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Introduction

Organizational effectiveness in contemporary institutions increasingly depends on the psychological, emotional, and social resources of employees rather than solely on structural or financial capital. In dynamic and high-pressure environments, organizations are required to create work contexts that not only enhance performance but also promote sustainable organizational well-being. Organizational well-being is now recognized as a multidimensional construct encompassing psychological, social, spiritual, and cognitive dimensions that collectively reflect the quality of employees' work lives and their capacity to function effectively within organizational systems [1, 2]. In this regard, modern management scholarship emphasizes the necessity of designing jobs and organizational practices that foster motivation, meaning, adaptability, and resilience among employees.

The Effect of Job Enrichment on Employees' Organizational Well-Being in Selected Martial Arts Federations: The Mediating Role of Resilience

ABSTRACT

The purpose of this study was to examine the effect of job enrichment on employees' organizational well-being in selected martial arts federations, with the mediating role of resilience. The present research employed a descriptive-correlational design, and data were collected through field methods using questionnaires. The statistical population included all employees of the martial arts, judo, wushu, karate, and taekwondo federations, totaling 337 individuals, from whom 175 participants were selected as the statistical sample using proportional stratified random sampling. Data collection instruments included the Job Enrichment Questionnaire by Hackman and Oldham (1980), the Organizational Well-Being Questionnaire by Amraollahi and Danaei (2013), and the Connor-Davidson Resilience Scale. Data analysis was conducted using correlation coefficients, multiple regression analysis, and structural equation modeling. All statistical analyses were performed using PLS and SPSS software. The results indicated that job enrichment has a significant effect on organizational well-being and resilience among employees of the selected martial arts federations, explaining 47.33% of the variance in organizational well-being and 19% of the variance in resilience. In addition, resilience was found to have a significant effect on organizational well-being, accounting for 10.04% of its variance. Furthermore, the results of the Sobel test demonstrated that resilience plays a mediating role in the relationship between job enrichment and organizational well-being among employees of the selected martial arts federations. Accordingly, it is suggested that strengthening employees' resilience can substantially enhance the effect of job enrichment on organizational well-being in martial arts sport federations. Therefore, managers of these federations are recommended to implement appropriate planning—particularly in the areas of training and resilience development—to facilitate employee growth and improve working conditions.

Keywords: Organizational well-being; resilience; selected martial arts federations; job enrichment.

One of the most influential approaches to improving employee functioning and organizational outcomes is job enrichment. Rooted in job characteristics theory, job enrichment focuses on redesigning jobs to enhance core characteristics such as skill variety, task identity, task significance, autonomy, and feedback, thereby increasing intrinsic motivation and psychological empowerment [3]. Enriched jobs enable employees to experience greater meaningfulness, responsibility, and knowledge of results, which in turn contributes to higher levels of satisfaction, engagement, and well-being. Empirical evidence suggests that job enrichment is positively associated with job performance, organizational citizenship behaviors, and psychological well-being across diverse occupational contexts [4, 5].

Despite the growing recognition of job enrichment as a critical managerial strategy, its influence on organizational well-being is not merely direct or mechanical. Contemporary organizational psychology highlights the role of individual and collective psychological resources that shape how employees respond to enriched work environments. Among these resources, resilience has emerged as a central construct. Resilience refers to an individual's capacity to adapt positively, maintain psychological stability, and recover from stress, adversity, or organizational change [6]. In organizational settings, resilience enables employees to cope effectively with job demands, uncertainty, and performance pressures, thereby sustaining well-being and effectiveness over time.

The importance of resilience has become particularly salient in recent years due to increased organizational complexity, rapid technological change, and heightened job insecurity. Research demonstrates that resilient employees exhibit greater emotional regulation, adaptability, and persistence, which buffer against burnout, stress, and disengagement [7, 8]. Moreover, resilience has been shown to play a crucial role in maintaining employee well-being during periods of crisis and instability, such as organizational restructuring or large-scale societal disruptions [9, 10].

The relationship between job enrichment and resilience is theoretically grounded in motivational and resource-based frameworks. Enriched jobs provide employees with greater control, competence, and opportunities for learning, which strengthen their psychological resources and adaptive capacities [11]. When employees perceive their jobs as meaningful and empowering, they are more likely to develop confidence in their abilities, tolerate stress, and respond constructively to challenges. Studies indicate that job design practices that enhance autonomy and skill utilization contribute significantly to the development of resilience and long-term occupational sustainability [12, 13].

At the organizational level, resilience is not only an individual trait but also a systemic capability that interacts with organizational culture, leadership, and support structures. Organizational support, psychological empowerment, and learning-oriented climates reinforce the positive effects of job enrichment by creating conditions in which resilience can flourish [3, 14]. Conversely, poorly designed jobs and unsupportive environments can undermine resilience, even among otherwise capable employees. This underscores the importance of examining resilience as a mediating mechanism that explains how job enrichment translates into enhanced organizational well-being.

Recent empirical research has increasingly explored the mediating role of resilience in the relationship between organizational factors and employee outcomes. For instance, studies have shown that resilience mediates the effects of organizational virtuousness, leadership practices, and perceived organizational support on subjective well-being and job performance [15, 16]. Similarly, resilience has been identified as a key mechanism linking team characteristics and organizational commitment to well-being in high-demand environments [17]. These findings suggest that resilience operates as a psychological bridge through which organizational interventions exert their influence on employee well-being.

In the context of organizational well-being, resilience plays a dual role. First, it directly enhances well-being by enabling employees to manage stress, regulate emotions, and maintain positive functioning. Second, it amplifies the effects of favorable job and organizational conditions, such as enrichment and empowerment, by allowing employees to fully utilize available resources [18, 19]. Thus, resilience not only protects employees from adverse outcomes but also facilitates the realization of positive organizational states.

The relevance of these relationships is particularly pronounced in organizations characterized by high performance pressure, role ambiguity, and continuous evaluation, such as professional and semi-professional sport federations. Employees in such organizations often face demanding schedules, performance scrutiny, and resource constraints, which can threaten their well-being if not properly managed. Organizational well-being in these settings is closely tied to employees' sense of vitality, engagement, and psychological safety, all of which are influenced by job design and adaptive capacities [1, 20]. Consequently, understanding how job enrichment and resilience interact to shape organizational well-being is of substantial theoretical and practical importance.

From a managerial perspective, integrating job enrichment strategies with resilience-building interventions offers a comprehensive approach to human resource development. Organizational training programs, psychological empowerment initiatives, and supportive leadership practices can strengthen resilience and enhance the effectiveness of enriched job designs [9, 16]. Such integrated approaches align with contemporary views of sustainable organizational development, which emphasize employee well-being as a prerequisite for long-term performance and innovation [4, 21].

Despite the expanding body of literature on job enrichment, resilience, and well-being, several gaps remain. Many studies have examined these constructs in isolation or focused on limited occupational groups, leaving a need for integrative models that clarify their interrelationships in specific organizational contexts. Moreover, empirical evidence on the mediating role of resilience between job enrichment and organizational well-being remains relatively scarce, particularly in non-Western settings and performance-oriented organizations. Addressing these gaps can contribute to both theoretical refinement and evidence-based managerial practice.

Accordingly, the present study aims to examine the effect of job enrichment on organizational well-being with the mediating role of resilience among employees of selected martial arts sport federations.

Methodology

The present study is a descriptive-correlational research based on structural equation modeling and, in terms of purpose, is classified as applied research. The statistical population of the study included all employees of the martial arts, judo, wushu, karate, and taekwondo federations, totaling 337 individuals. According to the Krejcie and Morgan table (1970), a sample of 175 employees from the martial arts, judo, wushu, karate, and taekwondo federations was selected using proportional stratified random sampling.

In this study, in addition to library-based research, field methods were used for data collection. Three standardized questionnaires were employed in the research.

1. Job Enrichment Questionnaire (Hackman & Oldham, 1980): To measure employees' job enrichment, the questionnaire developed by Hackman and Oldham (1980) was used. This questionnaire consists of 15 items, and its components include

task identity, task significance, autonomy, feedback from results, and skill variety. Responses are scored based on a five-point Likert scale.

2. Organizational Well-Being Questionnaire: This questionnaire was developed by Amraollahi and Danaei in 2013 for this specific purpose. It contains 75 items and measures four dimensions: psychological well-being, spiritual well-being, social well-being, and mental well-being. Responses to this questionnaire are scored using a five-point Likert scale.

3. Resilience Questionnaire: The Connor–Davidson Resilience Scale (CD-RISC) was developed by Connor and Davidson (2003) to measure individuals' capacity to cope with stress and threats. This instrument consists of 25 items across five subscales: perception of personal competence, trust in one's instincts/tolerance of negative affect, positive acceptance of change and secure relationships, control, and spiritual influences.

Given that the questionnaires used in this study are standardized and have been employed repeatedly in numerous previous studies, they possess adequate reliability. In addition, Cronbach's alpha coefficient was used in this study to assess the reliability of the measurement instruments. The Cronbach's alpha coefficients for the job enrichment, organizational well-being, and resilience questionnaires were calculated as 0.88, 0.75, and 0.91, respectively, indicating acceptable reliability. In the present study, Cronbach's alpha was used to determine the reliability of the research instruments, the Kolmogorov–Smirnov test was applied to assess the normality of the data, and structural equation modeling was employed for data analysis. All statistical analyses were conducted using PLS and SPSS software.

Findings and Results

First, the demographic characteristics of the respondents are presented.

Table 1

Demographic Characteristics of the Respondents

Demographic Variable	Category	Frequency	Percentage
Age	Under 40 years	79	45
	41 years and above	96	55
Gender	Female	82	47
	Male	93	53
Educational Level	Associate and Bachelor's degree	63	36
	Master's and Doctoral degree	112	64

As shown in Table 1, 47% of the respondents were female and 53% were male. In addition, 45% of the respondents were under 40 years of age, while 55% were 41 years of age or older. Furthermore, 36% of the respondents held an associate or bachelor's degree, and 64% held a master's or doctoral degree.

Table 2

Descriptive Statistics of the Research Variables

Statistics / Variables	Mean	Standard Deviation	Minimum Score	Maximum Score
Job Enrichment	49.56	5.83	27	69
Resilience	52.74	6.11	25	81
Organizational Well-Being	236.48	16.67	93	359

According to Table 2, the mean score of job enrichment was 49.56, resilience was 52.74, and organizational well-being was 236.48.

To examine the normality of the data, the Kolmogorov–Smirnov test was applied, and the results are presented in Table 3.

Table 3

Test of Data Normality (Kolmogorov–Smirnov Test)

Statistics / Variables	K-S Value	Significance Level	Result (Normal / Non-normal)
Job Enrichment	0.254	0.094	Normal
Resilience	0.191	0.112	Normal
Organizational Well-Being	0.385	0.086	Normal

Table 3 presents the results of the Kolmogorov–Smirnov test. Based on the table, it can be concluded that all variables follow a normal distribution.

Figure 1.

Standardized Coefficients of the Main Research Model

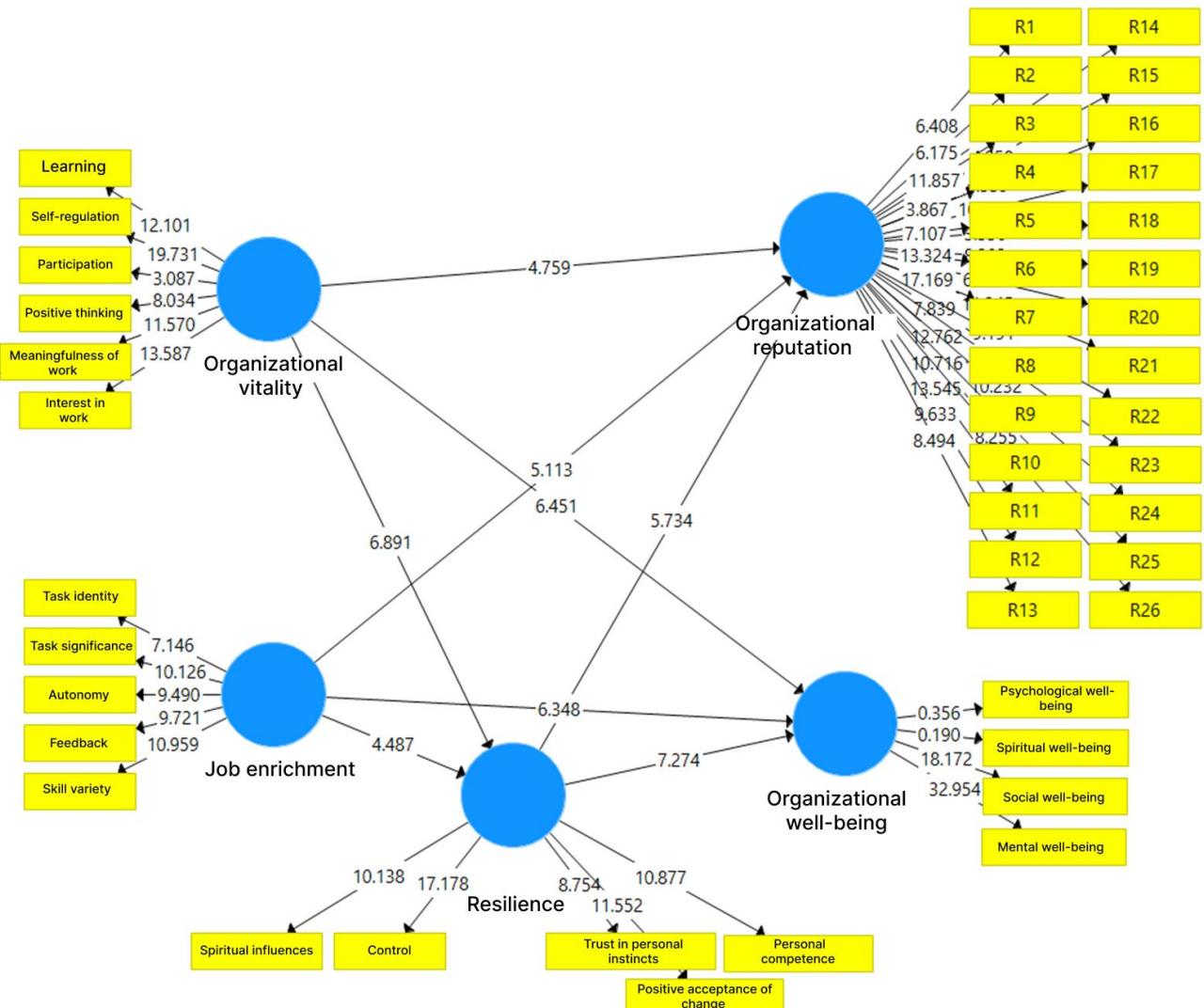
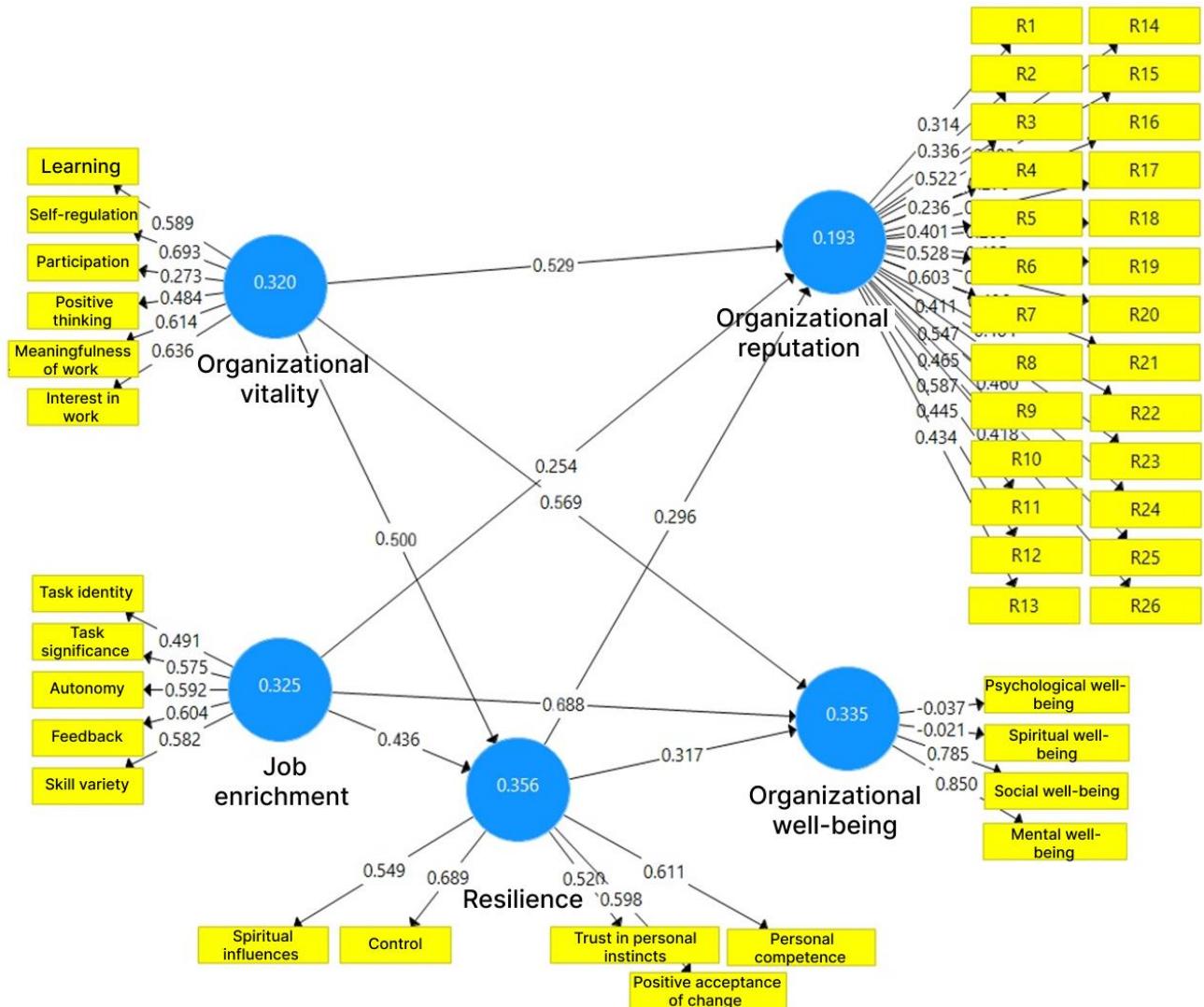


Figure 2*Z Significance Coefficients of the Main Research Model***Table 4***Structural Path Coefficients for the Research Hypotheses*

Hypothesis	Structural Path	Standardized Path Coefficient (β)	t-value	p-value	R ² (%)	Result
H1	Job Enrichment \rightarrow Organizational Well-Being	0.688	6.348	< .001	47.33	Supported
H2	Job Enrichment \rightarrow Resilience	0.436	4.487	< .001	19.00	Supported
H3	Resilience \rightarrow Organizational Well-Being	0.317	7.274	< .001	10.04	Supported

As shown in Table 4, the results of the structural equation modeling indicate that job enrichment has a positive and statistically significant effect on organizational well-being ($\beta = 0.688$, $t = 6.348$, $p < .001$), explaining 47.33% of the variance in organizational well-being. In addition, job enrichment exerts a positive and significant effect on employees' resilience ($\beta = 0.436$, $t = 4.487$, $p < .001$), accounting for 19.00% of the variance in resilience. Furthermore, resilience has a positive and statistically significant effect on organizational well-being ($\beta = 0.317$, $t = 7.274$, $p < .001$), explaining 10.04% of its variance. Overall, the findings provide empirical support for all three research hypotheses and confirm the proposed relationships among job enrichment, resilience, and organizational well-being in employees of the selected martial arts federations.

To test the mediating role, the Sobel test was employed. Accordingly, conducting the Sobel test requires calculating the t-coefficients of the structural equation model. Based on Figure 2, the t-values were 7.274, 4.487, and 6.348, all of which exceed ± 1.96 . Therefore, resilience plays a mediating role in the relationship between job enrichment and organizational well-being among employees of the selected martial arts federations.

In the table below, the standardized direct, indirect, and total effects among the constructs are presented.

Table 5

Standardized Direct, Indirect, and Total Effects of the Main Research Variables in the Mediating Model

From Construct	To Construct	Direct Effect c (Sig.)	Direct Effect c' (Sig.)	Indirect Effect b (Sig.)	Total Effect (Sig.)
Job Enrichment	Organizational Well-Being	0.288 (0.01)	0.023 (0.001)	0.004 (0.01)	0.292 (0.01)

Based on the data presented in Table 5, the direct effect between job enrichment and organizational well-being was statistically significant ($\beta = 0.28$). However, after adding the mediating variable, the path coefficient between these two constructs (c') decreased and lost its statistical significance, while the indirect effect became significant. Therefore, it can be concluded that resilience plays a mediating role in the relationship between job enrichment and organizational well-being among employees of the selected martial arts federations.

Discussion and Conclusion

The findings of the present study demonstrated that job enrichment has a significant and positive effect on organizational well-being among employees of selected martial arts federations. This result indicates that when jobs are designed to provide greater autonomy, task significance, skill variety, and constructive feedback, employees experience higher levels of psychological, social, spiritual, and mental well-being. This finding is consistent with theoretical assumptions of job characteristics theory and psychological empowerment perspectives, which emphasize that enriched jobs foster meaningfulness and intrinsic motivation, thereby enhancing employees' overall quality of work life [3, 14]. Empirical alignment can also be observed with studies showing that well-designed and meaningful jobs contribute to occupational well-being and satisfaction across educational and service-based organizations [1, 2]. In high-demand organizational contexts such as sport federations, enriched job structures may be particularly influential, as they enable employees to perceive their roles as purposeful and impactful, which directly supports organizational well-being.

In addition to the direct effect of job enrichment on organizational well-being, the results revealed that job enrichment significantly predicts employees' resilience. This finding suggests that enriched job environments not only improve immediate work-related experiences but also strengthen employees' adaptive capacities and psychological resources. Jobs that allow learning, participation, and independent decision-making enhance employees' sense of competence and control, which are central components of resilience [6, 11]. This result is consistent with previous studies indicating that supportive job design and empowerment-oriented practices are positively associated with resilience and employees' ability to cope with occupational stressors [12, 13]. In organizational settings characterized by performance pressure and continuous evaluation, such as martial arts federations, resilience becomes a critical resource that enables employees to sustain motivation and effectiveness despite challenges.

The findings further indicated that resilience has a significant and positive effect on organizational well-being. This result confirms the central role of resilience as a psychological mechanism that supports employees' well-being by enabling them

to regulate emotions, manage stress, and maintain positive functioning under demanding conditions. This finding aligns with a growing body of research emphasizing resilience as a key predictor of employee well-being and satisfaction in various organizational contexts [18, 19]. Studies conducted in healthcare, military, and service organizations similarly report that resilient employees experience lower levels of burnout and higher levels of well-being, even in high-stress environments [7, 17]. In the present study, the positive association between resilience and organizational well-being underscores the importance of psychological adaptability for sustaining employee vitality and engagement in sport-related organizations.

A central contribution of this study lies in confirming the mediating role of resilience in the relationship between job enrichment and organizational well-being. The mediation results indicate that while job enrichment directly enhances organizational well-being, part of this effect is transmitted through employees' resilience. This finding suggests that enriched job designs strengthen employees' adaptive capacities, which in turn enhance their well-being. This result is theoretically meaningful, as it integrates job design and resource-based perspectives by demonstrating that structural job characteristics influence well-being not only directly but also indirectly through psychological resources [11, 15]. Similar mediating patterns have been reported in previous studies, where resilience explained the mechanisms through which organizational virtuousness, leadership practices, and organizational support affected employee well-being and performance [10, 16].

The mediation finding also supports the view that organizational interventions are most effective when they simultaneously address job design and individual psychological capacities. While job enrichment creates favorable work conditions, resilience determines how effectively employees can utilize these conditions to maintain well-being. This interpretation aligns with research suggesting that organizational factors such as empowerment and supportive climates enhance well-being primarily when employees possess sufficient adaptive and coping resources [3, 5]. In this sense, resilience functions as a psychological bridge that connects enriched job environments to sustained organizational well-being.

From a broader organizational perspective, the results of this study contribute to the expanding literature on sustainable human resource management. Organizational well-being is increasingly recognized as a strategic outcome that influences performance, commitment, and innovation. The present findings indicate that job enrichment and resilience jointly play a pivotal role in fostering such well-being. This conclusion is consistent with prior research emphasizing that employee-centered job design and resilience-building initiatives are essential components of long-term organizational effectiveness [4, 21]. In sport federations, where employees often face fluctuating demands, competitive pressures, and limited resources, investing in enriched job structures and resilience development may be particularly beneficial.

Furthermore, the findings are consistent with studies highlighting the role of organizational education and training in enhancing resilience and well-being. Organizational learning opportunities embedded within enriched jobs may strengthen employees' capacity to adapt to change and uncertainty, thereby supporting well-being [9, 16]. This suggests that job enrichment should not be viewed solely as a structural redesign of tasks but as part of a broader developmental strategy that integrates training, empowerment, and psychological support.

Overall, the discussion of findings indicates that job enrichment is a foundational organizational strategy that promotes both resilience and organizational well-being, and that resilience serves as a key explanatory mechanism linking enriched work environments to positive employee outcomes. These results extend existing research by empirically demonstrating these relationships within the context of sport federations and by highlighting the importance of considering both structural and psychological factors in organizational well-being models.

One limitation of the present study relates to its cross-sectional design, which restricts the ability to draw causal inferences among job enrichment, resilience, and organizational well-being. Additionally, data were collected using self-report questionnaires, which may have introduced common method bias and social desirability effects. The focus on selected martial arts federations may also limit the generalizability of the findings to other organizational contexts or industries.

Future research could employ longitudinal or experimental designs to better capture causal relationships and changes over time in job enrichment, resilience, and organizational well-being. Expanding the research to different organizational settings and cultural contexts would also enhance external validity. Moreover, future studies may examine additional mediating or moderating variables, such as leadership styles, organizational support, or psychological capital, to develop more comprehensive explanatory models.

From a practical perspective, managers are encouraged to redesign jobs in ways that enhance autonomy, meaningfulness, and feedback while simultaneously investing in resilience-building initiatives such as training, coaching, and supportive organizational practices. By integrating job enrichment with systematic efforts to strengthen employees' adaptive capacities, organizations can more effectively promote organizational well-being and sustain employee performance in demanding work environments.

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Authors' Contributions

All authors equally contributed to this study.

Declaration of Interest

The authors of this article declared no conflict of interest.

Ethical Considerations

The study protocol adhered to the principles outlined in the Helsinki Declaration, which provides guidelines for ethical research involving human participants. Written consent was obtained from all participants in the study.

Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

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