an organizational unit (Erdogan, Kraimer, & Liden, 2004). According to this theory, the quality of relationships between a supervisor and a subordinate determines the intensity of the process of exchange of tangible and intangible resources between them (Erdogan et al., 2004; Liden, Sparrowe, & Wayne, 1997). This theory indicates that supervisors create two kinds of relations with subordinates, i.e. high- and low-quality. In short, in high-quality relationships the process of exchange between a supervisor and a subordinate is intensive, i.e. the subordinate takes the initiative to complete tasks that are more difficult and demand more effort. In turn, the supervisor provides subordinates with, e.g., greater access to information, bigger autonomy and developmental support (Balasundaram & Sathiyaseelan, 2016). Low-qual-

ity relationships are strictly based on an employment contract and formal responsibilities of the subordinate and the supervisor.

Some researchers stress that the quality of relationships between a supervisor and a subordinate influences employees' attitudes and behaviors (e.g. Epitropaki & Martin, 2005). Numerous studies proved that high quality of relationships with a supervisor brings various positive results at the individual and organizational level. It was found that the quality of relationships between supervisors and subordinates affects employees' commitment, their work effort and performance (Gerstner & Day, 1997; Masterson, Lewis, Goldman, & Taylor, 2000; Allinson, Armstrong, & Hayes, 2001). The longitudinal research carried out in business organizations in Great Britain revealed that high quality of relationships between a supervisor and subordinates influences employees' job satisfaction, organizational commitment and their wellbeing (Epitropaki & Martin, 2005). In turn, in empirical research in the private sector in Germany it was found that high quality of relationships between supervisors and subordinates positively impacts employability of workers (Schyns, Torka, & Gössling, 2007). Empirical research indicates that there are relationships between LMX and employees' evaluation of the organizational climate (Cogliser & Schriesheim, 2000). Moreover, high quality of LMX improves communication between members of a work group and decreases work-related stress, which in turn can also positively influence employability (Erdogan, Kraimer, & Liden, 2004). Also the research carried out in Polish business organizations showed that the quality of relationships between supervisors and subordinates influences employability and career success of employees (Marzec, 2009; Marzec, 2015). Moreover, in the research conducted in Polish public organizations it was found that the quality of relationships between supervisors and subordinates along with trainings and transformational leadership create a constellation of factors which affect self-perceived employability of workers (Struzyna & Marzec, 2017)¹.

2.2. Employability and Its Relationships With Job Satisfaction

Along with the changes on the labor market and the loss of job security of many employees at the end of the 20th century, the issue of employability attracted particular attention of researchers. The notion of employability appears in numerous contexts and it has many different definitions. In the literature on the subject, three key approaches to employability can be distinguished, i.e. macroeconomic, organizational and individualistic (Thijssen, Van der Heijden, & Rocco, 2008).

However, individualistic concepts are today gaining significant popularity. According to these concepts, employability, i.e. an employee's ability to get and maintain a job, depends on his/her individual characteristics. Researchers who take this perspective emphasize that at present, employability is not only the ability to get and maintain any job but the ability to get and

maintain a satisfying job and chances for career development. This approach is represented by leading researchers of this phenomenon such as Fugate and Kinicki (2008), who claim that employability is a set of an individual's features which predispose them to proactive adaptation at work and career. In turn, Forrier and Sels (2003) maintain that employability is a specific capability of an employee which allows him/her to identify and realize chances of employment on the internal and external labor market as well as other chances for career development. Growing interest in the significance of competences for organizations' and employees' success resulted in the emergence of competence-based approach to employability. In the approach adopted in the presented paper and research, employability is defined as 'continuous fulfilling, acquiring or creating of work through the optimal use of competences' (Van de Heijde & Van der Heijden, 2006, p. 453). In accordance with this concept, employability is determined by some specific competencies which allow an individual to adapt to changing conditions of the internal and external labor market and to achieve career success.

It should be noticed that contemporary employees who know the situation on the labor market expect support of an organization for employability enhancement. Developmental support provided by supervisors not only increases employees' sense of security regarding their future employment and career prospects but also is a sign that the organization cares about their future career, which undoubtedly positively affects their motivation, commitment and job satisfaction. Moreover, participation in developmental activities may also be the source of satisfaction of employees. In the opinion of Yousaf and Sanders (2012), employees who evaluate their employability higher, mostly perceive the situation on the labor market as less threatening, which positively influences their job satisfaction. In turn, the sense of insecurity connected with low employability often results in poor work performance, absence and decrease of job satisfaction (De Cuyper, Baillien, & De Witte 2009; Silla et al., 2009; Marzec, 2015). Moreover, it was also found that perceived employability moderated the relationships between job insecurity and job satisfaction (Yeves et al., 2019).

In accordance with Hulin, Roznowski and Hachiy's model (1985), job satisfaction is a function of an employee's perceived input into their organizational role (e.g. job experience, effort, time, trainings, etc.) and advantages which he/she receives in exchange for his/her input into this role (e.g. salary, work conditions, status, possibility of professional development, etc.). Therefore, it is reasonable to assume that in high-quality relationships, the developmental support provided by the leaders positively influences not only employability but also job satisfaction.

Summarizing, an analysis of the literature on the subject has led to formulation of the following hypotheses:

H1: Employees of public organizations providing public services will highly rate the level of their job satisfaction.

H2: The quality of relationships between supervisors and subordinates will significantly influence employability of public organizations' employees (H2a), which will affect their job satisfaction (H2b).

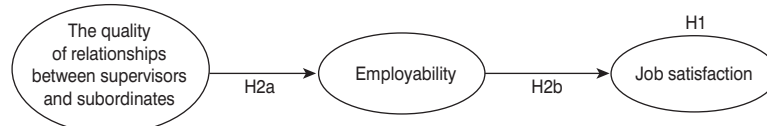


Fig. 1. Research model. Source: own elaboration.

3. Methodology of Research

The survey research was carried out in 2016 within the framework of the research project entitled “Organizational conditions of employees’ employability enhancement in the public sector”². To avoid the so-called common method bias, which often appears in survey research, the sample encompassed pairs of an employee and his/her direct supervisor. Supervisors assessed employability of from 1 to 3 of their subordinates (depending on the size of the organization) (Bozionelos et al., 2016; Van der Heijden et al., 2010). Previous research showed that employees rate their employability higher than their supervisors because of ‘leniency effect’ (Van der Heijden et al., 2009), hence the use of supervisors’ ratings increases reliability of the results (Woehr, Sheehan, & Bennett, 2005; Van der Heijden et al., 2009).

The final sample encompassed 566 employee-supervisor pairs who were employed in 147 public organizations. The multistage sampling selection method was used. At the first stage, the purposive sampling method was applied, i.e. the kind of public services provided by organizations was the criterion. At the second and the third stages (i.e. the choices of organizations and individuals), the random sampling selection method was used.

The sample of subordinates encompassed employees of public organizations providing key kinds of public services, i.e. 80 employees of 14 municipal cultural centers, 80 employees of 14 public health care entities, 80 employees of 14 poviats labor offices, 80 employees of 14 municipal social welfare centers, 80 employees of 14 public primary schools, 80 employees of 44 poviats family support centers and 86 employees of 33 municipal offices³. Women were 81.3% and men were 18.7% of the subordinates’ sample. The average age of subordinates was 39.9 years and the average seniority was 16.5 years. 61.7% of the subordinates held a Master’s degree, 13.3% a Bachelor’s degree, 23.5% of the employees had secondary education and the others with lower educational qualifications constituted only 1.6% of the subordinates’ sample.

The sample of supervisors encompassed 283 persons, i.e. 34 supervisors employed in 14 municipal social welfare centers, 34 supervisors employed in 14 municipal cultural centers, 34 supervisors employed in 14 poviats labor offices, 34 supervisors employed in 14 public health care entities, 34 supervisors employed in 14 public primary schools, 58 supervisors employed in 33 municipal offices and 55 supervisors employed in 44 poviats family support centers. In the family support centers and municipal offices, the survey was carried out in a greater number of organizations due to a diverse size of these organizations in Poland, which sometimes employ only a few employees. Women constituted 72.1% and men 27.9% of the supervisors' sample. The supervisors' average age was 47.27 years and their average seniority was 23.56 years. 86.6% of them held a Master's degree, 6% a Bachelor's degree, 7.1% had completed secondary education and 0.4% of them had lower educational qualifications.

A new scale encompassing 46 items was created to measure employability. To ensure theoretical validity of the measurement model of employability, first a literature study was conducted and a team of experts evaluated its structure and content validity. Then, semi-structured interviews with top management of public organizations were carried out. This method is applied in creating a new measurement instrument because it allows for completing information and enhancing theoretical validity of measurement models (Laforest, 2009). At the next stage in quantitative research, reliability and validity were checked by the exploratory factor analysis (EFA), the confirmatory factor analysis (CFA), the multitrait-multimethod matrix (MTMM) and an analysis of homogeneity of the scale. First, the EFA allowed for confirming that employability is a multidimensional phenomenon. It also showed its structure which corresponded to the assumed model built on the basis of the literature study. The CFA confirmed the proposed measurement model of employability. It encompassed eight dimensions, i.e. social competencies, work adaptability, civic competencies, professional knowledge and skills, ability to keep balance, ethical competencies, job proactiveness, and anticipating pursuance of professional development. Social competencies refer to an employee's capability to create and maintain positive interpersonal relationships (12 items). Work adaptability concerns an employee's flexibility and ability to adjust to changes (6 items). Civic competencies represent an employee's willingness to participate in civic life (6 items). Professional knowledge and skills refer to the knowledge and skills which are necessary to do a given job correctly (5 items). The ability to keep balance refers to keeping balance between work and private life (4 items). Ethical competencies concern sensitivity to ethical issues in a job (4 items). Job proactiveness applies to keeping up with changes and development (4 items). Anticipating pursuance of professional development concerns striving for continuous professional learning (5 items).

The goodness-of-fit criteria (e.g. RMSEA = 0.035, χ^2/df = 1.68, CFI = 0.98) showed the best fit in comparison to the alternative models and its good quality. A multitrait-multimethod (MTMM) analysis was used to test convergence and divergence validity of the measurement model (Campbell & Fiske, 1959).

The other variables examined in the model were measured with scales the reliability and validity of which were confirmed in the previous research, i.e. the quality of relationships between a supervisor and a subordinate (LMX) was measured with the scale created by Liden and Maslyn (1998). The LMX scale encompassed four dimensions, i.e. contribution (3 items), professional respect (3 items), loyalty (3 items) and affect (4 items). Job satisfaction was evaluated using Agho, Price, and Mueller's scale (1992) which contains 5 items (e.g. 'I enjoy my work', 'I am satisfied with my job', 'I am not going to quit my job', etc.). All items were scored on a 7-grade Likert scale. The reliability and validity of the scales was checked by the CFM and analysis of homogeneity. They were also tested in the previous research, which showed their high reliability (e.g. Marzec, 2015; Van der Heijde et al., 2018; Austen, Marzec, & Polok, 2018; Epitropaki et al., 2019). The value of Cronbach's alpha of the scales exceeded 0.8.

In order to test the formulated hypotheses, descriptive statistics, Pearson's correlation analysis and Structural Equation Modeling (SEM) were used. SEM allows for verifying and optimizing models of cause and effect relationships between variables. These relationships are depicted by path diagrams (Konarski, 2009). To estimate the model, a maximum likelihood estimation method (MLE) was applied. To assess the quality of the estimated models, such measures were used as: χ^2/df (Normed Chi-square), RMSEA (Root Mean Square Error of Approximation), Jöreskog and Sörbom Goodness of Fit Index, Comparative Fit Index (CFI), Tucker-Lewis Coefficient (TLI). SPSS 24.0 and Amos 24.0 were used in the analysis of the data.

4. Analysis of the Results

First, the average level of job satisfaction as well as the average level of other variables were examined (Table 1). The conducted analysis revealed that employees highly rated the quality of their relationships with the supervisors (mean: 5.61) and their job satisfaction (mean: 5.74). Also employability of the workers was highly rated by their supervisors (mean: 5.67). It should be noticed that the rates of job satisfaction were characterized by the highest variety (SD: 0.96). Consequently, the obtained results were in line with hypothesis 1.

Variables	Range	Minimum	Maximum	Mean	SD
Employability (supervisors' ratings)	4.04	2.96	7.00	5.67	0.74
Job satisfaction	5.50	1.50	7.00	5.74	0.96
Quality of relationships between a supervisor and a subordinate (LMX)	4.38	2.62	7.00	5.61	0.76

Tab. 1. Descriptive statistics of employability and the examined predictors. Source: Own elaboration.

Next, the Pearson correlation analysis was used to examine relations between the variables (Table 2). The analysis showed that there are significant, positive correlations between LMX, employability and job satisfaction. The strongest relationships were observed between job satisfaction and the quality of relationships between supervisors and subordinates ($r = 0.559$, $p < 0.01$) but the other correlations were also clear and significant (Table 2).

Variables	1.	2.	3.
1. Employability (supervisors' ratings)	–		
2. Quality of relationships between supervisors and subordinates	0.384**	–	
3. Job satisfaction	0.319**	0.559**	–

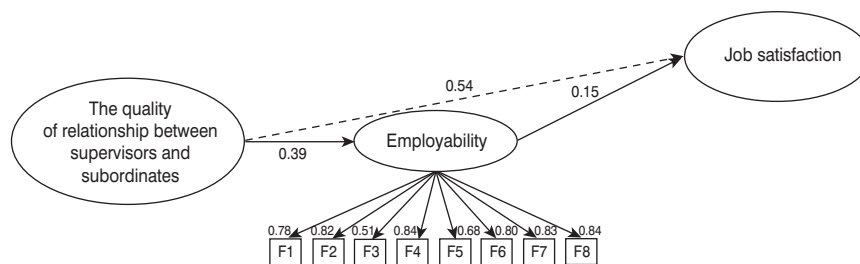
Tab. 2. Pearson correlation analysis of the examined variables. Source: Own elaboration.

In the next step, in order to verify the constructed model of relationships between LMX, employability and job satisfaction, the SEM analysis was used (Figure 1). The picture of relationships is reflected in the path diagram which presents only key relationships for reasons of simplicity and clarity (Byrne, 2010). In the assumed model, the quality of relationships between supervisors and subordinates influences employability of public organizations' workers, which next affects their job satisfaction (Figure 1). Therefore, employability mediates the relations between LMX and employees' job satisfaction. According to Judge and Colquitt (2004), mediation is confirmed if adding a direct path between the analyzed variables (i.e. LMX and employees' job satisfaction) does not cause the indirect path to become insignificant (Figure 2).

Models	Chi ²	df	p	Chi ² /df	GFI	RMSEA	CFI	TLI
Model 1	319.707	90	0.000	3.552	0.937	0.067	0.965	0.953
Model 2	154.107	89	0.000	1.732	0.967	0.036	0.990	0.986
Model 0	6599.465	120	0.000	54.996	0.256	0.309	0	0

Tab. 3. The goodness of fit of the alternative models of relationships between LMX, employability, and job satisfaction. Source: Own elaboration.

Generally, the SEM analysis confirmed the correctness of the assumed Model 1, although the values of some fit indicators may be assessed as slightly too high (e.g. χ^2/df and RMSEA) (Table 3). The analysis also showed that all the examined relationships were positive and significant. However, the fact that a model meets the criterion of acceptability does not mean that it is the best (Januszewski, 2011), hence the analysis of the alternative models was also conducted. The alternative Model 2 considered both direct and indirect influence of LMX on job satisfaction and Model 0 assumed the lack of relations between variables (Table 3). The results showed that Model 2 is characterized by a better fit and indirect paths remained statistically significant (Figure 2, Table 3). The analysis revealed that the quality of relationships between supervisors and subordinates has a significant, positive impact on employability ($\gamma = 0.39$; $p < 0.01$) (H2a), which in turn affects job satisfaction ($\gamma = 0.15$, $p < 0.01$) (H2b). It was also found that the quality of relationships between supervisors and subordinates directly influences job satisfaction ($\gamma = 0.54$; $p < 0.01$). Because adding the direct path does not make the indirect path become insignificant, it can be supposed that the quality of relationships between supervisors and subordinates directly and indirectly influences job satisfaction and Model 2 was accepted, which was in line with the second hypothesis (H2). It should be noticed that the achieved measures indicate very good quality of model 2. The normed chi-square measure was 1.732, which pointed out to the acceptable fit of this model to the empirical data. The other measures also confirmed a good fit of the model (CFI = 0.99, RMSEA = 0.036, TLI = 0.986, GFI = 0.967).



* The standardized regression weights are presented in the model

F1 – Social competencies, F2 – Work adaptability, F3 – Civic competencies, F4 – Professional knowledge and skills, F5 – Ability to keep job balance, F6 – Ethical competencies, F7 – Job proactiveness, F8 – Anticipating pursuance of professional development

Fig. 2. The model of relationships between LMX, employability and job satisfaction: the obtained results. Source: Own elaboration.

5. Discussion

The obtained results of the research confirmed the presented hypotheses 1 and 2. The research showed that the examined employees of public organizations highly rated the level of their job satisfaction (H1). Moreover, it should be mentioned that their employability was highly rated by the supervisors. Regarding the second hypothesis (H2), the carried out analyses proved that there are significant positive relationships between the quality of relationships between supervisors and subordinates, employability, and employees' job satisfaction. It was found that the quality of relationships between supervisors and subordinates significantly influences employability of public organizations' employees (H2a), and their employability positively affects their job satisfaction (H2b), which confirmed the second hypothesis (H2). Moreover, it was found that the quality of relationships between supervisors and subordinates affects job satisfaction both directly and indirectly. Therefore, the results showed that high-quality relationships between supervisors and subordinates not only enhance employability but also increase their job satisfaction.

In this context, it should be noticed that supervisors enhancing subordinates' employability create a positive work climate which supports employees' learning. Supervisors "personalize" organizational support for employability enhancement and represent interests of both, i.e. the organization and subordinates (Marzec, 2015). They provide employees with various opportunities for competency development and make a deeper sense out of the performed tasks, which positively influences subordinates' employability and their job satisfaction.

6. Conclusions

The carried out research showed that the developmental support provided by leaders has a significant influence on employees' job satisfaction and employability. In high-quality relationships, supervisors supporting employability enhancement effectively motivate their subordinates to learn and develop professionally. They share experiences and knowledge with the employees and often serve as role models. They often become their mentors and coaches providing counsel regarding employees' career development (Tan, 2008). They mediate the relationship between the organization and employees (Marzec, 2015). Despite the fact that such supportive leadership brings a lot of benefits for an organization and its employees, employability enhancement is still not supported enough by supervisors in many public organizations.

7. Limitations

The limitations of the presented research should also be discussed. In the presented model, only the quality of relationships between supervisors and subordinates was examined as a predictor of employability. In the future research, the relationships of this variable with other aspects of leadership in public organizations, e.g. leadership styles and their impact on employability and job satisfaction, should also be considered. Moreover, it is an important issue to identify the impact of LMX on employees' career success, their commitment and performance in public organizations. The influence of the social context of relationships between supervisors and subordinates should also be taken into consideration. Specificity of public organizations may make this context significantly affect not only the quality of interpersonal relationships but also the outcomes of employability enhancement. Further research may help to create a rational basis for conscious employability enhancement by both employees and public organizations.

Changes in employment relations in the Polish public organizations, an increase of significance of competencies and a strong pressure on performance are a serious challenge for public sector employees, hence creating positive relations of employees with their supervisors that are built on mutual trust, which will support employees' professional development and enhance their employability, should become an important element of HRM in contemporary public organizations. Leaders of public organizations should find such a way of managing their employees which allows them to enhance employability and realize human potential of the organization simultaneously contributing to its success.

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Endnotes

- ¹ This research was also conducted within the framework of the project: "Organizational conditions of employees' employability enhancement in the public sector". In this paper, self-evaluation of employability was used to measure employability in the model.
- ² The project was funded from the resources of the National Science Centre (NCN) granted by the decision no. DEC-2013/11/B/HS4/00561.
- ³ The database of employees was also used in the paper: Strużyna & Marzec (2017).

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