

TRAINING & DEVELOPMENT, CAREER DEVELOPMENT, AND ORGANIZATIONAL COMMITMENT AS THE PREDICTOR OF WORK PERFORMANCE

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ABSTRACT

This research seeks to validate the mediating role of organizational commitment in the relationship between training and development, career development, and work performance. Data were collected through a survey using a random sampling method from 362 frontline employees in the Textile sector. The analytical approach included descriptive statistics and structural modeling, utilizing SPSS 23 and Smart PLS 3.0. Findings reveal significant relationships between both training and development and work performance, as well as career development and work performance. Additionally, organizational commitment is found to be significantly related to work performance within the Textile industry. Furthermore, the correlation between training and development and work performance, as well as career development among Textile staff, is mediated by organizational commitment. Textile owners and managers are encouraged to establish policies that improve employee work performance and organizational commitment, while also ensuring the provision of necessary resources for career and training development. The study further elaborates on the results and their limitations, offering recommendations for future research. This research addresses a notable gap in the Bangladeshi Textile industry, where comprehensive studies on training and development, career development practices, organizational commitment, and work performance are scarce.

INTRODUCTION

The textile industry is a cornerstone of economic development, contributing significantly to employment, export revenue, and industrial growth, particularly in emerging economies like Bangladesh. Given the labor-intensive nature of this sector, maintaining workforce efficiency and productivity is critical to ensuring sustained competitiveness in the ever-evolving global market. This study delves into the mediating role of organizational commitment in the dynamic relationship between training and development, career development, and work performance among textile industry employees. According to

Zulqurnain Ali (2019) and Babak Mahmood (2019), human resource practices such as structured training programs and career advancement opportunities play a pivotal role in driving employee engagement and performance. These practices not only equip employees with the necessary skills and knowledge but also foster a sense of belonging and loyalty towards the organization.

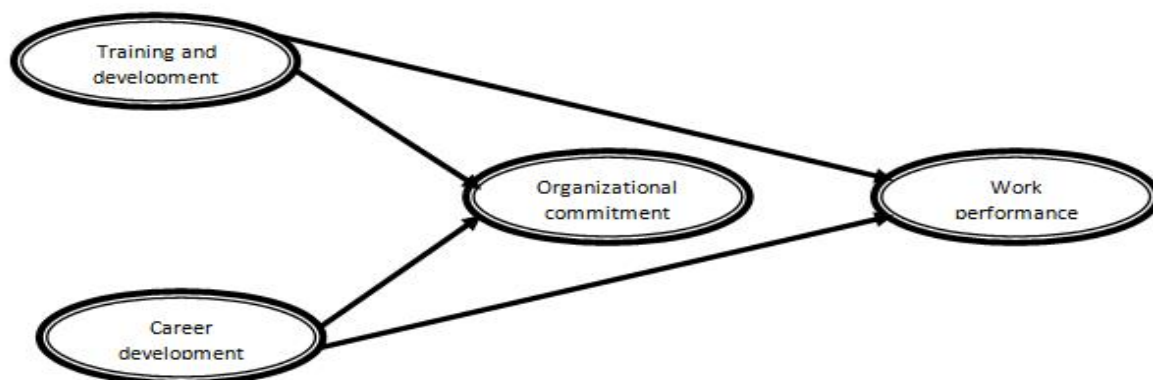
Training and development programs, as highlighted by Aqsa Mehreen (2019) and M.A. Baloz (2018), are instrumental in enhancing the technical and managerial competencies of textile

workers. Such programs contribute to improved operational efficiency, reduced errors, and higher product quality, which are crucial for maintaining quality standards in textile manufacturing. Additionally, career development opportunities, including promotions, skill-based growth paths, and mentoring initiatives, significantly impact job satisfaction and employee retention, as emphasized by S.Z. Othman (2018) and M.F.M. Isa (2018). These opportunities motivate employees to align their personal goals with organizational objectives, thereby improving overall performance.

The present study employs a quantitative research approach, gathering data from 362 frontline textile employees in Bangladesh through a random sampling technique. Advanced analytical tools such as SPSS 23 and Smart PLS 3.0 were utilized to perform descriptive statistics, measurement models, and structural equation modeling. The findings indicate a strong positive correlation between training initiatives, career development, and work performance, echoing the conclusions of Al Jabri (2019) and Ghazzawi (2019). More importantly, the study reveals that organizational commitment serves as a critical mediator, bridging the gap between human resource practices and enhanced performance outcomes. This aligns with the views of Shoaib (2021) and Abbas (2021), who assert that a

committed workforce is more likely to demonstrate higher productivity, reduced turnover intentions, and increased adaptability to organizational changes.

The study also underscores the strategic importance for textile industry managers to design and implement policies that cultivate a supportive work environment, promoting both organizational commitment and work performance. Yousaf (2021) and Z'amečnik (2021) highlight that effective leadership and well-structured HR policies can significantly influence employee attitudes, enhancing their dedication to organizational goals. Additionally, the research fills a critical gap in Bangladesh's textile sector, where comprehensive studies exploring the interplay between training, career development, organizational commitment, and performance have been scarce (J. & Ahmed, 2021; S. Saqib, 2021). This study provides valuable insights for policymakers and industry leaders, suggesting that robust employee development frameworks not only meet current operational needs but also prepare the workforce to handle future challenges. By implementing targeted training programs and offering clear career progression paths, textile companies can enhance both employee satisfaction and organizational performance, contributing to the industry's long-term success and sustainability.



BACKGROUND OF THE STUDY

This study seeks to explore the mediating role of organizational commitment in the relationship between training and development, career development, and work performance among Textile employees. To achieve this, data was gathered from 362 frontline Textile staff using a survey method based on random sampling techniques. The analytical approach employed includes descriptive statistics, as well as

measurement and structural models, utilizing SPSS 23 and Smart PLS 3.0 software.

The findings of this research provide significant insights into the relationships between various factors. Specifically, the study thoroughly investigates the correlation between training and development and work performance, as well as the link between career development and work performance. Additionally, it reveals that organizational commitment within the Textile

sector has a substantial association with work performance. Importantly, the results indicate that the relationship between training and development and work performance, as well as the connection between career development and work performance among Textile employees, is mediated by organizational commitment.

Given these findings, it is crucial for Textile owners and managers to understand the policies and practices necessary to enhance both employee work performance and organizational commitment. They should prioritize the implementation of appropriate behaviors and strategies that foster a supportive work environment. Furthermore, it is essential to provide the necessary resources and facilities aimed at improving career development and training opportunities. Such initiatives will not only meet the current demands of the Textile industry but also prepare for future challenges.

The study also discusses the implications of the results, acknowledges its limitations, and offers recommendations for future research avenues. This research addresses a significant gap in the Bangladeshi Textile industry, where comprehensive studies focusing on training and development, career development practices, organizational commitment, and work performance have been scarce. By shedding light on these critical areas, the study contributes valuable knowledge that can inform both academic inquiry and practical applications within the textile sector in Bangladesh.

1.1 PROBLEM STATEMENT

The textile industry in Bangladesh faces significant challenges related to employee performance, which is crucial for maintaining competitiveness and ensuring customer satisfaction. Despite the recognized importance of training and development, as well as career advancement opportunities, there is a lack of comprehensive understanding regarding how these factors influence work performance among Textile employees. Furthermore, the role of organizational commitment as a potential mediator in these relationships remains underexplored.

This study aims to address this gap by investigating the mediating effect of organizational commitment on the relationships between training and development, career development,

and work performance among frontline Textile employees. Data was collected from 362 Textile staff members using a survey method based on random sampling techniques. The analysis employed descriptive statistics and structural equation modeling through SPSS 23 and Smart PLS 3.0.

The findings of this research are expected to provide valuable insights into the correlations between training and development, career development, and work performance, while also highlighting the significant role of organizational commitment in enhancing employee performance. It is essential for Textile owners and managers to understand the necessary policies and practices that can foster both employee work performance and organizational commitment. Additionally, the study emphasizes the need for adequate resources and facilities to support career development and training initiatives, which are vital for meeting the current and future demands of the Textile industry.

By filling the existing research gap in the Bangladeshi Textile sector, this study contributes to a deeper understanding of the interplay between training, career development, organizational commitment, and work performance, thereby offering practical implications for improving employee outcomes in the textile industry.

1.2 GAP ANALYSIS

Study Overview and Gap Analysis

This study aims to explore the mediating role of organizational commitment in the relationships between training and development, career development, and work performance among Textile employees. Data was collected from 362 frontline Textile staff using a survey conducted through a random sampling method. The analysis employed descriptive statistics, as well as measurement and structural models, utilizing SPSS 23 and Smart PLS 3.0.

The findings of this research provide significant insights into the correlations between training and development and work performance, as well as between career development and work performance. Additionally, the study reveals a strong association between organizational commitment and work performance within the Textile sector. Importantly, it was found that organizational commitment mediates the

relationship between training and development and work performance, as well as between career development and work performance among Textile personnel.

Given these findings, it is crucial for Textile owners and managers to understand the necessary policies and practices that can enhance both employee work performance and organizational commitment. They should adopt appropriate behaviors that foster a supportive work environment. Furthermore, it is essential to implement the necessary resources and facilities aimed at improving career development and training opportunities to meet the current and future demands of the Textile industry.

Gap Analysis

1. Insufficient Research on Organizational Commitment

Current State: There is a lack of comprehensive studies examining the mediating role of organizational commitment in the context of training and development, career development, and work performance specifically within the Bangladeshi Textile industry.

Desired State: A robust body of research that thoroughly investigates how organizational commitment influences the effectiveness of training and career development initiatives on employee performance.

2. Neglect of Frontline Employee Perspectives

Current State: Existing literature often overlooks the unique challenges and contributions of frontline Textile employees, who are essential to delivering quality customer service.

Desired State: Research that specifically addresses the experiences and performance of frontline employees, providing insights that can lead to targeted interventions and improvements.

3. Lack of Practical Management Guidelines

Current State: Textile owners and managers frequently lack clear, evidence-based policies and frameworks to enhance employee performance and foster organizational commitment.

Desired State: Development of practical guidelines that Textile management can implement to create a culture of commitment and improve employee performance.

4. Underutilization of Training and Development Resources

Current State: Many Textiles may not fully leverage available training and development resources, resulting in missed opportunities for employee growth and performance enhancement.

Desired State: Effective utilization of training and development programs that align with employee needs and organizational goals, leading to improved performance and job satisfaction.

5. Limited Exploration of Career Development Practices

Current State: There is a scarcity of comprehensive studies focusing on career development practices within the Textile industry in Bangladesh, which can hinder employee motivation and retention.

Desired State: Research that thoroughly examines career development practices and their impact on employee performance and organizational commitment, providing actionable insights for Textile management.

6. Need for Future Research Directions

Current State: The existing literature does not provide clear directions for future research, particularly in the context of the Bangladeshi textile industry.

Desired State: Identification of specific areas for future research that can further explore the dynamics of training, career development, organizational commitment, and work performance, contributing to both academic knowledge and practical applications.

Conclusion

This study not only addresses the critical gaps in the existing literature regarding training and development, career development, organizational commitment, and work performance in the Bangladeshi Textile industry but also provides valuable insights for improving employee outcomes. By filling these gaps, the research contributes to a deeper understanding of the factors that influence employee performance and organizational success in the textile sector.

RESEARCH OBJECTIVES

This study aims to explore the mediating effect of organizational commitment on the relationships between training and development, career

development, and work performance among frontline Textile employees. Data was collected from 362 Textile staff members through a survey utilizing a random sampling technique. The analysis methodology includes descriptive statistics, measurement models, and structural equation modeling, conducted using SPSS 23 and Smart PLS 3.0.

The findings of this research provide significant insights into the correlations between training and development and work performance, as well as between career development and work performance. Additionally, the study establishes that organizational commitment is significantly associated with work performance in the Textile sector. Importantly, it was found that organizational commitment mediates the relationship between training and development and work performance, as well as between career development and work performance among Textile personnel.

Given these findings, it is essential for Textile owners and managers to understand the necessary policies and practices that can enhance both employee work performance and organizational commitment. They should adopt appropriate behaviors that foster a supportive work environment. Furthermore, it is crucial to implement the necessary resources and facilities aimed at improving career development and training opportunities to meet the current and future demands of the Textile industry.

The study also discusses the implications of the results, acknowledges its limitations, and offers suggestions for future research directions. This research addresses a significant gap in the Bangladeshi Textile industry, where comprehensive studies on training and development, career development practices, organizational commitment, and work performance have been limited.

Research Objectives

To Investigate the Mediating Role of Organizational Commitment:

To examine how organizational commitment mediates the relationship between training and development and work performance among frontline Textile employees.

To Analyze the Direct Relationship Between Training and Development and Work Performance:

To assess the correlation between training and development initiatives and the work performance of Textile employees.

To Explore the Impact of Career Development on Work Performance:

To evaluate the influence of career development opportunities on the work performance of Textile personnel.

To Assess the Association Between Organizational Commitment and Work Performance:

To determine the extent to which organizational commitment is related to the work performance of employees in the Textile sector.

To Provide Practical Recommendations for Textile Management:

To offer actionable insights and policy recommendations for Textile owners and managers aimed at enhancing employee work performance and fostering organizational commitment.

To Identify Future Research Directions:

To highlight gaps in the existing literature and suggest areas for future research in the domains of training and development, career development, organizational commitment, and work performance within the Bangladeshi textile industry.

By achieving these objectives, the study aims to contribute to a deeper understanding of the dynamics between these critical factors and their implications for improving employee performance in the textile sector in Bangladesh.

RESEARCH QUESTION

What is the mediating effect of organizational commitment on the relationship between training and development and work performance among frontline Textile employees?

How does training and development influence the work performance of Textile personnel?

What is the relationship between career development opportunities and work performance in the Textile sector?

To what extent is organizational commitment associated with work performance in the textile industry?

How does organizational commitment mediate the relationship between training and development and career development with work performance?

What policies and practices can Textile owners and managers implement to enhance employee work performance and foster organizational commitment?

What resources and facilities are necessary to support effective training and career development in the Textile industry?

What gaps exist in the current literature regarding training and development, career development practices, organizational commitment, and work performance in the Bangladeshi Textile industry?

RESEARCH SIGNIFICANCE

This study is significant for several reasons, particularly in the context of the Bangladeshi Textile industry:

Understanding Key Relationships:

By investigating the mediating effect of organizational commitment on the relationships between training and development, career development, and work performance, this research provides a deeper understanding of how these factors interact. This knowledge is crucial for developing effective human resource strategies that can enhance employee performance and overall organizational effectiveness.

Addressing Industry-Specific Gaps:

The research addresses a critical gap in the existing literature regarding training and development, career development practices, organizational commitment, and work performance within the Bangladeshi Textile sector. By filling this gap, the study contributes to the academic field and provides a foundation for future research, thereby enriching the body of knowledge in textile management.

Practical Implications for Management:

The findings offer practical insights for Textile owners and managers, highlighting the importance of implementing policies and practices that foster organizational commitment and enhance employee performance. This can lead to improved service quality, higher customer satisfaction, and ultimately, better financial performance for Textiles.

Enhancing Employee Engagement and Retention:

By emphasizing the role of organizational commitment, the study underscores the importance of creating a supportive work environment that encourages employee engagement and loyalty. This is particularly relevant in the textile industry, where high turnover rates can be detrimental to service quality and operational efficiency.

Guiding Training and Development Initiatives:

The research identifies the necessary resources and facilities required to support effective training and career development programs. By providing this guidance, the study can help Textile management design and implement initiatives that not only improve employee skills but also align with organizational goals.

Future Research Directions:

The study not only contributes to current knowledge but also suggests areas for future research. By identifying gaps and proposing new avenues for exploration, the research encourages ongoing academic inquiry into the factors that influence employee performance and organizational success in the textile sector.

Contributing to National Development:

As the Textile industry plays a vital role in Bangladesh's economy, enhancing employee performance and organizational commitment can contribute to the overall growth and development of the sector. This research supports the broader goal of improving the textile industry, which is essential for attracting international tourists and boosting economic development.

In summary, this study is significant as it provides valuable insights into the interplay between training, career development, organizational commitment, and work performance. It offers both theoretical contributions and practical applications that can enhance the effectiveness of the Bangladeshi Textile industry, ultimately leading to improved employee outcomes and organizational success.

Methodology

2.1. REVIEW OF LITERATURE

Mark Anthony Camilleri (2019) submitted The Employees' State of Mind during COVID-19: A

Self-Determination Theory Perspective. The COVID-19 pandemic severely impacted the global economy, leading to reduced business activities and job security concerns among employees. This research examines service employees' workplace motivations and perceptions of corporate social responsibility (CSR). Using self-determination theory (SDT) and a structural equation modeling approach (SEM-PLS3), the study found that intrinsic motivations strongly influenced organizational performance. Key drivers of intrinsic motivation included job security, CSR, and identified motivations, which also had significant indirect effects on workplace productivity during the pandemic.

Chi Ying Ieong & Desmond Lam (2015) submitted The Role of Internal Marketing on Employees' Perceived Job Performance in an Asian Integrated Resort. This study examines how internal marketing influences employees' perceived job performance in an Asian integrated resort. A survey of 202 full-time employees in Macau identified two key internal marketing factors: (a) Vision, Communication, and Overall Development, and (b) Job Training and Rewards. Structural equation modeling showed both factors significantly enhance job satisfaction, which in turn positively affects perceived job performance. The findings offer valuable insights for textile businesses in Asia to better meet employee expectations and improve retention.

Kayenaat Bahl, Ravi Kiran & Anupam Sharma (2022) submitted Impact of Drivers of Change (Digitalization, Demonetization, and Consolidation of Banks) With Mediating Role of Nature of Training and Job Enrichment on the Banking Performance. This study explores how digitalization, demonetization, and bank consolidation influence training, job enrichment, and overall banking sector performance in India. Data from senior, middle, and lower-level bank officers were analyzed using a balanced scorecard approach across financial, customer, innovation, and growth perspectives. Partial Least Square-Structured Equation Modeling (PLS-SEM) revealed that training mediates the impact of these change drivers on performance, with job enrichment also playing a significant role. The adjusted R^2 value of 0.668 indicates strong predictive power. The study emphasizes the importance of special training programs to enhance banking performance.

Monica C. Gavino, Jason R. Lambert, Ekaterina Elgayeva & Ekundayo Akinlade (2020) submitted HR practices, customer-focused outcomes, and OCBO: the POS-engagement mediation chain. This study examines how HR practices influence employee and organizational outcomes through perceived organizational support (POS) and engagement. Focusing on HR practices like training, pay-for-performance, selection, promotion opportunities, and decision-making, the research analyzes their impact on customer experience, customer commitment, and organizational citizenship behaviors (OCBO). Data from a U.S. municipality confirm that the POS-engagement chain mediates these relationships, highlighting its importance in linking HR investments to positive outcomes. The study contributes to ongoing debates by integrating both POS and engagement as key mechanisms for understanding how HR practices drive organizational success.

Kasimu Sendawula, Saadat Nakyejwe Kimuli, Juma Bananuka & Grace Najjemba Muganga (2018) submitted Training, employee engagement and employee performance: Evidence from Uganda's health sector. This study explores the impact of training and employee engagement on employee performance in Uganda's health sector, using data from 150 respondents across four Catholic-founded hospitals. Regression analysis showed that training and engagement significantly predicted 44.7% of employee performance, with engagement being the stronger predictor. Correlation analysis confirmed positive relationships between both training and engagement with performance. Additionally, employee engagement partially mediates the relationship between training and performance. This research offers valuable insights for managers, policymakers, and the government to enhance performance in the health sector, marking the first empirical evidence of these relationships in Uganda.

M.M.B. Mamy, R. Shabbir & M.Z. Hasan (2024) submitted Training & development, career development, and organizational commitment as the predictor of work performance. This study investigates the mediating role of organizational commitment in the relationship between training and development, career development, and work performance among frontline textile employees. Data from 362 employees were analyzed using

SPSS 23 and Smart PLS 3.0. The findings reveal significant positive relationships between training and development, career development, and work performance, with organizational commitment mediating these relationships. The study highlights the importance of policies that enhance organizational commitment and employee performance, recommending the implementation of facilities for career growth and training. Limitations and future research suggestions are also discussed.

Frank Nana Kweku Otoo, Evelyn Akosua Otoo, Godfred Kwame Abledu & Akash Bhardwaj (2019) submitted Impact of human resource development (HRD) practices on pharmaceutical industry's performance: The mediating role of employee performance. This study examines the mediating role of employee performance in the relationship between human resource development (HRD) practices and organizational performance. Using data from 700 employees in Ghana's pharmaceutical industry, structural equation modeling and confirmatory factor analysis validated the research model. The findings show that HRD practices impact organizational performance through employee performance. While limited to the pharmaceutical sector, the results offer valuable insights for policymakers and managers to implement effective HRD practices that enhance human capital and competitive advantage. This research provides empirical evidence of the mediating role of employee performance in HRD studies.

Zulqurnain Ali, Babak Mahmood & Aqsa Mehreen (2019) submitted Linking succession planning to employee performance: The mediating roles of career development and performance appraisal. This study, based on social exchange theory, investigates the relationship between succession planning and employee performance, with career development and performance appraisal as mediators. Data from 239 permanent bank employees were analyzed using structural equation modeling. The findings indicate that succession planning positively influences employee performance, with both mediators playing significant roles. The study highlights the importance of succession planning and performance management in developing a skilled workforce to mitigate the risks of inappropriate appointments due to sudden vacancies or

retirements, providing practical insights for the banking sector.

M.A. Balozi, S.Z. Othman & M.F.M. Isa (2018) submitted Mediating effects of subjective norms on the relationship between career advancement and job characteristics and knowledge sharing behavior among Tanzanian healthcare professionals. This study explores how subjective norms mediate the relationship between career advancement, job characteristics, and knowledge-sharing behavior among healthcare professionals in Tanzania, using social exchange theory as a framework. Data from 439 usable questionnaires were analyzed with Partial Least Squares Structural Equation Modeling (PLS-SEM). The results show that career advancement, job characteristics, and subjective norms significantly influence knowledge-sharing behavior, with subjective norms having a partial mediating effect. The study provides a foundation for future research and practical guidance for healthcare administrators to enhance knowledge sharing in healthcare institutions.

C.O. Guzeller & N. Celiker (2020) submitted Examining the relationship between organizational commitment and turnover intention via a meta-analysis? This study uses meta-analysis to examine the relationship between organizational commitment and turnover intention in the tourism and textile industry, analyzing data from 13 scientific papers. The findings reveal a moderate negative relationship, indicating that employees with higher emotional commitment to their organizations are less likely to leave. Strategies like effective hiring, performance evaluations, training, career development, strong communication, trust, and fairness enhance organizational commitment and reduce turnover. This research provides the first comprehensive meta-analysis on this topic, offering valuable, generalizable insights for future studies and industry practices.

B. Al Jabri & I. Ghazzawi (2019) submitted Organizational commitment: a review of the conceptual and empirical literature and a research agenda, International Leadership. This article aims to provide a comprehensive exploration of the existing conceptual and empirical literature on organizational commitment. Its primary objective is to investigate the theoretical and empirical perspectives that explain organizational commitment, focusing on the factors and

dimensions that influence employee retention. In addition to enhancing the literature on organizational commitment, the article offers a roadmap for future research, including a suggested research agenda for scholars and practitioners.

E. Choi, S. Yu (2022) submitted Effects of preceptors' mentoring function on novice nurses' self-efficacy and organizational commitment: a cross-sectional study. This study explored novice nurses' perceptions of how preceptors' mentoring functions influenced their self-efficacy and organizational commitment. Conducted with 160 novice nurses from Korean hospitals, the research found that mentoring significantly impacted both self-efficacy and organizational commitment. The mentoring function was rated at 3.87, self-efficacy at 3.71, and organizational commitment at 3.46 out of 5. Multiple regression analysis indicated that mentoring had a positive effect on both self-efficacy ($\beta = 0.50$) and organizational commitment ($\beta = 0.54$), with the preceptorship training period also influencing organizational commitment ($\beta = 0.13$). The findings emphasize the importance of mentoring in enhancing novice nurses' confidence and commitment to their organizations.

M. Shoaib, Z. Abbas, M. Yousaf, R. Zamecnik, J. & Ahmed, S. Saqib (2021) submitted The role of GHRM practices towards organizational commitment: a mediation analysis of green human capital, Cogent Business & Management. This study addresses the gap in research regarding the relationship between green human resource management (GHRM) and organizational commitment, as well as the mediating role of green human capital, which has received little attention. By applying the ability-motivation-opportunity (AMO) theory, the study explores the direct and indirect impact of GHRM in dairy companies in Pakistan, an area previously neglected. Data from 287 respondents was collected using a self-administered survey and analyzed with SmartPLS (3.2.9) software. The findings reveal that green recruitment, selection, and training positively impact organizational commitment, with green human capital playing a significant mediating role. The study suggests that GHRM practices are essential for promoting an environmental culture and green behavior in the workplace, providing valuable insights for policymakers and managers.

E. Mylona & D. Mihail (2020) submitted exploring public employees' motivation to learn and develop in turbulent times. The role of perceived support and organizational commitment. This study explores factors influencing public-sector employees' job attitudes and behaviors under budgetary constraints and austerity measures, focusing on the role of training and development. It examines how supervisor support affects employees' motivation to engage in development activities and finds that the positive impact of support weakens when employees perceive their organization as unsupportive. Additionally, drawing on social exchange theory, the study shows that affective and normative commitment mediates the relationship between employees' perceptions of supportive policies and their motivation to learn and develop. The findings emphasize the importance of organizational support and commitment in fostering motivation for professional growth.

F. Cherif (2020) submitted The role of human resource management practices and employee job satisfaction in predicting organizational commitment in Saudi Arabian banking sector. This study aimed to explore how human resource management (HRM) practices and employee job satisfaction influence organizational commitment in the Saudi Arabian banking sector. HRM is a key factor in shaping employees' attitudes, behaviors, and perceptions, and plays an essential role in determining job satisfaction. In this context, the study sought to identify how HRM practices—such as recruitment, training, compensation, and performance management—affect employees' satisfaction with their jobs, and how this, in turn, influences their level of commitment to the organization.

Abas Supeli and Peter A. Creed (2015) submitted The Longitudinal Relationship between Protean Career Orientation and Job Satisfaction, Organizational Commitment, and Intention-to-Quit. A survey of 168 young adults (83% male, average age 24) working at a large electronics company in Indonesia measured protean career orientation, job satisfaction, organizational commitment, and intention-to-quit at two time points, six months apart. Three cross-lagged models (standard, reverse, and reciprocal causal) were tested, and the standard causal model was supported. Findings showed that higher protean

career orientation at T1 was linked to lower organizational commitment, lower job satisfaction, and higher intention-to-quit at T2, indicating negative outcomes for employees with a protean orientation over six months.

Abubakr Suliman & Paul Iles (2000) submitted is continuance commitment beneficial to organizations?

Commitment-performance relationship: a new look. This paper examines the complex nature of organizational commitment in three industrial firms in Jordan, focusing on the relationship between commitment, job performance, and five demographic variables. The study confirms that organizational commitment is a three-dimensional concept and reveals positive associations between overall commitment and its components with job performance. Additionally, the study highlights both positive and negative relationships between organizational commitment and demographic factors like age, sex, education, job status, and tenure. The paper also discusses the implications for understanding organizational commitment in the Middle Eastern context.

Lee Huey Yiing & Kamarul Zaman Bin Ahmad (2009) submitted The moderating effects of organizational culture on the relationships between leadership behavior and organizational commitment and between organizational commitment and job satisfaction and performance. This paper investigates the moderating effects of organizational culture on the relationships between leadership behavior, organizational commitment, and job satisfaction and performance in Malaysia. Data was collected from 238 part-time MBA students and peers, assessing organizational culture, leadership behaviors, commitment, job satisfaction, and performance. The study found that leadership behavior generally influenced organizational commitment, with organizational culture playing a significant moderating role. Organizational commitment was positively associated with job satisfaction but not with employee performance. Supportive culture specifically influenced the commitment-satisfaction relationship. The findings offer insights into how leadership and organizational culture affect employee outcomes, with implications for managers.

W. Cieřliński, P. Piepiora & K. Witkowski (2019) submitted Models of digitalization of organizational space in sport, Journal of Education, Health and Sport. This research

presents an organizational model for the digitization of sport institutions as part of the transition to digital business models in sports. The empirical study focuses on the extent of information and communication technology (ICT) integration in sports institutions and the media coverage of the organizational space within sports as a part of media technology development. The research is based on the theory of organizational space (Cieřliński, 2016, 2017) and was funded through two research-implementation grants, including one under the Operational Program PolskaCyfrowa (POPC).

Debra L (2011) submitted The Effect of Training and Development on Employee Attitude as it Relates to Training and Work Proficiency. This study examines the link between training experiences, attitudes, and perceived job proficiency in a sample of 237 full-time employees from one academic institution and three businesses in Maryland, Delaware, and Arizona. The findings reveal a direct relationship between positive training experiences and attitudes and higher job proficiency. Specifically, 86.8% of those who received updated training reported the most positive attitudes toward training, with a significant correlation ($\gamma = .293$, $p < .05$). In contrast, 80% of those with negative training attitudes also had negative perceptions of their job proficiency.

Lydia Segal and Mark Lehrer (2012) submitted The Institutionalization of Stewardship: Theory, Propositions, and Insights from Change in the Edmonton Public School. Prior scholarship on stewardship as a principle of administration largely portrays stewardship as too idealistic and dependent upon situational factors to be institutionalized in large-scale organizations. Through a case study of the Edmonton Public Schools, this study explores the extent to which stewardship can be institutionalized as a central organizing principle, thereby ensuring performance and checking corruption in ways that are consistent with the primacy of intrinsic motivation. The study deepens our understanding of the challenges that managers face in reconciling stewardship with a bureaucratic context, documents practices that have been used to deal with these challenges, and more broadly discusses how it might be possible for islands of stewardship to emerge in a world governed by assumptions of human opportunism. To this end the paper

develops a model of the choice that organization members face in deciding to elect a principal-agent or a stewardship posture within large-scale organizations. This model draws on assumptions of human ambivalence in choosing between self-serving and altruistic modes of conduct.

RL Silaban, AW Handaru & A Saptono (2021) submitted Effect of workload, competency, and career development on employee performance with organizational commitment intervening variables. This study explores the impact of workload, competence, and career development on employee performance, with organizational commitment as a mediating variable. The findings reveal that workload negatively affects both organizational commitment and employee performance, while competence has a positive and significant effect on both. Career development does not influence organizational commitment but positively affects employee performance. Organizational commitment positively impacts employee performance and mediates the effects of workload and competence on performance but does not mediate the relationship between career development and performance. These results highlight the importance of managing workload, enhancing employee competence, and promoting career development to improve performance, with organizational commitment playing a crucial mediating role in some of these relationships.

Peter M. Nardi (2018) published *Doing survey research: A guide to quantitative methods*. In a world filled with information from media, social networks, and public discourse, distinguishing between opinions and scientific facts is crucial. *Doing Survey Research* provides a practical guide for individuals looking to conduct quantitative research, interpret data, and critically evaluate survey findings. Designed for students, researchers, and professionals, this textbook covers essential topics like survey design, data analysis, and statistical interpretation. The fourth edition includes updated examples and exercises reflecting current topics, with new content on Big Data, meta-analysis, and A/B testing used by companies like Netflix and Amazon. It also addresses ethical considerations related to privacy and research methods. This resource equips readers with the skills to conduct reliable studies and navigate the complexities of research in today's data-driven world.

JF Hair, M Sarstedt, CM Ringle & JA Mena (2012) submitted An assessment of the use of partial least squares structural equation modeling in marketing research. This study critically examines the use of partial least squares structural equation modeling (PLS-SEM) in marketing research, a method that has grown in popularity but has received limited methodological scrutiny. Analyzing 204 PLS-SEM applications published across 30 top-ranked marketing journals from 1981 to 2010, the research addresses key methodological aspects, including reasons for choosing PLS-SEM, data and model characteristics, and evaluation of both outer and inner models. The analysis highlights common problem areas, discusses the implications of researchers' choices, and provides comprehensive guidelines to improve PLS-SEM practices. This study emphasizes the importance of careful methodological decisions in PLS-SEM to avoid incorrect findings and misinterpretations, making it a valuable resource for researchers and practitioners aiming for more rigorous and reliable research outcomes.

C. Pearson & S. Ananthram (2008) submitted Career development, job satisfaction, and career commitment: Evidence from the Singaporean textile industry. This case study highlights how organizations are addressing trends such as workforce diversity, globalization, technological advancements, and leadership pipeline challenges by investing in career development and talent management strategies. With increasing pressure for accountability in HR expenditures, many organizations are adopting balanced evaluation criteria, including return on investment (ROI), to measure the effectiveness of leadership development programs. This study evaluates the ROI of a pilot talent management initiative in a manufacturing setting, demonstrating a positive connection between participants' application of new skills and improved business outcomes. Key findings emphasize that successful career development must be integrated with real-time work initiatives aligned with strategic business goals. Critical success factors include conducting thorough needs assessments, gaining senior management support, aligning efforts with strategic objectives, involving line managers in program design, implementing continuous evaluation, and piloting initiatives before full-scale

deployment. These insights provide actionable guidance for HR professionals seeking to develop impactful career development solutions. Wynne W. Chin (2009) submitted *How to Write Up and Report PLS Analyses*. This paper aims to offer a foundational framework for researchers interested in effectively reporting the results of Partial Least Squares (PLS) analyses. Given that covariance-based Structural Equation Modeling (SEM) is the dominant reporting paradigm, the paper first highlights the key differences between covariance-based SEM and PLS, providing a rationale to justify the use of PLS. The discussion is followed by two practical examples from the field of Information Systems. The first example demonstrates a model using constructs with reflective indicators (Mode A), while the second example presents a model incorporating a construct with formative indicators (Mode B). This framework serves as a guide to enhance transparency and rigor in PLS-SEM reporting.

Wynne W. Chin (2000) submitted *The Partial Least Squares Approach to Structural Equation Modeling*. in: *Modern Methods for Business Research*. This paper provides a comprehensive framework to guide researchers in properly reporting the results of Partial Least Squares Structural Equation Modeling (PLS-SEM) analyses, an increasingly popular alternative to covariance-based SEM in many fields. Since the traditional and more dominant paradigm in reporting SEM results is covariance-based, the paper begins by clearly outlining the key differences between covariance-based SEM and PLS-SEM, emphasizing the unique advantages and appropriate contexts for using PLS, such as handling complex models, small sample sizes, or predictive research goals. To illustrate best practices in reporting, the authors present two detailed examples from the field of Information Systems. The first example uses a model with constructs measured by reflective indicators (Mode A), where indicators are assumed to be manifestations of their underlying latent variables. The second example demonstrates a model with formative indicators (Mode B), where the indicators cause or form the latent construct, requiring distinct analytical considerations. By addressing key distinctions in model specification, measurement, and evaluation, this paper offers valuable methodological insights and a structured approach for enhancing the rigor, clarity, and transparency of PLS-SEM reporting.

Researchers are encouraged to adopt this framework to justify their methodological choices and to improve the interpretability and reliability of their findings in both academic and professional research contexts.

JF Hair, GTM Hult, CM Ringle, M Sarstedt & KO Thiele (2017) submitted *Mirror, mirror on the wall: a comparative evaluation of composite-based structural equation modeling methods*. Composite-based structural equation modeling (SEM), particularly partial least squares path modeling (PLS), is increasingly popular in marketing research, but its optimal use requires understanding its relative performance and favorable conditions. Most prior simulation studies evaluated these methods using common factor model populations, leading to inaccurate assessments. This study provides the first comprehensive evaluation of composite-based SEM using composite model data across diverse model scenarios. A large-scale simulation demonstrates that both PLS and generalized structured component analysis are consistent estimators for composite model-based populations, outperforming sum scores regression in parameter recovery, with PLS offering slightly higher statistical power.

M Sarstedt, CM Ringle & JF Hair (2014) submitted *Partial Least Squares Structural Equation Modeling*. Partial Least Squares Structural Equation Modeling (PLS-SEM) is a popular technique for estimating path models involving latent variables and their relationships. It is commonly used to identify success factors and competitive advantages for constructs like customer satisfaction, loyalty, and behavior. This chapter introduces the basics of measurement and structural theory and explains how to specify and estimate path models using PLS-SEM. It also covers how to evaluate results and presents complementary analytical techniques. Additionally, the chapter demonstrates the method with a PLS-SEM application of the corporate reputation model.

S Zhang & S Hong (2000) submitted *Sample size in factor analysis*. The factor analysis literature suggests various recommendations for the minimum sample size needed to achieve stable factor solutions that align with population factors. A common misconception is that this minimum sample size, or the ratio of sample size to the number of variables, remains constant across

studies. In reality, the required sample size depends on several factors, including the level of communality of the variables and other characteristics specific to each study.

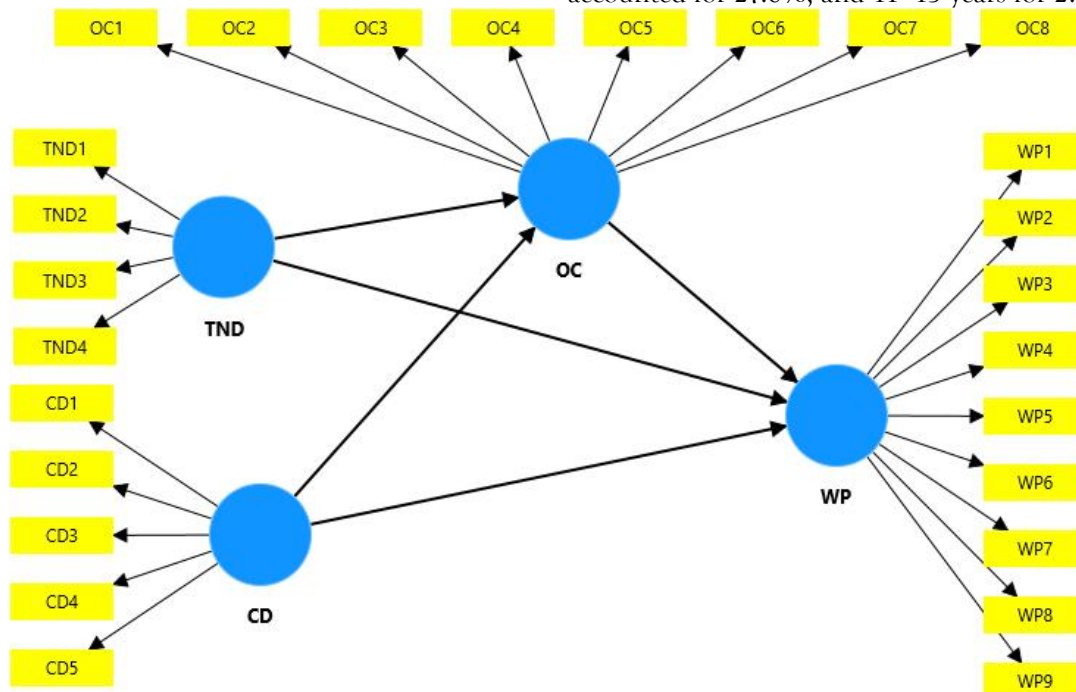
SAMPLING

This study examined frontline employees from Textiles in Bangladesh to analyze workplace relationships. Researchers collected data using a self-administered questionnaire after obtaining approval from Textile HR departments and verbal consent from participants. Anonymity was ensured, and employees were encouraged to provide honest responses. Out of 6,000 permanent Textiles employees across 43 Textiles, a random sampling technique determined a sample

size of 362 using ROA software. Data collection was conducted through surveys.

RESULTS

In this study, the demographic breakdown revealed that 86.5% of participants were male and 13.5% were female. Most respondents were aged 20–29 (82%), followed by 20–39 (16%) and 40–49 (1.9%). In terms of marital status, 50.3% were single, 48.9% were married, and 0.8% were divorced. The majority of employees worked in stitching (46.5%), with others in front office (18.5%), housekeeping (21%), sales and marketing (7.5%), and security (6.6%). Most employees had 1–5 years of experience (65.5%), while 6–10 years accounted for 27.6%, and 11–15 years for 2.8%.



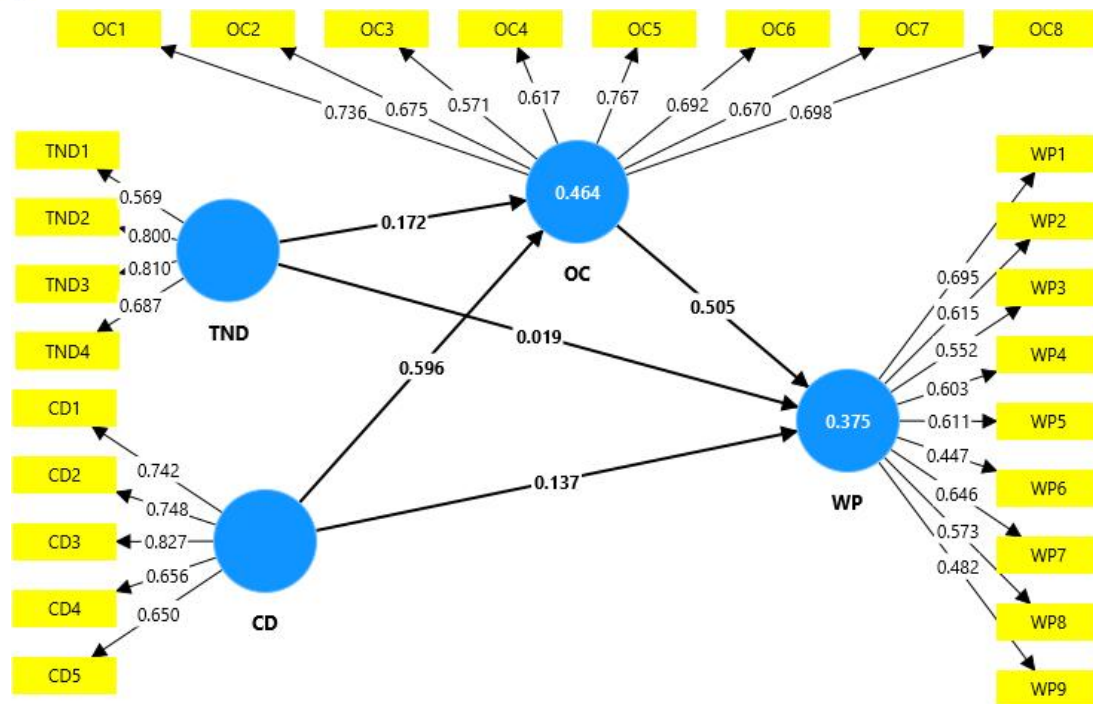


Table 1
Measurement model.

Latent variable	Items	Loading	Cronbachs alpha	Composite reliability	AVE
Training and Development	TD_1	0.717	0.823	0.874	0.581
	TD_2	0.786			
	TD_3	0.687			
	TD_4	0.807			
	TD_5	0.806			
Career Development	CD_1	0.768	0.859	0.898	0.639
	CD_2	0.823			
	CD_3	0.834			
	CD_4	0.804			
	CD_5	0.765			
Work Performance	WP_1	0.874	0.931	0.943	0.675
	WP_2	0.852			
	WP_3	0.814			
	WP_4	0.761			
	WP_5	0.891			
	WP_6	0.793			
	WP_7	0.783			
	WP_8	0.797			
Organisational Commitment	OC_1	0.655	0.831	0.878	0.548
	OC_3	0.685			
	OC_5	0.623			
	OC_6	0.810			
	OC_7	0.815			
	OC_8	0.828			

Note. AVE = average variance extracted, WP= Work Performance, TD = Training and Development, CD= Career Development, OC Organisational Commitment.

Table 2
Discriminant validity of the variable.

	CD	OC	TD	WP
CD	0.799			
OC	0.246	0.741		
TD	0.366	0.218	0.762	
WP	0.412	0.290	0.318	0.822

Note. WP= Work Performance, TD = Training and Development, CD= Career Development, OC = Organisational Commitment.

Table 3
Summary of hypothesis testing.

S/n	Hypothesized	P Value	SE	T Value	Decisions
1.	TD > WP	0.001	0.056	3.407	Supported
2.	CD > WP	0.000	0.056	6.119	Supported
3.	TD > OC	0.005	0.053	2.809	Supported
4.	CD > OC	0.002	0.061	3.159	Supported
5.	OC > WP	0.000	0.047	3.772	Supported
6.	TD > OC > WP	0.015	0.014	2.439	Supported
7.	CD > OC > WP	0.023	0.012	2.283	Supported

Note. SE= Standard Error, WP= Work Performance, TD = Training and Development, CD= Career Development, OC = Organisational Commitment, P Value > .05.

Table 4
Effect size F2.

	CD	OC	TD	WP
CD		0.035		0.103
OC				0.038
TD		0.021		0.030
WP				

Note. SE= Standard Error, WP= Work Performance, TD = Training and Development, CD= Career Development, OC = Organisational Commitment.

Theoretical implication

This investigation advances knowledge about organizational behaviour, employee psychology to work performance, the

Table 5
Results of the predictive relevance of the mode.

Total	SSO	SSE	Q ² = (SSE/SSO)
CD	1810.000	1810.000	
OC	2172.000	2084.510	0.040
TD	1810.000	1810.000	
WP	2896.000	2477.756	0.144

Note: WP= Work Performance, TD = Training and Development, CD= Career Development, OC = Organisational Commitment, SSO = sum squares of observations, SSE = sum squares of prediction errors, Predictive Relevance = Q².

Limitation

This study depended on voluntary participants' self-reported recollections of concept indicators and utilized a survey method to examine the relationship between variables. The sample was likely restricted to a specific population with similar demographic characteristics, such as males with relatively high cognitive abilities.

Discussion

The study's focus on the Bangladeshi textile sector presents a valuable opportunity to compare it with Pakistan's textile industry, as both countries are pivotal players in the global textile and garment market. Bangladesh is primarily known for its

ready-made garments (RMG) sector, making it the world's second-largest apparel exporter after China, with a strong emphasis on producing clothing for global fashion brands. Pakistan, on the other hand, boasts a more vertically integrated textile industry, spanning the entire value chain from raw cotton production and spinning to weaving, dyeing, and manufacturing finished garments and home textiles. This structural difference influences how each country approaches workforce development, training, and performance enhancement strategies.

Regarding training and development, Bangladesh has increasingly prioritized these initiatives to align with international buyers' demands for

higher compliance and sustainability standards. After incidents like the Rana Plaza collapse, global brands operating in Bangladesh have not only imposed stricter safety and compliance requirements but have also introduced training programs to boost workplace safety, productivity, and employee skill development. These programs often focus on soft skills, compliance protocols, and operational efficiency. Conversely, Pakistan's training initiatives are often more technically oriented, aiming to modernize upstream textile processes such as spinning, weaving, dyeing, and finishing. This is due to Pakistan's diversified industrial output, which includes not just apparel but also raw textiles and home fabrics. Despite these tailored approaches, both countries face persistent skill gap challenges, with international organizations like the International Labour Organization (ILO) and United Nations Industrial Development Organization (UNIDO) frequently stepping in to support workforce training and skill development.

In terms of career development, the Bangladeshi textile sector primarily employs women, especially in entry-level roles within the RMG sector. Consequently, career development programs in Bangladesh often incorporate gender-specific initiatives that focus on women's empowerment, skill advancement, and leadership development. These programs aim to help workers progress from basic production roles to supervisory or quality control positions. Pakistan's textile industry, with its broader industrial base and diverse product lines, provides a wider range of career development opportunities across genders. The sector includes technical, operational, and managerial roles, allowing career progression not only on the factory floor but also in more specialized and leadership positions. This diversity in career paths may contribute to a more balanced approach to employee development and retention strategies.

When it comes to organizational commitment and work performance, the study highlights that in Bangladesh, training and development initiatives significantly enhance organizational commitment, which in turn improves work performance. This is particularly critical in the Bangladeshi context, where high employee turnover remains a challenge. Strengthening organizational commitment through skill development and career progression opportunities

can lead to increased productivity and stability within the workforce. Comparatively, Pakistani textile firms often exhibit more robust organizational structures and longer employee tenures, contributing to a potentially higher baseline of organizational commitment. This stability might be attributed to stronger cultural and organizational loyalty or to better-established career development frameworks within firms. Nevertheless, both industries are facing mounting pressure from global competition and are recognizing the necessity of structured employee engagement and development strategies to maintain and boost productivity.

From a strategic management perspective, textile managers in Bangladesh might focus on allocating resources for continuous training, emphasizing compliance with international standards, and fostering career growth opportunities specifically within the RMG sector. Such strategies could help reduce turnover and enhance work performance by building a more committed workforce. Meanwhile, managers in Pakistan's textile sector could benefit from balancing advanced technical training with career development pathways that not only improve operational efficiency but also encourage innovation and adaptability across diverse textile segments. This approach could support the sector's broader value chain, enhancing competitiveness in global markets.

conclusion

In conclusion, this study provides compelling evidence of the critical role organizational commitment plays in mediating the relationship between training and development, career development, and work performance within the Bangladeshi textile sector. The research demonstrates that when organizations invest in robust training programs and create clear career development pathways, employees are more likely to feel a stronger sense of commitment to their employers. This enhanced organizational commitment not only fosters a more engaged and loyal workforce but also directly translates into improved work performance. Such outcomes are particularly valuable in the Bangladeshi textile industry, which is characterized by high employee turnover, a predominantly female workforce in the ready-made garments (RMG) sector, and increasing pressure to meet international

standards of productivity, compliance, and sustainability.

The study's findings underscore a strategic imperative for textile managers: to develop and implement policies that effectively boost organizational commitment through targeted human resource practices. By prioritizing training and development, managers can enhance employee skills, workplace safety, and productivity, aligning their operations with global market demands. Simultaneously, offering career development opportunities can empower workers, promote upward mobility, and reduce turnover by providing clearer career trajectories. This dual approach not only improves individual performance but also contributes to organizational stability and competitiveness in the global textile market. Moreover, in the context of the Bangladeshi textile sector where international buyers increasingly demand adherence to ethical and sustainable practices.

DEDICATION

In gratitude for your unwavering support and encouragement, this journey bears the mark of your kindness and belief in me. Your guidance has illuminated my path and your love has fueled my spirit. With heartfelt appreciation, I dedicate this accomplishment to you.
With love and appreciation,

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I would like to extend my deepest gratitude to all those who have contributed to this endeavor. First and foremost, I am immensely thankful to my supervisor, [Hammad Zaffar & Fakhr e Alam], whose guidance, patience, and expertise have been invaluable throughout this research journey. Special thanks to my family for their unwavering encouragement and understanding during this time. Lastly, I express my appreciation to all participants who generously shared their time and insights for this study. Your support has been instrumental in shaping this work, and for that, I am truly thankful.

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