SILESIAN UNIVERSITY OF TECHNOLOGY PUBLISHING HOUSE

SCIENTIFIC PAPERS OF SILESIAN UNIVERSITY OF TECHNOLOGY 2026
ORGANIZATION AND MANAGEMENT SERIES NO. 254

EMPLOYEE WELL-BEING AND THE ROLE OF SUPERVISOR SUPPORT, AFFECTIVE ORGANIZATIONAL COMMITMENT AND JOB INSECURITY

Paweł WÓJCIK

University of Warsaw, Faculty of Management; p.wojcik21@uw.edu.pl, ORCID: 0000-0003-1560-263X

Purpose: To answer the question of whether, under conditions of generalized job insecurity that remains partly beyond the employer's control, it is possible to support employees' eudaimonic well-being related to environmental mastery. To this end, a path analysis model was tested in which perceived job insecurity, supervisor support, and affective organizational commitment were analyzed as contextual factors associated with eudaimonic well-being, with career satisfaction serving as a mediator. The structure of these relationships was also compared across generations: Baby Boomers (BB) and Generations X, Y, and Z.
Design/methodology/approach: Thanks to funding from the IDUB program of the University of Warsaw a survey study was conducted using the CAWI method (computer-assisted web interviewing) on the Ariadna online panel in December 2022, on a random sample of N = 1,069 individuals aged 18-75 years, representative of Poland in terms of age, gender, and place of residence. For the analyses, a subsample of participants employed under an employment contract was extracted (N = 545).
Findings: A comparison of the path analysis models reveals intergenerational differences in the mechanisms underlying these relationships. The results of the analyses showed fairly strong associations between career satisfaction and eudaimonic well-being in the BB and Z generations, between supervisor support and career satisfaction in all generations except BB, and between affective organizational commitment and career satisfaction in Gen X and Y.
Research limitations/implications: Self-report measurement instruments were used, and the study was conducted within a specific cultural and institutional context, which limits the generalizability of the findings. Future research could incorporate psychological determinants as well as data from multiple sources (including qualitative data) and be conducted in other countries or sectors of the economy.
Practical implications: Within the framework of sustainable HR, personalized solutions and competency development are recommended, as well as avoiding generalized management methods. Such an approach reduces the social costs of adapting to job insecurity.
Social implications: Guidelines for mitigating the social consequences of low eudaimonic well-being under conditions of widespread job insecurity and for enhancing employees' adaptability.
Originality/value: A rare operationalization of eudaimonic well-being, contrary to the prevailing hedonic approach to date. The use of path analysis models, which make it possible to simultaneously assess associations among several variables, rather than limiting the analysis to isolated mean differences.

Keywords: eudaimonic well-being, job insecurity, affective organizational commitment, career satisfaction, generations.
Category of the paper: Research paper.

1. Introduction

Under conditions of increasing volatility in the economic environment, within the developing stream of sustainable HRM, practices aimed at protecting and strengthening employees' psychological well-being are being implemented (Juchnowicz et al., 2023). From the perspective of the Job Demands-Resources model (Bakker et al., 2007), these actions prevent the loss of key competencies and contribute to reducing turnover and improving job quality, and thus to increasing long-term effectiveness, including financial effectiveness (Peiró et al., 2019), as well as organizational innovativeness (Hobfoll, 2001). They also constitute a source of competitive advantage (Gallup, 2022), supporting the Employee Value Proposition and employer branding, particularly under conditions of the war for talent (Harter et al., 2003; Pawłowska, 2022). Therefore, identifying the determinants of employee well-being supports the selection of adequate managerial solutions. Contemporary organizations operate under conditions of globalization, digitalization, demographic change, and intensified competitive pressure. For this reason, job insecurity as a factor reducing well-being (De Witte, 2005; Sverke et al., 2002) has become a permanent element of organizational functioning, regardless of individual human resource management strategies. Jobs may be eliminated due to external causes, in particular as a result of technological changes or shifts in demand. This is reflected in the systematic shortening of organizational life cycles, not only in the SME sector. The average lifespan of a corporation listed in the S&P 500 index fell from approximately 60 years in the mid-twentieth century to less than 20 years in 2016; over a decade, as many as half of companies may fail (Anthony et al., 2018).

Thus, the question arises regarding the scope of employers' actual influence on employees' psychological well-being under conditions of generalized uncertainty that organizations do not fully control (Koźmiński, 2014). Answering it requires an approach different from the one adopted so far, focused on hedonic well-being (Warr, 2007). This approach does not provide sufficient recommendations for organizations on how to effectively counteract the negative effects of transactional rules (Pawłowska, 2023).

According to Conservation of Resources Theory, job insecurity constitutes a significant threat of losing key individual resources, such as a sense of control over the future or the possibility of long-term career planning, which deteriorates employees' well-being (Hobfoll, 2001). For this reason, the present article proposes the hitherto rarely applied concept of eudaimonic well-being, and in particular one of its key dimensions-environmental mastery (Ryff, 1989, 2014). It refers to a sense of agency and the capacity to actively shape one's life

and work situation. Such a perspective relates to the concept of career satisfaction, which is linked not only to objective indicators of career success but also to the possibility of planning professional development and perceived employment stability (Ng et al., 2005). Under conditions of heightened uncertainty, the ability to plan one's career may become substantially constrained and reduce satisfaction (De Cuyper et al., 2012). Hence, career satisfaction was introduced as a mediating variable in the relationship between job insecurity and eudaimonic well-being. According to previous research, the situation described reduces affective attachment, that is, an employee's emotional bond with the organization (De Witte, 2005; Sverke et al., 2002). This is a consequence of a disrupted exchange between the employee and the organization, resulting from the limitation of long-term commitment (Cheng et al., 2008). For this reason, affective organizational attachment is another variable included in the present study.

This leads to a further question about the mechanisms through which employers can influence eudaimonic well-being under these conditions. According to Social Exchange Theory, leadership quality, including supervisor support, serves as a key "carrier" of employee well-being, particularly under conditions of heightened job insecurity (Eisenberger et al., 2002), which was considered in the present study.

At the same time, researchers point to generational differences (BB, X, Y, Z) in responses to the variables mentioned above. To date, however, these have most often been identified through comparisons of mean values of isolated constructs, which does not allow for a full capture of the underlying mechanisms of relationships or for formulating reliable recommendations (Rudolph et al., 2018). In response to this research gap, an intergenerational comparison of a path analysis model describing the relationships among variables was conducted while maintaining conditions of measurement comparability (Vandenberg, Lance, 2000).

In summary, the aim of the present research is to test a path analysis model in which perceived job insecurity, supervisor support, and affective organizational attachment are analysed as contextual factors associated with employees' eudaimonic well-being, with career satisfaction serving a mediating role. In addition, the mechanisms underlying these relationships were compared across the BB, X, Y, and Z generations. The proposed approach constitutes an empirical contribution to human capital management theory and to the development of so-called sustainability HRM practices.

2. Eudaimonic Well-Being in the Context of Job Insecurity

In pursuing the stated objective, employees' eudaimonic well-being was operationalized according to Ryff (1989, 2014), with a focus on the environmental mastery dimension as measured in the Polish adaptation (Karaś, Cieciuch, 2017). This dimension refers to a sense of agency and competence, as well as an individual's capacity to actively shape the work environment, cope with complex demands, and capitalize on emerging developmental opportunities. For this reason, it is methodologically more appropriate than the previously dominant hedonic approach.

Job insecurity was operationalized as a unidimensional construct, expressed as a general, subjective perception of the threat of job loss. The distinction between quantitative and qualitative job insecurity (Greenhalgh et al., 1984) was deliberately abandoned, as it is more strongly tied to a specific job position (Hellgren et al., 2002; Cheng et al., 2008). The evidence indicates moderate to strong negative associations between job insecurity and employee well-being, operationalized almost exclusively in hedonic terms (Sverke et al., 2002; De Witte et al., 2016).

3. The Role of Supervisor Support and Affective Organizational Attachment and the Mediating Role of Career Satisfaction

The eudaimonic approach to well-being directs attention to career satisfaction, defined as a subjective, cognitive evaluation of one's career to date and the degree to which it aligns with personal goals, aspirations, and individual standards of success. This evaluation is holistic in nature and pertains to long-term career development rather than to current experiences related to one's present job (Hofmans et al., 2008). It is a dynamic construct shaped by individual evaluative criteria, which may change over time and differentiate individuals.

Research indicates that perceived job insecurity hinders long-term career planning, lowers the subjective evaluation of one's career trajectory, and fosters a short-term orientation in employment decisions (De Cuyper et al., 2012). At the same time, this area remains relatively underexplored in the context of eudaimonic well-being. Consequently, in line with Conservation of Resources Theory, career satisfaction may be interpreted as an individual, personalized resource of the employee, the loss or threat of which leads to a decline in psychological well-being (Hobfoll, 1989, 2001).

In the context of human resource management, it is also important to consider the employee-organization relationship, referring to organizational attachment. In line with the concept proposed by Meyer and Allen (1991), and for the purposes of achieving the stated objectives,

the focus was placed on affective organizational attachment, understood as an employee's identification with the organization. This choice is consistent with the issues under analysis, as it is associated with individual satisfaction derived from the fulfillment of expectations and the attainment of personal career goals within the organization (Meyer, Allen, 1991; Bańka et al., 2002). These variables are negatively associated with job insecurity, which is interpreted as employees' response to a disrupted exchange in the employee-organization relationship (Sverke et al., 2002; Cheng et al., 2008). Thus, the question arises whether organizations can mitigate these negative consequences by restoring balance in the exchange relationship-among other means, through supervisor support, which, in accordance with the concept of Meyer and Allen (1991), fosters the growth of affective organizational attachment (see Pawłowska, 2022).

In the present study, the operationalization of supervisor support was adopted in accordance with the approach of the British government institution Health and Safety Executive (HSE), according to which support denotes the availability of assistance necessary for the effective performance of professional duties. It includes, among other elements, the provision of feedback, emotional support, and the communication of clear guidance regarding tasks.

In summary, the presented research analyses the relationships between perceived job insecurity, supervisor support, and affective organizational attachment, and employees' eudaimonic well-being, with career satisfaction serving a mediating role (Fig. 1).

4. Formulation of Hypotheses from a Generational Perspective and the Theoretical Path Analysis Model

In this section, a theoretical path analysis model was formulated along with detailed research hypotheses. Within the body of scholarly work on well-being, integrated path models, which account for the simultaneous effects of multiple variables and mediating mechanisms, are relatively rarely tested. The applied approach therefore constitutes a methodological contribution to the discipline.

H1. There is a positive relationship between supervisor support and career satisfaction.

H2. There is a positive relationship between affective organizational attachment and career satisfaction.

H3. There is a negative relationship between perceived job insecurity and career satisfaction.

H4. There is a positive relationship between career satisfaction and employees' eudaimonic well-being.

Relatively few studies compare the structure of the relationships described above across employee generations (Baby Boomers, X, Y, and Z). There are indications that analyses conducted on aggregated samples do not provide sufficient knowledge about the underlying

mechanisms of these relationships (Vandenberg et al., 2000). The consequences of job insecurity for employee well-being may differ across generations (Sverke et al., 2002; De Witte et al., 2016). At the same time, eudaimonic well-being is rarely operationalized as a central construct in generational analyses.

Research by Ng et al. (2005) indicates that objective indicators of career success, such as remuneration, explain only part of the variance in career satisfaction, whereas a key role is played by a sense of meaning, autonomy, and career coherence, which relates to the concept of eudaimonic well-being. Comparative studies further suggest that younger employee cohorts more frequently report uncertainty regarding their career future and a lower assessment of its stability, which reduces career satisfaction under conditions of an unstable labor market (Hirschi et al., 2019). At the same time, younger generations more often emphasize development and work-life balance criteria, whereas older generations emphasize stability and achievement (Rudolph et al., 2018).

There is no unequivocal evidence that generations exhibit higher or lower levels of organizational attachment (Cropanzano et al., 2005). Its level may vary depending on labor market experiences, and in particular on the level of supervisor support, which is relatively less frequently analyzed as a differentiating variable than job satisfaction. Research indicates that employees from Generations Y and Z respond more strongly to the quality of the relationship with their supervisor and the level of support received, whereas representatives of Generations BB and X more often base their attachment on norms of loyalty and employment stability (Rudolph et al., 2020). Therefore, Hypothesis 5 was formulated.

H5. There are differences between employee generations in the structure of the path analysis model describing the relationships among supervisor support, affective organizational attachment, job insecurity, and eudaimonic well-being, with career satisfaction serving a mediating role.

Such an approach makes it possible to move beyond the dominant comparisons of mean values and introduces into HRM an analysis of the mechanisms operating within specific employee cohorts, thereby addressing existing empirical gaps.

5. Methodology

5.1. Procedure of the Study

The study was funded by a microgrant awarded in 2022 under the Excellence Initiative - Research University (IDUB) program at the University of Warsaw. The project was conducted in substantive and methodological collaboration with dr hab. A. Pawłowska, professor of education.

The dataset was obtained through survey research conducted by the external research agency ARIADNA using the CAWI method in December 2022. The study included a random sample of N = 1,069, representative of the Polish population aged 18-75 in terms of age, gender, and place of residence. For the purposes of the analyses, a sample of respondents employed under an employment contract (N = 545) was selected.

The following generational ranges were adopted: Baby Boomers (1946-1964), X (1965-1980), Millennials Y (1981-1995), and Z (1996-2012).

5.2. Diagnostic Instruments

In the study, a questionnaire comprising four diagnostic instruments was used, each demonstrating an acceptable level of reliability as indicated by Cronbach's alpha coefficient. Respondents provided answers on a 5-point Likert scale.

Eudaimonic well-being was assessed using the Environmental Mastery scale from C.D. Ryff's Questionnaire (Karaś, Cieciuch, 2017), consisting of 5 items. A sample item is: "I am quite good at managing the many responsibilities of my daily life." (Cronbach's alpha = 0.75).

Career satisfaction was measured with a 3-item scale (Hofmans, Dries, Pepermans, 2008), (Cronbach's alpha = 0.80).

Affective organizational attachment was assessed using 6 items from the Organizational Commitment Scale by Meyer and Allen (1991), as cited in Bańka et al. (2002), (Cronbach's alpha = 0.88).

Supervisor support was measured using a scale from the Management Standards Indicator Tool developed by the British agency Health and Safety Executive (HSE, 2007). Five items were used (Cronbach's alpha = 0.85). All instruments achieved reliability coefficients above the recommended threshold of 0.70, which constitutes a criterion for conducting path analysis (Konarski, 2009).

Job insecurity was measured using a single item applied in studies focused on the perceived general sense of insecurity (De Witte, 2005; Sverke et al., 2002).

Descriptive statistics for all scales and for the job insecurity item are presented in Table 1.

Table 1.
Descriptive Statistics for the Scales Used in the Study

	N	Mean	Std. Dev.
Supervisor Support	545	3,21	0,89
Affective Organizational Attachment	545	3,13	0,81
Job Insecurity	545	2,76	1,03
Career Satisfaction	545	3,24	0,76
Eudaimonic Well-Being	545	3,51	0,66

Source: author's own data analyses.

6. Research Results

The formulated research hypotheses were verified using the path analysis method available in the statistical package Statistica ver. 14.

Figure 1 presents the path analysis model, the structure of which reflects the direction of the research hypotheses. The model refers to the studied population of individuals employed under an employment contract aged 18-75 years (N = 545).

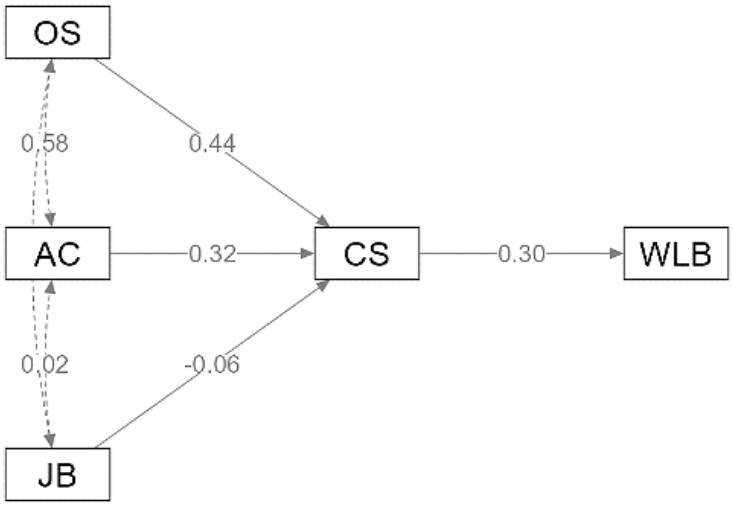


Figure 1. Path Analysis Model for the Total Research Sample.

Source: author's own data analyses.

The designations adopted in the path analysis model are as follows: OS - supervisor support; AC - affective organizational attachment; JB - fear of job loss; CS - career satisfaction; WLB - employee eudaimonic well-being.

The path analysis model was estimated using the maximum likelihood method. Table 2 presents selected model fit indices whose values are not sensitive to large sample sizes. These indices suggest that the tested path analysis model provides a reasonably good representation of the relationships among the analyzed variables (Sagan, 2018).

Table 2.
Model Fit Indices

Indices	Value
Joreskog GFI	0,95
Joreskog AGFI	0,81
Bentler-Bonett Normed Fit Index	0,90
James-Mulaik-Brett Parsimonious Fit Index	0,37
Bollen's Delta	0,91

Source: author's own data analyses.

Table 3 presents the standard errors and levels of statistical significance of the path coefficients in the model. Only the coefficients for paths corresponding to the hypothesized causal relationships among the variables were included.

Table 3.
Path Coefficients of the Model for the Total Sample (N = 545)

Estimates	Parameter	SE	T	p=
[OS]-->[CS]	0,44	0,03	12,16	0,00
[AC]-->[CS]	0,32	0,03	8,59	0,00
[JB]-->[CS]	-0,06	0,03	-1,28	0,14
[CS]-->[WLB]	0,30	0,03	7,74	0,00

Source: author's own data analyses.

The interpretation of the path parameters in the overall model indicates positive and statistically significant relationships between supervisor support (OS) and affective organizational attachment (AC), and career satisfaction (CS), as well as between career satisfaction and employee eudaimonic well-being (WLB). Therefore, there are no grounds to reject Hypotheses 1, 2, and 4. The relationship between fear of job loss (JB) and employee eudaimonic well-being (WLB) proved to be statistically non-significant, contrary to Hypothesis 3.

The hypothesis concerning intergenerational differences in the relationships among the model variables was also tested. Tables 4-7 present the results of model verification for the four employee generations: BB, X, Y, and Z.

Table 4.
Path Coefficients of the Model for the BB Generation (N = 67)

Estimates	Parameter	SE	T	p=
[OS]-1->[CS]	0,19	0,13	1,51	0,13
[AC]-2->[CS]	0,25	0,12	2,09	0,03
[JB]-3->[CS]	-0,29	0,10	-2,72	0,00
[CS]-4->[WLB]	0,49	0,09	5,26	0,00

Source: author's own data analyses.

Table 5.
Path Coefficients of the Model for the Gen X (N = 197)

Estimates	Parameter	SE	T	p=
[OS]-5->[CS]	0,44	0,06	7,19	0,00
[AC]-6->[CS]	0,33	0,06	5,25	0,00
[JB]-7->[CS]	-0,01	0,05	-0,30	0,76
[CS]-8->[WLB]	0,20	0,06	2,99	0,00

Source: author's own elaboration.

Table 6.
Path Coefficients of the Model for the Gen Y (N = 231)

Estimates	Parameter	SE	T	p=
[OS]-9->[CS]	0,49	0,05	9,81	0,00
[AC]-10->[CS]	0,32	0,05	6,05	0,00
[JB]-11->[CS]	-0,11	0,04	-2,66	0,00
[CS]-12->[WLB]	0,32	0,05	5,53	0,00

Source: author's own data analyses.

Table 7.
Path Coefficients of the Model for the Gen Z (N = 50)

Estimates	Parameter	SE	T	p=
[OS]-13->[CS]	0,61	0,10	6,02	0,00
[AC]-14->[CS]	0,19	0,11	1,61	0,10
[JB]-15->[CS]	0,18	0,10	1,78	0,07
[CS]-16->[WLB]	0,39	0,12	3,27	0,00

Source: author's own data analyses.

A comparison of the path parameters in Tables 4-7 shows that the strongest positive and statistically significant relationship between supervisor support (OS) and career satisfaction (CS) occurs in Generation Z (0.613) and Generation Y (0.496). The relationship between affective organizational attachment (AC) and career satisfaction (CS) is strongest in Generation X (0.334) and Generation Y (0.323). The relationship between career satisfaction (CS) and employee eudaimonic well-being (WLB) is strongest in the BB generation (0.492) and Generation Z (0.395). The data confirm Hypothesis 5 regarding the existence of generational differences.

7. Summary

A path analysis model was tested in which the relationships among perceived job insecurity, supervisor support, and affective organizational attachment, and employees' eudaimonic well-being were examined, with career satisfaction serving a mediating role. Generational comparisons of the path analysis model were also conducted.

The results of the analyses showed relatively strong relationships between career satisfaction and eudaimonic well-being in Generations BB and Z, between supervisor support and career satisfaction in all generations except BB, and between affective organizational attachment and career satisfaction in Generations X and Y. Referring to the considerations presented in the introduction, Generations X and Y do not respond with decreased well-being in situations of job insecurity. Identifying differences in the mechanisms of these relationships was possible due to the comparison of path analysis models, rather than relying on the dominant approach in research of analysing mean values.

8. Limitations of Inference, Directions for Future Research, and Practical Implications

The limitations of inference stem from the use of self-report measures and from situating the study within a specific cultural and institutional context, which restricts the generalizability of the findings. In addition, path analysis was used to test the hypotheses, which is effective as a method for verifying directional hypotheses, but is controversial as a method for testing cause-and-effect relationships on cross-sectional data. Future research should incorporate psychological determinants and data from multiple sources (e.g., organizational data), include other countries and sectors, and test both direct and indirect effects of the variables. Generational differences should be verified longitudinally and with the use of qualitative methods.

Demonstrating the importance of supervisor support constitutes a significant training recommendation for leaders in the field of sustainable human resource management (sustainable HRM). This result challenges the belief that formal solutions alone reduce the sense of job insecurity, for example, holding an employment contract, as was the case for the respondents. Personalized managerial actions are therefore recommended, as they may limit the costs of inadequate interventions and strengthen competitiveness based on human capital.

References

1. Anthony, S.D., Viguerie, P., Schwartz, E., Van Landeghem, J. (2018). *Corporate longevity: Turbulence ahead for large organizations.* Innosight.
2. Bakker, A.B., Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology, 22*(3), 309-328.
3. Bańka, A., Bazińska, R., Wołoska, A. (2002). Polska wersja Meyera i Allen Skali Przywiązania do Organizacji. *Czasopismo Psychologiczne, Tom 8, Nr 1*, 65-74.
4. Cheng, G.H.L., Chan, D.K.S. (2008). Who suffers more from job insecurity? A meta-analytic review. *Applied Psychology, 57*(2), 272-303.
5. De Cuyper, N., Mäkikangas, A., Kinnunen, U., Mauno, S., Witte, H.D. (2012). Cross-lagged associations between perceived external employability, job insecurity, and exhaustion: Testing gain and loss spirals according to the conservation of resources theory. *Journal of Organizational Behavior, 33*(6), 770-788.
6. De Witte, H. (2005). Job insecurity: Review of the international literature on definitions, prevalence, antecedents and consequences. *SA Journal of Industrial Psychology, 31*(4), 1-6.

7. Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I.L., Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology, 87*(3), 565-573.
8. Gallup (2022). *State of the global workplace report.* Gallup Press.
9. Greenhalgh, L., Rosenblatt, Z. (1984). Job insecurity: Toward conceptual clarity. *Academy of Management Review, 9*(3), 438-448.
10. Harter, J.K., Schmidt, F.L., Keyes, C.L.M. (2003). Well-being in the workplace and its relationship to business outcomes: A review of the Gallup studies. In: C.L.M. Keyes, J. Haidt (Eds.), *Flourishing: Positive psychology and the life well-lived* (pp. 205-224). American Psychological Association.
11. Health and Safety Executive (2007). *Managing the causes of work-related stress: A step-by-step approach using the Management Standards.* HSE Books.
12. Hellgren, J., Sverke, M., Isaksson, K. (1999). A two-dimensional approach to job insecurity: Consequences for employee attitudes and well-being. *European Journal of Work and Organizational Psychology, 8*(2), 179-195.
13. Hobfoll, S.E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied Psychology, 50*(3), 337-421.
14. Hofmans, J., Dries, N., Pepermans, R. (2008). The career satisfaction scale: Response bias among men and women. *Journal of Vocational Behavior, 73*(3), 397-409.
15. Juchnowicz, M., Kinowska, H. (ed.) (2023). *Zarządzanie kapitałem ludzkim w warunkach niepewności: Wyzwania i implikacje.* PWE.
16. Karaś, D., Cieciuch, J. (2017). Polska adaptacja Skal Dobrostanu Psychologicznego Carol Ryff. *Roczniki Psychologiczne, 12*(4), 815-832.
17. Konarski, R. (2009). *Modele równań strukturalnych. Teoria i praktyka.* PWN.
18. Koźmiński, A.K. (2014). *Zarządzanie w warunkach niepewności.* PWN.
19. Lyons, S.T., Kuron, L.K.J. (2014). Generational differences in the workplace: A review of the evidence and directions for future research. *Journal of Organizational Behavior, 35*(S1), S139-S157.
20. Meyer, J.P., Allen, N.J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*(1), 61-89.
21. Ng, T.W.H., Eby, L.T., Sorensen, K.L., Feldman, D.C. (2005). Predictors of objective and subjective career success: A meta-analysis. *Personnel Psychology, 58*(2), 367-408.
22. Pawłowska, A. (2022). Turnover of employees with employability market orientation versus affective commitment in the context of supervisor support, role and intraorganizational employability. *Scientific Papers of Silesian University of Technology. Organization.*
23. Pawłowska, A. (2023). *Flexible human resources management and vocational behavior: The employability market orientation model.* Routledge.

24. Peiró, J.M., Kozusznik, M.W., Rodríguez-Molina, I., Tordera, N. (2019). The Happy-Productive Worker Model and Beyond: Patterns of Wellbeing and Performance at Work. *International Journal of Environmental Research and Public Health, 16*(3), 479.
25. Rudolph, C.W., Kooij, D.T.A.M., Rauvola, R.S., Zacher, H. (2018). Occupational future time perspective: A meta-analysis of antencedents and outcomes. *Journal of Organizational Behavior, 39*(2), 229-248.
26. Rudolph, C.W., Rauvola, R.S., Costanza, D.P., Zacher, H. (2020b). Generations and generational diferences: Debunking myths in organizational science and practice and paving new paths forward. *Journal of Business and Psychology.*
27. Ryff, C.D. (1989). Happiness is everything, or is it? Explorations on the meaning of psychological well-being. *Journal of Personality and Social Psychology, 57*(6), 1069-1081.
28. Ryff, C.D. (2014). Psychological well-being revisited: Advances in the science and practice of eudaimonia. *Psychotherapy and Psychosomatics, 83*(1), 10-28.
29. Sagan, A. (2018). *Analiza ścieżkowa w badaniach marketingowych.* Wydawnictwo UE w Krakowie.
30. Sverke, M., Hellgren, J., Näswall, K. (2002). No security: A meta-analysis and review of job insecurity and its consequences. *Journal of Occupational Health Psychology, 7*(3), 242-264.
31. Vandenberg, R.J., Lance, C.E. (2000). A review and synthesis of the measurement invariance literature: Suggestions, practices, and recommendations for organizational research. *Organizational Research Methods, 3*(1), 4-70.
32. Warr, P. (2007). *Work, Happiness, and Unhappiness (1st ed.).* Psychology Press.