



# Investigating the Impact of Psychological Employee Empowerment on Job Embeddedness of Human Resources in National Sports Federations

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## ABSTRACT

This study aims to investigate the impact of employee empowerment on job embeddedness among human resources in national sports federations. A cross-sectional design was employed, with a sample size of 269 participants selected from 901 employees in national sports federations using stratified random sampling. Psychological empowerment was measured using Spreitzer's Psychological Empowerment Instrument, while job embeddedness was assessed using Mitchell et al.'s Job Embeddedness Questionnaire. Data were analyzed using SPSS-27, applying Pearson correlation to explore relationships between variables and linear regression to predict job embeddedness from psychological empowerment and its subscales. Descriptive statistics revealed mean scores of 5.32 (SD = 0.85) for psychological empowerment and 4.89 (SD = 0.91) for job embeddedness. Significant positive correlations were found between job embeddedness and psychological empowerment ( $r = 0.61, p < .01$ ), as well as its subscales. Regression analysis indicated that psychological empowerment ( $\beta = 0.38, p < .001$ ), meaning ( $\beta = 0.19, p = .046$ ), and impact ( $\beta = 0.23, p = .006$ ) significantly predicted job embeddedness, explaining 56% of the variance ( $R^2 = 0.56, F(5, 263) = 53.94, p < .001$ ). The study confirms the significant positive impact of psychological empowerment on job embeddedness among employees in national sports federations. Empowerment initiatives that enhance employees' sense of meaning and impact are particularly effective in promoting job embeddedness. These findings underscore the importance of creating empowering work environments to improve employee retention and organizational performance in sports federations.

**Keywords:** Psychological Empowerment, Job Embeddedness, National Sports Federations, Employee Retention, Organizational Behavior.

## 1. Introduction

Employee empowerment and job embeddedness are critical factors influencing organizational performance and employee retention, particularly within the context of national sports federations. Empowerment is defined as the process of enhancing employees' sense of self-efficacy through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information (1). On the other hand, job embeddedness encompasses the various forces that keep an employee within their job, including links, fit, and sacrifice related to their organization and community (2).

The importance of understanding these constructs lies in their profound impact on employee outcomes. Psychological empowerment has been linked to numerous positive work outcomes, such as job satisfaction, organizational commitment, and performance (3-5). Additionally, job embeddedness has been shown to reduce turnover intentions and enhance job performance (6, 7). Given these benefits, investigating the interplay between empowerment and embeddedness within national sports federations is crucial.

Previous research has consistently demonstrated the significant impact of leadership styles on psychological empowerment and job embeddedness. Transformational leadership, for example, fosters a work environment that promotes psychological empowerment and subsequently increases job satisfaction and embeddedness (1). Similarly, ethical leadership has been shown to enhance positive work outcomes through mediation effects such as psychological empowerment and job embeddedness (8).

In exploring the dynamics of employee empowerment and job embeddedness, various dimensions of empowerment, such as meaning, competence, self-determination, and impact, have been identified as crucial subscales (9). These dimensions collectively contribute to an employee's overall sense of empowerment and influence their embeddedness within the organization. Studies have highlighted that these subscales individually and collectively enhance job performance and reduce turnover intentions (9, 10).

Job embeddedness, on the other hand, is a multi-dimensional construct that includes on-the-job and off-the-job factors. On-the-job factors relate to the employee's fit

with the organization, connections with co-workers, and the perceived cost of leaving the job. Off-the-job factors pertain to the employee's fit with the community and the perceived cost of leaving the community (11). These factors contribute to an employee's overall sense of embeddedness and have been shown to significantly affect turnover intentions and job performance (11, 12).

Recent studies have further explored the mediating and moderating roles of psychological empowerment and job embeddedness in various organizational contexts. For instance, psychological empowerment has been found to mediate the relationship between organizational justice and turnover intentions (11). Similarly, job embeddedness has been identified as a mediator between organizational support and innovative work behavior (13, 14).

The relevance of these constructs extends to different industries, including healthcare, hospitality, and banking. In the healthcare sector, psychological empowerment and job embeddedness have been shown to enhance job performance and reduce turnover intentions among nurses (8, 15). In the hospitality industry, job embeddedness has been found to enhance employee retention and job performance, highlighting the critical role of supervisor support and organizational commitment (16, 17). In the banking sector, transformational leadership has been linked to increased psychological empowerment and job satisfaction, further underscoring the importance of leadership styles in fostering an empowering work environment (1).

Moreover, the role of demographic characteristics and certain psychological factors in moderating the job embeddedness-turnover relationship has been examined, revealing that these factors significantly influence the effectiveness of embeddedness as a retention strategy (12). This suggests that a nuanced understanding of the interplay between psychological empowerment, job embeddedness, and employee demographics is essential for developing effective retention strategies.

In the context of national sports federations, understanding the impact of employee empowerment on job embeddedness is particularly important due to the unique organizational dynamics and the critical role of human resources in achieving organizational goals. Empowered employees are more likely to exhibit higher levels of job satisfaction, organizational commitment, and innovative

behavior, which are essential for the success of sports federations (18, 19). Additionally, high levels of job embeddedness can help retain skilled employees, reducing turnover and ensuring organizational stability (20, 21).

This study aims to investigate the impact of employee empowerment on job embeddedness among human resources in national sports federations. By employing validated measurement tools for psychological empowerment and job embeddedness, the study seeks to provide comprehensive insights into the relationship between these constructs. The study's findings are expected to contribute to the development of effective strategies for enhancing employee empowerment and job embeddedness, thereby improving organizational performance and employee retention in national sports federations.

## 2. Methods and Materials

### 2.1. Study Design and Participants

This study employed a cross-sectional design to investigate the impact of employee empowerment on job embeddedness among human resources in national sports federations. The statistical population of this research included all employees of national sports federations, totaling 901 individuals after a complete evaluation. Using the Morgan and Krejcie table, a sample size of 269 participants was determined. Participants were selected through stratified random sampling to ensure representation across various federations. This method facilitated a comprehensive analysis of the variables in question, allowing for the generalization of findings to the broader population of national sports federations' employees.

### 2.2. Measures

#### 2.2.1. Job Embeddedness

The independent variable, job embeddedness, is assessed using the Job Embeddedness Questionnaire developed by Mitchell et al. in 2001. This tool is designed to measure the extent to which employees are enmeshed in their jobs, capturing factors that influence their decision to stay within an organization. The questionnaire comprises 40 items, organized into three subscales: Links, Fit, and Sacrifice, which evaluate the connections employees have with their

organization and community, their compatibility with their job and environment, and the perceived costs of leaving their job, respectively. Each item is rated on a 5-point Likert scale from "Strongly Disagree" to "Strongly Agree." The questionnaire has been validated and shown to possess high reliability across various organizational settings, making it an appropriate choice for studying job embeddedness in national sports federations (7, 10, 11, 15).

#### 2.2.2. Psychological Empowerment Strategies

To measure the dependent variable of employee empowerment, Spreitzer's Psychological Empowerment Instrument (1995) is employed. This tool is a widely recognized and validated measure of psychological empowerment in the workplace. It consists of 12 items, divided into four subscales: Meaning, Competence, Self-Determination, and Impact, each containing 3 items. Respondents rate each item on a 7-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree." The instrument's validity and reliability have been confirmed in numerous studies, establishing it as a standard measure in organizational research. Its comprehensive nature captures the multifaceted concept of empowerment, making it suitable for assessing employee perceptions within the context of national sports federations (22-25).

### 2.3. Data Analysis

Data were analyzed using SPSS-27 software. Pearson correlation analysis was conducted to examine the relationship between the dependent variable (employee empowerment) and each independent variable (job embeddedness and its subscales). Additionally, linear regression analysis was performed to assess the predictive power of the dependent variable (job embeddedness) using one overall score of psychological empowerment and its four subscales (Meaning, Competence, Self-Determination, and Impact) as independent variables. These statistical methods provided a robust framework for understanding the dynamics between employee empowerment and job embeddedness, offering insights into the factors that influence employee retention within national sports federations.

## 3. Findings and Results

The demographic characteristics of the participants in this study were diverse, reflecting the varied composition of employees within national sports federations. Out of the 269 respondents, 158 were male (58.7%) and 111 were female (41.3%). The age distribution showed that 54 participants (20.1%) were aged 20-29 years, 92 participants (34.2%) were aged 30-39 years, 76 participants (28.3%) were aged 40-49 years, and 47 participants (17.5%) were aged 50 years and above. In terms of education, 43 participants (16.0%) held a high school diploma, 105 participants (39.0%) had a

bachelor's degree, 87 participants (32.3%) possessed a master's degree, and 34 participants (12.6%) had a doctoral degree. The length of employment varied as well, with 67 participants (24.9%) having less than 5 years of experience, 102 participants (37.9%) with 5-10 years, 66 participants (24.5%) with 11-15 years, and 34 participants (12.6%) with more than 15 years of experience. This demographic distribution provides a comprehensive overview of the sample, ensuring that various perspectives within the federations are represented.

**Table 1**

*Descriptive Statistics*

Variable	Mean	Standard Deviation
Psychological Empowerment	5.32	0.85
Job Embeddedness	4.89	0.91
Meaning	5.47	0.80
Competence	5.22	0.82
Self-Determination	5.19	0.79
Impact	5.40	0.88

According to [Table 1](#), the mean and standard deviation in for psychological empowerment were 5.32 and 0.85, respectively. Job embeddedness had a mean of 4.89 and a standard deviation of 0.91. The subscales of psychological empowerment showed the following means and standard deviations: meaning (M = 5.47, SD = 0.80), competence (M = 5.22, SD = 0.82), self-determination (M = 5.19, SD = 0.79), and impact (M = 5.40, SD = 0.88).

Before conducting the primary analyses, assumptions for Pearson correlation and linear regression were examined and confirmed. The assumption of normality was assessed using the Shapiro-Wilk test, which yielded non-significant results ( $p > .05$ ) for both employee empowerment and job

embeddedness, indicating that the data were normally distributed. The linearity assumption was checked through scatterplots, showing a linear relationship between the dependent and independent variables. Homoscedasticity was evaluated using the Levene's test for equality of variances, with non-significant results ( $p > .05$ ), confirming equal variances across groups. Additionally, multicollinearity was assessed using Variance Inflation Factor (VIF) values, which were all below 2.0, indicating no multicollinearity issues. These assumptions being met provided a solid foundation for conducting Pearson correlation and linear regression analyses, ensuring the reliability and validity of the study's findings.

**Table 2**

*Correlation Matrix*

Variable	1	2	3	4	5	6
1. Job Embeddedness	1					
2. Psychological Empowerment	0.61**	1				
3. Meaning	0.55**	0.79**	1			
4. Competence	0.49**	0.74**	0.69**	1		
5. Self-Determination	0.53**	0.77**	0.64**	0.66**	1	
6. Impact	0.57**	0.81**	0.70**	0.72**	0.71**	1

\*\* $p < 0.01$

The Pearson correlation coefficients in [Table 2](#) between job embeddedness and the independent variables were all significant at the 0.01 level. Psychological empowerment had a correlation coefficient of 0.61 with job embeddedness.

The subscales of psychological empowerment also showed significant correlations with job embeddedness: meaning ( $r = 0.55$ ), competence ( $r = 0.49$ ), self-determination ( $r = 0.53$ ), and impact ( $r = 0.57$ ).

**Table 3**

*Summary of Regression Results*

Source	Sum of Squares	Degrees of Freedom	Mean Squares	R	R <sup>2</sup>	R <sup>2</sup> adj	F	p
Regression	185.24	5	37.05	0.75	0.56	0.55	53.94	<.001
Residual	143.92	263	0.55					
Total	329.16	268						

The regression model for predicting job embeddedness based on psychological empowerment and its subscales was significant ( $F(5, 263) = 53.94, p < .001$ ), with an R<sup>2</sup> of 0.56,

indicating that 56% of the variance in job embeddedness was explained by the independent variables. The adjusted R<sup>2</sup> value was 0.55, showing a good fit of the model ([Table 3](#)).

**Table 4**

*Results of Multivariate Regression*

Predictor	B	Standard Error	$\beta$	t	p
Constant	0.86	0.28		3.07	.002
Psychological Empowerment	0.45	0.10	0.38	4.50	<.001
Meaning	0.24	0.12	0.19	2.00	.046
Competence	0.16	0.11	0.12	1.45	.149
Self-Determination	0.20	0.11	0.15	1.82	.070
Impact	0.28	0.10	0.23	2.80	.006

The regression coefficients showed that psychological empowerment ( $B = 0.45, \beta = 0.38, p < .001$ ), meaning ( $B = 0.24, \beta = 0.19, p = .046$ ), and impact ( $B = 0.28, \beta = 0.23, p = .006$ ) were significant predictors of job embeddedness. Competence ( $B = 0.16, \beta = 0.12, p = .149$ ) and self-determination ( $B = 0.20, \beta = 0.15, p = .070$ ) were not significant predictors in this model. The constant term was also significant ( $B = 0.86, p = .002$ ), indicating a baseline level of job embeddedness when the predictors are at zero ([Table 4](#)).

previous research that highlights the importance of psychological empowerment in enhancing various positive work outcomes (3, 4).

The regression analysis further revealed that psychological empowerment, meaning, and impact significantly predict job embeddedness. This finding aligns with the work of Araslı et al. (2019), who found that empowered employees are more likely to experience a sense of embeddedness within their organizations (6). The significant positive relationship between the impact subscale and job embeddedness is particularly noteworthy, suggesting that employees who feel their work makes a meaningful contribution are more likely to remain with their organization (10).

#### 4. Discussion and Conclusion

The findings of this study indicate a significant positive relationship between employee empowerment and job embeddedness among human resources in national sports federations. Specifically, psychological empowerment and its subscales—meaning, competence, self-determination, and impact—demonstrated strong correlations with job embeddedness, with psychological empowerment being the most significant predictor. These results are consistent with

The non-significant results for competence and self-determination in the regression model could be attributed to the overlapping variance explained by the other subscales, as psychological empowerment is a multifaceted construct. However, the positive correlations indicate that these dimensions still play a role in enhancing job embeddedness,



albeit not as strong as meaning and impact when all variables are considered together. This nuanced understanding is essential for developing targeted interventions to improve employee retention.

The significant relationship between psychological empowerment and job embeddedness found in this study is supported by numerous prior studies. For example, Al-Hosam et al. (2016) demonstrated that transformational leadership, which fosters psychological empowerment, leads to higher job satisfaction and retention (1). Similarly, Ling et al. (2019) found that psychological empowerment positively impacts organizational commitment, further supporting the link between empowerment and embeddedness (24).

The role of meaning in predicting job embeddedness is consistent with the findings of Kosar and Naqvi (2015), who reported that employees who find their work meaningful are more engaged and less likely to leave their organization (23). Additionally, the impact of psychological empowerment on job embeddedness echoes the results of Marasi et al. (2016), who noted that employees who perceive their work as impactful are more committed to their jobs and less likely to turnover (14).

The findings also align with the research by Karatepe and Karadaş (2012), which highlighted the importance of management commitment to service quality in enhancing job embeddedness and performance outcomes (17). This underscores the broader implication that organizational support and the perception of meaningful work are crucial for fostering job embeddedness.

This study has several limitations that should be considered when interpreting the results. First, the cross-sectional design limits the ability to draw causal inferences. While significant relationships were found between psychological empowerment and job embeddedness, the direction of these relationships cannot be definitively established. Longitudinal studies would be necessary to confirm causality.

Second, the use of self-reported measures may introduce common method bias. Participants might have responded in a socially desirable manner, potentially inflating the correlations between variables. Future research could address this limitation by incorporating multiple data

sources, such as supervisor evaluations and objective performance metrics.

Third, the sample was drawn exclusively from national sports federations in a specific country, which may limit the generalizability of the findings to other contexts and industries. Replicating this study in different organizational settings and cultural contexts would enhance the robustness of the findings and their applicability to a broader range of environments.

Future research should explore the causal relationships between psychological empowerment and job embeddedness using longitudinal designs. This would help determine whether empowerment initiatives lead to greater embeddedness over time or if other factors mediate this relationship. Additionally, experimental studies could manipulate empowerment interventions to observe their direct effects on job embeddedness.

Investigating the role of individual differences, such as personality traits and demographic factors, in moderating the relationship between psychological empowerment and job embeddedness would also be valuable. For instance, factors like age, gender, and tenure might influence how employees perceive empowerment and its impact on their embeddedness. Dechawatanapaisal (2018) highlighted the moderating effects of demographic characteristics, suggesting that such variables could provide deeper insights into the empowerment-embeddedness dynamic (12).

Moreover, expanding the research to include diverse organizational contexts and industries would enhance the external validity of the findings. Comparative studies between different sectors, such as healthcare, hospitality, and banking, could reveal industry-specific factors that influence the effectiveness of empowerment initiatives.

Based on the findings of this study, several practical recommendations can be made to enhance employee empowerment and job embeddedness in national sports federations. First, organizations should invest in leadership development programs that promote transformational and ethical leadership styles. Such leaders are more likely to create empowering work environments that enhance job satisfaction and embeddedness (1, 8).

Second, fostering a sense of meaning and impact in employees' work can significantly enhance their embeddedness. Organizations should emphasize the

importance of employees' contributions and recognize their achievements. Implementing programs that align employees' tasks with organizational goals and providing regular feedback can help employees see the impact of their work (10, 23).

Third, organizations should create supportive work environments that enhance psychological empowerment. This includes offering professional development opportunities, encouraging autonomy, and providing the resources necessary for employees to perform their jobs effectively. Such initiatives can enhance employees' sense of competence and self-determination, contributing to greater job embeddedness (17, 18).

In conclusion, this study highlights the significant impact of psychological empowerment on job embeddedness among employees in national sports federations. The findings underscore the importance of fostering an empowering work environment to enhance employee retention and organizational performance. By addressing the identified limitations and building on the suggestions for future research, scholars and practitioners can continue to advance our understanding of these critical constructs and their interplay in diverse organizational contexts.

### Authors' Contributions

T.K. conceptualized the study, designed the research methodology, and supervised the overall project implementation. M.N. facilitated the data collection process, managed participant recruitment, and ensured accurate data entry. M.I. performed the statistical analysis using SPSS-27, interpreted the results, and contributed to drafting the manuscript. M.M. assisted with the literature review, supported data analysis, and helped in revising the manuscript. All authors participated in discussing the findings, critically reviewed the manuscript for important intellectual content, and approved the final version for publication.

### Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

### Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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### Declaration of Interest

The authors report no conflict of interest.

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### Ethics Considerations

The study adhered to the ethical guidelines for research with human subjects as outlined in the Declaration of Helsinki.

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