

PREDICTING EMPLOYEE COMMITMENT WITH DISTINCT
EMPLOYEE VALUE PROPOSITION: AN INSIGHT OF THE TEXTILE
INDUSTRY OF PAKISTAN



MUHAMMAD USMAN MUMTAZ

03-280182-002

This thesis is submitted in fulfilment of the
requirements for the award of the degree of
the Doctor of Philosophy (Management Sciences)

Department Of Management Sciences

BAHRIA UNIVERSITY LAHORE CAMPUS

June 2024

APPROVAL FOR EXAMINATION

Scholar Name: Muhammad Usman Mumtaz
Registration number: 03-280182-002
Programme of Study: PHD Management Sciences

Thesis title: “Predicting Employee Commitment with Distinct Employee Value Proposition: An Insight of the Textile Industry of Pakistan”

It is to certify that the above scholar’s thesis has been completed to my satisfaction and to my belief its standard is appropriate for the submission for examination I have also conducted plagiarism test of this thesis using HEC prescribed software and found similarity index 9% that is within the permissible limit set by the HEC for PhD degree thesis. I have also found the thesis in a format recognized by the BU for the PhD thesis


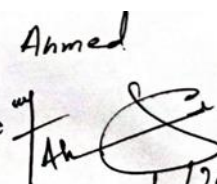
Principle Supervisor Name: Dr. Saif Ul Haq

Principle Supervisor signature: _____

Co- Supervisor Name: Dr Muhammad Ahmed

Co- Supervisor signature: _____

Date: _____


 Dr. Muhammad Ahmed
 Supervisor Signature 
 13/2/2023

AUTHORS DECLARATION

I Muhammad Usman Mumtaz hereby state that my PHD thesis is entitled

Predicting Employee Commitment with Distinct Employee Value Proposition: An Insight of the Textile Industry of Pakistan

This is my own work and has never been submitted by anyone for any degree / certification etc. in any university of Pakistan or any other country. This is solely my work under the supervision of my Supervisor Dr. Saif Ul Haq, and my Co-Supervisor Dr. Muhammad Ahmed. At any time if my statement found to be incorrect the university has the right to take any disciplinary action.

Name of the scholar: Muhammad Usman Mumtaz

PLAGIARISM UNDERTAKING

I solemnly declare that research work presented in the thesis titled

Predicting Employee Commitment with Distinct Employee Value Proposition: An Insight of the Textile Industry of Pakistan

is solely my research work with no significant contribution from any other person. Small contribution / help wherever taken has been duly acknowledged and that complete thesis has been written by me.

I understand the zero tolerance policy of the HEC and Bahria University towards plagiarism. Therefore, I as an Author of the above titled thesis declare that no portion of my thesis has been plagiarized and any material used as reference is properly referred / cited. I undertake that if I am found guilty of any formal plagiarism in the above titled thesis even after award of PhD degree, the university reserves the right to withdraw / revoke my PhD degree and that HEC and the University has the right to publish my name on the HEC / University website on which names of scholars are placed who submitted plagiarized thesis.

Scholar / Author's Sign: M. Usman Mumtaz



Name of the Scholar: Muhammad Usman Mumtaz

DEDICATION

To My Parents and My Teachers

from their utmost efforts in bringing myself up to the position to
contribute to the society

ACKNOWLEDGEMENT

Firstly, I would like to express my sincere gratitude to my advisor Dr. Muhammad Ahmed for his continuous support in my PhD study and related research, for his patience, motivation, and immense knowledge sharing with me. His guidance helped me in every step in the journey of my research and academic writing of this thesis. I could not have imagined having a better advisor and mentor for my PhD study.

Besides my advisor, I would like to thank the rest of my thesis committee members for their insightful comments and encouragement, but also for the hard question which incited me to widen my research from various perspectives.

My sincere thanks to the Campus Director of Bahria University Lahore as well, who provided me an opportunity to join the institute, and who gave me access to the Library and other campus facilities. Without their precious support for the students, it would not be possible to conduct this research.

Last but not the least, I would like to thank my family for supporting me Emotionally and spiritually in this research journey.

ABSTRACT

The purpose of this research is to identify the distinct employee value proposition for the textile employees of Pakistan. Along with the model, this research also develops a scale to measure the employee value proposition of the textile sector of Pakistan. And then with the use of this model to elevate the employee commitment. This research also considers the psychological aspects of employees like psychological capital and psychological empowerment in the textile sector and signifies their role in developing employee commitment. The research has been conducted using exploratory sequential mixed methodology. First qualitative research has been conducted followed by a quantitative study. With the help of NVivo software, the interview data was processed to get the themes of the study, and the themes of the study were empirically tested by Exploratory factor analysis using SPSS. Furthermore, with the help go Smart PLS, Confirmatory factor analysis was applied to analyze the empirical role of the model and the psychological capital on the employee commitment. The outcomes of the study starting from the qualitative results, highlighted Eight values for the textile employees. Which were empirically tested through EFA into 6 values. The resultant values of EVP were Affiliation At Work, Procedural Justice in Performance Appraisals, Job Security, Work Schedule Flexibility, Work and Career Progress Satisfaction, and Pay & Benefits Satisfaction. The research also develops a scale of 32 items which measures employee value proposition with 6 dimensions. Secondly, empirical analysis were performed with employee psychological capital and employee commitment with positive results. The moderation of

employee psychological empowerment has also been proved. This research explores the unique values demanded by textile employees. Moreover, the study also produces a reliable and valid scale for the measurement of the employee value proposition for the employees of textile. The psychological aspects have been proved to significantly elevate employee commitment. Thus, this research has very high theoretical as well as practical implications. The employee value proposition model can be used to design specialized offers for the textile sector employees by providing a directional roadmap, that how the employees can perform better and ultimately, can be convinced to stay longer with the organization.

Keywords: Employee Value Proposition, Textile Sector of Pakistan, Psychological Capital and Psychological Empowerment, NVivo, Smart PLS, Employee Commitment

TABLE OF CONTENTS

| CHAPTER | TITLE | PAGE |
|---------|--------------------------------|-------|
| | APPROVAL FOR EXAMINATION | ii |
| | AUTHORS DECLARATION | iii |
| | PLAGIARISM UNDERTAKING | iv |
| | DEDICATION | v |
| | ACKNOWLEDGEMENT | vi |
| | ABSTRACT | vii |
| | LIST OF TABLES | xvi |
| | LIST OF FIGURES | xviii |
| | LIST OF ABBREVIATIONS..... | xix |
| | LIST OF APPENDICES..... | xx |
| 1 | INTRODUCTION | 1 |
| | 1.1. Background: | 1 |

| | |
|---|-----------|
| 1.2. Industrial Context In The Textile Sector: | 4 |
| 1.3. Literature Gaps: | 7 |
| 1.3.1. Theoretical Gap: | 7 |
| 1.3.2. Contextual Gap: | 9 |
| 1.3.3. Methodological Gap (EVP Scale): | 11 |
| 1.4. Problem Statement: | 12 |
| 1.5. Research Questions | 16 |
| 1.6. Research Objectives | 17 |
| 1.7. Significance of the study | 18 |
| 2 LITERATURE REVIEW | 20 |
| 2.1 International Textile Industry and International Players | 20 |
| 2.2. The Pakistan Textile Industry and Its Challenges | 22 |
| 2.3. The External Challenges Of The Pakistani Textile Industry And Their Impacts | 23 |
| 2.4. The Internal Challenges of the Pakistani Textile Industry and Their Impacts | 26 |
| 2.5. Human Resource Policies and Employee Commitment in The Pakistani Textile Industry | 27 |
| 2.6. Employee Commitment and Positive Organizational Behaviors | 29 |
| 2.7. Employee Value Proposition | 31 |
| 2.7.1. Value | 31 |
| 2.7.2. Employee Value Proposition; The Concept: | 32 |
| 2.7.3. Why Employee Value proposition? | 33 |
| 2.7.4. Dimensions of Employee Value Proposition: | 35 |

Additional Employee Values identified after Interviews in the Textile

| | |
|---|-----------|
| Sector Of Pakistan: | 37 |
| 2.7.5. Job Security | 37 |
| 2.7.6. Procedural Justice in Performance Appraisal | 38 |
| 2.7.7. Work Schedule Flexibility..... | 39 |
| 2.8. Psychological Capital | 40 |
| 2.8.1. Dimensions of Psychological Capital..... | 42 |
| 2.9. Psychological Empowerment | 43 |
| 2.10. Theory: | 46 |
| 2.11. Social Exchange Theory in Various Domains..... | 46 |
| 2.11.1. Marketing | 46 |
| 2.11.2. Psychology | 47 |
| 2.11.3. Organizational Behavior..... | 47 |
| 2.12. Social Exchange Theory in Other Domains..... | 47 |
| 2.13. Social Exchange Theory with Current Model | 49 |
| 2.13.1. Social Exchange Theory with Employee Commitment..... | 49 |
| 2.13.2. Social Exchange Theory with Psychological Capital | 50 |
| 2.13.3. Social Exchange Theory with Employee Value Proposition | 50 |
| 2.13.4. Social Exchange Theory with Employee Psychological Empowerment | 51 |
| 2.14. Social Exchange Theory in Current Research..... | 51 |
| 2.15. Relationships And Proposition / Hypothesis Development | 53 |
| 2.15.1. Pakistan Textile Sector Distinct Employee Value Proposition Dimensions and Measurement:..... | 54 |
| 2.15.2. Employee Commitment and Psychological Capital | 57 |
| 2.15.3. Employee Commitment and Employee Value Proposition..... | 59 |
| 2.15.4. Employee Value Proposition and Psychological Capital..... | 61 |
| 2.15.5. Employee Psychological Capital as a Mediator | 63 |
| 2.15.6. Employee Psychological Empowerment and Employee Commitment:.. | 64 |
| 2.15.7. List of Research Propositions and Hypothesis: | 65 |

| | | |
|----------|---|------------|
| | 2.15.8. Theoretical Framework: | 66 |
| 3 | RESEARCH METHODOLOGY | 67 |
| | 3.5.1. Sampling Technique..... | 73 |
| | 3.5.2. Measurements and Data Collection Procedures | 78 |
| | 3.6.1. Section-II Quantitative Measures / Instrument | 80 |
| | 3.7.1. List of Analysis..... | 87 |
| 4 | RESEARCH ANALYSIS AND FINDINGS | 89 |
| | 4.1. Introduction..... | 89 |
| | 4.2. Section-I: Interviews, Transcription, and Themes | 89 |
| | 4.3. Textile Sector Interviews of Employee Value Proposition: Coding and Themes | 90 |
| | 5. Cluster Analysis using NVIVO: | 102 |
| | 6. Word Tree..... | 107 |
| | 7. The Word Cloud..... | 108 |
| | 7.2.1. Findings of the Section-I: | 108 |
| | Section-II: Scale Development and Exploratory Factor Analysis | 108 |
| | 8. Exploring the Intended Meaning And Breadth Of The Theoretical Concept | 113 |
| | 9. Pilot Testing Of Survey Instruments of the model | 113 |
| | 10. Determine Sampling Procedure..... | 114 |
| | 11. Examine Data Quality: | 114 |
| | 12. Verify The Factorability Of The Data | 115 |
| | 13. Bartlett's Test of Sphericity and Kaiser-Meyer-Olkin test of sampling adequacy:..... | 115 |
| | 14. Conduct Common Factor Analysis..... | 115 |
| | 15. Select Factor Extraction Method | 117 |
| | 16. Herman's Single Factor Test | 118 |
| | 17. Factors determined | 118 |
| | 18. Rotated Component Matrix..... | 119 |
| | 19. Evaluating items based on a priori criteria..... | 121 |

| | | |
|----------|---|------------|
| 20. | Operational definitions of the dimensions | 122 |
| 21. | Present Results | 123 |
| | Demographic Analysis Table:..... | 124 |
| | 4.5. Confirmatory Factor Analysis | 127 |
| 22. | Data Analysis | 128 |
| 23. | Diagnostic Test Of Normality Of Data: | 129 |
| 24. | Reliability Of The Data..... | 130 |
| 25. | Construct Reliability Of Data:..... | 130 |
| 26. | Variance Inflation Factor: | 131 |
| 27. | Convergent Validity | 132 |
| 28. | Outer Loading Before Deleting..... | 132 |
| 29. | Outer Loading After Deleting: | 136 |
| 30. | Average Variance Extracted | 139 |
| 31. | Discriminant Validity | 140 |
| 32. | Fornier - Larker Criteria: | 140 |
| 33. | Heterotrait- Monotrait (HTMT) ratio..... | 141 |
| 34. | Cross Loading | 142 |
| 35. | Model Fit | 146 |
| 36. | R- Square Value | 147 |
| 37. | Evaluation Of Relationship Model | 147 |
| 38. | Testing of Moderations..... | 149 |
| 39. | Testing of Mediation | 150 |
| 40. | PLS-SEM Structure Equation-Based Hypothesis Verification..... | 151 |
| 41. | Summary..... | 157 |
| 5 | DISCUSSION AND CONCLUSION | 158 |
| | 5.1.Introduction..... | 158 |
| | 5.2.The prognosis from Empirical Findings Discussion and Suggestions | 158 |
| | 5.3.Conclusions..... | 166 |
| | 5.4.Contribution:..... | 167 |

| | |
|---|------------|
| 5.4.1.Theoretical Contribution:..... | 167 |
| 5.4.2.Practical Contribution:..... | 168 |
| 5.4.3.Limitations: | 171 |
| 5.4.4.Future Directions | 172 |
| 5.5.Conclusions..... | 173 |
| APPENDIXES: | 223 |
| 7.1 Support Tables and Graphs: | 223 |
| 7.2 Questionnaires: | 230 |
| 7.2.1 Psychological Capital Questionnaire (PCQ) by Fred Luthan:.. | 230 |
| 7.2.2 Psychological Capital Questionnaire (PCQ) by Djourova: | 232 |
| 7.2.3 Allen and Meyer’s Organizational Commitment Questionnaire:..... | 234 |
| 7.2.4 Psychological Empowerment in the workplace Questionnaire by Spreitzer, G. M. (1995): (Spreitzer, 1995) | 236 |
| 7.2.5 Employee Value Proposition Questionnaire by Jaco Parreira: 237 | |
| 7.2.6 Employee Value Proposition Questionnaire by Andrew Heys:. 241 | |
| 7.2.7 Pay Satisfaction Questionnaire by Spector : | 242 |
| 7.2.8 Benefits Satisfaction Questionnaire by Spector: | 243 |
| 7.2.9 Work Satisfaction Questionnaire by Spector: | 244 |
| 7.2.10 Career satisfaction Questionnaire by Greenhaus, Parasuraman, and Wormley: | 245 |
| 7.2.11 Affiliative Citizenship Behavior | 246 |
| 7.2.12 Satisfaction With Work Schedule Flexibility..... | 247 |
| 7.2.13 Job Security | 248 |

| | | |
|---------------|--|------------|
| 7.2.14 | Procedural Justice in Performance Appraisal..... | 249 |
| 7.4 | Figure 5.2.3a: Word Tree: | 253 |
| 7.5 | Figure 5.2.4a: Word Cloud | 254 |
| 7.6 | 5.3b. Questionnaire – Content Validation Sheet | 255 |
| 7.7 | 5.3c: Questionnaire – (EVP and Other Constructs)..... | 263 |
| 7.8 | Table 5.4.11a: (New Developed Scale of Employee Value Proposition in Textile Sector Of Pakistan)..... | 271 |
| 7.9 | Letter From University Authority For Data Collection:..... | 275 |

LIST OF TABLES

| TABLE NO. | TITLE | PAGE |
|--------------|---|------|
| 1.2.1 A -I | State Bank of Pakistan Annual Report for Fiscal Year 2017 – 2018 | 5 |
| 2.3.i | Economic Contribution of Pakistan Textile Industry (2001-11) | 24 |
| 4.2.1. | Summary of Research Methodology – Exploratory Sequential Mixed Methodology | 60 |
| 4.2.3.a | Total Number of Textiles in Pakistan – APTMA | 71 |
| 5.2.1. | Textile Sector Interviews Of Employee Value Proposition: Coding and Themes | 94 |
| 5.4a | Table of Reliability for Research Instruments | 101 |
| 5.4.1.1a | Pilot Testing | 102 |
| 5.3.4.1. | <i>Bartlett’s Test of Sphericity and Kaiser-Meyer-Olkin test of sampling adequacy</i> | 103 |
| 5.3.5. | Conduct Common Factor Analysis | 104 |
| 5.3.6. | Select Factor Extraction Method | 105 |
| 5.3.6.1. | <i>Herman's Single Factor Test</i> | 107 |
| 5.3.7. | Factors determined | 108 |
| 5.3.8. | Rotated Component Matrix | 110 |
| 5.4. | Demographic Analysis Table | 115 |
| 5.51a | Disproportion of Stratified Random Sampling | 118 |
| 5.5.1.1. | <i>Diagnostic Test Of Normality Of Data</i> | 120 |
| 5.5.2.1. | <i>Construct Reliability Of Data</i> | 121 |
| 5.5.2.2. | <i>Variance Inflation Factor</i> | 122 |

| | | |
|----------|--|-----|
| 5.5.3.1. | <i>Outer Loading Before Deleting</i> | 124 |
| 5.5.3.2. | <i>Outer Loading After Deleting</i> | 140 |
| 5.5.3.3. | <i>Average Variance Extracted</i> | 143 |
| 5.5.4.1. | <i>Forner - Larker Criteria</i> | 144 |
| 5.5.4.2. | <i>Heterotrait- Monotrait (HTMT) ratio</i> | 145 |
| 5.5.4.3. | <i>Cross Loading</i> | 147 |
| 5.5.5.3. | <i>R- Square Value</i> | 150 |
| 5.5.6.1. | Bootstrapping Results Table | 151 |
| 5.5.7. | Testing of Moderations | 153 |
| 5.5.8. | Testing of Mediation | 157 |
| 5.5.9 | Summary Table | 155 |

LIST OF FIGURES

| FIGURE NO. | TITLE | PAGE |
|-----------------------|--|-------------|
| 3.8 | Theoretical Framework | 64 |
| 5.2.2.1 | Construct: Compensation Satisfaction in NVIVO | 94 |
| 5.2.2.2 | Construct: Benefits Satisfaction in NVIVO | 94 |
| 5.2.2.3 | Construct: Work Content Satisfaction in NVIVO | 95 |
| 5.2.2.4 | Construct: Career Satisfaction in NVIVO | 95 |
| 5.2.2.5 | Construct: Affiliations Satisfaction in NVIVO | 97 |
| 5.2.2.6 | Construct: Work Schedule flexibility in NVIVO | 97 |
| 5.2.2.7 | Construct: Job security in NVIVO | 98 |
| 5.2.2.8 | Construct: Procedural Justice in Performance Appraisal in NVIVO | 98 |
| 5.2.2.9 | Cluster Analysis of all values in NVIVO | 99 |
| 5.3.7. | Scree Plot | 132 |
| 5.5.6. | Bootstrapping Results model | 144 |
| 5.7 A | Structural Equation Modeling | 147 |
| 5.7 B | Structural Equation Modeling | 148 |

LIST OF ABBREVIATIONS**ACRONYMS****WORDS**

| | |
|--------|---|
| EVP | Employee Value Proposition |
| PsyCap | Psychological Capital |
| PsyEmp | Psychological Empowerment |
| EC | Employee Commitment |
| PS | Pay Satisfaction |
| BS | Benefits Satisfaction |
| CS | Career Satisfaction |
| PJPA | Procedural Justice in Performance Appraisal |
| JS | Job Satisfaction |
| SWSF | Satisfaction With Work Schedule Flexibility |
| SPSS | Statistical Package For Social Sciences |

LIST OF APPENDICES

| APPENDICES NO. | TITLE | PAGE |
|-----------------------|---|-------------|
| 8.1. | Support Tables and Graphs | 194 |
| 8.2.1. | Psychological Capital Questionnaire (PCQ) by Fred Luthan | 198 |
| 8.2.2. | Psychological Capital Questionnaire (PCQ) by Djourova: | 200 |
| 8.2.3. | Allen and Meyer's Organizational Commitment Questionnaire | 201 |
| 8.2.4. | Psychological Empowerment in the workplace Questionnaire by Spreitzer, G. M. (1995) | 202 |
| 8.2.5. | Employee Value Proposition Questionnaire by Jaco Parreira | 203 |
| 8.2.6. | Employee Value Proposition Questionnaire by Andrew Heys | 207 |
| 8.2.7. | Pay Satisfaction Questionnaire by Spector | 209 |
| 8.2.8. | Benefits Satisfaction Questionnaire by Spector | 211 |
| 8.2.9. | Work Satisfaction Questionnaire by Spector | 213 |
| 8.2.10. | Career satisfaction Questionnaire by Greenhaus, Parasuraman, and Wormley | 215 |
| 8.2.11. | Affiliative Citizenship Behavior | 219 |
| 8.2.12. | Satisfaction With Work Schedule Flexibility | 221 |
| 8.2.13. | Job Security | 222 |
| 8.2.14. | Procedural Justice in Performance Appraisal | 224 |
| 8.3. | Other Support Screenshots | 225 |
| 8.4 | Figure 5.2.3a: Word Tree | 226 |
| 8.5. | Figure 5.2.4a: Word Cloud | 227 |
| 8.6. 5.3b. | Questionnaire – Content Validation Sheet | 228 |

| | | |
|-----------|--|-----|
| 8.7. 5.3c | Questionnaire – (EVP and Other Constructs) | 237 |
| 8.8. | Table 5.4.11a: (New Developed Scale of Employee Value Proposition in Textile Sector Of Pakistan) | 246 |

CHAPTER 1

INTRODUCTION

1.1. Background:

Since the independence of Pakistan in 1947, one of the industries that helped Pakistan prosper throughout these years was Textile (Tahir and Mughal, 2012, Mumtaz et al., 2021). Many Muslim businessmen migrated to Pakistan with the skillset and experience of textile and in a very short period gradually developed an entire industry in Pakistan. With very limited economic and technological support, the textile industry started developing progressively and became one of the primary economic pillars of Pakistan's Economy (Siegmann, 2005, Wajidi et al., 2022, Sayed et al., 2021). Not just nationwide, this industry extended to the international market and challenged many international players (Ahmed, 2011, Atkar et al., 2021). The agricultural land, while providing the economical production resources, also gave the Pakistani Textile Industry a competitive edge in pricing over other international players (Wagan, 2015, Memon et al., 2020). Subsequently, the Pakistan textile industry became one of the significant exporters and

placed in the eighth position among Asian countries (Tanveer et al., 2011, Safeer et al., 2019).

As for now, the Pakistan Textile industry holds the fourth position amongst the largest producers of cotton. It also has the fourth rank in cotton production and bears the third largest spinning capacity in the world thus, contributing 5% to the total spinning capacity of the world. Pakistan textile industry contains, 442 spinning units (124 are the larger ones, and 425 are the smaller ones) along with 1221 ginning units.

The total contribution of the textile industry to the overall GDP of Pakistan is 9.5 percent, which is one of the largest among other sectors in Pakistan. The textile productions exported abroad from Pakistan accumulate to 60% of total exports. It also encircles 39% of the manufacturing industry's total labor force, making it the biggest employer in terms of the labor force in the manufacturing sector in Pakistan. (Saqib et al., 2015, Shah and Hussain, 2016, Wadho et al., 2019)

However, despite all these optimistic figures, the textile sector has hardly touched one percent in the global industry competition. This also reflects the great growth potential of this industry and, it can become our economic game-changer if managed proactively and strategically (Ataullah et al., 2014, Memon et al., 2020).

Literature suggests, The textile industry of Pakistan is not delivering the highest of its capacity is because of various external as well as internal contributing issues (Hassan and Mahmood, 2016, Hussein et al., 2016, Khaqan, 2016, Tahir and Anuar, 2016, Khan et al., 2017, Khan and Shah, 2017, Mustafa et al., 2017, Shabbir et al., 2017, Shafiq et al., 2019). External industry issues, for example, energy crises, law and order challenges, lack of foreign direct investment policies and taxations which are unfavorable to the economy applying high power tariffs, and elimination of special quotas for the textile sector of Pakistan (Ataullah et al., 2014, Khan and Khan, 2010, Khan et al., 2017, Khan and Shah,

2017, Shabbir et al., 2017, Memon et al., 2020). Other external factors playing a considerable role in this regard, are the global increase in international competition concerning quality and prices. These international players made the survival of various companies an immense challenge, e.g. China started offering highly competitive offers to the clients (Shah et al., 2012b, Baiardi and Bianchi, 2020). Furthermore, internal issues like lack of effective human resource management policies leading to the lack of employee-oriented approaches caused problems like lack of employee commitment and thus employee performance (Sayed et al., 2021, Memon et al., 2021, Khan et al., 2020, Shafiq et al., 2019). These factors have ultimately affected the Pakistan textile industry and challenged its sustainability. Thus, the textile sector of Pakistan, which was once one of the booming industries, has now become vulnerable (Siegmann, 2005, Khan and Khan, 2010, Shah et al., 2012b, Ahmed and Hanif, 2015, Ali et al., 2016, Ullah et al., 2016).

As time has passed, textile businesses' traditional leadership has evolved, and today employers are looking for new opportunities from both inside the organizations and outside the organizations to cope with the internal and external challenges mentioned earlier. Few recent studies showed that employers are pursuing improvisations and developments in various aspects of an organization like cost reductions (Javed et al., 2015, Tauseef et al., 2015, Hussein et al., 2016), total quality management (Shafiq et al., 2019, Mahmood and Ahmed, 2015, Ahmad et al., 2017, Hassan and Mahmood, 2016, Khoso and Nafees, 2015, Tahir and Anuar, 2016), overall organizational productivity (Siddiqi et al., 2012, Hussain and Rehman, 2013, Ahmad and Kalim, 2014, Ataullah et al., 2014) and positive employee behaviors (Qadri et al., 2020, Ahmad et al., 2017, Hassan and Mahmood, 2016, Khoso and Nafees, 2015, Tahir and Anuar, 2016, Baiardi and Bianchi, 2020).

Amongst all other positive employee behaviors like intent to stay, motivations, low absenteeism, etc., Employee commitment has been of keen interest to textile employers (Niazi, 2014, Sayed et al., 2021, Wajidi et al., 2022). Many studies have established that

Employee Commitment can help them build strong organizations (Bergmann et al., 2000a, Kerdpitak and Jermstiparsert, 2020, Gangwani et al., 2020). Employee commitment helps organizations to increase their organizational performance as well as their efficiencies. When the Employee's commitment is high, the Employee tends to perform very well and increase their input quality. As a result, the turnover intentions and absenteeism are reduced, and they intend to stay in the organization for a long time. (Lee and Olshfski, 2002, Ahmed and Islam, 2011, Kim and Beehr, 2020). Employee commitment also helps the employees to excel in their careers, and it also builds an environment of competitiveness in the organization amongst employees (Mao et al., 2021a).

Furthermore, employee commitment is identified as one of the most critical and potential influencers when it comes to the organization's growth in Multiple Aspects; it further leads to other Positive Employee Behaviors, i.e. employee motivation, better organizational performances, better financial and non-financial performances, less absenteeism as well as better leadership (Alas et al., 2014, Dalkrani and Dimitriadis, 2018, Teo et al., 2020, Chanda and Goyal, 2020, Putra and Suwandana, 2020, Mahmood Aziz et al., 2021). Thus, this study intends to explore various indigenous as well as exogenous ways to elevate the employee commitment of the textile sector of Pakistan in order to contribute to the sustainable economic development of the country.

1.2.Industrial Context In The Textile Sector:

The textile industry worldwide is worth more than \$ 400 Billion and the Asian regions are largely contributing to it (Zhang and Da, 2015, Ademola et al., 2016, Torras, 2014, Altenburg et al., 2020, Memon et al., 2020, Atkar et al., 2021). Among the Asian countries, Pakistan which was world-famous for its textile sector (Ahmad et al., 2017), is

ironically unable to maintain its growth (Raza et al., 2017, Nisar et al., 2021, Memon et al., 2020). In past decades, its textile sector has been facing numerous challenges and has failed to reach sustainable momentum (Raza et al., 2017, Nisar et al., 2021, Ali et al., 2020). Many textile firms have shifted to other countries to seek maximum cost reduction and a favorable economy (Ali et al., 2018, Haq, 2013). There are a lot of indicators highlighting the decline and unsustainable growth in the textile sector of Pakistan.

The State Bank of Pakistan published a report on the Pakistan Textile Industry on December 31st, 2019. The report reflected a drop in percentage growth of the textile sector in Fiscal Year 2018. It declined to 0.4%, whereas the total exports of Fiscal Year 2017 were 0.8% (SBP, 2019). However, the cotton production of Pakistan also failed to produce the target of 13.6 million bales leading to the import of 3.5 million Raw Cotton Bales in 2018, which was 2.9 Million bales in 2017 (Quarterly Financial Statements Analysis of Companies Listed at PSX, December 31, 2018) (SBP, 2019), as shown in the table 1.2:

| | Imported Bales (Millions) | Textile Sector of Pakistan % Growth | Contribution in growth % |
|------------------|------------------------------|--|-----------------------------|
| Fiscal Year 2017 | 2.9 | 0.8% | 0.2% |
| Fiscal Year 2018 | 3.6 | 0.4% | 0.1% |

(State Bank of Pakistan Annual Report for Fiscal Year 2017 – 2018 reflecting the decrease in the textile sector overall growth and increase in the import of cotton bales, published in 2018)

Graph 1.2.1 A-II in the appendices also shows the statistics of the stocks exchange market of Karachi shows various ups and down reflecting an unsustainable growth in the Pakistan textile industry from June 2017 to May 2018. The State Bank of Pakistan reports also showed a gradual decline in the 2013 – 2018 fiscal year Crops Share in Punjab. In 2013 the production share was at 76.5% whereas it was 68.3% in 2018, hence reflecting a

decline of 8.2 percent (SBP, 2019). This less production leads to many more challenges for the textile industry. The details of the crop production can be seen in table 1.2.1 B in the appendices.

Moving forward to the 2019–2020 GDP reports by the State Bank of Pakistan, looking at the real GDP growth of the Fiscal Year 2020 (FY 52), it had negative growth. Furthermore, the worst thing was, that it was expected to get worst due to the broad deterioration in the large-scale manufacturing industry. This includes the textile sector too. Industries such as the textile sector experienced a loss in momentum and shifted to negative growth due to the impact of COVID-19-related lockdowns and mobility restrictions in the latter part of Q3FY20, which disrupted supply chains. (SBP, 2020). The LSM negative GDP growth dropped from -2.6 percent to -7.8 percent, which can be seen in the State Bank of Pakistan report table 1.2.1 C given in the appendices.

In Q3-FY20, Covid-19 affected every industry in a small fraction of time with a huge impact, particularly The LSM sector. Especially the manufacturing activities of the textile faced severe adverse effects stemming from the lockdown imposed due to the COVID-19 pandemic. The data provided by the State Bank of Pakistan for the fiscal year 2019-2020 indicates that any initial signs of recovery were abruptly halted. In March FY20, nearly all industries experienced a retrenchment. As a result, LSM growth fell sharply in March to -5.4 percent on a YoY basis, including the -2.6 growth of Pakistan's textile sector. Table 1.2.1 D from the State Bank of Pakistan report given in the appendices shows the details. As the year 2020 proceeded, the textile negative growth shrunk from -0.6 to -0.3 in the LMX index. But again dropped below -0.5 when the supply chains and the industry were hit by restrictions related to the Covid-19 (SBP, 2020). Graph 1.2.1 E in appendices reflects the ups and downs of the LSM industries like textile etc.

In H1-FY21, the gross Foreign Direct Investment (FDI) outflows from Pakistan to China. Table 1.2.1 F in the appendices reflects the values of FDI values which were 26.5 percent and 7.1 percent in 2020 and 2021 respectively, dropping to -19 percent. Furthermore, in order to compensate for the downfall and to pull the industry up, the textile sector availed Rs 35.4 billion Loan in Q2-FY21 (See table 1.2.1 G in the appendices) (SBP, 2020).

All the above-highlighted facts and figures ratify the vulnerability of the textile sector of Pakistan. And establish a strong need for the researchers to focus on developing a framework that can help build a sustainable and progressive textile sector in Pakistan. The adverse effects of these challenges are not confined to the organizational level only, they trickled down to employees as well.

1.3. Literature Gaps:

1.3.1. Theoretical Gap:

To elevate the Employee Commitment in the textile industry, the literature review helped us realize the contemporary antecedents of commitment that are yet to be addressed in depth. These critical situations in the textile sector, for example, employee retrenchment (Tanveer et al., 2011, Qadri et al., 2020, Shaikh et al., 2018), shifting and closure of several textiles (Ali et al., 2018), local as well as international competition increase (Shen and Li, 2019), the intensive focus of this industry on production deliveries and ignorance of employee behavioral aspects (Boya et al., 2008, Khan and Ahmad, 2021, Arshad and Arshad, 2019), etc. These factors amplified the importance of the psychological impacts of these happenings on the Employee's psychology (Ahmad et al., 2021). Employee

psychology is a crucial thing to consider for the long-term productivity of any organization. Based on social exchange theory the i.e., antecedents in this study have very limited research support to measure and predict employee commitment. There have been very limited studies investigating the psychological aspects; specifically, psychological capital and psychological empowerment of the textile employees of Pakistan. Furthermore, the literature has very minimal support in measuring the employee value proposition specially in Pakistani context. Thus, this study attempts to fill this theoretical gap in the literature by developing an empirically tested measurement of EVP for textile sector of Pakistan. Along with that, this research will also empirically test and measure the impacts of the psychological perspective of the employees in the textile sector to elevate employee commitment.

These factors work as an exchange between the employees and the employers. Literature has a clear gap in addressing social exchange theory support in the textile sector of Pakistan using a specialized framework encircling psychological aspects in Pakistan textile (Baig et al., 2021, Mumtaz et al., 2021).

This research also encircles the moderating effect of employee psychological empowerment, that will also be empirically tested in the relation between employee psychological capital and employee commitment. This model has highlighted the role of empowering employees in the workplace. The results will Enlighten us with the combined role of both psychological aspects in the textile sector of Pakistan; the employee psychological capital and employee psychological empowerment. Psychological empowerment has also been used as a mediator earlier (Erdogan et al., 2018). This will be the practical contribution along with the theoretical contribution to the Pakistan textile industry that the Policies, training, and internal organizational culture can be redesigned as per the results of this study as to what practices can affect the employee psychological empowerment. Studies of such nature are very rare in the Pakistan textile sector as they

cover the exogenous aspects (employee value proposition), the employee's internal psychological state (psychological capital), as well as their sense of independence in making job decisions which is the empowerment, they feel about the commitment they practice at work place.

By addressing these two psychological aspects in the textile literature, this research delivers a new perspective to the employers of the textile industry to plan their strategies and policies, etc. considering the psychological aspects of the employees. The policy makers and CEOs of the textile industry can design and invest smartly with the help of this research. By considering the specific employee values proposition and employee psychological capital, they can develop numerous positive employee behaviors by elevating the commitment of the employees.

1.3.2. Contextual Gap:

Looking at the unsustainable growth of the Pakistan textile industry as mentioned in detail in the background section, it is a huge need of the hour to take a step and hold this industry from the core. Considering the employees as a most important resource of the textile sector of Pakistan this research focuses on developing a contemporary model for employees which encircles specialized triggering elements of the industry which can influence them to work with more commitment and stay with the organization for longer time period. As employees are the first line of defense against any challenge to the industry, may it be external like competitors or economic challenges, or internal like operational or managerial departments, investing in drivers of employee positive attitudes and behaviors could help the organization directly.

Empirical evidence established the profound impact of employee commitment on overall productivity within the textile sector of Pakistan, in this context, this research adds

value in the literature by focusing on a contemporary framework for employee value proposition. (Anitha, 2016, Lee and Steers, 2017, Mustafa et al., 2017, Rego et al., 2016, Saqib et al., 2015). The textile sector of Pakistan being employee intensive governs special significance in this regard. As elucidated in preceding sections like background and problem statement, the textile industry is currently facing a pressing need to revitalize its workforce commitment to ensure long-term viability. Notably, a conspicuous absence of a contemporary framework persists within existing literature—a specialized framework tailored to the textile sector's unique employee requirements, providing industry stakeholders with actionable insights to bolster employee commitment of the textile employees. This research endeavors to bridge this contextual gap by offering a distinctive employee value proposition aimed at fostering positive employee behaviors, thereby catalyzing industry resurgence which is a paramount concern for textile employers (Mustafa et al., 2017, Hassan and Mahmood, 2016, Saqib et al., 2015, Mumtaz et al., 2021).

There is a considerable gap in the literature of how to enhance employee commitment with the help of a distinguished and specialized framework of values addressing the employees' concerns directly in the textile sector of Pakistan. Similar studies have been conducted in various parts of the world by Corporate Leadership Council, which has measured EVP in many countries like India, United Kingdom, United States, Germany, etc. (Council, 2006a)., for evaluation of Employee value proposition but unfortunately never worked on Pakistan. EVP is defined as the total offers organizations have for the employees like the compensation, benefits and work environment, etc. Employee Value Proposition provides the organization's employees with the true meaning of staying with the organization (Pawar and Charak, 2015, Payne et al., 2017, Sengupta et al., 2015, Raj, 2020). EVP has been evidenced by other positive organizational behaviors like employee engagement, employee effectiveness, etc. (Arasanni and Krishna, 2019, Raj, 2020, Mascarenhas, 2019, Rounak and Misra, 2020). However, the literature does not highlight

the specific values of EVP which can help the employers in the textile sector improve the employee commitment. In this regard, a dedicated and comprehensive framework of Employee value proposition reflecting values for the employees of textile is missing. Due to which the employers cannot focus on the specific aspects required by the textile employees. This research will provide them with a guided roadmap for handling employees by using the employee value proposition framework which will help employers deliver exactly what the employees of textile are looking for. This framework will provide a cost-effective and efficient way of providing maximum value to the Employee and can get maximum productivity in return. Termed as values, these fundamental interests collectively constitute the employee value proposition (EVP). In addition to EVP, Furthermore, additional facets of textile sector employees, such as their psychological dimensions, will also undergo assessment and testing too. Considering the relationship of employee values with the employee psychological aspects like psychological capital and psychological empowerment, it is really significant to understand how these are affected by the EVP. Hence, this study addresses this contextual gap by identifying and evaluating distinct aspects of employees that have been overlooked within the Pakistani textile sector. Along with the psychological aspects to predict employee commitment.

1.3.3. Methodological Gap (EVP Scale):

Concerning the measurement of EVP, the literature also highlighted the gap of an empirical evidences of a single dedicated and specialized measurement tool for measuring the employee value proposition. In this regard, this research rigorously explores the values from the textile sector employees of Pakistan and then process them to develop a measurement tool. As mentioned by G. Ledford in 2012 that the employee value proposition is distinct. and varies across industries or may be across country (Ledford Jr,

2012). While working on EVP, previous studies have measured employee value proposition in various ways, some have used qualitatively (Setiawati, 2019) or some used few general values only to refer to the value offered in a relative organization (Arasanmi and Krishna, 2019, Rounak and Misra, 2020). The previous studies used no specialized scale to measure employee value proposition rather, some adopted from other construct scales (Binu Raj, 2021). Thus, this study criticized each scale available in the literature one by one. After the detailed literature review, it was concluded that a specialized scale had to be developed in order to measure EVP through scale development process. The existing scales few of the studies used were either too simple (Sykes and Heys, 2013), or were adopted from other variables (Binu Raj, 2021, Berthon et al., 2005) or had no empirical evidences of their reliability or validity (Parreira and Campus, 2007). To fill this gap, current research through rigorous process attempts to deliver a contextually validated and reliable measurements of the EVP of the textile sector of Pakistan.

1.4. Problem Statement:

The textile industry governs complicated manufacturing structures with wide technical staff dependency making it one of the labor-intensive industries in Pakistan (Arslan, 2020). It is implied that various internal as well as external challenges faced by this industry with its labor-intensive frameworks has caused Employee behaviors issued (Wei et al., 2020, Ahmad et al., 2021) such as lack of employee motivation (Shaikh et al., 2018), the decline of employee performances (Shabbir et al., 2017, Awan et al., 2021), lack of employee competitiveness (Khan and Shah, 2017) and lack of employee commitment (Qadri et al., 2020, Mustafa et al., 2017, Hassan and Mahmood, 2016, Saqib et al., 2015). Nevertheless, the closure and shifting of textiles in Pakistan added fuel to fire (Ali et al.,

2018, Haq, 2013). Resultantly, a lot of employees ended up being jobless, many burnt out and left the organizations (Saragih et al., 2020, Memon et al., 2021, Makhdoom, 2018), and some were forcefully fired (Mujahid et al., 2019), doing worst damage to the positive behaviors of existing employees. This brought a huge wave of job stress and job insecurities (Siddiqui, 2020) ultimately reducing the psychological attachment of employees to their organization (Kim and Kim, 2020, Huang et al., 2021). This psychological attachment of employees who have been harmed severely is known as Employee Commitment (Shoss, 2017, Mahmood Aziz et al., 2021).

Employee commitment has been proven as the most demanded positive employees' attitudes in the organizations by employers. Globally, research on employee commitment has helped improvements and growth, especially in the manufacturing sector (Ukaegbu, 2000, Chanda and Goyal, 2020, Singh et al., 2020, Varshney, 2020, Mahmood Aziz et al., 2021). Pakistani textile sector is in dire need of an upsurge in competitiveness and effectiveness specifically concerning its manpower (Noe et al., 2017, Khan and Shah, 2017, Khan et al., 2017, Schrock et al., 2016, Ali et al., 2020). Furthermore, there is a pressing need to enhance employee commitment within the textile sector, fostering a robust psychological connection between employees and the organization. In this context, it is imperative to undertake specialized efforts to identify, understand, and measure the factors responsible for fostering commitment among employees, as well as their psychological resources conducive to develop commitment and prolonged stay in the respective textile, particularly amidst challenging circumstances of the country. Such endeavors necessitate a focused research initiative spearheaded by top management within the textile sector and human resource departments, aimed at identify specialized employee values (Employee value proposition) that catalyze commitment and bolster psychological resources (like psychological capital and psychological empowerment).

Thus, The HRM Departments of the Pakistan Textile sector are striving to keep their talented employees to stay committed as well as perform at their best (Shaikh et al., 2018, Makhdoom, 2018, Mumtaz et al., 2021). Thus, referring to the extrinsic challenges as discussed in section 1.2.1 and intrinsic challenges like lack of employee commitment as discussed above, a specialized and effective Framework for the textile sector of Pakistan is required. This Framework must be encircling most of the key interests of the textile employees, termed employee values, which could be offered by textile employers to the employees (Paadi et al., 2019) . This framework of employee values would then be used to elevate the employee commitment in the sector and will be serving as a roadmap for the textile employers to craft effective and targeted policies related to employee commitment (Macpherson, 2017).

Therefore, this study contributes tangibly to the industry by formulating a tailored framework of Employee Value Proposition (EVP), designed to facilitate talent retention and deepen comprehension of distinct employee values within the textile sector. Furthermore, through the application of this EVP framework, the research endeavors to comprehensively enhance employee commitment to their respective organizations. Notably, extant literature provides scant support concerning the holistic ramifications of specialized EVP on employee commitment within the Pakistani textile industry (Qadri et al., 2020, Shafiq et al., 2019, Shaikh et al., 2018). Notably, the literature has very limited support addressing the holistic impact of specialized EVP with textile sector employee commitment. Furthermore, another theoretical problem in the literature was found that a dedicated EVP measurement is also missing in the literature which can be used to identify and measure specific EVP for a specific industry, which makes measuring the EVP of the Pakistan textile sector another challenge (Binu Raj, 2021, Berthon et al., 2005). A validated and reliable measurement for the EVP for the textile employees is also required to be developed to measure specific details and empirical analysis mandatory for the research

(Binu Raj, 2021). The scale will be helping a huge number of researchers and could further be used in other industries. In addition, some of the existing scales had their own weaknesses and providing a very weak foundation to count on and measure EVP (Sykes and Heys, 2013, Binu Raj, 2021, Berthon et al., 2005, Parreira and Campus, 2007). These scales are discussed in the methodology chapter too.

Focusing on EVP is considered contemporary and successful criteria for keeping, growing, and motivating talented human resources in an organization (Raj, 2020, Kumar et al., 2021, Liewendahl and Heinonen, 2020, Kashive et al., 2020). The employee value proposition tends to induce multiple psychological responses via multiple employee touch points while adding to the total job experience (Tarvainen, 2019). Like, the work-related tasks in the organization occupy most of the employees' time investment, according to a survey employees spend 85000 hours working in their average lifetime (Hodson, 2020). Thus, the nature of work tasks a person in performing is much more important for him than other aspects. Adding to this, the mental impact of the work-related aspects like the tasks, work relationships, and positivity at work will influence the employee even when the employee is not in the office (Ganster and Schaubroeck, 2020, Smith et al., 2019). This signifies the importance of the psychological aspects of the employees i.e., Employee psychological capital and employee psychological empowerment.

These holistically impact the employee and drive his behaviors to work with the organization for the long run demonstrating a high level of commitment. Contrarily, if these are not appreciated, the employee might lose his drive to work enthusiastically thus demonstrating a low level of commitment to the organization (Ugwu et al., 2017, Yoon et al., 2020, Yoon et al., 2021, Abdollahi et al., 2020, Saeidmanesh et al., 2021, Iqbal et al., 2020). Along with commitment in the textile sector of Pakistan, other employee prospective are also affected due to these internal as well as external factors which have been discussed earlier in detail. The psychological capital and psychological empowerment

are one of the most vulnerable prospective when it comes to the employee commitment (Luthans et al., 2006). These employee prospective have very limited studies under the effect of employee value proposition (Simons and Buitendach, 2013, Rynes and Gerhart, 2000). Thus, this research will help the textile sector understand the importance of the psychological aspects by empirically testing their impacts as a mediator (Psychological capital) and moderator (psychological empowerment) in this research.

1.5. Research Questions

Section I: Qualitative – Scale Development:

1. a. What is the employee value proposition in the textile sector of Pakistan?
 - b. How do we measure the Employee Value proposition of the textile industry of Pakistan empirically?

Section II: Quantitative – Model Testing:

2. What relationship exists between Employee Value Proposition and Employee Psychological Capital?
3. What is the impact of Employee Psychological Capital on Employee Commitment?
4. What is the impact of Employee Value Proposition on Employee Commitment?
5. How does the Employee Psychological Capital mediate between Employee Value Proposition and Employee Commitment?
6. How does Employee Psychological Empowerment moderate the nexus between Employee Psychological Capital and Employee Commitment?

1.6. Research Objectives

The Research Objectives of the study are given below:

1. a. Explore what are the Employee value propositions in the textile sector of Pakistan.
b. To develop a reliable and valid measurement of the “Employee Value Proposition” for Pakistan's textile industry so that it can be measured.
2. To determine the impact of Employee Value Proposition on Employee Psychological Capital.
3. To determine the impact of Employee Psychological Capital on Employee Commitment.
4. To determine the impact of Employee Value Proposition on Employee Commitment.
5. To determine how Employee Psychological Capital mediates between Employee Value Proposition and Employee Commitment?
6. To determine how does Employee Psychological Empowerment moderate the nexus between Employee Psychological Capital and Employee Commitment.

1.7. Significance of the study

First of all, this study highlights the significance of the role of the human resource department in the textile industry of Pakistan given the challenges this industry has been facing (Shaikh et al., 2019, Qureshi et al., 2021, Hussain et al., 2019) like exports declined (Taneja et al., 2017, Mustafa et al., 2017, Abbas et al., 2020, Memon et al., 2020), textile industries switching to other countries (Ahmed, 2011, Tanveer et al., 2011, Shahbaz, 2015), etc. To combat these above-mentioned challenges and regrow our textile industry, the human resource departments of the textile sector must focus on their employees' attitudes; specifically the employee commitment (Taduvana et al., 2022, Usman Ahmad et al., 2019). By focusing on improving Employee Commitment this study will be serving the textile industry of Pakistan, and will highlight the role of its most critical asset, the human asset.

Secondly, the most imperative significance of the study will be contributing to the body of knowledge by expanding the understanding of Employee Value Proposition (EVP) in the textile sector of Pakistan as well as Developing a contextually validated and reliable scale to measure Employee Value Proposition for the textile sector of Pakistan. This construct (EVP) will be tested empirically and will be validated via pilot testing. The development of this measurement tool opens up new domains for researchers to identify the distinction in every industry. The customization in various aspects in this era must not be confined to the products and services only, the required policies must be made with respect for relative industries as well. Specialized and industry-oriented policies are the new growth strategy. Specifically, in the textile industry as per this research, a specialized Employee value proposition has been developed to serve this vision of industrial excellence. Additionally, this highlights the possibilities for various combinations of values in the different sectors which are yet to be explored. This research will empirically measure

the employee value proposition based on the developed questionnaire, which will be valid and reliable and could be used in further studies.

Third, this study contributes theoretically by highlighting the importance of psychological factors of the textile employees. Employees as humans are highly affected by the industry ups and downs they work in, which tends to affect their performances (Kim et al., 2019, Mao et al., 2021b, Prasad et al., 2020). In such a situation, the importance of measuring psychological aspects, particularly the psychological capital of employees (Employees' Hope, Efficacy, Resilience, and optimism), can play a very important role. This study underscores the significance of an employee's psychological capital within the textile industry that affects this Employee Commitment. Moreover, in order to grasp the factors influencing Employee Psychological Capital and Employee Commitment, this study also investigates the impact of the Employee Value Proposition on psychological capital and employee commitment. As the employee value proposition delineates, the basic job attributes the employees look for. For instance, the salary and benefits, organizational culture, workplace environment, etc. (Payne et al., 2017, Raj, 2020, Elrehail et al., 2019, Pawar, 2020). Thus, this research signifies their relative importance, and the study results can substantially contribute to the practical as well as theoretical grounds

The Moderating role of Employee Psychological Empowerment in this research will contribute to the top management, policy makers, directors, and CEOs of the textile industry by stressing the empowerment role in the textile sector employees and how this can be used to elevate the employee commitment. Therefore, this study will focus on elevating textile Employee Commitment by using the intrinsic (employee psychological capital and psychological empowerment) as well as extrinsic factors (EVP) and will attempt to develop a model which can be used as a framework for the resurgence of this textile industry by elevating employee commitment.

CHAPTER 2

LITERATURE REVIEW

2.1 International Textile Industry and International Players

The global population has just surpassed the remarkable milestone of 7 billion individuals. (Sun and Vose, 2016). As Maslow highlights, clothing is essential and the basic needs of people around the globe (Freitas and Leonard, 2011). Hence, the textile industry plays a pivotal role in addressing the needs of such a vast population. The importance and the size of the textile sector of the world can be understood by comparing it with the other two major industries of the world, which are the information technology and tourism industry, concerning the capacity, it comes right after information technology and tourism worldwide (Shishoo, 2012, Islam et al., 2011). This industry has been growing and serving humanity for centuries. The textile industry is a major contributor to the economy worldwide (Shishoo, 2012, Khan et al., 2015, Palupi and Cahjono, 2023)

In the context of global textile industry development, recent decades have seen significant evolution. The cost competition has diffused the production capacities to the developing countries where the cost of production and cost of business is much lower than in other countries. The intensive imports and exports in textile have helped develop global economic sustainability across the globe (Riello and Parthasarathi, 2011). This initiated the industrial revolutions, economic penetration, international trade flows, major regional

investors, and various textile products. (Corovic et al., 2013). Textile industries in developing nations, particularly those in Asia, emerged onto the world textile market during this period. Their competitive advantage stemmed from substantially lower labor costs and the availability of domestic natural textile raw materials for production. This advantage allowed them to effectively compete with international counterparts and experience considerable growth in the global market (Graziani, 1998, Mazumdar, 1973). The high competition in the global market in the textile sector has brought about several innovations in production technology, organization, and logistics (Corovic et al., 2013).

Talking about some of the biggest textile players, European Union has been one of the biggest textile industry players. In 2005, the EU saw a significant rise in its share of global textile exports, increasing by 32.1% and securing its position as the largest exporter. However, over the subsequent six years, despite a period of slower growth, the EU's relative share of global exports declined to 26.4% by 2011. This decrease led to the EU forfeiting its leading position in the textile export market during this period. (Taplin, 2006) The United States has witnessed a downward trend in its sector's relative share of global exports since 2001, while other developed nations experienced a similar decline post the 2009 global economic downturn. Meanwhile, the Asia-Pacific region, spearheaded by China, has emerged as a powerhouse in textile exports since the 1990s, boasting the highest growth rates in the sector. Over the past decade, this region's contribution to global exports has surged, reaching 58.2% in 2011. Notably, China assumed the mantle of the world's top exporter of textile and clothing goods after 2008, commanding a relative share of 31.8%. (Corovic et al., 2013, Yang and Zhong, 1998).

2.2. The Pakistan Textile Industry and Its Challenges

The textile industry has played a pivotal role in shaping Pakistan's economic landscape, serving as a cornerstone of its development. It contributed to the exports, GDP, employment the country's workforce, etc. (Shah et al., 2012b). The textile industry of Pakistan is the eighth biggest industry to export textile products in the Asia region (Ataullah et al., 2014). Pakistan's status as an agriculture-based economy, with extensive cotton cultivation, has laid the groundwork for the establishment and growth of its textile industry. This sector has flourished domestically and expanded its presence on the international stage. Therefore Pakistan became an economical priced and high quality based textile products exporter (Wagan, 2015). The textile industry of Pakistan boasts the distinction of being the fourth largest cotton producer globally, alongside possessing the third largest spinning capacity. This significant presence contributes approximately 5% to the overall world spinning capacity.

Presently, Pakistan operates 442 spinning units, comprising 124 large spinning units, 1221 ginning units, and 425 small units, all contributing to the production of textile products within the country. Despite these extensive facilities and its recognized status as the backbone of the national economy, Pakistan's textile industry holds less than 1.0% of the global market share in textiles. This statistic underscores the considerable potential for growth and expansion within the industry. (Ataullah et al., 2014).

2.3.The External Challenges Of The Pakistani Textile Industry And Their Impacts

The textile sector of Pakistan is the biggest employer of the manufacturing labor force. It engages total of 39 percent of the manufacturing labour in its functions. Also, the textile sector contributes a big chunk in the total exports of Pakistan and it makes More than 60% of the total exports. Thus, contributing to GDP with 9.5% (Saqib et al., 2015, Shah and Hussain, 2016, Siddiqi et al., 2012). However, the Pakistan Textile Industry is not realizing its full potential in terms of returns. The primary factors contributing to this suboptimal performance are often external, such as the issue of law and order, issue of energy crisis, the rising problem of limited foreign direct investment, overall unfavorable policies and taxations, everyday rising power tariffs, and the elimination of special quotas for industries. These challenges have significantly impacted the business and the industry efficiency (Ataullah et al., 2014).

Following is a report issued by APTMA, showing the status of textiles of Pakistan (Ataullah et al., 2014, Ahmed, 2011). Also, a growth detail for 11 years issued by APTMA has been shown below:

| Table 2.3.i: Economic Contribution of Pakistan Textile Industry (2001-11) | |
|--|--------------|
| CONTRIBUTION details of textile sector of Pakistan | |
| Total Exports | 64 % |
| Manufacturing | 46% |
| Employment Of The Manufacturing Labour | 38% |
| Investment From Internal And External Sources | 31% |
| Capitalization | 7% |
| Interest Payments | Rs. 4 /bpa |
| Salaries And Wages Of All The Staff And Supporting Bodies | Rs. 40 /bpa |
| Research And Development | Rs. 116 /mpa |
| Contribution To GDP | 9.5% |

| Table 2.3.ii: Growth Movement of Textile Industry of Pakistan – 2001 to 2011 | |
|---|----------------|
| Annual Growth | |
| From 2001 to 2002 | 4.10 % |
| From 2002 to 2003 | 5.20 % |
| From 2003 to 2004 | 20.00 % |
| From 2004 to 2005 | 24.50 % |
| From 2005 to 2006 | 11.23 % |
| From 2006 to 2007 | 8.40 % |
| From 2007 to 2008 | 4.05 % |
| From 2008 to 2009 | -0.70 % |
| From 2009 to 2010 | -1.78 % |
| From 2010 to 2011 | 1.00 % |

In a piece he authored in 2015, S.M. Tanveer, the Chairman of APTMA, recognized that many obstacles encountered by Pakistan's textile sector making it difficult to compete with rival entities (S.M Tanveer, 2015). In a report issued in 2017, the Sustainable Development Policy Institute in Islamabad asserted that challenges both domestically and internationally were eroding the competitive edge of Pakistan's textile industry. (Express Tribune, 2017).

In 2015, the State Bank of Pakistan pointed out a significant challenge faced by the Pakistani textile industry: a decline in exports amounting to -122 million US dollars. This trend persisted with losses of -121 million US dollars in 2014 and a staggering -236 million dollars in 2012. Such substantial losses are deeply concerning for the formerly thriving Pakistan Textile industry, posing a serious threat to its stability. These persistent declines in exports have placed the textile sector at the brink of disruption. (Bilal et al.).

The latest report of “Quarterly Financial Analysis of Companies Listed At PSX” As on December 31, 2018, published by the State Bank of Pakistan, also shared a decrease in the total exports of the textile sector of Pakistan from 0.8 % to 0.4 % from 2017 to 2018, respectively. Also, the cotton production of Pakistan failed to produce the target of 13.6 million bales leading to the unfortunate import of 3.5 million Raw Cotton Bales in 2018, which was 2.9 million vales in 2017 (State Bank of Pakistan, 2018).

In order to address this issue and its impacts of various other organizational progress, A lot of researchers have worked to find out various ways to elevate the textile performance and highlighted the urgent need to focus on the overall textile exports of Pakistan (Bilal et al., Khan and Khan, 2010, Siddiqi et al., 2012, Hussain et al., 2009, Ahmad and Kalim, 2014, Kausar and Khan, 2018, Shah et al., 2015, Mangla and Din, 2015).

2.4. The Internal Challenges of the Pakistani Textile Industry and Their Impacts

As discussed before, the external challenges of the textile industry of Pakistan, e.g. losing competitiveness (Khan and Shah, 2017), business in international market share and exports (Ahmad and Kalim, 2014), failure to meet the delivery deadlines (Tanveer et al., 2011), losing competition internationally as well as locally (Akhtar et al., 2008) and Lack of the technology adaptation (Chen et al., 2007, Naveed et al., 2006), etc. These external challenges have caused immense survival pressure on the textile sectors of Pakistan and have caused them to ignore efforts in effective human resource Practices (Hassan and Mahmood, 2016, Nanjundeswaraswamy et al., 2023)

One of the major internal challenges the textile sector is facing right now is the Lack of professional HRM practices in the textiles of Pakistan. (Edgar and Geare, 2005, Hassan and Mahmood, 2016, Snape and Redman, 2010, Tanveer et al., 2011). HRM practices are one of the management systems, including a proper justified rewards and punishment system (Katzev and Pardini, 1987), a properly designed job description (Hansez and Chmiel, 2010), and a clearly stated career path that leads employees to establish the focus on their work and to be more committed in their work (Briscoe and Finkelstein, 2009). HRM practices lead an employee to work harder, and with more commitment; its absence causes a lack of commitment in employees (Appelbaum et al., 2000).

Many studies have been conducted to improve the positive organizational outcomes like employee performance, more profits, faster growth, etc. by working on HRM practices related to employee commitment in recent years to help the employers of the textile industry improve their organizations (Niazi, 2014, Saqib et al., 2015, Hassan and Mahmood, 2016, Mustafa et al., 2017, Sezer and Awais, 2023). Thus, this research also attempts to elevate employee commitment in textile organizations.

2.5. Human Resource Policies and Employee Commitment in The Pakistani Textile Industry

The previously discussed factors like textile being labor-intensive industry of Pakistan (Arslan, 2020), has Employee behaviors issued (Wei et al., 2020, Ahmad et al., 2021) such as lack of employee motivation (Shaikh et al., 2018), the decline of employee performances (Shabbir et al., 2017, Awan et al., 2021), lack of employee competitiveness (Khan and Shah, 2017) and lack of employee commitment (Qadri et al., 2020, Mustafa et al., 2017, Hassan and Mahmood, 2016, Saqib et al., 2015), textiles closure and shifting to other countries (Ali et al., 2018, Haq, 2013), employees ended up being jobless and burnt out (Saragih et al., 2020, Memon et al., 2021, Makhdoom, 2018, Mujahid et al., 2019), damage to the positive employee behaviors (Siddiqui, 2020), reducing the psychological attachment of employees with organizations (Kim and Kim, 2020, Huang et al., 2021, Shoss, 2017, Mahmood Aziz et al., 2021), all these factors establish the foundation of this research and highlight the alarming situation where immediate and strict actions are to be taken in order to address and cop with the above mentioned direct and forthcoming indirect future issues related to the employees of the textile sector of Pakistan. The textile industry is indeed vast, encompassing a significant amount of human capital crucial for its success. Therefore, it requires careful attention and management, as human capital serves as the backbone of any industry's progress and excellence. (Tanveer et al., 2011). According to research conducted in 2010, Human resource development is one of the important areas where the textile industry has to focus on combating the issues faced by the textile industry of Pakistan and enhancing its production and exports. The research suggested many recommendations, from tariff reductions to technical support from the government regarding rates and taxes. One of the areas highlighted was human resource development,

which has a primary amalgamation with the processes and quality measures (Khan and Khan, 2010, Niazi, 2014, Junaid et al., 2023).

According to APTMA reports (2007), in the year 2006, while discussing the role and significance of textile sector, it was mentioned that Pakistan accounted for 32.8% and 8.1% of the global exports in two categories, cotton yarn and cloth, respectively. Furthermore, the textile industry's contribution to the GDP stood at 8.5%. Approximately 39% of Pakistan's total workforce is employed in the textile sector, indicating a significant human capital presence within this industry. However, the lack of HR policies encircling the needs and requirements of the employees has created a huge gap in getting the employees to the best of their productivity (Joarder et al., 2011). There is a terrible fact that the employees are not paid enough financially and neither they are provided with proper benefits. That is why good employees switch making employers lose a lot of resources and time in hunting for better employees. Human resource departments can review their policies and can identify how this issue can be addressed. (Ejaz et al., 2023). The research proves that the top management fails to identify the needs and requirements of the employees most of the times, especially in a about intensive industry like textile sector of Pakistan. (Tanveer et al., 2011, Kalia et al., 2023)

Hence, the observed decline in the textile sector's performance can be attributed to various external factors, including stiff competition regionally, the impact of the global recession, ongoing energy crises, concerns regarding internal security, depreciation of the Pakistani rupee, increased inflation rates, high production costs, and elevated taxation levels. Concurrently, internal factors such as deficiencies in human resource management practices and challenges in employee performance and remuneration further exacerbate the situation, ultimately leading to a lack of employee commitment within the textile sector. (Niazi, 2014, Saqib et al., 2015, Hassan and Mahmood, 2016, Mustafa et al., 2017, Shafiq et al., 2019, Qadri et al., 2020, Lee and Steers, 2017, Munyaka et al., 2017, Ocen et al.,

2017, Ahmad, 2018). Therefore, it is important to inculcate new and effective approaches to identify how we can improve the Employees' Commitment to the textile sector of Pakistan to sustain the internal and external challenges (Bilal et al., Adula et al., 2023a)

2.6. Employee Commitment and Positive Organizational Behaviors

Meyer and Herscovitch defined Employee commitment as “an energizing force that binds an employee to a course of action” (Bergmann et al., 2000b). Few more researchers defined it as “the state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization”(Ramdass, 2012). Employee commitment is also understood as a psychological bond between the employees and the organization, which includes their involvement in the job, dedication to work, and loyalty (Frimpong, 2014). Some researchers say that it is the individual’s identification connected with its involvement with a particular organization (Santra and Mishra, 2013, Manikandan and Premkumar, 2023).

Investing in employees' human capital and their social capital is expensive but extremely critical (Kersten and La Venture, 2016, Black and Venture, 2017). Among these human capital aspects lies the organization’s employee behaviors (Meyer et al., 2002, Szeiner and Antalík, 2023).

This competitive factor leads to better performances and better results (Azoury et al., 2013). The struggle for better outcomes in developing HR departments has also been observed in the textile industry of Pakistan. Many employers in the Pakistan textile industry are introducing human resource departments to improve their efficiencies and results (Hassan and Mahmood, 2016, Mustafa et al., 2017, Adula et al., 2023b). The Employee

also reciprocates and helps organizational human resource functions improve and support the organization in positive organizational behavior, i.e., employee commitment. Thus the employee commitment is an important aspect the employers of textile are focusing on, and in this research, we also intend to do so (Shah et al., 2012a, Palupi and Cahjono, 2023, Azinga et al., 2023)

Employee Commitment has been proved to increase the productivity of organizations. Although very few researchers also discussed the dark side of commitment (Leo, 2010, Calton, 1991, Calton, 1990), most researchers produce evidence for commitment as the most positive and effective employee behavior for an organization. This affects customer satisfaction and total customer experience as they get satisfied with the value provided. A thus greater level of customer satisfaction leads to greater customer loyalty and greater profitability. (Ahmed and Islam, 2011, Azoury et al., 2013, Stum, 2001). The textile organizations of Pakistan have proved to improve their employee retention, attendance, employee citizenship behavior, and performance by treating their employees' commitment to the organization (Gopal and Chowdhury, 2014, Lee and Olshfski, 2002). In textile, it has also improved the teamwork amongst employees helping the organization to grow. (Vlachos, 2009). Employee commitment has been proved to elevate employee performance and has also been proved that employee commitment can be improved by a proper reward and recognition system in the organization (Weng et al., 2010, Ali et al., 2010, Azinga et al., 2023).

Employee commitment helps induce employees' deeper involvement in the job, improve their work dedication, and elevate their loyalty (Frimpong, 2014). When the employees will be committed to the organization, they will put in all their skills and time effectively into the productivity of the organization and will trickle down this work discipline into their relative teams as well (Noe et al., 2017, Rodriguez Perez and Ordóñez de Pablos, 2003, Ajitabh and Momaya, 2004). Researchers in Pakistan also recommended

to focus in employee commitment in Pakistan textile sector in order to induce positive employee behaviors (Sayed et al., 2021, Khan, 2019, Szeiner and Antalík, 2023, Adula et al., 2023a). Positive employee behaviors like intent to stay, proactive behavior, motivation, positive Employee performance, etc. (He et al., 2011b, He et al., 2011a, Mustafa et al., 2017, Noe et al., 2017, Ahmad et al., 2015, Niazi, 2014, Tanveer et al., 2011, Narayan, 2010, Hassan and Mahmood, 2016, Khan and Khan, 2010).

The Employee's Commitment has been divided into three forms as; Affective commitment, normative commitment, and continuous commitment. Initially, Meyer and Allen (1984) defined Affective commitment as the emotional attachment or involvement with the organization. Whereas continuous commitment is the cost related to leaving the organization and letting go of the benefits the company is providing. Allen and Meyer (1990) later suggested normative commitment where, the Employee feels responsible and obligated to serve the company and benefit the organization (Meyer et al., 2002).

2.7. Employee Value Proposition

2.7.1. Value

Billions of employees invest their skill sets to get paid and serve their purposes. As with time and experience, their expertise evolves, and their role transforms into a strategically significant and potential resource of the organization (Bakker and Schaufeli, 2008). This human resource becomes one of the most important resources of the

organizations. These employees' loyalty and efforts lead the firms to profitability and sustainable growth.

In order to keep, grow, and develop such employees, organizations strive to invest in them in terms of various forms of training and development programs, motivational workshops, and numerous forms of attractive packages and facilities to stay in the organization (Wilson, 2005). This brings us to the concept of Value the Employee looks for in the organization.

Generally, we define values as benefits against costs one invests; it is also the idea that it is intrinsic or extrinsic; it is the total gain compared to total spending. (Porter and Kramer, 2019)

2.7.2. Employee Value Proposition; The Concept:

The Employee Value Proposition is one of the emerging dimensions in Human Resource Development. This concept encircles the total combinations of benefits employees look for in an organization. The concept of EVP has been defined in various ways by different researchers. Minchington defined Employee Value Proposition (EVP) as "a set of associations and offerings provided by an organization in return for the skills, capabilities, and experiences an employee brings to the organization" (Minchington, 2011). Browne 2012, by referring to Minchington in one of his conferences, Referenced the EVP as an employee-centric strategy, it is crucial to highlight its alignment with current integrated workforce planning initiatives. (Browne, 2012)

Moroko and Uncles (2008) define EVP as "a distinct package of benefits offered by the firm that relates specifically to prospective and current employees." (Moroko and

Uncles, 2008). EVP is the Total sum of rewards that capture a firm's entire "employee value proposition," that is, everything employees, gain from working for the organization. (Rumpel and Medcof, 2006). Chambers (1998) also defined EVP as a tailored offering to specific people the company wants to find and keep them working with the organization. This includes the organization's appealing culture and inspiring values (Chambers et al., 1998a). The Employee Value Proposition (EVP) has become increasingly instrumental in attracting, retaining, and engaging the talent necessary to foster sustainable growth within your organization. (Black et al., 2013). It reflects the total organization's employment offer (Pawar, 2016). The Employee Value Proposition (EVP) encompasses the equilibrium of rewards, benefits, work policies, and practices that employees experience in exchange for their services. It underscores the overall work experience aimed at attracting and retaining high-quality talent. (Aloo and Moronge, 2014).

2.7.3. Why Employee Value proposition?

The competition worldwide has led the organizations to the point where they cannot compromise on any of their competitive opportunity to excel in the market; when it comes to the human resource, which is the most important resource of the organizations, it becomes more critical. To win this battle, companies must elevate the employees in terms of their talent skills and facilities. And then, to make sure they stay, they must create a perpetual value proposition for the employees (Axelroad et al., 2001). The top management has to make sure that these smart, energetic, and talented employees develop with the organization and stay within. (Chambers et al., 1998a)

The Employee Value Proposition (EVP) which is the "total number of values employees sees in the organization for themselves" like salary, culture, work content, etc. This comprehensive aspect conceptualizes the holistic impact of employee's financial and

non-financial benefits, Career and Work Place Environment, nature of work, relationships at the workplace, and all other values, etc., concerning employees from their employer for the purpose of keeping them attached to the organization (Goswami, 2015). The EVP has also been identified as being distinct and varies from industry to industry or may be country to country (Ledford Jr, 2012). It has been an evident influencer of organizational effectiveness and other positive organizational behaviors (Heger, 2007, Jha and Jha, 2015, Sengupta et al., 2015). When it comes to the textile sector of Pakistan, these benefits/Offerings are not up to the mark (Shaikh et al., 2018). Despite being labor-intensive, the culture of textile sectors has been compromised at various levels as employee-centric culture has been replaced by production orientation (Khan et al., 2019, Hashim et al., 2019). The employee-oriented approach in leadership requires special attention to enhance employee performance (Ishaq et al., 2020). Resultantly, employees either switch jobs early or stay and perform at their minimum (Makhdoom, 2018). It is said that unfulfilled necessities lead to a lot of distress and frustration (Petric, 2019). The lack of these values in the textile sector has failed to develop a strong pull for the employees, due to which employees do not feel strong attachment with their organization ultimately not delivering their best.

Goswami, in 2015, recommends that EVP is saying it is the balance between what employee performances and how would he be satisfied. This is an effective tool to get employees attached to the organization and offer them what they demand to continue offering the firm. By clearly identifying the needs of the employees, the firm can manage and develop an effective employee value proposition to keep them working for a longer period. (Goswami, 2015).

Thus, right and effective EVP in organizations can get the employees to feel more associated and dedicated to that organization and ultimately support their sustainable growth and profitability (Rounak and Misra, 2020, Setiawati, 2019, Mascarenhas, 2019,

Eroglu, 2019). This can also be seen as one of the kinds of setting that includes all the benefits for the Employee, and consequently, for the skills and capabilities, they are conveying (Pawar and Charak, 2015). The Employee Value Proposition (EVP) is intricately linked to the organization's values, culture, initiatives, work environment, talent development, and reward programs. (Pawar and Charak, 2015, Sokro, 2012). And all these aspects can be socially influenced (Ulrich and Dulebohn, 2015).

2.7.4. Dimensions of Employee Value Proposition:

Attributes and benefits positively affect the candidates' motivation and convince them to work at their maximum capacity and stay for longer. CLC (Corporate leadership council) explained few dimensions of the Employee Value Proposition discussed below (Board, 2006).

1. Rewards
2. Opportunity
3. Work
4. People
5. Organization

Few other Researchers like Sabir in 2012, while working on EV refereed Employee value proposition as constituting the following six dimensions at the workplace (Sabir et al., 2011):

1. Compensation Stability
2. Development opportunities
3. Future career opportunities
4. Respect

5. Manager quality
6. Collegial work environment

Browne (2012) proposed the concept of crafting compelling employee value propositions that fulfill the aspirations of employees. For this, organizations must ensure the incorporation of four essential elements into their employee value proposition. (Browne, 2012).

1. Good Organizational: This entails fostering an environment where both the organization and its employees demonstrate genuine concern for one another. Trust and transparent communication are pivotal in fostering meaningful interactions.

2. Good Leader: Good leaders exhibit qualities of trust, respect, and integrity towards their team members. They strike a balance between granting autonomy for individuals to achieve their objectives and providing necessary guidance and support when needed.

3. Good Job: Every employee should derive satisfaction from their work and the collaborative environment they operate in. A fulfilling job role should be intellectually stimulating, challenging, and imbued with a sense of purpose and significance.

4. Attractive Compensation: While monetary rewards are crucial, they also symbolize recognition and equity. Talented individuals expect their efforts to be duly acknowledged and remunerated commensurately with their contributions.

Similarly, Sibson Consulting has created a “Reward of Work” (ROW) model which talks about reward elements and the process of creating a ‘formalized’ clear framework for building a total rewards strategy that translates into a proposition of value for the employees (Browne, 2012, Harris et al., 2011, Ledford Jr, 2012)

Sibson Consultation, as mentioned by Browne, suggested following EVP framework has five elements:

1. Compensation: Refers to the financial remuneration employees receive in exchange for their work and performance.

2.**Benefits:** Encompasses indirect forms of compensation such as healthcare coverage, retirement plans, and paid time off.

3.**Work Content:** Reflects the level of satisfaction employees derive from the tasks and responsibilities associated with their roles.

4.**Career Development:** Pertains to the long-term growth and advancement opportunities available to employees within the organization.

5.**Affiliation:** Represents the sense of belonging and attachment employees feel towards their organization, fostering a positive organizational culture and employee engagement.

G. Ledford said that the employee value proposition is distinct (Ledford Jr, 2012). In G. Ledford's Model of Rewards of work framework (Ledford Jr, 2012), which is one of the most endorsed Models by numerous researchers (Bunton and Brewer, 2012, Shelton and Renard, 2015, Pawar, Stahl et al., 2007, Ledford Jr, 2012, Medcof and Rumpel, 2007, Rumpel and Medcof, 2006).

Additional Employee Values identified after Interviews in the Textile Sector Of Pakistan:

2.7.5. Job Security

Job security is defined as a negative function of the probability of being fired in a recession. (Katsimi, 2008). It is also defined as the perceived stability and continuance of one's job or its features in the future (Greenhalgh and Rosenblatt, 1984). Job security has been a real challenge in the textile sector of Pakistan. Given the economic, governmental, and competition defies, the Pakistani textile sector has lost its growth pace (Qadri et al., 2020, Shafiq et al., 2019, Shabbir et al., 2017, Khan and Shah, 2017). Resulting in

unexpected and derisory situations for its employees like job insecurity, Low/delayed salaries, overburdening, etc. (Ahmad et al., 2017, Saqib et al., 2015). This has raised the level of uncertainty for jobs in them. The danger of job security, as a result, has been a serious concern of all textile employees. Unexpected and short noticed termination for cost-cutting has created an intense wave of fear of losing the job in all employees (Koser et al., 2018, Shaikh et al., 2018). In an interview with the employees for this research, said that they could not work well with this fear of losing their job anytime. They are investing their life in the company the job security problem reduces their level of performance.

Thus, job security, considering its importance in the textile sector, has been a significant value for the employees. Moreover, has been measured in the Textile employees of textile along with other values. The addition of new values or the difference of values in various industries and geographies has been studied in previous studies as well. In various other countries, people have done research to identify the employee value propositions as well. (Jha and Jha, 2015, Eroglu, 2019)

2.7.6. Procedural Justice in Performance Appraisal

The textile sector of Pakistan has fetched many subsequent problems due to the primary issues mentioned earlier in the literature. One of them is the injustice in employee evaluations and appraisals (Tufail et al., 2017). There are considerable reports that the supervisors have rated employees of their own choice better than employees performing much better. This is due to the unjustified hiring and favoritism of the employees, leading to various conflicts time (Gull and Zaidi, 2012). This has caused many employees to switch the organization or resign in some cases. This can result from job insecurity of employees and ultimately result in giving extra or personal favors to the heads and securing their positions in the organizations (Baig and Hussain). As a result, biased appraisal reports are

processed, and unjustified appraisals of the employees have been witnessed. One of the respondents in the interviews highlighted this as a major problem in the textile as those who are relatives of the supervisors, or the owner are served better in terms of extra benefits and relations in the job and the increments and performance incentives than those in the job who are pure merit-based. This affects the employee morales negatively and tends to put less effort and interest in the organizational affairs. Reflecting deviant behavior in the organization, contagious negative behavior can do huge damage (Khattak et al., 2020). This aspect is also connected to other organizational behaviors like organizational performance, employee satisfaction, and organizational commitment (Panggabean, 2002)

2.7.7. Work Schedule Flexibility

The textile yield is managed by the 24 hours working of the employees of the textile sectors. The types of machinery are functional for almost 24 hours except for a few mandatory rest and maintenance hours. These operations are managed by consistent employee assignation. That is why employees work in shifts in textiles worldwide. In Pakistan, to manage the shortage of staff, the employees are offered extra working hours. Nevertheless, due to the organizations' budget issues, the payments are often delayed, and the employees face many problems related to this (Nawaz and Siraji, 2009).

Also, in many organizations, proper rules and regulations related to employee overtime are missing, resulting in deductions in overtime pay for the employees (Junaidi et al., 2020). Considering the ease of the employees, proper regulations and policies in the textile industry regarding overtime and employee respective time flexibility have to be designed (Ali and Jadoon, 2012).

In various textile organizations, the overtime for the employees is not managed properly as the hazard departments in the textile-like dyeing, etc., have some limit on

workers working hours. Above which, their health can be challenged. Many diseases are found in the employees due to overtime in the hazardous department. (Khan et al., 2020, Mehwish and Mustafa, 2016). The over-timings in the textile sector are also unpaid sometimes. The employees have to manage the task regardless of the time it takes. The international coordination, imports, exports, etc. are done at the night mostly. (Ashraf et al., 2009)

One of the interviewees has been working in the textile sector for 16 years. While responding to the questions about challenges, he said that the timings have been a serious issue in managing their personal lives. Due to the workload and work hassle, he cannot manage the work like balance. Resulting in mental exertion leading to low productivity ultimately. The employees are expected to spend as much time possible to get the work done timely. Furthermore, for threats, mostly they are not paid. And even if they are paid. They must get the consent of working overtime as they might have other priorities at that very moment.

One of the interviewees said that they are forced to stay at work and complete the tasks which might take more than 3 hours. This highly disturbs their personal lives. Thus, the work schedule flexibility has been measured in the textile specifically and has been considered a significant value in the textile to understand its relationship with employee commitment.

2.8. Psychological Capital

Employees' Psychology is extremely important for their inner motivation and capabilities to invest in the organization. Pieces of evidence have shown a major role of

Employee's psychological traits involvement in the organizational outputs. Psychological Capital is one of the primary psychological traits of employees which plays a critical role in their outcome behaviors as proved by various studies (Luthans, Avey, Avolio, Norman, & Combs, 2006; Luthans, Avolio, Avey, & Norman, 2006; Luthans, Avolio, Walumbwa, & Li, 2005). Studies show that this PsyCap is open to development, and various pieces of training and inputs from the organization side can influence the psychological capital of employees (Luthans et al., 2007b)

Traditionally PsyCap has been defined as “A fundamental psychological element associated with optimism in a broad sense, and Positive Organizational Behavior (POB) standards in particular, extends beyond mere human and social assets to achieve a competitive edge by fostering the enhancement of one's intrinsic qualities. (Luthans, Luthans, and Luthans, 2004; Luthans and Youssef, 2004). PsyCap, or Psychological Capital, is a comprehensive positive psychological construct that comprises four distinct facets: self-efficacy or confidence, optimism, hope, and resiliency. These facets collectively contribute to an individual's overall psychological well-being and resilience in the face of challenges and adversities. (Idris and Manganaro, 2017)

PsyCap integrates the various positive organizational attributes such as employee performance, employee satisfaction, etc. Therefore, the anticipated outcome of investing in PsyCap, and effectively nurturing and managing overall PsyCap, is heightened performance and positive attitudes. Individuals with resilient PsyCap are likely to be more adaptable and open to necessary adjustments, fostering a sense of realistic and flexible optimism. Additionally, the components of PsyCap, including self-efficacy, hope, and resiliency, can synergistically enhance employees' overall optimism. These outcomes represent just a subset of the numerous positive effects that may arise from the interplay among PsyCap factors. (Luthans et al., 2008a, Luthans et al., 2007c, Luthans et al., 2007b)

2.8.1. Dimensions of Psychological Capital

The psychological capital consists of four dimensions, as discussed earlier. The dimensions are self-efficacy, the hopefulness of employees, resilience, and optimism of employees. The dimensions have independent importance in the research field as each one of these has been positively related to various positive organizational outcomes.

Self-efficacy can be defined as: “an individual’s conviction (or confidence) about his or her abilities to mobilize the motivation, cognitive resources, and courses of action needed to successfully execute a specific task within a given context” (Stajkovic & Luthans, 1998b, p.66). this factor leads the employees to grow and excel in the competition by performing better in the group (Luthans et al., 2007b)

Hope is defined as “a positive motivational state that is based on an interactively derived sense of successful (1) agency (goal-directed energy) and (2) pathways (planning to meet goals)” (Snyder, Irving, & Anderson, 1991, p. 287).

Resiliency is defined as “the developable capacity to rebound or bounce back from adversity, conflict, and failure or even positive events, progress, and increased responsibility” (Luthans, 2002a, p. 702)

Optimism is “an attribution style that explains positive events regarding personal, permanent and pervasive causes, and negative events as external, temporary and situation-specific”. According to Seligman (1998), Similar to hope, which is often depicted as an inherent trait, an optimistic explanatory style can be cultivated and honed over time. Numerous studies have empirically validated its significant impact on work performance. (Luthans, Avolio, et al., 2006; Luthans et al., 2005; Seligman, 1998)

2.9. Psychological Empowerment

Research started to show up on Employee Psychological Empowerment in writing in the late 1980s. Psychological Empowerment was defined by Spreitzer in 1995, as “increased intrinsic task motivation manifested in cognitions that reflect an individual’s active orientation to his or her work role” (Spreitzer, 1995).

Psychological empowerment represents a crucial aspect of employee characteristics, wherein individuals perceive themselves as sufficiently competent to proactively address organizational challenges, resulting in significant conservation of energy, resources, and time (Feiz et al., 2019). This makes them self-sufficient and more proactive (Maan et al., 2020). Hence, in workplaces where employees experience psychological empowerment, there is often heightened productivity and efficiency. Furthermore, such empowered employees facilitate sustainable growth within organizations. Therefore, the psychological empowerment of employees significantly contributes to both short-term and long-term success. (Ibrahim, 2020).

The role of psychological factors which impact employee commitment in an organization is also undiscovered in the Pakistan textile sector. Employee commitment is significantly influenced by psychological empowerment, a key factor in organizational dynamics. This psychological state entails a perception of control, competence, and internalization of goals. This has also been a critical player in organizational performances; this tends to enhance performance creativity as well as positive organizational behaviors (Zimmerman, 1995, Spreitzer, 1995, Fong and Snape, 2015, Amundsen and Martinsen, 2015). The role of psychological empowerment has also been studied in the manufacturing sector of Pakistan and other countries and has been proven to be the predictor of positive organizational variables (Ayob and Zainal, 2011, Ölçer and Florescu, 2015, Nawaz et al., 2014). Self-determination, one of the dimensions of employee psychological

empowerment has been proven to have a strong impact on employee commitment (Lee et al., 2020, Baluku et al., 2020). Similarly, competence, which is also one of the dimensions of employee psychological empowerment has a strong impact proven on employee commitment (Torabi et al., 2021, Purwanto et al., 2019, Sahabuddin, 2018). Literature also shows a strong moderating tendency of psychological empowerment (Iqbal et al., 2020) specifically in the manufacturing industry (Jha, 2019).

As per Patrick and Laschinger (2006), psychological empowerment at the workplace builds more dedication in employees and makes them more focused on their objectives (Spence Laschinger et al., 2012). Furthermore, many researchers testify employee psychological empowerment is a critical influencers of positive employee behaviors and cause more employee satisfaction, dedication, focus, less employee turnover, and better outcomes (Najafi et al., 2011, Hashmi and Naqvi, 2012, Ahadi and Suandi, 2014). In addition, many studies supported Employee Psychological Empowerment as a strong force to influence employee commitment to the organization (Najafi et al., 2011, Hashmi and Naqvi, 2012, Ahadi and Suandi, 2014).

Hancer and George (2003) claimed psychological empowerment as one tool to develop customer loyalty and make employees stay in the organization. Especially in manufacturing organizations, psychological empowerment can do wonders; it can help clients and employees create a positive and timely response to the stakeholders. This reflects a very positive organizational culture

The manufacturing industry of China worked on the employee behavior and made this discovery that they can be retained using employee empowerment (Burke et al. 2002), with employee empowerment increased in the employees, the employees' turnover and turnover intentions were reduced (Burke and Dalrymple, 2002).

Thomas and Velthouse in 1990 defined the four dimensions of Psychological empowerment, meaning, competence, Self-determination, and impact. (Thomas and Velthouse, 1990)

- “Meaning” reflects the right fit of employee’s values and beliefs with the job’s values and beliefs. Meaning talking about the fit between one’s values and beliefs and his doing.
- “Competence” is the degree of confidence and skillfulness of an employee to be able to perform a particular task he is assigned. Researchers relate competence with self-efficacy as this encircles people’s capability and control over the functions.
- “Self-determination” refers to the sense of choice established in their action; this is encircling the behaviors of enforcing the actions performed by the person demonstrating autonomy of the individual
- “Impact” is the sense of control over the job matters and having the capability to influence the major matters regarding the job or task assigned.

In the current study, we will empirically test the moderation of employee psychological empowerment between Psy Cap and commitment to considerate the role of psychological empowerment of employee that weather it influences employee commitment or not. The research will be interested in knowing what happens when the Employee is fully equipped with relative values (EVP) from the company with a positive psychological state. Literature has very limited support related to the textile sector in Pakistan specifically under the light of psychological empowerment as a moderator for employee commitment. The research will be identifying how being psychologically empowered to help textile employees be more committed to the organization.

2.10. Theory:

Social exchange theory (SET) is one of the most prominent conceptual paradigms for having a thoughtful view of the internal corporate behaviors of employees. Its origins can be drawn back to the 1920s, covering various disciplines like social psychology and sociology (Cropanzano and Mitchell, 2005). Academicians agree that this social exchange theory refers to a dyadic relation that engenders a sense of obligations among each other (Das and Teng, 2002). It also shows that the behavior of one party will depend on the behavior of the other party (Emerson, 1976). Homans conceptualized social exchange as the interaction involving the exchange of various forms of activity, whether tangible or intangible, which may result in differing levels of rewards or costs, occurring between a minimum of two individuals. He also stated that Behavior is a function of payoffs, whether the nonhuman environment or other humans provide the payoffs. He also highlighted that humans reciprocate in exchange for the stimuli they receive. (Cook et al., 2013)

Blau, in 1968 in his book, mentioned the definition of social exchange theory as "voluntary actions of individuals that are motivated by the returns they are expected to bring" (Lerner, 1968).

2.11. Social Exchange Theory in Various Domains

2.11.1. Marketing

The social exchange theory has been applied in the marketing domain while studying the customer and company trust relationship by taking care of their security

concerns. This study operationalized the transactional and institutional-based trust of corporate customers by taking care of customer privacy concerns. The study articulates that the customer will trust the company more as the company provides safe and secure transactional procedures. As the company provides security, the customers reciprocate in investing their trust in the organization. (Luo, 2002)

2.11.2. Psychology

The theory has also been applied in understanding the relationship of psychological trust in an organization with customer commitment. In the referred study, relational trust has also been checked to mediate between psychological contracts and customer commitment. (Kingshott, 2006)

2.11.3. Organizational Behavior

Another research postulates that organizational justice (interactional and procedural) leads to positive organizational outcomes. This research also contributed by the mediation of perceived organizational support and leader-member exchange between justice and outcomes, endorsing that the results will be easier to produce when the organization provides said justice to the employees. (Masterson et al., 2000, Hayton, 2005)

2.12. Social Exchange Theory in Other Domains

The social exchange theory has been applied in various studies of other Domains, and a summary of the constructs and respective domains are also given in the table.

Table 2.13 A

| Year | Author(s) | Constructs | Domains | Reference |
|------|---------------------|--|---------------------------------|-----------------------------|
| 2012 | Andrew and Sofian | Employee Development, Co-Employee Support, Job Engagement, Job Engagement, Employee Outcomes. | Organizational Behaviour | (Andrew and Sofian, 2012) |
| 2015 | Slack et al | Organizational Corporate Social Responsibility, Employee Engagement, Employee Morale | Corporate Social Responsibility | (Slack et al., 2015) |
| 2012 | Newman and Sheikh | Organizational Reward System, Employee Commitment, Positive Employee Behavior | Employee Behaviour | (Newman and Sheikh, 2012) |
| 2014 | Casimir et al | Leader's Member Exchange, Organizational Support, Leadership Support | Leadership | (Casimir et al., 2014) |
| 2011 | Walumbwa et al | Leader-Member Exchange, Effective Work Behaviors. | Leadership | (Walumbwa et al., 2011) |
| 2010 | Liao et al | Relationship Quality , Creativity Of Employees. | Creativity | (Liao et al., 2010) |
| 2012 | Loi et al | Ethical Leadership, Organizational Commitment. | Leadership | (Loi et al., 2012) |
| 2011 | Ozcelik and Barsade | Work Loneliness And Employee Performance. | Employee Behaviour | (Ozcelik and Barsade, 2011) |
| 2011 | Mossholder et al | Human Resource Systems | Human Resource Management | (Mossholder et al., 2011). |
| 2013 | Chênevert et al | Commitment, Citizenship Behaviors, Passive Leadership | Employee Behaviour | (Chênevert et al., 2013). |
| 2011 | Purang | Organizational Justice And Affective Commitment: The Mediating Role Of Perceived Organizational Support. | Organizational Behavior | (Purang, 2011). |

| | | | | |
|------|-----------------------------|---|----------------------------------|--------------------------------------|
| 2012 | Cao and Hamori | On-The-Job Development , Expectation Gap , Organizational Commitment. | Organizational Behavior | (Cao and Hamori, 2012). |
| 2011 | Sieger et al | Psychological Ownership Justice-Affective Commitment Relationship. | Employee Behavior | (Sieger et al., 2011) |
| 2015 | Uen et al | Employee Exchange Belief: Psychological Contract. | Employee Behavior | (Uen et al., 2015). |
| 2014 | Ruiller and Van der Heijden | Socio-Emotional Support Job Strain, Affective Commitment. | Employee Behavior | (Ruiller and Van der Heijden, 2014). |
| 2016 | Korff and Biemann | Social Exchange-Affective, Commitment Relation. | Employee Behavior | (Korff and Biemann, 2016). |
| 2013 | Nambudiri and Shukla Tewari | Corporate Social Responsibility, Organizational Commitment:, Job Satisfaction | Corporate Social Responciobility | (Nambudiri and Shukla Tewari, 2013). |
| 2014 | Choi et al | Linking Pos, Exchange Ideology, Social Exchange | Employee Behavior | (Choi et al., 2014). |
| 2018 | Yang and Yu | Work Value Congruence, Employee Outcomes, Social Exchange. | Employee Behavior | (Yang and Yu, 2018) |

2.13. Social Exchange Theory with Current Model

2.13.1. Social Exchange Theory with Employee Commitment

This study attempted to empirically test how the human resource practices influence elevating employee commitment by considering HRM practices as input from the employer and expecting employees to reciprocate in their commitment to the organization. Also, the mediation of trust in the organization was checked while measuring perceived

organizational support on employee commitment. The POS input from the organization is reciprocated in the form of commitment from employees. This study was a multilevel study collecting data from employees and supervisors at both levels (Whitener, 2001)

2.13.2. Social Exchange Theory with Psychological Capital

Psychological capital has been studied as an input from the organization's perspective and expects employees to accord to organizational citizenship behavior and avoid resistance to changes in return. This study has been conducted in America by a government organization. Social exchange theory has been applied as a conceptual foundation for government organizations to reduce their negative organizational attitudes. (Beal III et al., 2013)

2.13.3. Social Exchange Theory with Employee Value Proposition

In 2015, a study conducted in the United States established that HR practices need to develop an employee value proposition that could help attract and retain talented employees as human resource practices have grown to the maximum. The study proposed that social trends may also influence the EVP. The study also proposed looking at employees' commitment trends; experts should develop attractive employee value propositions so that the employees who add value to organizations feel acknowledged (Ulrich and Dulebohn, 2015). The research also relates the model with social exchange theory with the prospective career opportunities, one of the dimensions of an employee value proposition. The organizational developmental support and career opportunities make the employee have fewer turnovers and increase their job performance. This

reciprocal relationship between employer and employee testifies to this theory. (Kraimer et al., 2011)

2.13.4. Social Exchange Theory with Employee Psychological Empowerment

Employee Psychological Empowerment has been a positive influencer of positive employee behaviors. In the current study, EPE is acting as a moderator to understand how done if behaves when the effect comes from EVP and PsyCap. This will help us understand the importance of EPE in this current model and how this helps us predict employee commitment while triggering the employee values and employee psychological capital. In many studies, EPE has been used in the social exchange theory perspective, and with the help of EPE, positive organizational behaviors like job performance, job satisfaction, and retention were predicted (Ertürk and Vurgun, 2015, Harris et al., 2009)

2.14. Social Exchange Theory in Current Research

The social exchange theory has been applied in many employee behavioral pieces of research (Cropanzano et al., 2017, Korff and Biemann, 2016). In this study, this theory has supported the conceptual model foundation. Starting from the employee value proposition, which is the first independent variable in the study, is defined as the total benefit the employees will get from the company in compensation, other benefits, and working company environment, career opportunities, and a good culture. EVP is why employees are interested in working with the company and the reason for them to continue working for a longer period (Heger, 2007). Thus, this study speculates that when employees are satisfied, in return, the employees feel responsible and reciprocate the value

the company is looking for. In this case, employee commitment which is our dependent variable is being studied. It is one of the positive employee behavior, which is considered of embracing high applicability in textile sector of Pakistan (Mustafa et al., 2017, Hassan and Mahmood, 2016, Saqib et al., 2015). When employees are getting their desired facilities like compensation, other benefits, a good working environment, career and a good working culture, the social exchange theory supports that they will reciprocate in the form of behaving positively towards the organization and will be more committed.

This is how the employers of Pakistan's textile can get employees to behave positively - be more committed to their work. Subsequently, Employee psychological capital, which shows the optimism, hopefulness, resilience, and efficacy of employees, is also one of the predictors of employee commitment. Therefore, it is also used as a mediator in this study on the relationship between EVP and EC. This is expected to be passing the impact of EVP to employee commitment, again with the support of social exchange theory. If the employees are given satisfaction in the mentioned aspects of PsyCap (through company training or supportive corporate culture, etc.), they all will reciprocate to the company with positive behaviors- employee commitment. Thus, the employee gets the company's desired value from one side and provides the value the company wants in return. Therefore, social exchange theory, with its wide implications across various disciplines, in this case, human resources of Pakistan, helped us draw a logical relationship between the EVP and EC, Psy Cap and EC, and PsyCap as the mediator between them EVP and EC.

This research supports the theoretical foundation of the social exchange theory as well as conceptual foundations. The reciprocation of the research reflects the theoretical foundation for the research and the values we identified in the qualitative research highlighted the conceptual base for this research. This research contributes to the theory testing of the conceptual and theoretical both aspects of the social exchange theory.

This literature Section encircles the background of the research starting from industrial impacts globally and then locally. Followed by detailed analysis of the existing literature of the constructs in the research and their respective relationships. The discussion includes the challenges faced by the textile industry both internal and external, ultimately leading to the problem statement of the research. The chapter also enlightens the readers with the underlying theory which drives the logical ground for the research models.

2.15. Relationships And Proposition / Hypothesis Development

The textile industry has been facing a lot of internal challenges. The internal weaknesses are linked with the external vulnerabilities. These internal challenges primarily include the lack of employee commitments (Saqib et al., 2015, Hassan and Mahmood, 2016, Mustafa et al., 2017, Qadri et al., 2020). To cope with the earlier discussed decline in the textile industry performance, the researcher focused on relating situational factors in the form of input from the organizational perspective. The organizational inputs like employee value proposition, employee psychological capital, and employee psychological empowerment, whereas the output is employee commitment (Boya et al., 2008, Burgard et al., 2009, Olaniyan and Hystad, 2016, Schumacher et al., 2016). The external threats in textile organizations of Pakistan, as discussed in detail earlier in the literature (Khan and Khan, 2010), have negatively influenced employee behaviors (Rynes and Gerhart, 2000, Wyatt, 1996). The impact of these external problems on the internal issues especially the employee's commitment is required to be taken care of in order to combat the negative atmosphere in any organizations (Lebel, 2016, Sharma et al., 2021).

Researchers have identified that the internal problems, i.e., job insecurity, organizational stress, etc. when happening in organizations and highly influence the

employee outcomes like lack of commitment, absenteeism, lower job satisfaction, etc. (Yu, 2007, Ladeira et al., 2018). The literature highlights that the textile industry of Pakistan is facing such challenges for a long. These challenges have led the employees to feel insecure and demotivated due to consistent workload and less job security. Moreover, this stressed environment in the air has affected their job-related outcomes such as commitment (Schumacher et al., 2016, Wyatt, 1996).

Now, to enhance the commitment of employees in textile, Employers have been seeking a solution. In this regard, many academicians found various ingresses to enhance this employee commitment. Alternatively, some researchers tried to explore employee commitment with motivation and organizational human resource practices (Mustafa et al., 2017), whereas some tried by introducing various reward systems in the textile organizations of Pakistan (Saqib et al., 2015).

This has got some serious interest in industry leaders because of its significant impact on employee outcomes. However, limited evidence has been found related to employee commitment relationship with a few of the most important organizational drivers like the total employee value proposition and employees' psychological aspects, i.e., psychological capital. That is how they play a role while influencing the employee's commitment.

2.15.1. Pakistan Textile Sector Distinct Employee Value Proposition Dimensions and Measurement:

The literature has limited support to enlighten the industries with Distinct and specialized measures of Employee Value Proposition, which can help employers effectively keep talented employees for the long term. The literature section earlier, reflects multiple models from the employee value proposition but lacks dedicated, empirically reliable and valid scale.

In order to develop EVP, scale the literature review reflects, the major significance of this scale framework is that it must be wide enough to encircle all of the triggering employee values for the textile employees so that it clearly distinguishes the holistic effect on employees from individual values. Various researchers with individual values have been already tested with employee commitment but this is an established truth that it is not just one value which an employee wants in an organization (Arasanmi and Krishna, 2019). It is always a set of specific values he expects form the organization in return of best of his services (Raj, 2020, Mascarenhas, 2019). While exploring the values of employees' interests, Literature indicated that different employees respond to different values. Some employees require values like positive culture (Nikpour, 2017, Muhammad Fahim et al., 2021, Ashraf et al., 2021), and some prefer compensation and benefits more than other values which help them remain committed to their organizations (Hung et al., 2018, Lee and Steers, 2017, Lane et al., 2021, Mitra et al., 2020). Some employees respond to more challenging job descriptions and enjoy dynamic work tasks more than other aspects. Encircling all these employee values together for attracting the employees is termed as employee value proposition. Using an employee value proposition in an organization to develop strong employee commitment is a wiser and stronger way which will be sustainable for long term as al as difficult to be copied by the competitors. In addition, it will also be cost effective as introducing few effective values which are required by the employee will save the organization form many random investments of various sorts of loyalty programs for employees etc. (Aziz et al., 2019, Raj, 2020, Paadi et al., 2019, Bailetti et al., 2020). Now as in the literature it has been established that there has been very limited literature support on EVP scale and measurements. Also this point has been discussed in in detail in scale section too. However, while debating about the scale development, despite of having so many scales available for one variable, some times researchers keep working on the variable to discover new aspects in the construct and discover the contextual and contemporary aspects of the variables in difrent aspects. Like for job satisfaction, many

researchers made new scales to measure job satisfaction in order to highlight more and more hidden and significant prospective of this construct. Like Brayfield and Rothe Job Satisfaction Scale cover aspects such as the nature of work, supervision, and pay. (Brayfield and Rothe, 1951). Another scale, Minnesota Satisfaction Questionnaire (MSQ) also has multiple versions (short form, long form, etc.), with items covering intrinsic and extrinsic satisfaction (Dawis, 2005). Furthermore, Job Descriptive Index (JDI) Covers satisfaction with the work itself, supervision, co-workers, promotions, and pay (Hanisch and Hulin, 1990). Spector's Job Satisfaction Survey (JSS) Covered various facets including pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work, and communication (Spector, 1985, Spector, 1994). There are many more examples of multiple scales to measure same variable. This is also a significant contribution, But in current study, after reviewing the literature in detail, the researcher reached to a point where it was concluded that there has been no existing reliable and valid scale which could have been used to measure Employee Value proposition. Only few scales are available which were used to measure EVP but neither they are fully statistically fit for the study nor they reach the scale validation standards. These scales have been critically evaluated and criticized in the methodology / scale section and this has been established why a new valid scale is needed to proceed in this research.

Therefore, this research devices the first research objective to identify and measure Employee value proposition. For that purpose, a series of analysis are to be conducted. To fulfil this objective, this research Initiates the development of a specialized scale for the employees of the textile sector of Pakistan by establishing the facts underlining the concept of employee value proposition. Given the pivotal role of the Employee Value Proposition (EVP) in the textile sector, this study endeavors to foster a distinctive and sustainable growth trajectory within the industry. To achieve this objective, there is an imperative for the industry to prioritize the identification, measurement, and utilization of the unique

Value Proposition (Ledford Jr, 2012) (Ledford Jr, 2012) as a catalyst for cultivating employee commitment within the sector. This will help attract and keep the employees for the long run. and ultimately, once the EVP is measured and controlled, other prospective like the psychological prospective of the employees and the employee commitment will be ultimately controlled. Thus, In this regard, this research focuses on developing a scale starting from interviewing the experts from the textile sector, both from the top and middle-level management, and identifying the key values from the employees of textile sector of Pakistan. These values are the employee key points while selecting an organization to stay for long and invest their skills. The interviews will be followed by exploratory factor analysis in order to fulfil the first research objective. The details of the research design and its rationales have been discussed in Chapter four. Thus, the research propositions are:

Proposition: The Employee Value Proposition in the textile sector of Pakistan is distinct from other industries and has to be measured empirically to form a uniquely attractive offering to the industry talent.

2.15.2. Employee Commitment and Psychological Capital

Commitment has been attempted to achieve through psychological aspects in various organizations (Aselage and Eisenberger, 2003). Psychological aspects have been indicated as an experience-based, multidimensional phenomenon that members widely share in a given organization. This has been established in numerous studies that the psychological aspects have a very strong relationship with job satisfaction, organizational commitment, job involvement, employee motivation, wellbeing, and employee performance (Jung and Yoon, 2015, Çavuş and Gökçen, 2015, Youssef-Morgan and Luthans, 2013). Psychological capital is one of the employees' psychological aspects that has been highly related to their positive behaviors, i.e., employee commitment (McMurray et al., 2010a,

Shahnawaz and Jafri, 2009). There has been proof that higher psychological capital gives more meaning to their jobs and has a higher commitment to their work (Rabenu et al., 2017).

In a study of 74 employees, Larson and Luthans reported a significant positive correlation between psychological capital and job satisfaction, and organizational commitment. In another study, Luthans and Jensen demonstrated a very strong positive correlation between the psychological capital and the assessment of nurses' commitment to the mission, values, and goals of the hospital (Peng et al., 2013). Such results showed that employees' psychological capital is positively related to their outcomes like performance, satisfaction, and commitment (Srivastava et al., 2014).

The relationship between psychological capital and employee commitment has also been tested in one of the studies on South African call center employees. It aimed to establish whether PsyCap and work engagement impacts the organizational commitment of call center employees. The results were positive, and the implications were stated (Luthans et al., 2006). These shreds of evidence could potentially facilitate the skills and coping strategies required in the call center environment in other industries when once tested (Simons and Buitendach, 2013).

Thus, this study intends to achieve the other research objective and see the relationship of employee commitment and psychological capital in the Pakistan textile industry where the dynamics are complex due to internal and external issues.

Hypothesis 1: “There is a positive relationship between Employee Psychological Capital and Employee Commitment.”

2.15.3. Employee Commitment and Employee Value Proposition

The reward systems and appreciation procedure in any organization play a significant role in directing the employee efforts and intensity toward the organization's goals (Rumpel and Medcof, 2006). This leads to the employee value proposition, results in employee's sense of achievement, and thus reciprocates various contributions to the organization (Nienaber et al., 2011). Therefore by focusing on employee value satisfaction, the research has shown a substantial improvement in employee satisfaction and commitment to the organization (Shelton and Renard, 2015).

Few studies also recommended organizations create an attachment with employees by fulfilling their values and building supportive policies, programs, rewards, and benefits that have been proved to elevate employee commitment to the organization (Goswami, 2015). Also, according to Sokro in 2012, he mentioned that of the research of Corporate Leadership Council's research, a well-executed Employee's Value Proposition could improve the commitment of new hires by up to 29%. (Sokro, 2012). Indeed, when they get their employees attached to them and satisfy their value through properly established policies associated with an employee value proposition, employers forge a greater commitment level resulting in increased retention of talents (Collins & Stevens, 2002; Slaughter et al., 2004).

Sabir (2011), in one of his research projects, proves that employers, when establishing a strong employee value proposition, bring a lot of positive changes to the organizations. It increases the commitment of employees, especially newly hired employees. The mediating role of employee values and strong organizational culture in the relationship between leadership style and organizational commitment helps the organization in increasing commitment, attract more talented people, and increasing their productivity (Sabir et al., 2011). A study by Browne in 2012 says Organizations with

effective EVPs enjoy significantly higher levels of commitment from their employees. Top-performing organizations have 30-40% of their workforce displaying high levels of commitment, compared to less than 10% in underperforming organizations because of their highly structured value proposition systems (Browne, 2012).

Many other values in various contexts have been tested concerning employee commitments like job security, which has been positively related to employee commitment. (Gholamreza et al., 2011, Yousef, 1998, De Witte and Buitendach, 2005). In the current study, the values measured as an integral part of the employee value proposition, job security is one of them. Procedural justice in performance appraisal is another variable that has been measured as a value in the employee value proposition and has been driven by the interviews conducted in the textile sector of Pakistan. This variable has also been tested positive with various organizations in different contexts and has been positively related (Tang and Sarsfield-Baldwin, 1996, Lemons and Jones, 2001, Salleh et al., 2013). The third additional and new value in the employee value position, measured, is the time flexibility, also termed work schedule flexibility. This variable has been tested positively with employee commitment. It shows a strong probability that if measured as a value of the employee value proposition along with the other values in the textile sector, this can bring a strong and positive relationship of the EVP with the employee commitment (Ng et al., 2006, Eaton, 2003).

Thus, these studies open the door for us to test the relationship of EVP as a holistic variable and employee commitment and see how we can predict EC with the help of the right EVP in the textile industry of Pakistan. This will address another research objective; Thus, we hypothesize:

Hypothesis 2: “There is a positive relationship between Employee Value Proposition and Employee Commitment.”

2.15.4. Employee Value Proposition and Psychological Capital

The psychological aspects of employees are highly related to the organizational value there are provided. The psychological capital hopefulness, efficacy, resilience, and optimism, these characteristics of individuals are highly connected with the compensation and benefits, culture, environment, and career of an individual in an organization, as Maslow helps us understand the importance of the basic as well as other needs like safety, social, esteem and self-actualization (Freitas and Leonard, 2011), an employee who gets paid well and provided with proper productive organizational culture to socialize and groom, also are provided with job securities and promotions and other benefits, will be highly motivated and hopeful in their area of performance.

These values satisfy the physiological as well as psychological needs of the employee. Various researches have been conducted to see if this relation also sustains in different industries too provided with empirical evidence. In a study, Gist, Stevens, and Bavetta (1991) stated by Rynes and Gerhart in 2000 in one of their research found that salaries were significantly correlated with self-efficacy and that the effects of initial self-efficacy were significantly correlated with self-efficacy carried over to various other training and other performances too. (Rynes and Gerhart, 2000)

Luthans and his colleagues (2007) have provided early implications of resilience to the workplace environment. They considered resilience as one component of four positive psychological principles (optimism, hope, self-efficacy, and resilience) that comprise a higher-order construct of Psychological Capital (PsyCap) (e.g., Luthans, Youssef, et al., 2007). They have related Resilience to bring about positive well-being and positive outcomes for the organization (e.g., satisfaction, commitment; Luthans, Avey, & Paterra, 2008) in the organizational working environment (McLarnon and Rothstein, 2013). The literature establishes another fact about the EVP that these values use various psychological

aspects to impact the commitment of the employees. For instance, compensation impact the hopefulness of the employees (Ugwu et al., 2017, Yoon et al., 2020, Yoon et al., 2021), and further, hopefulness leads to an increase in employees' level of commitment (Abdollahi et al., 2020, Saeidmanesh et al., 2021), thus "hope" is serving as a mediating mechanism in this relationship. This research argues that there are possible explanations for the relationship of EVP and employee's commitment which are yet to be tested in the textile sector of Pakistan. Values of EVP do not directly connect with the employee commitment but they use multiple mechanisms for this purpose. Considering this, one of the psychological mechanisms which are argued to be strongly connected construct with commitment is psychological capital. The Psychological Capital encircles Employee's Hope, their Efficacy, the Resilience employees have, and their capability of being Optimistic (Broad and Luthans, 2020). Literature also shows a strong moderating tendency of psychological empowerment (Iqbal et al., 2020) specifically in the manufacturing industry (Jha, 2019). In this research we are concerned about how will the employee psychological empowerment will influence employee commitment, and how does this effect fluctuate when the effect of psychological empowerment fluctuates. In the Pakistan textile industry, a dearth of knowledge is available to understand if the psychological capital and psychological empowerment of employees relating to employee commitment. This research attempts to investigate the mediation of psychological capital between Employee Value proposition and employee commitment, and moderation of psychological empowerment between psychological capital and employee commitment.

The sense of security and growth gives an employee career satisfaction in an organization (Briscoe and Finkelstein, 2009). Resilience and the potential for career development have been argued for increasing efficacy. Also, the impact of career counseling, enables individuals to become self-sufficient by supporting themselves and enhancing high-performance working (Bimrose and Hearne, 2012).

The EVP and PsyCap both are multi construct variables. Moreover, they have high applicability in literature, but their relationship with each other has less evidence in terms of their direct relationship. Therefore, this study intends to theoretically contribute to the literature by testing the relationship between EVP and PsyCap to see how the organizational value propositions help employees elevate their psychological capital and perform well. Moreover, ultimately, how do they transfer that impact of EVP through PsyCap to the employee commitment as a mediator. Thus, we have proposed that a relationship in this study of psychological capital and employee value proposition has been hypothesized.

Hypothesis 3: “There is a positive relation between Employee Value Proposition and Employee Psychological Capital”

2.15.5. Employee Psychological Capital as a Mediator

The Employee Psychological Capital has been used as a mediator in various studies (Peng et al., 2019, Kim et al., 2018, Moyer et al., 2017, Etikariena, 2018), it has been used as a moderator as well (Aderibigbe and Mjoli, 2018). In one of the research projects in 2014, psychological capital has been used as a mediator for the textile sector. Mr. Abbas et al. used the PsyCap to predict job satisfaction. Where in this study, the PsyCap has again been used as a mediator in the textile sector but this time we are predicting the employee commitment with the PsyCap, and PsyCap will also be getting effect from Employee Value Proposition making this model unique (Abbas et al., 2014). In the current study, this has been proposed that the Employee Psychological Capital mediates the effect of Employee Value Proposition and Employee Commitment. This relation has its uniqueness in the textile sector, and Psychological Capital has very little evidence to be empirically tested. So, we hypothesize the following:

Hypothesis 4: “Employee Psychological Capital mediates the nexus between Employee Value Proposition and Employee Commitment.”

2.15.6. Employee Psychological Empowerment and Employee Commitment:

Researchers have related Employee Psychological Empowerment with other positive employee behaviors, Specially Employee Commitment (Hancer et al., 2005, Hashmi and Naqvi, 2012, Ahadi and Suandi, 2014, Amundsen and Martinsen, 2015, Malik et al., 2015). This study intends to understand employee psychological empowerment while getting the effect of the employee value proposition and employee psychological capital, which affects employee commitment. The effort is to discover how employees behave and that their commitment is affected while they get their desired value and they are psychologically strong as well, then how do they respond in the presence of the conditional variable is the employee psychological empowerment acts.

We propose that the indirect effect of Employee Value Proposition on employee commitment through the mediation of Psychological Capital is contingent as Employee Value Proposition is related to employee commitment via Employee psychological capital. However, Employee Psychological Capital is proposed to have some prerequisite for the resources received from EVP before it translates into Employee Commitment. In this regard, with the proposed boundary condition of Employee Psychological Empowerment, looking at the already established relation of “competence” with “employee commitment” (Fakhruriza et al., 2020), Applying its moderating effect on the second stage between the employee psychological capital and employee commitment. Therefore, it is expected that the indirect effect of employee value proposition on employee commitment (through PsyCap) is also a function of Employee Psychological empowerment. The moderating effect of employee psychological empowerment has been considered significant in various

other studies (Erdogan et al., 2018, De Zilva, 2014, Srinivasan and Jawahar, 2003, David Jawahar, 1998); most of such research belonged to the service and manufacturing sectors. In the current study as well, considering the fundamentally strong relation of employee psychological empowerment with positive employee behavior along with other factors, we propose a model that the “Mediated Effect” of Employee value proposition through psychological capital is stronger for those employees who possess a high level of Psychological Empowerment and the indirect effect is relatively weaker for those with the low level of Psychological Empowerment.

Hypothesis 5: Employees’ Psychological Empowerment moderates the indirect effect of Employee Value Proposition on Employee Commitment such that the indirect effect is stronger among employees with high Employee Psychological Empowerment, and it is low when having low levels of Employee Psychological Empowerment.

2.15.7. List of Research Propositions and Hypothesis:

Proposition:

P1: The Employee Value Proposition in the textile sector of Pakistan is distinct from other industries and has to be measured empirically in order to form a uniquely attractive offering to the industry talent.

Hypotheses:

H1: There is a positive relationship between Employee Psychological Capital with Employee Commitment.

H2: There is a positive relationship between Employee Value Proposition with Employee Commitment.

- H3: There is a positive relationship of Employee Value Proposition with Employee Psychological Capital.
- H4: The Employee Psychological Capital mediates the nexus between Employee Value Proposition and Employee Commitment.
- H5: Employees' Psychological Empowerment moderates the relation of Employee Psychological Capital on Employee Commitment such that the effect is stronger among employees with Employee Psychological Empowerment is high, and it is low when level of Employee Psychological Empowerment is low.

2.15.8. Theoretical Framework:

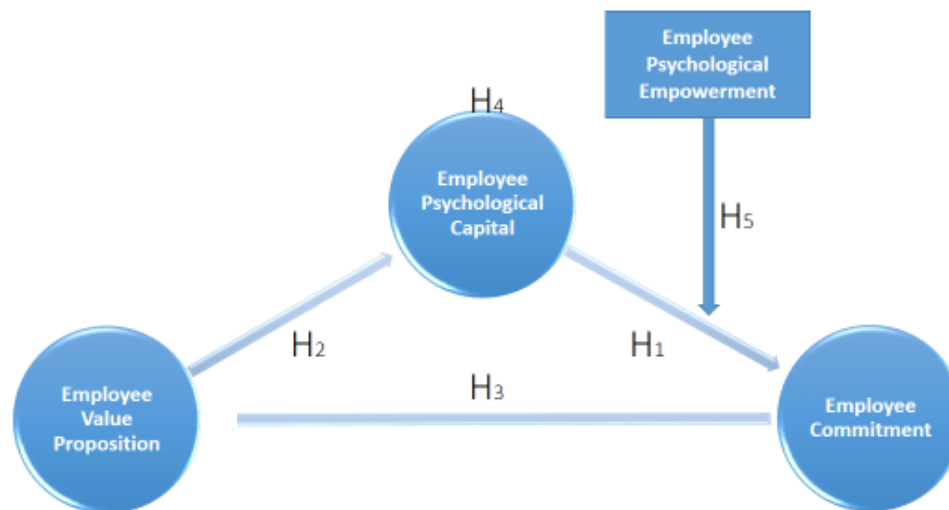


Fig. 2.15 Theoretical Framework

CHAPTER 3

RESEARCH METHODOLOGY

3.1. Introduction

This chapter explains the complete research methodology of the research thesis, including all the sections of the research and their respective stages. Detailed justifications of the methodology and their respective tests will proceed with the methodological part. This chapter includes Section-I comprising Qualitative research of scale development, including the interviews, coding, constructs, Exploratory Factor Analysis, and their results (Abdulla and Al-Hashimi, 2019). The interviews were taken with the Textile employees from various textile organizations in Pakistan. Section II takes the resultant scale, which is the output of Section-I, and uses it to measure and examine the research constructs' relationships and impacts empirically. Further, this chapter will end with the respective pathways of the empirical analysis proceeding to the data analysis chapter.

3.2. Research Design

The research design reflects the total methodological procedure, which, step by step, reforms the data empirically or qualitatively into a logical form. This includes the justifications and reasoning of all the procedures and techniques that are suitable for our purpose, sample, and results, why they are being used, and how they are making our results reliable and efficient. This is a mixed methodology study that encircles the qualitative as well as the quantitative data techniques. The mixed methodology has been used to establish a stronger rationale for the theoretical integration of “Employee Value Proposition” into Pakistan's textile context. (Tashakkori et al., 1998, Johnstone, 2004, Tashakkori and Creswell, 2008, Denzin, 2017).

As per the Research Onion described by Saunders, the research consists of a series of layers that unfolds one by one as the research approaches to the final data analysis and results (Saunders, Mark Tosey, Paul, 2013). The research starts by defining the philosophy of the research, which in this case is pragmatism. The pragmatic paradigm has been used in this research. It is argued that it is impossible to access the ‘truth’ about the real world solely by a single scientific method as advocated by the Positivist paradigm, nor it was possible to determine social reality as constructed under the Interpretivist paradigm. Thus, a pluralistic approach has been adopted to understand the behavior of the research participants and the consequences of the research (Kivunja and Kuyini, 2017). Further, the epistemology of the research is *Relational Epistemology*, defines as findings in the research are determined by what the researcher deems appropriate to that particular research as per the background and context of the research). The ontology of the research has been *Non-Singular Reality Ontology*, which refers to the belief that no single reality exists and all individuals have their own unique interpretations of reality. Similarly to this study, the researcher has argued that the EVP is distinct in the textile sector in line with the argument

of G Ledford (Ledford Jr, 2012). Furthermore, Saunders Research Onion refers to the Research Methodology after the philosophies, a *mixed-methods methodology* followed by Cross-Sectional Time Horizon has been used (Saunders, Mark Tosey, Paul, 2013).

Exploratory Sequential Mixed Method Design has been applied in current research; in exploratory sequential mixed methods design, the investigation order is quite inverse to the explanatory sequential mixed-methods study. In this design, the researcher initiates the study with qualitative analysis to collect an in-depth understanding of the respondents. Thus, the research expedites the construction of the concept or an instrument suitable for the research. Then, the data is gone through a detailed qualitative analysis. The results are then used as an input for the second phase, the quantitative research phase. The quantitative stage helps the researcher understand the consequences of the constructs from the qualitative research and other constructs (Clark, 1998, Friedman and Michael, 1999). This method is the study's need to make the research more rigorous and effectively generalizable.

3.3.Summary of Research Methodology – Exploratory Sequential Mixed

Methodology:

| Section-I | |
|-----------------------------|--|
| Research Approach | Inductive |
| Strategy | One to one Semi-Structured Interviews |
| Population | Employees of All Textile Industries of Pakistan (As Per APTAMA:254) |
| Required sample size | Until reaching the Saturation point |
| Selected sample size | Until reaching the Saturation point (20 interviews) |

| | |
|---|---|
| <p>Data collection technique</p> <p>Validity tests</p> <p>Inductive Analysis</p> <p>Research Time Frame</p> | <p>Interviews</p> <p>(Employees of Textile Industries of Pakistan)</p> <p>Face and Content Validity from Experts</p> <p>Transcription, Coding, identifying themes.</p> <p>Horizontal/ Cross Sectional</p> |
| <p>Section -II</p> | |
| <p>Research Approach</p> <p>Strategy</p> <p>Population</p> <p>Required Sample Size</p> <p>Sample size</p> <p>Sampling Technique</p> <p>Data Collection Technique</p> <p>Normality tests</p> <p>Validity tests</p> <p>Reliability testing</p> <p>Empirical Analysis</p> <p>Research time frame</p> | <p>Deductive</p> <p>Survey</p> <p>Employees of Textile Industries of Pakistan</p> <p>395 Employees (As per the given formula)</p> <p>$n = N / 1 + Ne2$ (See and See, 2009)</p> <p>395 Employees</p> <p>Tier-I: Disproportionate Stratified Sampling</p> <p>Tier-II: Convenience Sampling</p> <p>Survey Questionnaire</p> <p>Descriptive Tests using SPSS.</p> <p>Convergent and Discriminant Validity</p> <p>Cronbach's Alpha and Composite Reliability</p> <p>Exploratory Factor Analysis using SPSS, Bootstrapping, Mediation, and Moderation using Smart PLS</p> <p>Horizontal/ Cross Sectional</p> |

3.4.Rational, Population, and Sample

The pragmatic research paradigm and mixed methodology rationale are that this research is connected with the first research questions mentioned in the first chapter. Section-I, the first research question highlights the need to understand and measure the employee value proposition for textile employees. The first research question, “How do we measure the Employee Value proposition of the textile industry of Pakistan empirically?”, demands the need to understand the specific employee value proposition for the textile sector of Pakistan, thus to get authentic research-based Values, detailed interviews needed to be conducted to understand the values significant for the textile employees so that their measures can be used and we can get the holistic idea of Employee Value Proposition.

To measure the right employee value proposition of the textile employees, the existing questionnaires of the variable were analyzed. Unfortunately, one of the available scales of EVP, made by Parreira, cannot be used as it lacked the scale's reliability and validity and did not cover many other dimensions of employee value proposition (Parreira, 2007). Thus, the first research question was addressed by doing the qualitative analysis, semi-structured interviews with the textile employees, identifying their respective values, adopting the valid and reliable questionnaires of the values from the literature, and measuring the Employee Value Proposition. After the data of the values were collected, those values were gone through Exploratory factor analysis to identify the most relevant and loaded items only for the employee value proposition of the textile sector.

The interviews from the Top and Middle management of employees of the textile industry were conducted (Directors, general managers, head of departments and senior managers were defined as top management representatives, whereas managers, assistant managers, supervisors, team leads and officers were defined as middle managers), lower level employees including the labour staff and daily wages employees were not considered

for research as they have near to zero decision making role in any of the organizational roles. Researchers conclude that there is no definite number for the interview count as a sample for any research where many researchers agree that till the time we reach saturation in the research they interviews must go on (Baker and Edwards, 2012, Ness, 2015). This is what has been the criteria of the interviews; the total number of interviews conducted is 20. The data saturation was observed in the said number of interviews. Physical interviews were a big challenge due to covid restrictions and general fear amongst public, thus telephonic interviews were also conducted where it was not possible to reach physically. Thus, interviews were conducted via both telephonic medium and physically due to the SOPs of Covid-19. The respondents included middle management as well as top management from the various well-known textile sectors so Pakistan. To help triangulation (Hales, 2010), the data from top management and middle management was also verified/discussed by the respective authorities and respective beneficiaries in order to verify policies about the values. The content we got from the top management was confirmed via interviews from the middle management, and vice versa. The responses with valid data /information from both sources were considered for further analysis whereas the data with discrepancies was discarded. This helped organizing only the quality content for the EVP framework. The type of triangulation used was data triangulation. In data triangulation, more content is collected to understand the same phenomena. Furthermore, the values identified in the interviews, we taken as a base measurement of the values which after the EFA, gave us a new dimension and reduced a few dimensions. Thus, this qualitative research for our scale development leads us to establish a reliable and valid measurement of the constructed Employee value proposition. Subsequently, these measurements were used to measure the employee value proposition and other constructs of the research whose measurements were taken from the literature.

Section -II started when the empirical data was collected using the existing questionnaires and the newly made questionnaire for EVP. This has been done in the Cross-Sectional time frame. The population for the empirical research section, Section II, is the total number of Employees in the Textile Sector of Pakistan. According to APTMA (All Pakistan Textile Mills Association), the total number of employees currently working is 33,942 (APTMA, 2021). Furthermore, as per the sample formula ($n=N/1+Ne2$) (See and See, 2009), the required sample size would be 395 employees. Considering the missed out, incomplete and unacceptable questionnaires, we collected maximum data from textiles of Pakistan. Thus, a further empirical analysis was done on the questionnaires filled by the textile employees from all the major cities of Pakistan where the textile sector has been penetrated.

3.4.1. Sampling Technique

As mentioned earlier, the sampling technique for Section-I has been based on data saturation. As mentioned by the researchers, the interview number is determined by the data saturation one can get in the journey of data collection. The interviews went on as far as the researcher was getting various opinions until saturation (Baker and Edwards, 2012, Ness, 2015). A total of 20 interviews were finalized for the analysis.

The Section-II sampling technique was based on the Sampling frame of Complete number of registered textiles in various cities of Pakistan. The details of which have been discussed. The sample has been selected based on the proportion of the textile industries penetrated concerning cities in Pakistan. As per APTMA, the total number of the textile industry with respect to cities is given in table 4.2.3. Given as following:

| Sampling Frame | | |
|---|-------------------------------------|---|
| Table 4.2.3.a | | |
| Total Number of Textiles in Pakistan – APTMA | | |
| Cities of Pakistan | Number of Textile Industries | Number of Textiles (Percentage vise) |
| Karachi | 72 | 28.69 % |
| Multan | 19 | 7.57 % |
| Lahore | 103 | 41.04 % |
| Faisalabad | 35 | 13.94 % |
| Other Cities | 22 | 8.76 % |
| Total | 251 | 100.00 % |

This shows that out of a total of 251 textile industries registered in APTMA, 91.24 % (229) of total industries are situated in Karachi (72), Lahore (103), Multan (19), and Faisalabad (35). In comparison, the rest of the 8.76 % (22) is situated in other cities of Pakistan.

Thus, the best sampling technique to reach out to the sample of 395 respondents was “Stratified Sampling.” Four Strata of four cities, Karachi, Lahore, Multan, and Faisalabad, were selected based on the number of textile industries. Being the largest cities of Pakistan in terms of having textile industries, these cities have covered 91.24 % of the total population of the textile sector employees. Thus, making it easy for the research results to be more accurate and generalizable. By definition Stratified Sampling technique is “A sampling technique of random selection of subjects from each of the stratum, Stratum is the relevant, appropriate, meaningful and mutually exclusive groups in the context of the study” (Sekaran and Bougie, 2016, Uma and Roger, 2003). This technique is used to cover

the majority of the areas where the Study population is situated and ensure the maximum collection of all data groups.

Going further deeper, looking at the types of Stratified Sampling, the “Disproportionate Stratified Random Sampling Technique (DSRS)” is the technique selected for the study, defined as “A Stratified sampling in which the members representing the sample size in each stratum will be Disproportionate or changed whereas the total number of the sample will remain same” (Sekaran and Bougie, 2016).

Thus, the sample proportion of each stratum concerning the total population was selected to ensure the data collection carried responses from all cities and carried maximum population details (91.24%). The details of the proportion of the data collected from the samples are given in Table 4.2.3 b.

The data collection sampling technique carries a second Tier as well; once the sampling was planned as per the “Disproportionate Stratified Sampling” in the First Tier by defining the strata with decided proportion, the second Tier for sampling started. which is “Convenience Sampling.” Umma Sekran Says that once the population has been stratified, the sample can be drawn based on simple random sampling or by using a systematic sampling technique (Bougie and Sekaran, 2019). In this case, of the second sampling tier, we used convenience sampling. Convenience sampling is defined as “a process of data collection from a population that is close at hand and easily accessible to a researcher” (Rahi, 2017). Using convenience sampling, further data was collected from each City strata based on personal references, professional contacts, online database, and colleague references. The reason why the first tier of sampling was probabilistic sampling (Stratified sampling) and the second-tier sampling technique was non probabilistic (Convenience sampling) is that in the first tier the sampling was done from the total textile registered firms in APTMA, which is exact known figure that is why probabilistic sampling

could be applied. Then by using a sampling formula the figure of 395 was extracted (See and See, 2009, DuCharme and Peterson, 1969). However, after selecting the strata's, the second-tier sampling was chosen to be convenience sampling as it was not exactly known that how many respondents would respond from every stratum. That is why convenience sampling which is the non-probabilistic sampling was selected. On the least we made sure that we collect more than the minimum threshold by the DSRS which was the minimum number we needed to meet DSRS as mentioned in the table 5.51a. The respondents were not comfortable with physical meetups and questionnaires because of the Covid-19 situation and everyone following strict social distancing. Convenience sampling via personal contacts helped me get the responses via digital media. A quick look at the data collected using above sampling is given below:

| Sr no. | Demographic Category | Frequency | Percentage |
|-----------------------------|-----------------------------|------------------|-------------------|
| Gender | Male | 353 | 87.6 % |
| | Female | 50 | 12.4 % |
| Age | Below 21 | 10 | 2.5 % |
| | 21 - 30 years | 96 | 23.8 % |
| | 31 - 40 years | 162 | 40.2 % |
| | 41 to 50 years | 128 | 31.8 % |
| | 51 and Above | 7 | 1.7 % |
| Designations | Boards Of Directors | 28 | 6.9 % |
| | Top Management | 148 | 36.6 % |
| | Middle Management | 199 | 49.4 % |
| | Lower Management | 4 | 1 % |
| | others | 24 | 6 % |
| Education | Intermediate | 5 | 1.2 % |
| | Bachelors (14 years) | 134 | 33.3 % |
| | Masters (16 Years) | 175 | 43.4 % |
| | LLM/LLB | 3 | 0.7 % |
| | Professional | 47 | 11.7 % |
| | Certifications | 39 | 9.7 % |
| | MS/MPhil | | |
| Years of Experience: | 5 - Below | 136 | 33.7 % |
| | 6 - 10 years | 91 | 22.6 % |
| | 11 - 15 years | 74 | 18.4 % |
| | 16 - 20 years | 38 | 9.4 % |
| | 21 & above years | 64 | 15.9 % |

| | | | |
|-------------|-------------------|-----|--------|
| City | Lahore | 172 | 43.2 % |
| | Karachi | 109 | 29.7 % |
| | Faisalabad | 82 | 16.8 % |
| | Multan | 40 | 10.3% |

Out of total data collected for section II (571), After data screening and filtration total of 403 responses were finalized for analysis. From Lahore, 172, Karachi 109, Faisalabad 82, and Multan 40, making total of 403 responses of confirmatory factor analysis. Further details are discussed in next chapter.

3.4.2. Measurements and Data Collection Procedures

In Section-I, the employee value proposition was determined in the textile sector of Pakistan. For this purpose, Interviews with the top management as well as the middle management were done. In addition, dyadic interviews were conducted with the Middle management and the top management to ensure the information provided.

The questions were about the “Total offer employers give to the employee in return for the best of their services.” These interviews were Semi-Structures in nature. The interviews were then transcribed to identify the themes. Then relevant variables were identified. Once the results of the interviews were finalized, Section II of empirically testing started.

The relationship between Employee Value Proposition with Employee Psychological Capital and Employee Commitment, the mediation of Employee Psychological Capital, and the moderation of Employee Psychological Empowerment, all variables were measured through questionnaires. The employees of textiles of Pakistan

filled out a total of 571 questionnaires. The questionnaires were filled through online and physical means concerning the Disproportional Stratified Random Sampling (DSRS) on the first tier and convenience sampling on the second tier. Once measured properly, after checking the normality of the data and making the data clean, we went towards further empirical testing of the data. Finally, the results were interpreted concerning context. And were reported.

3.5. Section-I Qualitative Measurements

For Section-I, answering the study's first research question, "How do we measure the Employee Value proposition of the textile industry of Pakistan empirically? "

We attempted to find out the significant values for the textile sector of Pakistan first. For this purpose, semi-structured questions shared in Version 1 were used to help us dig out the significant values reflecting the Employee Value Proposition of the textile sector of Pakistan.

An interview guide covers the main topics of the study (Taylor 2005). It offers a focused structure for the discussion during the interviews but should not be followed strictly in a semi structured settings (Kallio et al., 2016). The interview guide for the current study included greetings, confidentiality considerations and basic queries about management level/designation and years of experience of the respondent. Followed by brief of the study with the idea of the research, which was about "getting to know the values they get from their companies which make them stay there for long run". and follow-up questions like "what additional values do you think if added will make you stay here for long run" the interview questions are provided below:

Interview Questions

Top Management

Question 1: What do you “Offer” to the employees against expecting the “best of their services” in the organization, and what policies do you have in this regard?

Question 2: What do you “Offer” to the employees to try and keep them associated with the organization for the long run, and what policies do you have in this regard?

Question 3: What other “Offers” employees “Expect” or “Demand” from you in order to keep their associations with the organization for the long run?

Middle Management

Question 1: What does your organization “Offers” you against expecting the “best of your services,” and what policies do they have in this regard?

Question 2: What does your organization “Offers” you to try and keep you associated with the company for the long run, and what policies do they have in this regard?

Question 3: What other “Offers” do you “Expect” or “Demand” from your organization in order to keep yourself associations with the organization for the long run?

3.5.1. Section-II Quantitative Measures / Instrument

Section II included the empirical measurements and testing of the research. For this purpose, the following instruments were used for the constructs.

3.5.1.1.The instrument for Employee Commitment

For Employee Commitment, the data was collected by one of the highly endorsed questionnaires of all times (Aydogdu and Asikgil, 2011, Shen and Jihua Zhu, 2011, Nawab and Bhatti, 2011, Matzler et al., 2011, Eslami and Gharakhani, 2012). Meyer and Allen's (1993) Questionnaire are one of the widely used questionnaires to measure Employee Commitment. A Sample question to measure Employee Commitment is “This organization has a great deal of personal meaning for me” (Meyer et al., 1993, Allen and Meyer, 1990).

3.5.1.2.The instrument for Employee Psychological Capital

Psychological Capital Questionnaire (PCQ), used by Fred Luthans, Bruce J. Avolio, and James B. Avey (2014), is used for measuring Psychological Capital. A sample question of psychological capital is “I feel confident analyzing a long-term problem to find a solution.” This scale has also been widely used in the research in various contexts to measure the Psychological Capital of the respondents (Luthans et al., 2007a, Peterson et al., 2011, Youssef-Morgan and Luthans, 2013, Avey et al., 2008, Luthans et al., 2008a, McMurray et al., 2010a, Luthans et al., 2008b).

3.5.1.3.The instrument for Employee Psychological Empowerment

Spreitzer measured Psychological Empowerment in 1995 with multiple items he developed and validated (Spreitzer, 1995). All measures were based on self-assessments, and the responses were measured through a seven-point Likert Scale. Sample items include

"I have significant autonomy in determining how I do my job the work I do is meaningful" (Spreitzer, 1996, Quinn and Spreitzer, 2001).

3.5.1.4.The instrument for Employee Value Proposition

The Employee Value Proposition has been measured in various studies using various ways. Many researchers have measured employee value proposition, but there have been some Critical Issues in them. These issues had to be addressed in order to make the study rigorous, valid, and reliable.

One of the researchers named Heys (2013), measured employee value proposition by developing one of the scales given in the appendices (Sykes and Heys, 2013). This scale has only three items in order to measure generic Employee Value Proposition.

Another scale was developed by a researcher called Parreira (2007), which he also used in his researches in order to measure Employee Value Proposition (Parreira and Campus, 2007, Parreira, 2007), his scale has also been cited and used by their researchers for the same purpose (Ferreira, 2016, Hung, 2014, Mwangangi, 2015, Kenya and Mwangangi, 2015, Sumarni, 2016, Macpherson, 2017).

Also, there is a third scale of employee value proposition which was used in a study by Binu Raj (Binu Raj, 2021). This scale was modified from a scale of Employee Attractiveness (Berthon et al., 2005). This scale was not developed neither was statistically tested through rigorous scale developmental process including interviews, pilot testing and exploratory factor analysis. This gives a very weak ground to use this scale. And it would be a valid thought to consider developing an empirically tested and specialized scale of employee value proposition for the specialized industry.

3.5.1.5.Criticism of Instruments of Andrew Hey's (2009) for Employee Value Proposition

The reasons why the scale of Andrew Heys (2013) (Sykes and Heys, 2013) for Employee Value proposition has not been preferred for the current study are given below:

1. The scale is only three items Likert scale and cannot cover the true essence of employee value proposition encircling 5 to 6 and even more dimensions of employee value proposition, which many researchers have discussed contextually as mentioned in the literature.
2. Moreover, it is limited with the scope of the study as Andrew Heys himself said in an email (attached in appendices 6.2.6.4.1a) that he had to develop the scale following one of his studies.
3. The scale is only confined to the Generic Aspects of the company. The employee value proposition encircles many complicated yet important aspects of the organization like affiliation, work environment, etc. (Ledford Jr, 2012), which this scale ignores.
4. Detail dimension-wise bifurcation of employee value proposition is missing in the scale. As it only asks about the basic and direct questions, which does to reflect the true essence of the employee value proposition.

3.5.1.6.Criticism on Instruments of Jaco Parreira (2007) for Employee Value Proposition

The reasons why this scale of Jaco Parreira (2007) (Parreira and Campus, 2007) for Employee Value proposition has not been preferred for the current study are given below:

1. The validity and reliability of the scale are unknown.
2. The author Jaco Parreira never published scale development in any article. He just referred to his scale and used it in his study (Parreira, 2007)
3. The scale is only given in one of the Master's theses of Mr. Parreira, which is never published in any journal.
4. Literature refers to the Corporate Leadership Council mentioning other Dimensions as well (Council, 2006b). However, this scale does not carry other EVP dimensions as per much other research, making the scale scope limited (Council, 2006b, Ledford Jr, 2012, Kochanski and Ledford, 2001).
5. Jaco Parreira refers to the Corporate Leadership Council as a source for his scale of employee value proposition scale. Corporate Leadership Council also has worked on employee value proposition scales, but the reliability and validity are missing.
6. Corporate Leadership Council has mentioned many countries like India, United Kingdom, United States, Germany, etc., for evaluation of Employee value proposition but unfortunately never worked on Pakistan. (Board, C. E., 2006).

3.5.1.7.Criticism on Instruments used by Binu Raj (2021) for Employee Value Proposition

The scale used by Binu Raj in 2021 to measure EVP (Binu Raj, 2021), but was actually modified from another scale of "Employee Attractiveness" made by Berthon in 2005 (Berthon et al., 2005). This scale had 25 items. The details why this scale wasn't used to measure EVP are given below:

1. In an article, the author Binu Raj highlights in the measurement of "Employee Value Proposition" (EVP) – the absence of a standard scale for its assessment. To address this gap, he had to adapt the "Employee Attractiveness Scale," originally developed by Berthon in 2005 (Berthon et al., 2005) to measure "Employee Value Proposition". It's important to note that while this scale wasn't originally designed for EVP measurement, it was modified to serve this specific purpose.
2. The Scale of "Employee Attractiveness" made by Berthon in 2005, also had few weaknesses. This study was used to measure only attractiveness, whereas employee value proposition is a set of multiple values.
3. The term "employee attractiveness" does not reflect the meaning of "employee value proposition" as, the Employee Attractiveness is defined as "the envisioned benefits that a potential employee sees in working for a specific organization" (Binu Raj, 2021). Whereas the definition of "Employee Value Proposition" means a set of associations and offerings provided by an organization in return for the skills, capabilities and experiences an employee brings to the organization" (Berthon et al., 2005). The definitions clearly differentiates that the attractiveness is perceived and reflects the general attraction. Whereas the employee value proposition is the actual set of values employees get in return to their skills and experience invested in the organization.
4. In addition, the scale by Berthon et al was based on the data collected from university students not actual employee working in the organization, that is why only attractiveness could be measures not the actual value proposition, which can only be critically considered by working employees. While discussing a consumer research in depth, A Researcher Wells said that the use of student subjects in measurement development research threatens the external validity and generalizability of findings due to the non-representativeness and unique

characteristics of the population.(Wells, 1993). Thus, this scale could not be the first choice of current research and a new dedicated and empirically tested scale was needed in order to measure EVP.

3.6.Developing Instrument of Employee Value Proposition

Thus, to have an authentic measurement of the Employee Value Proposition of Pakistani sectors, we needed a sound and reliable measurement for EVP to understand the empirical relational analysis with Employees Commitments and other employee's behaviors. In order to make a valid and reliable scale for Pakistani Textile EVP, we needed to find if the existing scales of the values identified by the textile employee in the interviews existed. So that we may take them as a base for the face and content validation. The scales of the values were found, and face and content validity were done with the help of 10 experts from the industry and academia. Those experts suggested a few changes. After applying those changes, the final set of items was used and other constructs measurements to collect empirical data.

Once the empirical data was collected, the items of EVP were analyzed through Exploratory factor analysis. Exploratory Factor Analysis helps the researcher classify how many dimensions a construct has, and secondly, to fit each of the items into the dimension most directly related to them (Rossoni et al., 2016). It also filters the items as per their loading values; those items whose loading values are less significant enough for the analysis are filtered out (Watson, 2017). Further, regression, mediation, and moderation were analyzed by using the EFA (Items finalized after EFA), and other constructs were analyzed empirically

3.6.1. List of Analysis

3.6.1.1. Section-I Analysis List

In Section –I, after the interviews for EVP, the following were the steps for proceeding with the analysis of the qualitative data:

1. The interview content was transcribed into document form based on “Gist” criteria (Mergenthaler, 1996, Mehra et al., 2023, Theron, 2015).
2. The transcribed data were converted into groups based on their similarities. For this purpose, the NVIVO software was used for data management.
3. Grouping the new themes/variables as the values of Employee Value Proposition.
4. Enlisting the final EVP values derived from the analysis.

3.6.1.2. Section –II Analysis List

The empirical testing of the variables has proceeded to the following tests:

1. Finding the measures for all the values of EVP derived from the qualitative Section –I of the literature.
2. Content validation and face validation of all of the EVP value items from Textile industry representatives and Ph.D. faculties.
3. Applying the suggested changes by the experts.
4. Collecting Empirical Data for EVP (using new items after face and content validations) and other constructs from their existing measurements.
5. Pilot testing on the first 100 respondents of the EVP measurements was developed for employee value proposition using SPSS.

6. Normality tests using SPSS
7. Descriptive tests using SPSS.
8. Exploratory Factor Analysis for EVP using SPSS.
9. Proceeding empirical analysis based on new EVP items and existing constructs measurements.
10. Reliability through Cronbach's Alpha using Smart PLS.
11. Convergent Validity and Discriminant Validity using Smart PLS.
12. Bootstrapping using Smart PLS.
13. Mediation and Moderation using Smart PLS.

3.7.Ethical consideration:

The researcher has strictly considered the protocols and guidelines of ethical parameters. The ethical considerations have been the primary focus while proceeding with the data collection methodologies and analysis. The confidentiality of the respondents while taking interviews and while collecting quantitative data has been very clearly communicated to them and has never been compromised. While doing the analysis of the quantitative and qualitative data the process has been transparently presented to the supervisor. The outliers and the procedural residues have been mentioned in the data analysis process in respective sections too.

CHAPTER 4

RESEARCH ANALYSIS AND FINDINGS

4.1. Introduction

This chapter describes the findings of the data analysis based on Section –I using NVIVO. The chapter begins with interviews and their coding, elaborating on the primary analysis and its resultant themes. This chapter covers the themes and then the exploratory factor analysis of the Employee Value Proposition. Then it covers the pilot testing, reliability testing as well as validity testing of the research. Then it adds the correlations, regression, and mediation/moderation analysis of the research variables with its interpretations. Finally, the hypothesis, which has been made based on the theoretical background, has been discussed along with its findings and implications. The empirical tests, their values, and thresholds have also been discussed and shown in tables charts, and path diagrams. Subsequently, the chapter closes with a summary.

4.2. Section-I: Interviews, Transcription, and Themes

In order to surface the distinct values of EVP in the Textile sector of Pakistan, Interview questions were designed given in the previous chapter. As a result, a total of 20 interviews

were conducted with the middle and top management from various textiles of Pakistan, companies working in all major cities of Pakistan, and exporting their products in the international market.

The interviews were transcribed with “Gist” dialect, transcribing the ideas of what has been told along with the pauses (Halcomb and Davidson, 2006, Smith and Davies, 2010, Theron, 2015). Similar aspects discussed by various respondents were grouped to gather as a single theme. Thus, a total of eight themes were generated. Through interviews, employees of the textile sector of Pakistan said that they were highly concerned and affected by these values, and their availability has been of great interest, and their absence has created long-term challenges for them. The details for the codes and the themes given to the codes are given below.

4.3. Textile Sector Interviews of Employee Value Proposition: Coding and Themes

| Sr. no | Codes | Themes |
|--------|---|--|
| 1 | We offer them a competitive salary | Concern of Financial Compensation |
| 2 | Yes, with respect to the market, the salary is better than it. As per industry competition of similar industries | |
| 3 | different aspects are important, amongst those the salary, is below average in my company. Below industry. Where I work. | |
| 4 | I am in the company for the last 14 years. If I compare it with other industry colleges on the basis of this, then I am 30- 40% below them. | |
| 5 | Monetary benefits are the most important. In private, everyone considers what he is getting in his pocket. | |

| | | |
|----|---|--|
| 6 | . The company should make the monetary policy in a way that it should be at least industry level. | Concern of Benefits from Organization |
| 7 | Most companies pay them through piece rates. In order to keep them working, they will get as much as they will work. The more you will do more you will get. | |
| 8 | One is made to iso standers another, which is actually by which they pay the employee. So the salaries are less in actual, and the one with the standards of iso is the one with higher salaries. | |
| 9 | . If the employee is able, then it depends on the employee id f he is good and has a good market name. Then it depends on that. If some employee has just started. Then he is not paid well it depends on this. | |
| 10 | Similarly, the dying processing includes a lot of heating in the department. It has boilers. It has so much heat on the premises. For this, the employees are highly paid because of this. | |
| 11 | Suppose you go to the garment's side. The client's dealing is most important. The merchandising is included. They are also highly paid. | |
| 12 | In this regard, the employees are relatively paid as per their importance. Employees are the pillars. They give each and every thing to the employee. | |
| 13 | with respect to salaries the salaries are good, they don't create problem in this regard | |
| 14 | But maybe my experience is good because of my experience abroad, but other colleagues who are working here the salary is little less than me. | |
| 1 | we give them fringe benefits like a medical facility | |
| 2 | We give them a sales-based commission | |
| 3 | And we provide other benefits too | |
| 4 | Moreover, the benefit also includes commission related to product selling is more than industry. | |

| | |
|----|--|
| 5 | Other benefits are medical benefits the insurance, which is a very good thing. |
| 6 | we have a medical facility, its benefit if added along with your family. That would be better. |
| 7 | Yes, other benefits are important. I think they are requirements of departments like if I work in marketing |
| 8 | Yes, right now I have all these things like a phone company maintained car and regular gadgets as well. |
| 9 | They provide bonuses once a year, and |
| 10 | Then we are allowed to have 15 days paid off from the office. They want us to take these days off. Other than regular pay, they will pay for them |
| 11 | Surely, insurance and medical care provided. Outdoor is not covered, but if you are admitted to hospital, then they cover that as well. |
| 12 | So such small steps like you offer them annual dinner, you offer them compensation on achievements, and if they land any new opportunity, you may offer them benefit on the spot. |
| 13 | when you are working for the company at 12 at night, you need to proceed if it's important; the company should consider these things by providing something that can double the employee's motivation. |
| 14 | As well as other things like job roles etc. and benefits as per his job roles but at least minimum you should get the compensation. |
| 15 | The company provides them with multiple things like multiple insurances, EOBI, cars, houses, etc. |
| 16 | if some employer is from out of the city and experience. Moreover, the company knows that this person will help the company in a better way. Then |

| | |
|----|---|
| | the company provided him with such benefits which can give them job satisfaction |
| 17 | They also give foreign tours for the purpose of training and leisure. Also, they arrange workshops. This is how they enhance the skills so that they may manage Mutual benefits. |
| 18 | We get insurance from the company. Furthermore, there are companies which provide bike if you work for two years and give car after five years. If you work for a specific period of time, they get you to the house as well. Also, they provide Hajj and Umrah so that the employees are satisfied. They keep on doing such stuff. |
| 19 | they will feel secure, getting salary increments timely and getting bonuses, |
| 20 | Spinning has small threads in the air, and we have to give them health insurance for this. Some time we have to go to this extent that we have to give the employees off of one week if they have been working in the spinning department for three weeks. Sometimes you have to go to this extent some time in order to give the employee good health facility. Good companies always do this. |
| 21 | Also sometimes they give personal benefits which they are giving to no one. This is what happens in the textile sector. |
| 22 | give Ramzan packages to the employees in Ramadan; they give good fabric as a bonus. Or give a good box of groceries to the employee |
| 23 | They also cut some amount for some insurance and some other benefits which you get when you leave the organization they give some amount as a provident fund. |
| 24 | If such facilities are also available here, like they provide you medical, pick and drop, etc., they provide weekends off to the employees. Also, some time alternative offs are offered. This is not offered here. |

| | | |
|---|---|---|
| | Similar other benefits are missing here, I feel properly that if these are available, then the employer will be happy too. | Concern of Affiliation in organization |
| 1 | first of all, to get the employees attached with the organizations, what these employees like is the corporate culture or the organization's culture, | |
| 2 | the organization's culture, which appreciates extracurricular activities that help us engage them. And to make them feel secure and to make them attached and love the organization is the corporate culture | |
| 3 | Then definitely then the company has moved you are from various departments then you get to attach with the organization | |
| 4 | Moreover, loyalty as well that at least, most important aspect we have is the company has never delayed our salary. | |
| 5 | Yes, it is a positive thing that to the day, they have never made us wait. Then definitely, this is an attachment as they are sincere with us. | |
| 6 | We get lunch and multiple things, travelling's. You get comfortability, but this is again, very few employees get this. Without them, the company cannot go well. Only they get these benefits. | |
| 7 | They also give foreign tours for the purpose of training and leisure. Also, they arrange workshops. This is how they enhance the skills so that they may manage Mutual benefits. | |
| 8 | We get insurance from the company. Furthermore, there are companies which provide bike if you work for two years and give car after five years. If you work for a specific period of time, they get you to the house as well. Also, they provide Hajj and Umrah so that the employees are satisfied. They keep on doing such stuff. | |

| | | | |
|---|--|------------------------------------|--|
| 9 | Sir, you can say that they directly relate with the owner, mean there are some industries where they won't let you contact the owner to stop you from growing; this is good that you can directly contact the owner. And the owner's behaviour is friendly too. | Concern of Work Content | |
| 1 | with respect to their work, their job description is well defined, there are no extra burdens, which means we do not assign them more than one task. They are specific. | | |
| 2 | Sir, They know that this is their role. Furthermore, we have to do this only. And we do not make them over burden | | |
| 3 | is if you are miss fit for the job then it is really important. Nevertheless, what they do is they arrange many activities to improve your engagement your training. This is what keeps the employee engaged. | | |
| 4 | This is the point that the HR is involved in different trainings they also provide training opportunities as per the job description, so their skills are always enhanced. | | |
| 5 | there is always flexibility. It's never imposed. It's always considered that if you can be fit in this work | | |
| 6 | Every individual is responsible for his or her assignment, and he will be judged on the basis of that | | |
| 7 | Everyone has his own goals. He will be evaluated for his benefits and increments of the bases of those goals | | |
| 8 | There is no job description that this is your work scope. Like I am in marketing, I have to look at the marketing sales exports merchandising team tasks and issue handling. It's good | | |
| 9 | Much expectations are attached to us. We are responsible for everything which is related to that business activity. Whether it after-sales services, weather its execution part, complaint handling, customer handling, etc., everything inclusive. Starting from the marketing and sales. | | |

| | | |
|----|---|--------------------------------|
| 10 | Its scope is very wide. Definitely job description should be suitable. I Have not seen a written JD in this position. That this is your work scope. That is the reason you are hired, | |
| 11 | I feel that we should have specialized people to handle those complaints etc. | |
| 12 | By proper sops, productivity can be managed properly, and you can use your resources efficiently. | |
| 13 | He will take the employees as his team. He will define the JDs well. Know the KPIs, that what other things my employees are good. He must apply that. If some employee is not well in some work and he has imposed that work. Then this will affect the work ultimately. So we also have to look at this. | |
| 14 | Even if the companies describe you that this is your job description, you have to do this. Then after some time, the same manager asks do other works as well, | |
| 1 | For those who are a senior employee in our organization who have spent more than ten years in our organization, we provide them residential plots | Concern of Career |
| 2 | This means these are the long-term benefits we are providing them. | |
| 3 | Other benefits are insurance, which is a very good thing. | |
| 4 | we are provided with this benefit of provident fund | |
| 5 | Surely, insurance and medical care provided. Outdoor is not covered, but if you are admitted to hospital, they cover that. | |
| 6 | it should be related to my nature of the job is not like this that is defined. | |
| 7 | Sir, there is one thing that is important with respect to the long term that the culture is really good | |
| 1 | Sir long term regard, we want that the company promotes us and if we are temporary then make us permanent. | Concern of Job security |

| | | |
|---|---|--|
| 2 | As per my understanding. That if you have good job recognition. If you are loyal to the company. You have spent good five years given to the company and is working on a temporary basis, and then there is must be a structure that you can move on to the permanent position. | |
| 3 | This will encourage that if I'll do it better and be promoted to the better position and have better benefits. | |
| 4 | there is one thing that because of Covid there are many issues, but we feel job security, the company always keeps employees that stand with the company in hard times, but still, I feel that overall employees feel that their job is secure. That is a good thing. | |
| 5 | And then there is a sense of job security. This is one of the main reasons that I am working in the company for 14 years. | |
| 6 | The most important thing in this is that they must have job security. They must feel secure if they are working in your organization. I think as a manager. I think that if i no more work here. They all still have the job secure for them or I may take him along with me to some place if I am switching the job. | |
| 7 | Every senior manager has his own team. If he has to switch to another company, his entire team will shift. | |
| 8 | I think if the employee gets security, they will get everything, | |
| 1 | The company should provide me benefits on the basis of my performances, | |
| 2 | Look sir, I believe in a thing that if there is fair and just system in the company. | |
| 3 | There should be no favoritism in the company, whoever works better the should be given acknowledgment. | |

| | |
|----|---|
| 4 | Every individual is responsible for his or her assignment and he will be judged on the basis of that |
| 5 | Everyone has his own goals. He will be evaluated for his benefits and increments of the bases of those goals |
| 6 | what I like in the company is that there is no politics and leg-pulling. We have politics-free culture, and there is no leg-pulling. |
| 7 | The company should make the monetary policy in a way that it should be at least industry level. And connected with the performances of the employee. If someone is giving his family time and is giving good performances, then he must be given justified compensation, and money is the best way to provide it. |
| 8 | Most people would start from the positive side; I will start from the negative side. The interdepartmental politics which the employees involved in, and in this way their clashes between theme and the leg-pulling between them causes the working to improve. |
| 9 | The textile sector has the maximum culture of caretaking; when someone does this favouritism, he gets a better jump in his organization |
| 10 | The one who is working well and performing well but is not involved in taking care of the higher management in personal matters will not get that jump or appreciation from the management. And the one above them in upper management. He gets benefited from the politics in the organization |
| 11 | One is made to iso standers another is the one which is actually by which they pay the employee. The salaries are less in actual, and the one with the standards of iso is the one with higher salaries. |
| 12 | What is mainly happenings is that the properly educated employees the engineer are not very in the market. Because they have theoretical knowledge, but they do not have the exposure or experience. Instead, the old but experienced people who are part of the organization get the priority. |

| | | |
|----|---|----------------------------------|
| 13 | That Saith culture where the employees are directly involved with the owner's interference. This is the main problem. | |
| 14 | When the owner is involved, he asks for things that are not relevant as he has less knowledge of the stuff. Basically just an investor. These things are applied here. | |
| 15 | Suppose we work as a team. Furthermore, if we just apply the followings and Ahadees of AP SAW, his guidance. Then, the entire company will be benefited the employer as well as the employee. This is the conclusion if you ask me. | |
| 16 | when I started, they promised a fixed amount to me, but after three months, they gave me this package, they said that I would be getting a yearly increment. I agreed, then after three months, when I discussed with them, it was my first job, and it was my mistake that I had not taken it in written form. After three months, I asked them to increase my package; they clearly declined from this claim that they never said this. | |
| 17 | Sir, if you asked me then for simple people, this is not good for them. People do not let them grow; they do backbiting and hinder your growth. Then some experienced people know how to tackle such a situation. | |
| 1 | Their general demand, which we facilitate for depends upon the situation. That is the timings. | Work Schedule flexibility |
| 2 | They ask for timings that it should be less. Timings should be less than five days a week. We are working on it, but we are unable to offer them right now. You know that due to the pandemic situation, we have seen little growth in the market. So right now, we cannot facilitate them in this regard. | |

| | |
|----|--|
| | I have shared as per the current situation, which is a major demand. |
| 3 | Moreover, we have a job status as we have to work in our hours 9 – 5, we should have an option that 2 to 4 times we can come in different times. |
| 4 | No, we do not have shifts. However, there are different departments, this is required there. We do not have shifts, but if I talk about our department. I must say that if you have flexibility then. You always have a personal life as well as official life. |
| 5 | There are a lot of things that we cannot do in official life. Like if I have to go somewhere during the banking hours, then must be some flexibility. |
| 6 | Then we are allowed to have 15 days paid off from the office. They want us to take these days off. Other than regular pay, they will pay for them |
| 7 | you can send them to 4 days' company-sponsored trip. Such practices must be adopted |
| 8 | In this industry, your social life is extremely disturbed |
| 9 | I tell you that I have different regions to manage. When I reach office at 9 am in the morning, I head to those regions then the Hong Kong people had gone to lunch already. When there is my lunch break, Europe is opening, and then when the offices are closed here, the American markets are opening. This is a big challenge in our textile industry sales and marketing employees. They need to work round the clock. We have to stay connected through WhatsApp and other apps where you can connect conveniently with the buyers and customers. |
| 10 | Because the shipments work is always supposed to be done on time, the shipment has to go and then you will get leave. If it is in late at night, then you're bound till then. May it be 2 am in the morning. Still, you are bound. |

| | |
|----|--|
| 11 | if an employee says that it is my limit, I cannot work more. Then the company gives over benefits on overtime |
| 12 | Spinning has small threads in the air, and we have to give them health insurance for this. Sometimes we have to go to this extent that we have to give the employees off of one week if they have been working in the spinning department for three weeks. Sometimes you have to go to this extended some time to give the employee good health facility. Good companies always do this. |
| 13 | they provide weekends off to the employees too. Also, some time alternative offs are offered. This is not offered here. If these are available, then the employer will be happy too. They will not do not have an employee who jumps a lot of jobs |
| 14 | Moreover, with respect to time, if I see this industry the timing was 90 – 6, if there is more work, then we have to stay late for the night as well, like if I have a shipment, then we have to stay for a long time. So sometimes 7 or 8 or sometimes 9 pm. Also sometimes we had to go to out of the city. |
| 15 | Definitely, if we have done commitment of work with them, suppose they provide us with extra hours like overtime, then it is fine. It should be willing; if someone wants to stay, then they must. If you stay, we will provide you with this much extra money. If not, he can go. If they are paying extra hen, the employees will not have any issues. |

5. Cluster Analysis using NVIVO:

With the help of the above coding, we concluded eight themes to be significant as a primitive value for the employees of the textile sector of Pakistan. Further empirical testing was conducted on these themes to get to a reliable and valid scale of EVP. These themes are listed below:

| Sr. | Employees' Values in the Textile Sector of Pakistan |
|-----|--|
| 1 | Compensation satisfaction |
| 2 | Benefits Satisfaction |
| 3 | Work Content Satisfaction |
| 4 | Career Satisfaction |
| 5 | Affiliations |
| 6 | Work Schedule flexibility |
| 7 | Job security |
| 8 | Procedural Justice in Performance Appraisal |

Using NVIVO, Cluster Analysis was conducted to understand the Node's weightage in each of their constructs. First, the interview transcript data is grouped based on similar themes and called a node; these nodes are clustered into groups to form a construct/theme in NVIVO (Edhlund and McDougall, 2019). Following clusters were withdrawn based on their number of nodes reflecting their weightage in a construct.

5.2.1.1. Construct: Compensation Satisfaction:

| Financial Benefits | | |
|---------------------|------------------------|--------------------|
| Salary Satisfaction | Increment Satisfaction | Competitive Salary |

(Figure: 5.1 Compensation Satisfaction dimensions based on interview Codes)

5.2.1.2. Construct: Benefits Satisfaction:

| Other Benefits | | | | |
|----------------------|--------------------------|------------------------------|-------------|---------|
| Transportation | Medical | Company Maintained Vehicle | Commissions | Bonuses |
| Satisfaction Feeling | Holidays Events Packages | Company Maintained CellPhone | | |

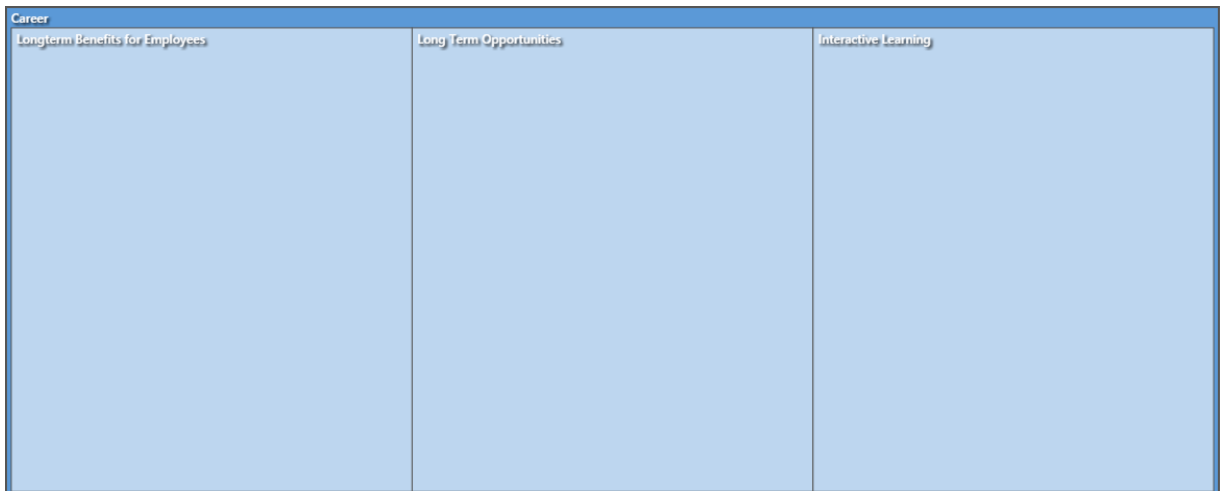
(Figure: 5.2 Benefits Satisfaction dimensions based on interview Codes)

5.2.1.3. Construct: Work Content Satisfaction:



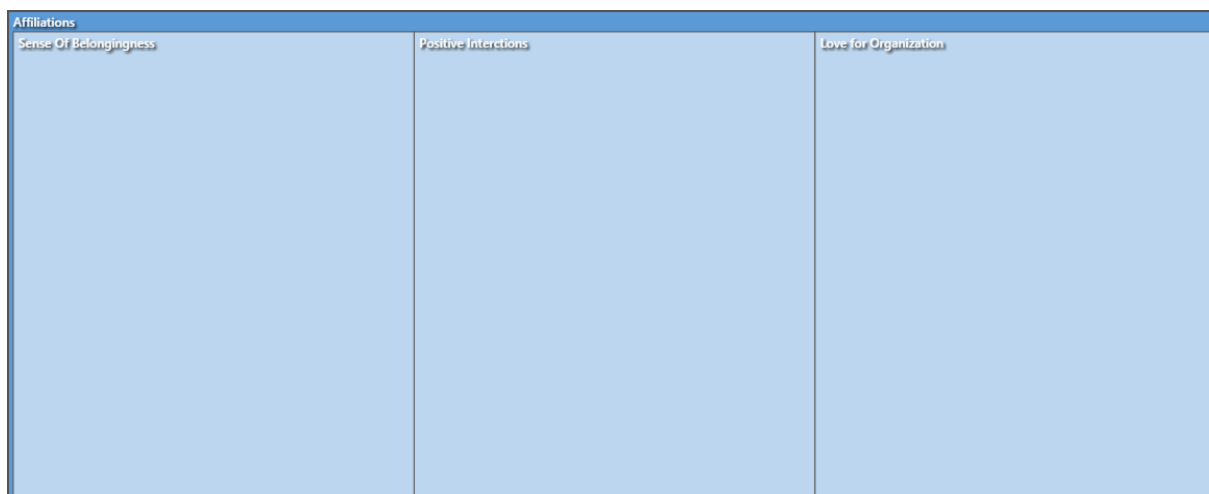
(Figure: 5.3 Work Content Satisfaction dimensions based on interview Codes)

5.2.1.4. Construct: Career Satisfaction:



(Figure: 5.4 Career Satisfaction dimensions based on interview Codes)

5.2.1.5. Construct: Affiliations Satisfaction:



(Figure: 5.5 Affiliations Satisfaction dimensions based on interview Codes)

5.2.1.6. Construct: Work Schedule flexibility:



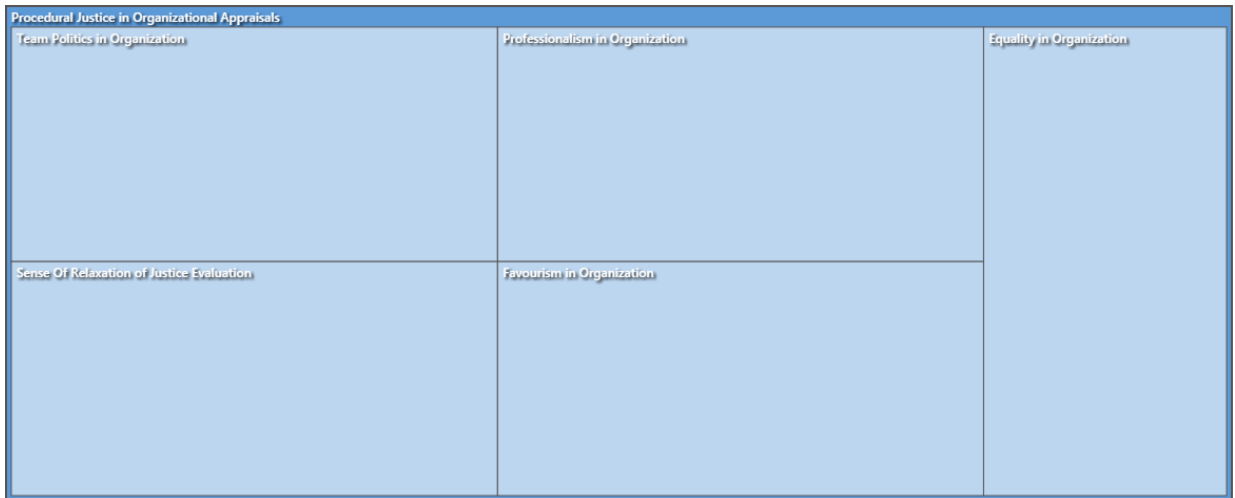
(Figure: 5.6 Work Schedule flexibility dimensions based on interview Codes)

5.2.1.7. Construct: Job security:



(Figure: 5.7 Job security dimensions based on interview Codes)

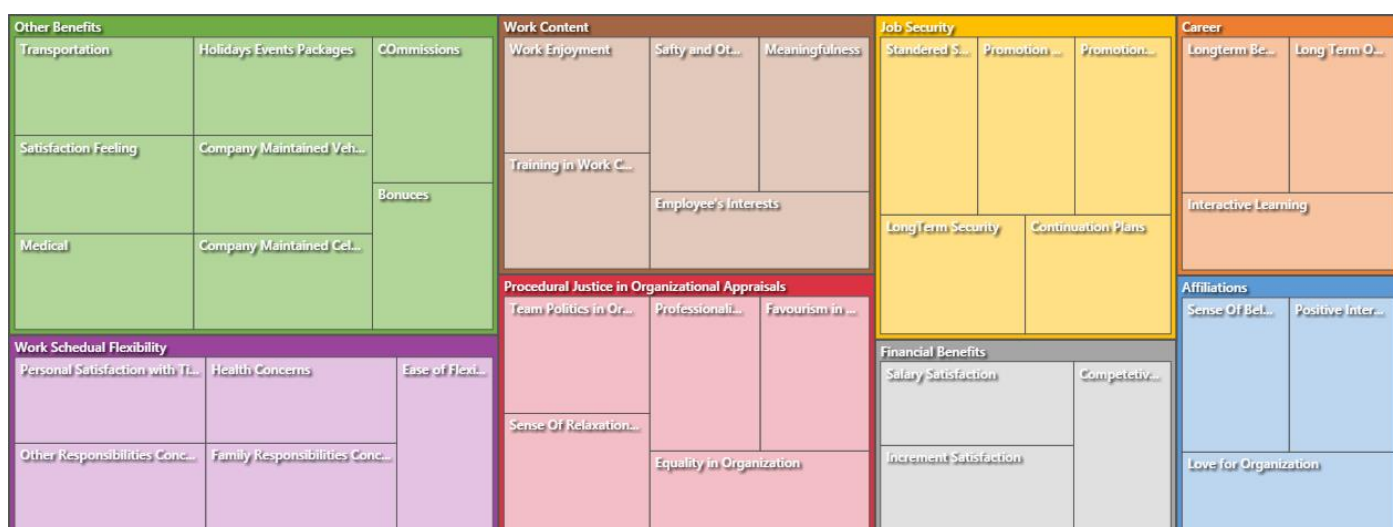
5.2.1.8. Construct: Procedural Justice in Performance Appraisal:



(Figure: 5.8 Procedural Justice in Performance Appraisal dimensions based on Codes)

Further, looking at the holistic view of the variable Employee value proposition and attempting to view the holistic cluster of all the values together showing the complete relative contribution to formulate EVP with the help of all the values. We get the following cluster:

5.2.1.9. The cluster analysis of all values



(Figure: 4.2.1.9 Graphical representation of Cluster analysis of EVP)

6. Word Tree

The tree view gives a good look at the conversations with the textile employees and how their conversations converge together around the discussion related to employees. The tree view extracted from NVIVO has been given in the appendices as Figure 4.2.10a.

7. The Word Cloud

The Word Cloud analysis shows the employees' total words and what are the things they overall talk about, giving us a good look at how the overall interview discussions went and how many times they repeated a word. In addition, the word cloud shows a bigger size of the word, which has been used more often, and the word size goes shorter as lesser the word has been used in the interviews.

7.2.1. Findings of the Section-I:

In this Section-I, all the interview transcriptions were converted into codes through Nvivo, and the groups of texts were coupled together to deduce to 8 values, identified by the employee of textile sector which we have termed as Employees' Value proposition in the Textile Sector of Pakistan.

The values are Compensation satisfaction, Benefits Satisfaction, Work Content Satisfaction, Career Satisfaction, Affiliations, Work Schedule flexibility, Job security, Procedural Justice in Performance Appraisal. These values are further analyzed quantitatively in order to measure them and use them for empirical research.

Section-II: Scale Development and Exploratory Factor Analysis

The themes which have been derived from the interviews and the measurements of those variables were searched. Authentic and reliable measurement tools of all the variables were found with a good Cronbach. Reliability is the degree to which a research instrument

measures what it intended to measure in the future with an almost similar pattern (Thanasegaran, 2009). It is the consistency for the generation of the results repeatedly when the scales of the instruments are used in different time frames (Schmidt et al., 2000). This parameter of research plays a vital role in the research. Following is the table of the reliability values of the instruments used as a base for the content validation in the research; these instruments are highly reliable and have been used in numerous researches before, as given in 4.4a.

Table 4.4a of Reliability for Research Instruments

| Sr. | Value | Questionnaire | Reference Link/s | Reliability Value |
|------------|----------------------------------|--|---|---------------------------------------|
| 1 | Compensation satisfaction | Pay Satisfaction Questionnaire | (Spector, 1997) | Cronbach's alpha value is 0.89 |
| 2 | Benefits Satisfaction | Benefits Satisfaction Questionnaire | (Spector, 1997) | Cronbach's alpha value is 0.89 |
| 3 | Work Content Satisfaction | Work Satisfaction Questionnaire | (Spector, 1997) | Cronbach's alpha value is 0.89 |
| 4 | Career Satisfaction | Career Satisfaction Questionnaire | (Greenhaus et al., 1990, Fields, 2002) | Cronbach's alpha value is 0.89 |
| 5 | Affiliations | Affiliative Citizenship Behavior | (McAllister, 1995) | Cronbach's alpha value is 0.79 |

| | | | | |
|---|---|---|--------------------------------------|--------------------------------|
| 6 | Work Schedule flexibility | Work Schedule flexibility | (Rothausen, 1994) | Cronbach's alpha value is 0.79 |
| 7 | Job security | Job security Questionnaire | (De Witte, 2000, Cheng et al., 2014) | Cronbach's alpha value is 0.92 |
| 8 | Procedural Justice in Performance Appraisal | Procedural Justice in Performance Appraisal | (Dulebohn and Ferris, 1999) | Cronbach's alpha value is 0.86 |

The empirical analysis started from the content and face validity of the measures of EVP. The variables and their items were sent to 10 experts, including PhDs from academia and experts from industry, for face validity and content validity. The content validation sheet sent to the expert is given in the appendices Table 5.3b. The experts from the industry and academia suggested a few questionnaires to be redundant as well as suggested changes and new questions. After their suggested changes were applied, the questions were composed together in the form of a questionnaire. The final questioner of EVP and the other constructs questionnaire were spread to the textile employees via emails and personal contacts via Google Docs. The final version of the questionnaire, including EVP and other questionnaires, is given in the appendices at the end of the thesis as table 5.3C.

Through the final questionnaire, the empirical data was collected for all constructs. Multiple sources were used to contact employees of the textile sector throughout Pakistan to participate in the research. Which total of 571 people responded from the textile sector of Pakistan. From the received responses, the screening of the data was done. Improper and

incompletely filled questionnaires were discarded. The missing values in the data were managed by using the average procedure to fill the missing values in the data.

Many outliers were removed from the data, which was disturbing the data. Few of the outliers were 29, 44, 48, 49, 67, 113, 119, 337, 366, 370, 428, 440, 441, 447, 448, 454, 455, 509, 510, 511, 528, 529, 530, 531, 532, 533, 535, 536, 539, 540, 541, 542, 561, 562, 563, 571, 166, 177, 157, 158, 142, 161, 137, 156, 158, 173.... More than 160 questionnaires were discarded due to incompleteness, maximum responses missing, and previously mentioned screening. Out of the Total 571 responses, finally, we had 403 responses ready for further analysis. After the basic screenings, the data of EVP was processed for its Exploratory factor analysis so that we may develop a scale from the data first. Then we will proceed to the regression and another relationship testing.

For Scale Development, we followed comprehensive instructions provided by Serena Carpenter in 2018 in the School of Journalism, Michigan State University, East Lansing, MI, USA. Her article “Ten Steps in Scale Development and Reporting: A Guide for Researchers” (Carpenter, 2018). A lot of other scales developmental studies were also reviewed in this regard (Van der Heijden et al., 2018, Ayoobzadeh, 2018, Sim et al., 2021, Na-Nan et al., 2018, Khatri and Gupta, 2019), but researchers found the Serena Carpenter’s instructions most detailed and comprehensive including all the aspects of scale development in detail. Following are the steps are given by Serena Carpenter:

1. Exploring the intended meaning and breadth of the theoretical concept.
 - a. Select appropriate conceptual labels
 - b. Select conceptual definitions
 - c. Identify potential dimensions and items
 - d. Conduct qualitative research to generate dimensions and items

- i. Use feedback to refine the scale
 - i. Expert feedback, pre-tests, cognitive interviews, or pilot tests can be employed to evaluate item wording, item validity, questionnaire design, and model structure
2. Determine sampling procedure (5:1).
3. Examine data quality.
4. Verify the factorability of the data.
5. Conduct Common Factor Analysis.
6. Select the factor extraction method.
7. Determine the Number Of Factors.
8. Rotate factors.
9. Evaluate items based on a priori criteria.
10. Present results.

Exploratory factor analysis helps identify robustly and contribute the dimensions and items for the construct through a chain of analysis in multiple aspects. It is used as an applied approach in evaluating proposed scales for a construct. It helps identify correlations among observable variables to aid in the data reduction of variables related to each dimension (i.e., factor) of the construct (Carpenter, 2018, Norris and Lecavalier, 2010).

Below is given the detailed step-by-step data analysis of scale development with its threshold and interpretations as per the instructions of Serena Carpenter, 2018.

8. Exploring the Intended Meaning And Breadth Of The Theoretical Concept

The label selected for the construct is “Employee Value Proposition” for the textile sector of Pakistan. Its Operational definition is “The total set of offerings for the Pakistan Textile Sector Employees by the organization in return for the skills, capabilities, experiences and long-term attachment of the employee to the organization” this is called the employee value proposition of the textile sector of Pakistan. The existing dimension of this construct has been discussed in detail in the literature. The variability in the dimensions has also been discussed in the literature. The values measures used to bring up the employee value proposition were structured in a Likert scale ranging from 1-5, strongly disagreeing to agree strongly. The improvisation before data collection was done using experts’ opinions, as discussed at the beginning of the chapter.

9. Pilot Testing Of Survey Instruments of the model

Firstly, the pilot testing for the construct has been done on the first 100 responses. To verify the reliability of the measurements. For this purpose, pilot testing was performed on the first 100 results of the study. The pilot study ensures the usability of the construct (Aslam et al., 2020).

Subsequently, pilot testing was administered to the first 100 respondents. For reliability, Cronbach alpha is the test used for the assessment. Which has to be above 0.7; in the current pilot study case, the Cronbach alpha of the constructs was above 0.7. The following table details the Cronbach alpha value of the relevant items and their respective contracts.

Table 4.4.1.1a Pilot Testing:

| Reliability Statistics of the Pilot testing | | |
|--|------------------|------------|
| Variable | Cronbach's Alpha | N of Items |
| Employee Value Proposition | .957 | 100 |

The Cronbach alpha results value are above 0.70, which is acceptable and within the threshold. This makes the pilot study upright and reflects that the scales are highly reliable. Thus, we can go future for the complete data collection and analysis.

10. Determine Sampling Procedure

In the first tier, the Disproportionate stratified sampling has been used in the second tire convenience sampling for the data collection. A total of 517 responses were collected for the total number of 85 items. As per Serena Carpenter (Carpenter, 2018), the five responses must be collected from every item (1:5). Thus, the total number of responses we collected (571) was much more than required (425). Furthermore, the sampling process has been discussed in detail in 5.1.3. Sampling Techniques - Section. The sampling techniques, as well as the approaches, are discussed.

11. Examine Data Quality:

The data quality has been filtered out by removing the missing values, incompletely filled questionnaires, outliers, etc. the details for the data screening procedures are given in section 5.4.

12. Verify The Factorability Of The Data

The factorability of the data was checked by its Bartlett's Test and Kaiser-Meyer-Olkin test of sampling adequacy.

13. Bartlett's Test of Sphericity and Kaiser-Meyer-Olkin test of sampling adequacy:

| KMO and Bartlett's Test | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .941 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 9262.633 |
| | df | 435 |
| | Sig. | .000 |

The results of its Bartlett's Test, Kaiser-Meyer-Olkin test of sampling adequacy were significant as the value of Bartlett's Test must be below 0.05, which is 0.000, where the value of the Kaiser-Meyer-Olkin test of sampling adequacy must be above 0.60, and the value is 0.941. thus, the results are fine.

14. Conduct Common Factor Analysis

The common factor analysis was conducted using SPSS; the principal component extraction method was applied. The principal component extraction method is used whenever their objective of the study is to reduce the number of data, to obtain the minimum number of factors needed to represent the construct. This way we are using this

extraction method as we need a minimum number of data required to reflect the employee value proposition items (Ho, 2006). The determinant value in the component matrix was greater than 0.00001 as the value is 5.201E-11. The minimum threshold for the commonalities is 0.5. Therefore, all the item values lower than 0.5 were removed from the data. Following is the resultant table of commonalities.

| Communalities | | |
|---------------------------|----------------|-------------------|
| | Initial | Extraction |
| PaySat3 | 1.000 | .758 |
| PaySat4 | 1.000 | .733 |
| BenfSat1 | 1.000 | .705 |
| WorkContSQ2 | 1.000 | .740 |
| CareerStQ2 | 1.000 | .640 |
| CareerStQ3 | 1.000 | .670 |
| CareerStQ4 | 1.000 | .643 |
| AffiliativeCBQ1 | 1.000 | .576 |
| AffiliativeCBQ2 | 1.000 | .594 |
| AffiliativeCBQ3 | 1.000 | .610 |
| AffiliativeCBQ5 | 1.000 | .605 |
| AffiliativeCBQ6 | 1.000 | .679 |
| AffiliativeCBQ7 | 1.000 | .672 |
| AffiliativeCBQ8 | 1.000 | .892 |
| AffiliativeCBQ9 | 1.000 | .908 |
| Work Schedule Flexibility | 1.000 | .663 |
| Work Schedule Flexibility | 1.000 | .629 |
| Work Schedule Flexibility | 1.000 | .706 |
| Work Schedule Flexibility | 1.000 | .704 |
| JobSec2 | 1.000 | .792 |
| JobSec3 | 1.000 | .790 |
| JobSec4 | 1.000 | .764 |
| JobSec5 | 1.000 | .750 |
| ProcJustPerfApp1 | 1.000 | .591 |
| ProcJustPerfApp2 | 1.000 | .666 |

| | | |
|--|-------|------|
| ProcJustPerfApp3 | 1.000 | .637 |
| ProcJustPerfApp4 | 1.000 | .732 |
| ProcJustPerfApp5 | 1.000 | .740 |
| ProcJustPerfApp6 | 1.000 | .587 |
| ProcJustPerfApp7 | 1.000 | .925 |
| Extraction Method: Principal Component Analysis. | | |

| Total Variance Explained | | | | | | | | | |
|--|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|---------------|
| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 13.440 | 44.799 | 44.799 | 13.440 | 44.799 | 44.799 | 5.856 | 19.518 | 19.518 |
| 2 | 2.395 | 7.983 | 52.782 | 2.395 | 7.983 | 52.782 | 4.905 | 16.351 | 35.870 |
| 3 | 1.489 | 4.962 | 57.744 | 1.489 | 4.962 | 57.744 | 3.048 | 10.161 | 46.031 |
| 4 | 1.348 | 4.495 | 62.239 | 1.348 | 4.495 | 62.239 | 2.658 | 8.859 | 54.890 |
| 5 | 1.290 | 4.300 | 66.538 | 1.290 | 4.300 | 66.538 | 2.491 | 8.303 | 63.193 |
| 6 | 1.138 | 3.792 | 70.331 | 1.138 | 3.792 | 70.331 | 2.141 | 7.138 | 70.331 |
| Extraction Method: Principal Component Analysis. | | | | | | | | | |

15. Select Factor Extraction Method

The factor extraction method was applied using the total variance explained. Using this matrix, the factor was extracted with the Eigenvalue of 1; all those higher than the Eigenvalue were excluded whereas those within the Eigenvalue were not selected. A total of six factors were extracted from the total variance explained matrix. These six factors explained a collectively total of 70% variance. These analyses were done using principal component analysis.

16. Herman's Single Factor Test

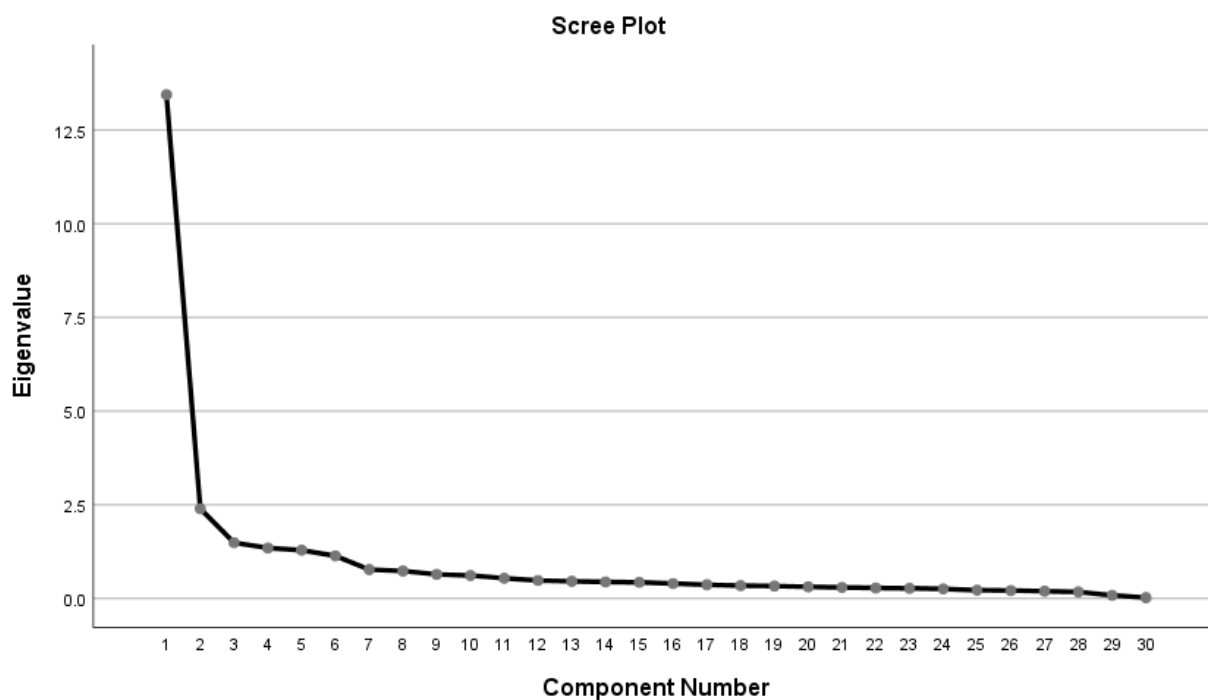
Hermans single factor test ensures that in total variance, due to the factors in the total variance matrix, there should be no factor whose along variance would increase by 50% (Kwo1 et al., 2020). This would create a problem for the data, and this data cannot be further processed. Upon analysis, we found out that there is no factor whose variance was more than 50%. Thus, Herman's single factor test was also satisfactory.

17. Factors determined

The total number of factors finalized after the total variance is explained is 6 with the Eigenvalue of 1. Following are the six factors with tier accumulative and individual variance.

| Factors | % of Variance | Cumulative % |
|----------------|----------------------|---------------------|
| 1 | 44.799 | 19.518 |
| 2 | 7.983 | 35.870 |
| 3 | 4.962 | 46.031 |
| 4 | 4.495 | 54.890 |
| 5 | 4.300 | 63.193 |
| 6 | 3.792 | 70.331 |

The scree plot is also given below for better understanding.



18. Rotated Component Matrix

The Rotated Component Matrix was analyzed to see the values of the loading of the items. For this purpose, the loading factor decided for the analysis was 0.6; this loading factor gives very good results and helps in further analysis like regression mediation and moderation, etc.; the rotation of the matrix was done using Varimax rotation as all the items and values were not similar. Also, varimax rotations produces the maximum possible simplification of the columns (factors) within the factor matrix (Ho, 2006). The values less than 0.6 were all deleted. Moreover, the resultant matrix is given below:

| Rotated Component Matrix | | | | | | |
|--------------------------|-------------------|---------------------|--------|---|---|----------------------------|
| | Component | | | | | |
| | AffiliativeC B | ProcJust PerfApp | JobSec | Work Schedul e Flexibili ty | Career and work Content Sat | Pay and Benefits Sat |
| AffiliativeCBQ9 | .880 | | | | | |
| AffiliativeCBQ8 | .874 | | | | | |
| AffiliativeCBQ6 | .752 | | | | | |
| AffiliativeCBQ3 | .712 | | | | | |
| AffiliativeCBQ7 | .705 | | | | | |
| AffiliativeCBQ5 | .681 | | | | | |
| AffiliativeCBQ1 | .679 | | | | | |
| AffiliativeCBQ2 | .670 | | | | | |
| ProcJustPerfApp7 | | .854 | | | | |
| ProcJustPerfApp4 | | .743 | | | | |
| ProcJustPerfApp5 | | .742 | | | | |
| ProcJustPerfApp3 | | .690 | | | | |
| ProcJustPerfApp6 | | .690 | | | | |
| ProcJustPerfApp1 | | .662 | | | | |
| ProcJustPerfApp2 | | .633 | | | | |
| JobSec2 | | | .785 | | | |
| JobSec3 | | | .762 | | | |
| JobSec5 | | | .759 | | | |
| JobSec4 | | | .721 | | | |
| WorkSchFlex3 | | | | .749 | | |
| WorkSchFlex1 | | | | .739 | | |
| WorkSchFlex4 | | | | .667 | | |
| WorkSchFlex2 | | | | .652 | | |
| CareerStQ4 | | | | | .729 | |
| CareerStQ3 | | | | | .699 | |

| | | | | | | |
|---|--|--|--|--|------|------|
| CareerStQ2 | | | | | .674 | |
| WorkContSQ2 | | | | | .623 | |
| PaySat3 | | | | | | .790 |
| BenfSat1 | | | | | | .684 |
| PaySat4 | | | | | | .627 |
| Extraction Method: Principal Component Analysis. | | | | | | |
| Rotation Method: Varimax with Kaiser Normalization. | | | | | | |
| a. Rotation converged in 6 iterations. | | | | | | |

The rotated component matrix shows that the dimensions are fine and accurate. Also, by removing the items with low values, the issue of multicollinearity is removed. Out of 44 items, 30 remained to clear the rotatory component matrix by bearing a value above 0.6. A total of 6 dimensions have been finalized with loading values ranging from 0.6 – 0.8. the rotated component matrix shows that four dimensions have been merged into two dimensions. The compensation satisfaction and benefits satisfaction has been shown to bear similar variance and loadings in the data. Similarly, career satisfaction and job content satisfaction have shown to bear similar variance and loadings at the DV. This brings us to merge these dimensions into two-dimension rather than four separate ones.

19. Evaluating items based on a priori criteria

Following are the items which have been removed due to low commonalities values (less than 0.5), or low loading values (less than 0.6), PaySat1, PaySat2, BenfSat2, BenfSat3, BenfSat4, WorkContSQ1, WorkContSQ3, WorkContSQ4, CareerStQ1, CareerStQ5, AffiliativeCBQ4, WorkSchFlex5, WorkSchFlex6, JobSec1.

The theoretical convergence has been done four dimensions into two-dimension. However, the rest of the dimension has reduced their number of items, and few have kept their all items of the dimension can be understood by their operational definitions.

20. Operational definitions of the dimensions

The operational definitions of the dimensions of the employee value proposition are given below:

20.2.1.1. Affiliation At Work

The feeling of belongingness employees of textile has towards their colleagues and their textile organization.

20.2.1.2. Procedural Justice in Performance Appraisals

The satisfaction of being evaluated fairly for the appraisals by the adjacent supervisor in the textile organization.

20.2.1.3. Job Security

The sense of stability and continuance for one's job in the future in their textile organization.

20.2.1.4. Work Schedule Flexibility

The degree of flexibility in one's job schedules at their textile organization for their personal and social affairs without getting into any professional and legal problems.

20.2.1.5. Work and Career Progress Satisfaction

The satisfaction employees receive by doing their work and having career development and advancement in their textile organization.

20.2.1.6. Pay and Benefits Satisfaction

The Satisfaction of financial and non-financial benefits employees get from their textile organizations against fulfilling their responsibilities.

21. Present Results

The results and their tables have already been shared in the relevant sections. The operational definitions have also been narrated in the previous section. The final values of the employee value proposition are the following six values:

- Affiliation At Work:
- Procedural Justice in Performance Appraisals:
- Job Security:
- Work Schedule Flexibility
- Work and Career Progress Satisfaction
- Pay and Benefits Satisfaction

The items removed from the rotated component matrix and in the previous matrixed due to weak values are all deleted and the final version of the questionnaire/scale developed for empirical purposes has been given in the appendices as table 5.4.11a.

Demographic Analysis Table:

The responses from the textile sector have been collected step by step from various cities to reach the required number of respondents per strata. After data screening and filtration from Lahore were 172, Karachi 109, Faisalabad 82, and Multan 40, making total of 403 responses of confirmatory factor analysis. Gender wise the data had 353 male respondents and 50 female respondents. This may be because of the shortage of women working in the textile sector. The textile sector has been dominantly male oriented industry due to its extreme working hours, heavy machinery handling and it being far away from the cities. The textile sectors have recently started hiring women into their retail outlets. Competent and Educated women are also being hired in the supervision and managerial roles in the textile sector recently. Still the summer of women is dramatically reduced as compared to men in the textile industry of Pakistan.

The designations from the respondents which have been collected has been mostly from top and middle level managements in the textile sector. The data has been collected Less than 7 % from board of directors and less than 1% from lower management, whereas the data from the middle level and top-level management has been 36% and 49% respectively. The BOD has also not been focused as the delegate their decision makings of the operational working to the top and middle level managements of the sustainable firm

performance. the top management includes the directors, senior managers and department heads who make most of the critical decision makings related to the operations and processes of the textile sector. However, the middle management includes all the supervisors, assistant managers, workers and all desk officers etc. These are the people in most numbers working in the textile sector of Pakistan. The lower management people like cleaning staff and technical mechanics who cannot read and write have not been focused for this research as all of their prominent decisions are taken by the middle and top-level managements. Other details can be seen in the given demographic analysis table.

The years of experience is another interesting parameter in the textile sector. Most of the responses were collected from employees of around 5 years of experience, this included mostly middle level managers and assistant managers, officers who were willing to contribute to the research and responded timely to the research questionnaires. Total of 33% were collected from them. Some managers with experience ranging from 6 to 10 years also responded, mostly they included employees from middle level management who were managers or officers and have been working on at the same position. They made total of 22%. Some of the employees worked from 16 to 20 years and some more than that. They also responded and made 9% and 15 contributions respectively. Mostly these people were from top level management or mostly senior people working on responsible positions.

| Sr no. | Demographic Category | Frequency | Percentage |
|-----------------------------|-----------------------------|------------------|-------------------|
| Gender | Male | 353 | 87.6 % |
| | Female | 50 | 12.4 % |
| Age | Below 21 | 10 | 2.5 % |
| | 21 - 30 years | 96 | 23.8 % |
| | 31 - 40 years | 162 | 40.2 % |
| | 41 to 50 years | 128 | 31.8 % |
| | 51 and Above | 7 | 1.7 % |
| Designations | Boards Of Directors | 28 | 6.9 % |
| | Top Management | 148 | 36.6 % |
| | Middle Management | 199 | 49.4 % |
| | Lower Management | 4 | 1 % |
| | others | 24 | 6 % |
| Education | Intermediate | 5 | 1.2 % |
| | Bachelors (14 years) | 134 | 33.3 % |
| | Masters (16 Years) | 175 | 43.4 % |
| | LLM/LLB | 3 | 0.7 % |
| | Professional | 47 | 11.7 % |
| | Certifications | 39 | 9.7 % |
| | MS/MPhil | | |
| Years of Experience: | 5 - Below | 136 | 33.7 % |
| | 6 - 10 years | 91 | 22.6 % |
| | 11 - 15 years | 74 | 18.4 % |
| | 16 - 20 years | 38 | 9.4 % |
| | 21 & above years | 64 | 15.9 % |

| | | | |
|-------------|-------------------|-----|---------|
| City | Lahore | 172 | 43.2 % |
| | Karachi | 109 | 29.7 % |
| | Faisalabad | 82 | 16.8 % |
| | Multan | 40 | 21.2. % |

4.5. Confirmatory Factor Analysis

The CFA is a structural equation modeling technique that has been applied in this research, and it analyses the theoretically-driven models. Theoretically driven models have a strong theory base, and such models are testified with the help of CFA (Mueller and Hancock, 2001). The factors analysis through CFA loads involves specifying the number of factors and the types of variables that will load on each factor; the researcher then builds the factor model and “confirms” the factor structure and loadings for each variable. The confirmatory factor analysis results have also been found to correlate with the results of exploratory factor analysis (Mueller and Hancock, 2001). In a book written by Donna Harrington in 2009, he specifies that the confirmatory factor analysis, the main advantage of CFA lies in its ability to aid researchers in bridging the often-observed gap between theory and observation. For example, an instrument might be developed by creating multiple items for several specific theoretical constructs. Then, an Exploratory Factor Analysis (where each item is free to load on each factor) is conducted in order to analyze the loading values and finalize the items and dimensions of the construct; then, a CFA can give the investigator valuable information regarding the fit of the data to the specific relationship of the constructs, theory-derived measurement model (where items load only on the factors they were designed to measure), and point to the potential weakness of specific relation (Harrington, 2009).

CFA is best understood as a process, from model conceptualization, identification, and parameter estimation, to data-model fit assessment and potential model modification (Harrington, 2009). This technique has been applied in this empirical analysis section to surface the desired impacts and the magnitude of the variables.

The newly developed Scale of EVP data along with other constructs was analyzed for further empirical analysis. It turned out that the data is not normal. This leads us to use the SEM –PLS as SEM-based PLS uses for the data which is not normal and normality so not the assumption of PLS (Astrachan et al., 2014), and it also gives comprehensive values for the results (Najmi et al., 2020).

22. Data Analysis

The empirical data analysis starts with the basic validity and reliability testing leading to the relationship testing. A total of 403 was finally filtered out of the screening process, which will be further analyzed. As per APTEMA, the percentage of textile industries in Pakistan and the final data which has been collected from them based on the sampling strategy we have decided given below:

| Cities of Pakistan | Proportion of Textiles (Percentage vice) | Number of Samples required as per DSRS. | Number of Samples Collected as per DSRS. | %age of Samples Collected as per DSRS. |
|--------------------|--|---|--|--|
| Karachi | 28.69% | 118 | 156 | 29.7 % |
| Multan | 7.57% | 40 | 54 | 10.3 % |

| | | | | |
|------------|--------|-----|-----|--------|
| Lahore | 41.04% | 178 | 227 | 43.2 % |
| Faisalabad | 13.94% | 60 | 80 | 16.8 % |
| Total | 91.24% | 396 | 517 | 100% |

Out of total data collected for section II (571), After data screening and filtration total of 403 responses were finalized for analysis. From Lahore, 172, Karachi 109, Faisalabad 82, and Multan 40, making total of 403 responses of confirmatory factor analysis. Further analysis was conducted on these 405 responses.

23. Diagnostic Test Of Normality Of Data:

Kolmogorov – Smirnov test was applied to check the normality of the data. The results were significant as the significance value was below 0.05, which rejects the null hypothesis of normality. This means that the data is not normal. The details are given in the table below:

| Tests of Normality | | | |
|---------------------------------|-----------|-----|------|
| Kolmogorov-Smirnov ^a | | | |
| | Statistic | df | Sig. |
| EmployeeCommitment | .086 | 403 | .000 |
| EVP | .080 | 403 | .000 |
| PsyEmpowerment | .067 | 403 | .000 |
| PsyCapital | .085 | 403 | .000 |

24. Reliability Of The Data

Partial least square SEM runs the data analysis of data that is not normal authentically. In order to compensate bootstrapping technique in the PLS solves this problem by itself from the reliability of the data by the technique of multiple sample generation. Reference must (Hair et al., 2017).

25. Construct Reliability of Data:

The following table from the SEM-PLS shows the results of the Cronbach alpha and Composite Reliability for the Employee Value Proposition, Employee Psychological Capital, Employee Psychological Empowerment, and Employee Commitment.

| | Cronbach's Alpha | Composite Reliability |
|-----------------------------------|-----------------------------|----------------------------------|
| Employee Commitment | 0.899 | 0.913 |
| Employee Value Proposition | 0.956 | 0.96 |
| Psychological Capital | 0.925 | 0.936 |
| Psychological Empowerment | 0.97 | 0.973 |

The Cronbach alpha is the reliability testing tested by the interrelation of the observed indicator variables (Brown, 2002). In PLS-SEM, the Cronbach alpha reliability is calculated as an individual value for all the constructs. The minimum acceptance value to measure Cronbach alpha is 0.70 (Santos, 1999).

The other way of analyzing the reliability is composite reliability. It considers different outer loading values of the indicator variables. The minimum acceptable value for the

composite reliability is also 0.70. Moreover, below this value, the construct is considered unreliable (Raykov, 1997).

26. Variance Inflation Factor:

The value of the Variance inflation factor shows the extent of collinearity. The variance inflation factor defines how the standard error is inflated due to collinearity in the data. The threshold value above which the collinearity is in the acceptable range is 10. If the value is above this range, then this reflects collinearity in the data enough to deflect the data analysis (Craney and Surles, 2002). The following table shows the value of inner VIF, which is in an acceptable range. Those, if they would have been in an unacceptable range, should have been removed. However, in this case, the results are all acceptable.

| | Variance Inflation Factor |
|---|----------------------------------|
| Employee Value Proposition | 1.103 |
| Moderation between PsyCap Commitment | 1.543 |
| Psychological Capital | 1.866 |
| Psychological Empowerment | 1.31 |

27. Convergent Validity

Convergent validity shows that for how much degree to the multiple items are measuring the same conception. The threshold value for convergent validity is 0.5 (Zeng et al., 2018, Cheung and Wang, 2017). If the value is equal to or above the threshold, then the value is valid. If the value is below the threshold, the items are not measuring the same concept. To find out this, we have to look into the outer loading values and the Average Variance Extracted (AVE)

28. Outer Loading Before Deleting

Measuring table 5.4.1 shows the values of outer loadings about various items.

| | Employee Commitment | Employee Value Proposition | Moderation between PsyCap Commitment | Psychological Capital | Psychological Empowerment |
|-----------------|------------------------|----------------------------------|---|--------------------------|------------------------------|
| AC1 | 0.551 | | | | |
| AC2 | 0.593 | | | | |
| AC3 | 0.617 | | | | |
| AC4 | 0.654 | | | | |
| AC5 | 0.663 | | | | |
| AC6 | 0.609 | | | | |
| AffiliativeCBQ1 | | 0.652 | | | |
| AffiliativeCBQ2 | | 0.64 | | | |

| | | | | |
|------------------------|-------|-------|--|--|
| AffiliativeCBQ3 | | 0.653 | | |
| AffiliativeCBQ5 | | 0.676 | | |
| AffiliativeCBQ6 | | 0.699 | | |
| AffiliativeCBQ7 | | 0.722 | | |
| AffiliativeCBQ8 | | 0.796 | | |
| AffiliativeCBQ9 | | 0.804 | | |
| BenfSat1 | | 0.638 | | |
| CC1 | 0.654 | | | |
| CC2 | 0.603 | | | |
| CC3 | 0.602 | | | |
| CC4 | 0.631 | | | |
| CC5 | 0.617 | | | |
| CC6 | 0.561 | | | |
| CareerStQ2 | | 0.585 | | |
| CareerStQ3 | | 0.581 | | |
| CareerStQ4 | | 0.492 | | |
| JobSec2 | | 0.68 | | |
| JobSec3 | | 0.686 | | |
| JobSec4 | | 0.709 | | |
| JobSec5 | | 0.663 | | |
| NC1 | 0.652 | | | |
| NC2 | 0.645 | | | |
| NC3 | 0.599 | | | |
| NC4 | 0.595 | | | |
| NC5 | 0.535 | | | |
| NC6 | 0.524 | | | |

| | | | | | |
|-------------------------|--|-------|--|-------|-------|
| PCE1 | | | | 0.754 | |
| PCE2 | | | | 0.722 | |
| PCE3 | | | | 0.72 | |
| PCH1 | | | | 0.801 | |
| PCH2 | | | | 0.755 | |
| PCH3 | | | | 0.771 | |
| PCO1 | | | | 0.708 | |
| PCO2 | | | | 0.723 | |
| PCO3 | | | | 0.598 | |
| PCR1 | | | | 0.803 | |
| PCR2 | | | | 0.75 | |
| PCR3 | | | | 0.768 | |
| PaySat3 | | 0.539 | | | |
| PaySat4 | | 0.714 | | | |
| ProcJustPerfApp1 | | 0.635 | | | |
| ProcJustPerfApp2 | | 0.756 | | | |
| ProcJustPerfApp3 | | 0.675 | | | |
| ProcJustPerfApp4 | | 0.733 | | | |
| ProcJustPerfApp5 | | 0.71 | | | |
| ProcJustPerfApp6 | | 0.597 | | | |
| ProcJustPerfApp7 | | 0.804 | | | |
| PsEmpC1 | | | | | 0.862 |
| PsEmpC2 | | | | | 0.842 |
| PsEmpC3 | | | | | 0.845 |
| PsEmpIm1 | | | | | 0.859 |
| PsEmpIm2 | | | | | 0.892 |

| | | | | | |
|--------------------------------------|---|-------|-------|--|-------|
| PsEmpIm3 | | | | | 0.825 |
| PsEmpM1 | | | | | 0.871 |
| PsEmpM2 | | | | | 0.858 |
| PsEmpM3 | | | | | 0.89 |
| PsEmpSD1 | | | | | 0.878 |
| PsEmpSD2 | | | | | 0.88 |
| PsEmpSD3 | | | | | 0.869 |
| Psychological Capital | * | | 1.384 | | |
| Psychological Empowerment | | | | | |
| WorkContSQ2 | | 0.739 | | | |
| WorkSchFlex1 | | 0.524 | | | |
| WorkSchFlex2 | | 0.609 | | | |
| WorkSchFlex3 | | 0.578 | | | |
| WorkSchFlex4 | | 0.633 | | | |

In reviewing the process of the items' outer loadings, the values that are less than the threshold (0.50) are supposed to be problematic in the final analysis. Thus, they are deleted in order to make the research rigorous and effective. So, the item number CareerStQ4 with the value of 0.492 is below the threshold, and thus is deleted.

29. Outer Loading After Deleting:

This is the table after deleting the items having values below the threshold (0.50); now, there is the value within the threshold of convergent validity. So now the data we have has convergent validity showing that the items reflect a similar concept together.

| | Employee Commitment | Employee Value Proposition | Moderation between PsyCap Commitment | Psychological Capital | Psychological Empowerment |
|-----------------|------------------------|----------------------------------|---|--------------------------|------------------------------|
| AC1 | 0.551 | | | | |
| AC2 | 0.593 | | | | |
| AC3 | 0.617 | | | | |
| AC4 | 0.654 | | | | |
| AC5 | 0.663 | | | | |
| AC6 | 0.609 | | | | |
| AffiliativeCBQ1 | | 0.653 | | | |
| AffiliativeCBQ2 | | 0.642 | | | |
| AffiliativeCBQ3 | | 0.657 | | | |
| AffiliativeCBQ5 | | 0.674 | | | |
| AffiliativeCBQ6 | | 0.701 | | | |
| AffiliativeCBQ7 | | 0.722 | | | |
| AffiliativeCBQ8 | | 0.799 | | | |
| AffiliativeCBQ9 | | 0.805 | | | |
| BenfSat1 | | 0.636 | | | |
| CC1 | 0.654 | | | | |

| | | | | |
|-------------------|-------|-------|-------|--|
| CC2 | 0.602 | | | |
| CC3 | 0.602 | | | |
| CC4 | 0.631 | | | |
| CC5 | 0.617 | | | |
| CC6 | 0.561 | | | |
| CareerStQ2 | | 0.58 | | |
| CareerStQ3 | | 0.574 | | |
| JobSec2 | | 0.684 | | |
| JobSec3 | | 0.691 | | |
| JobSec4 | | 0.709 | | |
| JobSec5 | | 0.663 | | |
| NC1 | 0.652 | | | |
| NC2 | 0.645 | | | |
| NC3 | 0.599 | | | |
| NC4 | 0.595 | | | |
| NC5 | 0.535 | | | |
| NC6 | 0.524 | | | |
| PCE1 | | | 0.754 | |
| PCE2 | | | 0.723 | |
| PCE3 | | | 0.72 | |
| PCH1 | | | 0.801 | |
| PCH2 | | | 0.755 | |
| PCH3 | | | 0.771 | |
| PCO1 | | | 0.708 | |
| PCO2 | | | 0.723 | |
| PCO3 | | | 0.598 | |

| | | | | | |
|----------------------------------|---|-------|-------|-------|-------|
| PCR1 | | | | 0.803 | |
| PCR2 | | | | 0.75 | |
| PCR3 | | | | 0.768 | |
| PaySat3 | | 0.537 | | | |
| PaySat4 | | 0.714 | | | |
| ProcJustPerfApp1 | | 0.633 | | | |
| ProcJustPerfApp2 | | 0.757 | | | |
| ProcJustPerfApp3 | | 0.678 | | | |
| ProcJustPerfApp4 | | 0.735 | | | |
| ProcJustPerfApp5 | | 0.713 | | | |
| ProcJustPerfApp6 | | 0.596 | | | |
| ProcJustPerfApp7 | | 0.805 | | | |
| PsEmpC1 | | | | | 0.862 |
| PsEmpC2 | | | | | 0.842 |
| PsEmpC3 | | | | | 0.845 |
| PsEmpIm1 | | | | | 0.859 |
| PsEmpIm2 | | | | | 0.892 |
| PsEmpIm3 | | | | | 0.825 |
| PsEmpM1 | | | | | 0.871 |
| PsEmpM2 | | | | | 0.858 |
| PsEmpM3 | | | | | 0.89 |
| PsEmpSD1 | | | | | 0.878 |
| PsEmpSD2 | | | | | 0.88 |
| PsEmpSD3 | | | | | 0.869 |
| Psychological Capital | * | | 1.384 | | |

| | | | | | |
|----------------------------------|--|-------|--|--|--|
| Psychological Empowerment | | | | | |
| WorkContSQ2 | | 0.73 | | | |
| WorkSchFlex1 | | 0.523 | | | |
| WorkSchFlex2 | | 0.612 | | | |
| WorkSchFlex3 | | 0.579 | | | |
| WorkSchFlex4 | | 0.637 | | | |

30. Average Variance Extracted

Average Variance Extracted is the value reflecting the degree of the actuality of the convergent validity. Its value supports convergent validity. The following table reflects the values of AVE results as they are all above the threshold, which is above 0.50. This reflects the goodness of the convergent validity construct vice and is approving the data as good to go future.

| Variables | Average Variance Extracted (AVE) |
|-----------------------------------|---|
| Employee Commitment | 0.369 |
| Employee Value Proposition | 0.455 |
| Psychological Capital | 0.549 |
| Psychological Empowerment | 0.747 |

The construct vice values of the convergent validity are within the range of threshold (Above 0.5), but two of the value are below the threshold – Employee commitment and employee value proposition. This weakness can be justified by the research of Fornell and

Larcker in 1981, in which they state that: "In case of AVE is less than 0.5 but composite reliability is higher than 0.6, the convergent validity of the construct is still adequate" (Fornell and Larcker, 1981). Looking at the Composite reliability of the constructs mentioned above, we can see that it is above 0.6 (0.913 and 0.96, respectively). This means that we can accept the above convergent validity value of the data and consider the data to contain convergent validity.

31. Discriminant Validity

The discriminant validity reflects that the construct shares more variance with its indicators than other constructs in the path model. In this case, the threshold is 0.60 (Onwezen et al., 2019). It shows the distinct concept of the items and their constructs. For this purpose, we will be looking at the Fornier - Larcker Criteria and Heterotrait- Monotrait (HTMT) ratio of correlation Validity Analysis.

32. Fornier - Larcker Criteria:

The Fornier-Larcker analysis says that the square root of the AVE of each latent variable should be greater than the correlation among the latent variable (Ikram and Ali, 2020). Thus, the basic understanding of the analysis is that the construct shares more of the variance with its associated indicator than with any other construct. Furthermore, the diagonal values are higher than other constructs, showing that these values are significant and discriminant validity exists.

Forner-Larker Values Tables

| | Employee Commitment | Employee Value Proposition | Psychological Capital | Psychological Empowerment |
|-------------------------------|------------------------|----------------------------------|--------------------------|------------------------------|
| Employee Commitment | 0.607 | | | |
| Employee Value Proposition | 0.212 | 0.674 | | |
| Psychological Capital | 0.57 | 0.204 | 0.741 | |
| Psychological Empowerment | 0.258 | -0.086 | 0.448 | 0.865 |

33. Heterotrait- Monotrait (HTMT) ratio

The Heterotrait- Monotrait (HTMT) ratio of correlation ensures the discriminant validity by cross-checking the correlation of the values and the significant differences of each variable with every other variable. The threshold value for the HTMT ratio of correlation is 0.8. those value which is higher than the threshold is supposed to be invalid. (Alarcón et al., 2015).

Heterotrait- Monotrait (HTMT) ratio tables

| | Employee Commitment | Employee Value Proposition | Psychological Capital |
|-----------------------------------|--------------------------------|---|----------------------------------|
| Employee Commitment | | | |
| Employee Value Proposition | 0.235 | | |
| Psychological Capital | 0.605 | 0.204 | |
| Psychological Empowerment | 0.264 | 0.106 | 0.465 |

34. Cross Loading

Cross loadings of items show that the values of items for the construct should be equal to or more than 0.50 (Nam et al., 2018, Carillo et al., 2014, Scornavacca, 2014). The cross-loading values of the items should reflect maximum values concerning its construct and minimum with other constructs following table shows the cross-loading values of the construct.

Cross Loading table

| | Employee Commitment | Employee Value Proposition | Moderation between PsyCap Commitment | Psychological Capital | Psychological Empowerment |
|------------|--------------------------------|---|---|----------------------------------|--------------------------------------|
| AC1 | 0.551 | 0.083 | 0.241 | 0.322 | 0.261 |
| AC2 | 0.593 | 0.102 | 0.262 | 0.358 | 0.171 |

| | | | | | |
|------------------------|--------------|--------------|--------|-------|--------|
| AC3 | 0.617 | 0.275 | 0.218 | 0.326 | 0.04 |
| AC4 | 0.654 | 0.226 | 0.337 | 0.339 | 0.058 |
| AC5 | 0.663 | 0.184 | 0.302 | 0.347 | 0.149 |
| AC6 | 0.609 | 0.259 | 0.287 | 0.286 | 0.077 |
| AffiliativeCBQ1 | 0.186 | 0.653 | 0.034 | 0.139 | -0.085 |
| AffiliativeCBQ2 | 0.175 | 0.642 | 0.01 | 0.099 | -0.056 |
| AffiliativeCBQ3 | 0.152 | 0.657 | -0.004 | 0.109 | -0.065 |
| AffiliativeCBQ5 | 0.14 | 0.674 | 0.055 | 0.168 | -0.033 |
| AffiliativeCBQ6 | 0.121 | 0.701 | -0.007 | 0.157 | 0.003 |
| AffiliativeCBQ7 | 0.167 | 0.722 | -0.019 | 0.174 | -0.047 |
| AffiliativeCBQ8 | 0.17 | 0.799 | 0.017 | 0.162 | -0.088 |
| AffiliativeCBQ9 | 0.174 | 0.805 | 0.019 | 0.152 | -0.086 |
| BenfSat1 | 0.098 | 0.636 | -0.034 | 0.133 | -0.031 |
| CC1 | 0.654 | 0.201 | 0.278 | 0.283 | 0.124 |
| CC2 | 0.602 | 0.179 | 0.272 | 0.308 | 0.206 |
| CC3 | 0.602 | 0.191 | 0.313 | 0.277 | 0.049 |
| CC4 | 0.631 | 0.217 | 0.265 | 0.258 | -0.024 |
| CC5 | 0.617 | 0.049 | 0.316 | 0.414 | 0.162 |
| CC6 | 0.561 | 0.081 | 0.219 | 0.294 | 0.009 |
| CareerStQ2 | 0.196 | 0.58 | 0.038 | 0.158 | -0.048 |
| CareerStQ3 | 0.041 | 0.574 | -0.017 | 0.098 | -0.107 |
| JobSec2 | 0.181 | 0.684 | 0.045 | 0.151 | -0.109 |
| JobSec3 | 0.149 | 0.691 | 0.008 | 0.123 | -0.083 |
| JobSec4 | 0.124 | 0.709 | 0.058 | 0.116 | -0.108 |
| JobSec5 | 0.131 | 0.663 | -0.008 | 0.133 | -0.043 |
| NC1 | 0.652 | 0.131 | 0.333 | 0.423 | 0.121 |

| | | | | | |
|-------------------------|--------------|--------------|--------|--------------|--------|
| NC2 | 0.645 | 0.061 | 0.308 | 0.468 | 0.277 |
| NC3 | 0.599 | 0.062 | 0.263 | 0.36 | 0.238 |
| NC4 | 0.595 | 0.019 | 0.268 | 0.362 | 0.219 |
| NC5 | 0.535 | 0.042 | 0.269 | 0.365 | 0.287 |
| NC6 | 0.524 | 0.023 | 0.215 | 0.32 | 0.298 |
| PCE1 | 0.437 | 0.12 | 0.379 | 0.754 | 0.411 |
| PCE2 | 0.386 | 0.135 | 0.42 | 0.723 | 0.397 |
| PCE3 | 0.316 | 0.071 | 0.466 | 0.72 | 0.433 |
| PCH1 | 0.39 | 0.134 | 0.477 | 0.801 | 0.343 |
| PCH2 | 0.37 | 0.103 | 0.453 | 0.755 | 0.37 |
| PCH3 | 0.419 | 0.179 | 0.494 | 0.771 | 0.384 |
| PCO1 | 0.469 | 0.186 | 0.329 | 0.708 | 0.302 |
| PCO2 | 0.475 | 0.154 | 0.48 | 0.723 | 0.284 |
| PCO3 | 0.367 | 0.118 | 0.42 | 0.598 | 0.176 |
| PCR1 | 0.441 | 0.146 | 0.466 | 0.803 | 0.403 |
| PCR2 | 0.426 | 0.187 | 0.423 | 0.75 | 0.249 |
| PCR3 | 0.495 | 0.224 | 0.394 | 0.768 | 0.272 |
| PaySat3 | 0.143 | 0.537 | 0.002 | 0.131 | -0.041 |
| PaySat4 | 0.134 | 0.714 | 0 | 0.133 | -0.046 |
| ProcJustPerfApp1 | 0.104 | 0.633 | 0.037 | 0.101 | -0.094 |
| ProcJustPerfApp2 | 0.145 | 0.757 | -0.011 | 0.129 | -0.089 |
| ProcJustPerfApp3 | 0.126 | 0.678 | 0.028 | 0.138 | -0.084 |
| ProcJustPerfApp4 | 0.123 | 0.735 | 0.023 | 0.167 | 0.022 |
| ProcJustPerfApp5 | 0.125 | 0.713 | -0.053 | 0.106 | -0.063 |
| ProcJustPerfApp6 | 0.117 | 0.596 | -0.004 | 0.109 | -0.067 |
| ProcJustPerfApp7 | 0.148 | 0.805 | -0.004 | 0.156 | -0.082 |

| | | | | | |
|--------------------------------------|-------|--------------|----------|-------|--------------|
| PsEmpC1 | 0.191 | -0.089 | 0.261 | 0.382 | 0.862 |
| PsEmpC2 | 0.159 | -0.088 | 0.279 | 0.346 | 0.842 |
| PsEmpC3 | 0.095 | -0.11 | 0.206 | 0.288 | 0.845 |
| PsEmpIm1 | 0.259 | -0.082 | 0.269 | 0.375 | 0.859 |
| PsEmpIm2 | 0.262 | -0.1 | 0.3 | 0.412 | 0.892 |
| PsEmpIm3 | 0.305 | -0.023 | 0.286 | 0.443 | 0.825 |
| PsEmpM1 | 0.301 | -0.047 | 0.305 | 0.417 | 0.871 |
| PsEmpM2 | 0.183 | -0.053 | 0.211 | 0.309 | 0.858 |
| PsEmpM3 | 0.198 | -0.072 | 0.307 | 0.408 | 0.89 |
| PsEmpSD1 | 0.157 | -0.091 | 0.278 | 0.376 | 0.878 |
| PsEmpSD2 | 0.171 | -0.103 | 0.28 | 0.393 | 0.88 |
| PsEmpSD3 | 0.175 | -0.1 | 0.29 | 0.378 | 0.869 |
| Psychological Capital * | 0.458 | 0.014 | 1 | 0.582 | 0.322 |
| Psychological Empowerment | | | | | |
| WorkContSQ2 | 0.141 | 0.73 | 0.023 | 0.126 | -0.054 |
| WorkSchFlex1 | 0.119 | 0.523 | -0.036 | 0.161 | -0.001 |
| WorkSchFlex2 | 0.15 | 0.612 | 0.013 | 0.17 | 0.001 |
| WorkSchFlex3 | 0.027 | 0.579 | -0.058 | 0.001 | -0.088 |
| WorkSchFlex4 | 0.128 | 0.637 | 0.03 | 0.091 | -0.094 |

35. Model Fit

35.2.1.1. The SRMR value and NFI Value

The model fitness in PLS is assumed to be optional as the Confirmatory factor analysis through PLS required the data to be theoretically driven and if a strong theoretical base is present (Muya and Tundui, 2012). The model fit results are shared for the model double verification and are given below and are in an acceptable range. The value of SRMR and NFI gives a good look at the data. The value of NFI is very also within the acceptable range and close to 1(Akter et al., 2017).

35.2.1.2. Standardized Root Mean Square

The difference between the observed and predicted correlation of the variables or constructs is termed the standard root means square (Shi et al., 2018). SRMS helps measure the average degree of the observed and expected correlation changes as an absolute measure of the model fit criterion (Kenny, 2015). The threshold value of SRMS is 0.08. the acceptable value must be below the threshold value (Bivina et al., 2020). which is, in this case, is in the acceptable range.

The model fit statistics table

| | Estimated Model |
|-------------|------------------------|
| SRMR | 0.068 |
| NFI | 0.789 |

36. R- Square Value

The r square value determines the strength of the model depending upon the nature of the research. Conducted. Usually, the value of r square is above 0.2 is considered to be acceptable in PLS-SEM

| | R Square | R Square Adjusted |
|----------------------------------|---------------------|----------------------------------|
| Employee Commitment | 0.629 | 0.626 |
| Psychological Capital | 0.219 | 0.218 |

37. Evaluation Of Relationship Model

The analysis was done based on the model shared in the theoretical framework to evaluate the relationship directions and their magnitude. All the variables have been collectively measured to understand their holistic or collective impact on other variables. In this way, all the variance of the model is fixed at once. Researchers used this method to identify the collective impact of the variables and identify the clusters and sub-clusters in the data from PLS Modeling (Marsh, 1985, Wetzels et al., 2009). All the variables are allowed to load freely on the factor. The variance of all the factors is mixed at once. By

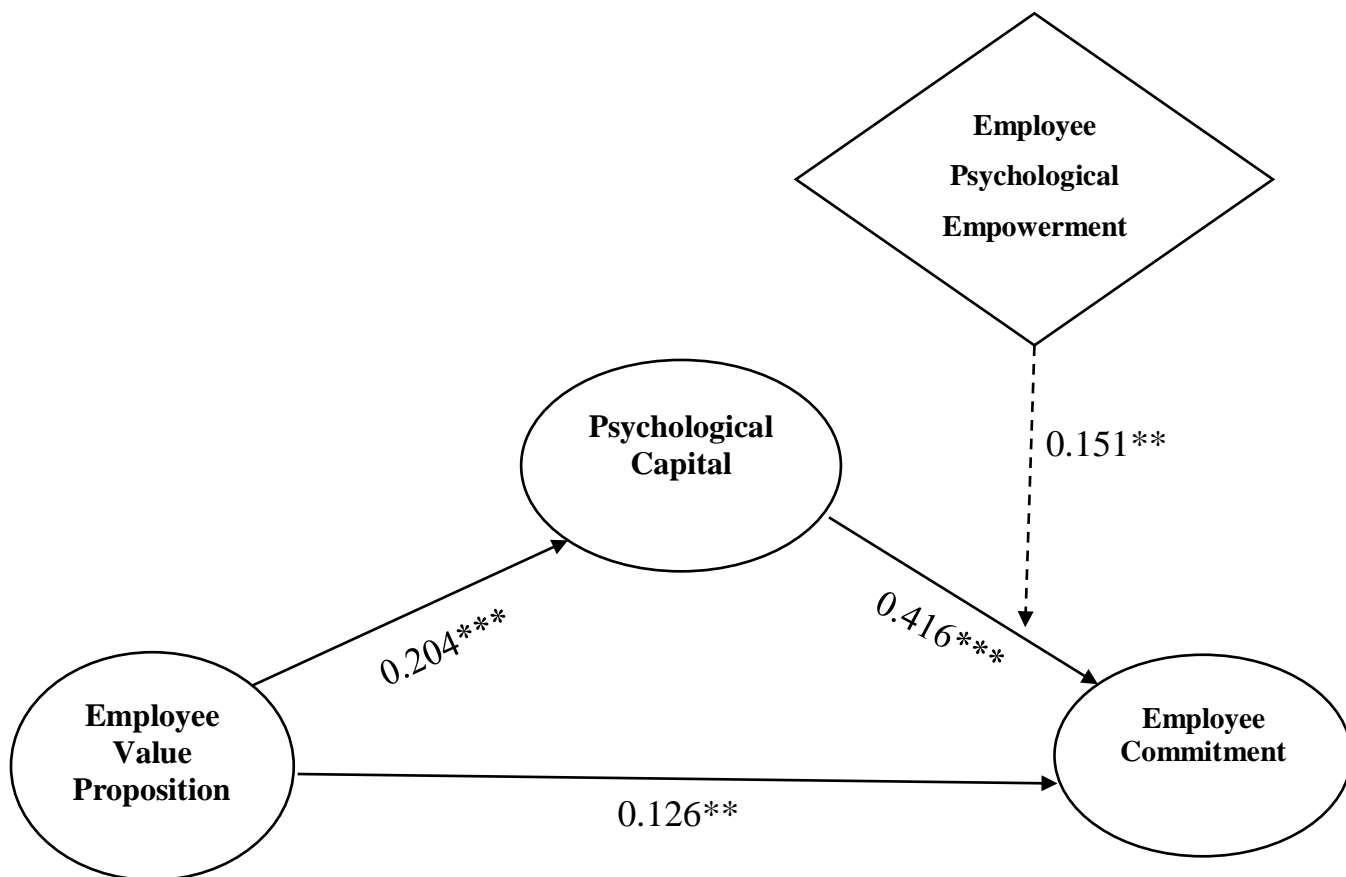
taking the collective impact of the variables as suggested by D. Rindskopf, T. Rose is also termed One-factor modeling (Rindskopf and Rose, 1988).

In the empirical analysis through PLS-SEM, all the hypotheses were tested through bootstrapping in Smart PLS 3 with 1000 resampling levels. The tables of bootstrapping show different direct relationships among the variables in the shape of a path model. Results show that the Employee value proposition has a positive and significant impact on employee commitment ($\beta=0.126$, $p\text{-value}<0.05$) and psychological capital ($\beta=0.204$, $p\text{-value}<0.05$).

Bootstrapping Results Table

| Relations | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ((O/STDEV)) | P Values | Results |
|---|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|--------------------|
| Employee Value Proposition -> Employee Commitment | 0.126 | 0.133 | 0.051 | 2.453 | 0.014 | Significant |
| Employee Value Proposition -> Psychological Capital | 0.204 | 0.219 | 0.051 | 4.02 | 0.000 | Significant |
| Moderation between PsyCap -> Employee Commitment | 0.151 | 0.148 | 0.047 | 3.208 | 0.001 | Significant |
| Psychological Capital -> Employee Commitment | 0.416 | 0.42 | 0.049 | 8.51 | 0.000 | Significant |

Bootstrapping Results Model:

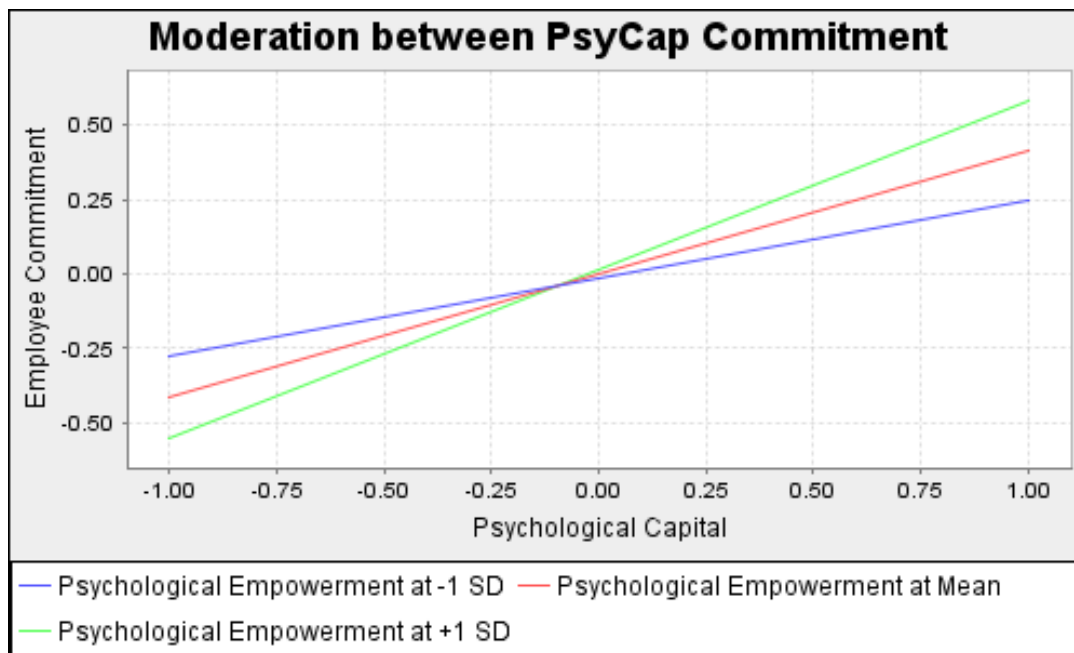


Path Model (*p-value<0.05, **p-value<0.01, ***p-value<0.001, ns = insignificant)

38. Testing of Moderations

The bootstrapping table also shows the results of moderation. In the present study, employee psychological empowerment was taken as moderating variable. Employee psychological empowerment has a positive and significant impact on psychological capital

and employee commitment ($\beta = 0.151$, $p\text{-value} < 0.05$). An interaction slops for the moderation analysis have been shown below.



39. Testing of Mediation

The following table shows the indirect relationships of employee value proposition to employee commitment through employee psychological capital. the EVP and EC via PsyCap is statistically significant ($\beta = 0.085$, $p\text{-value} < 0.05$)

Indirect Hypothesis Verification Testing's Mediation

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|---|------------------------|--------------------|----------------------------------|-----------------------------|----------|
| Employee Value Proposition -> Psychological Capital -> Employee Commitment | 0.085 | 0.092 | 0.024 | 3.536 | 0.000 |

40. PLS-SEM Structure Equation-Based Hypothesis Verification

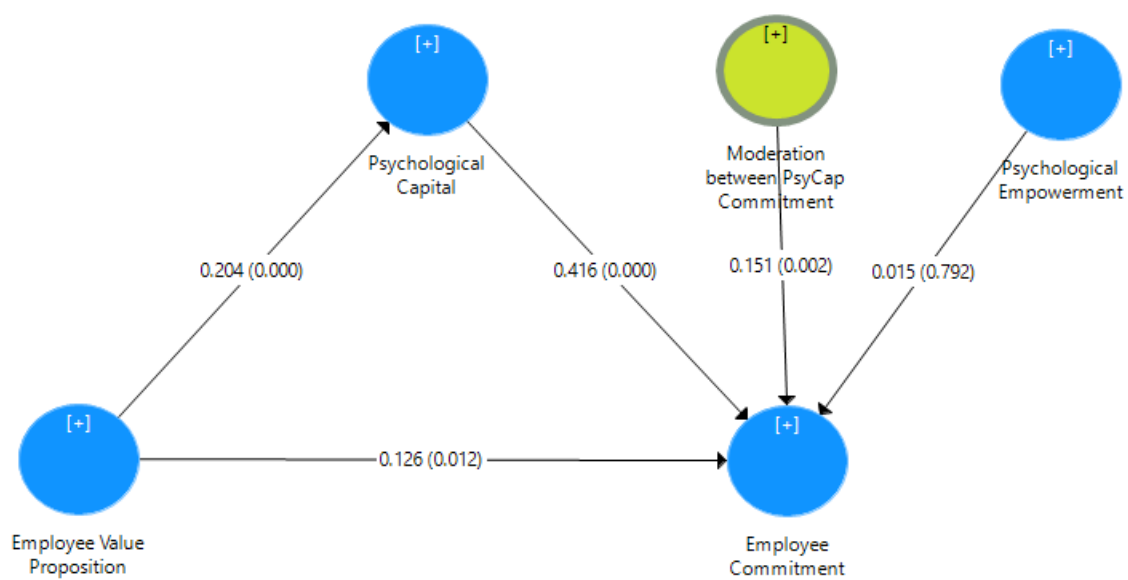
The overall results analysis has been satisfactory as all the hypothesis has been verified successfully by using the PLS-based Structural equation modeling. The results are one by one below.

Employee commitment has been proven to have a positive relationship with employee psychological capital. Therefore, the value of the impact is 0.416. which is very high, and it reflects a significant and considerable impact on employee commitment.

Further looking at the relationship between the employee value proposition and employee psychological capital, the relationship is strong and reflects the holistic impact of all the employee values on the employee psychological capital. The impact strength has been analyzed to be 0.204. this means that the employee value proposition with the values in the model can influence employees' psychological capital by 20 % while they perform in the organization.

Looking at the direct relation of the employee value proposition with employee commitment, the strength of the impact is 0.126. which means that the employee values they get from an organization are correlated with their commitment to the organization. Not just the correlation but the direction, so the relationship is also positive. The results show that the employee values analyzed in this research holistically impact employee commitment with almost 12% based on one unit change in EVP. Although the relationship is supposed to be very high. But another study about employee commitment tells that there are few relationships of commitment with Justice which are quite weak due to the dynamic nature of justice. Considering the procedural justice an integral part to the employee value proposition, it is possible that the perception of employee justice has effected the overall relationship of employee commitment (Singh and Bhardwaj, 2017).

The strength of the mediation role of psychological capital is 0.085. with prove partial mediation and establishes Luthans, Fred Youssef, Carolyn M Avolio, Bruce J (Youssef and Luthans, 2012, Luthans et al., 2015) that the human psychology is affected by the extrinsic values given by the organization to the employees. (García et al., 2019)



Structural Equation Modeling: 5.7 A & B

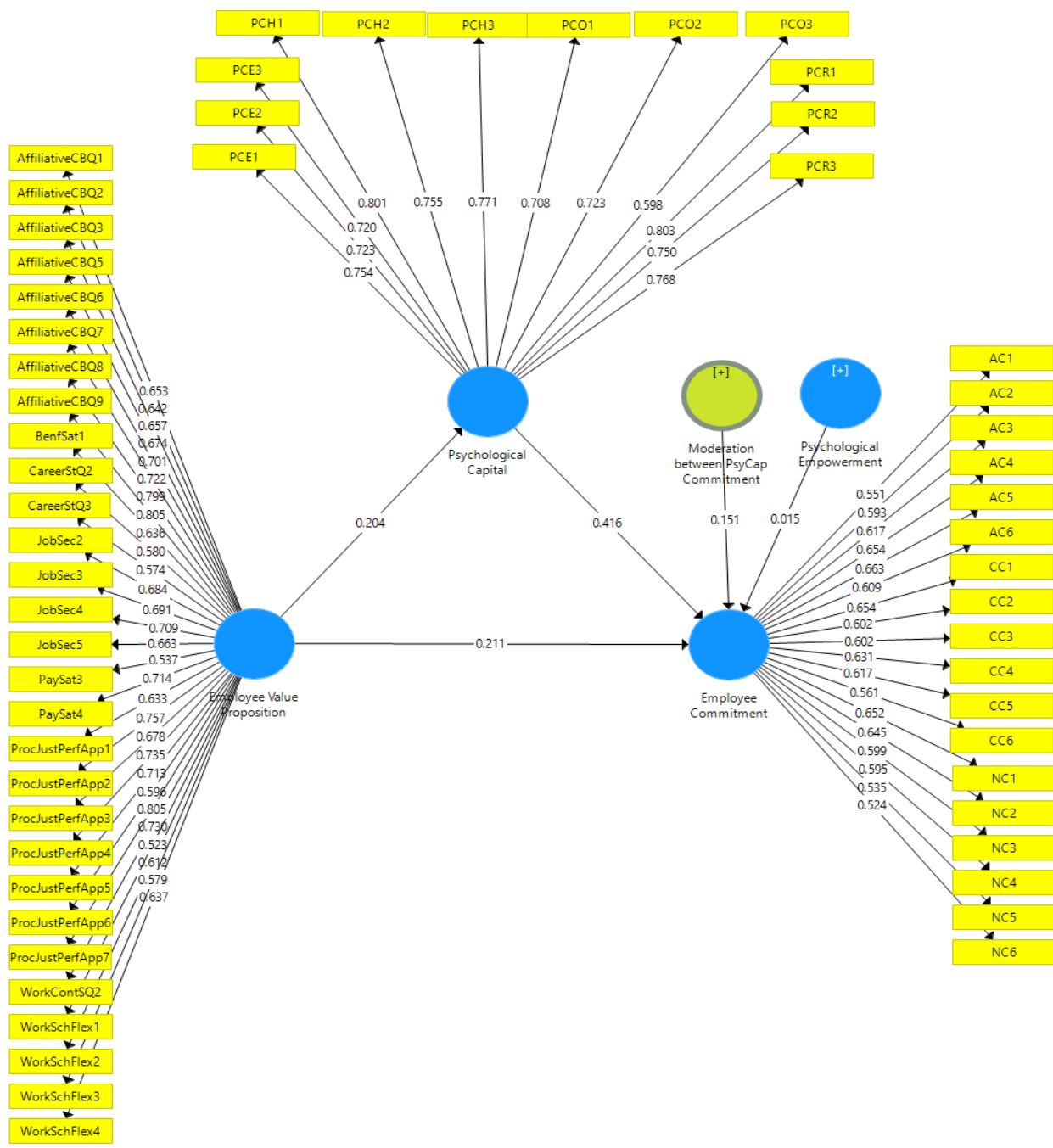


Figure 5.8: Structural Equation Modeling

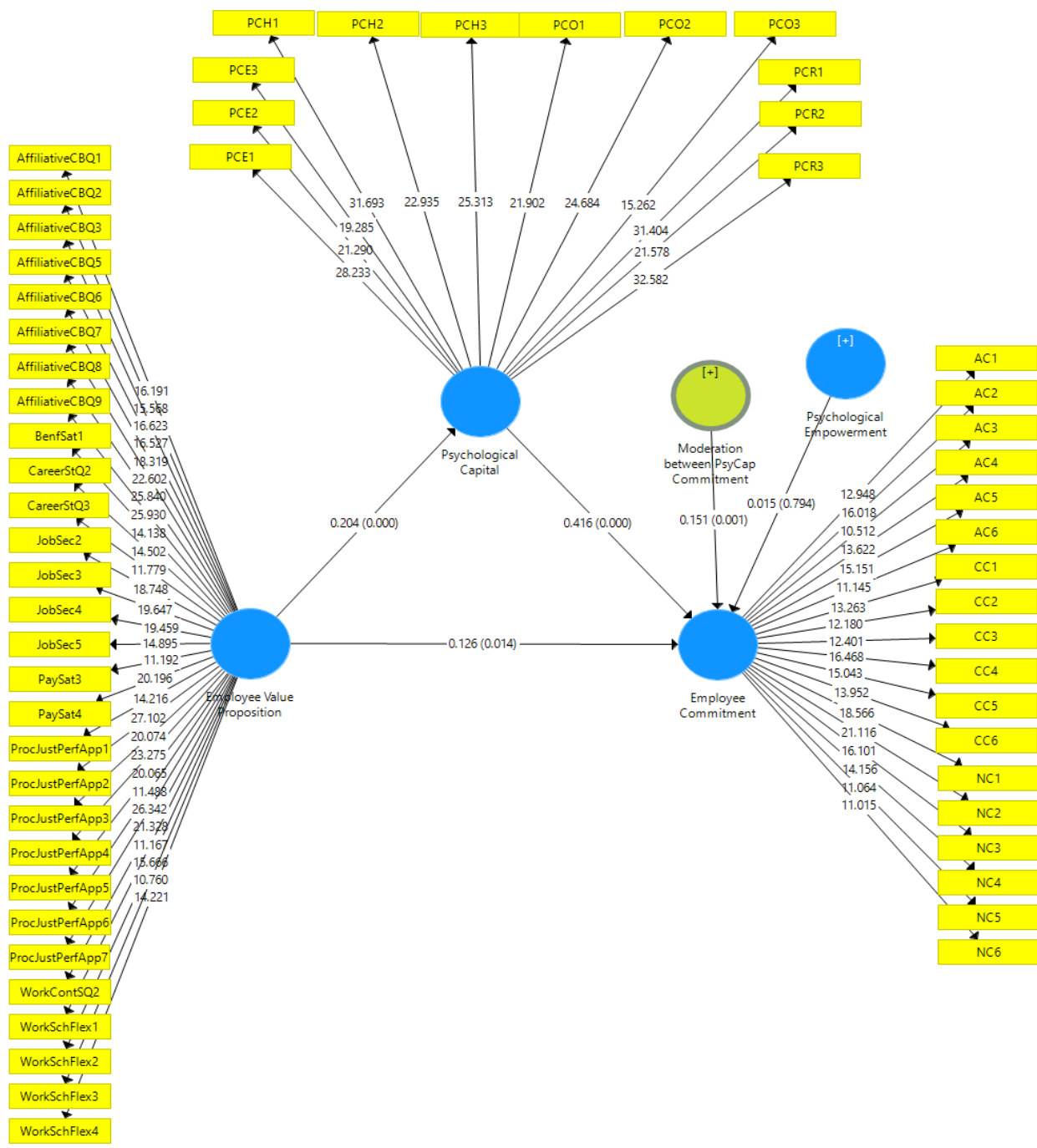


Figure 5.9: Bootstrapping

Summary Table

| Sr. | Hypothesis | Hypothesis Statements | Empirical Results | Research Objective |
|-----|------------|--|-------------------|--------------------|
| 1 | H1 | There is a positive relationship between Employee Psychological Capital with Employee Commitment. | 0.000 | Achieved |
| 2 | H2 | There is a positive relationship between Employee Value Proposition with Employee Commitment. | 0.014 | Achieved |
| 3 | H3 | There is a positive relationship between Employee Value Proposition with Employee Psychological Capital. | 0.000 | Achieved |
| 4 | H4 | The Employee Psychological Capital mediates the nexus between Employee Value Proposition and Employee Commitment. | 0.000 | Achieved |
| 5 | H5 | Employees' Psychological Empowerment moderates the indirect effect of Employee Value Proposition on Employee Commitment such that the indirect effect is stronger among employees with high Employee Psychological Empowerment, and it's low when having low levels of Employee Psychological Empowerment. | 0.001 | Achieved |

41. Summary

In the present study, PLS-SEM has been used to test the hypothesis and know about the convergent validity, discriminant validity, and internal reliability of the variable. This study understands the relationship between various values being practiced in the textile sector of Pakistan and their effect on positive employee behavior, employee commitment, and the employee psychological parameters. The results reflected a positive relationship between the textile value proposition and the textile employee commitments. In addition, employees' psychological capital is also proven to mediate employee values and employee commitment. This has also identified that employee psychological empowerment moderated the relationships between employee psychological capital and employee commitment.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1.Introduction

This chapter starts with a detailed description of the findings of this research. Further, it explains the recommendations /suggestions to the textile industry. This chapter then adds the future directions and at the end adds the concluding remarks.

5.2.The prognosis from Empirical Findings Discussion and Suggestions

This chapter encircles the results and their reasoning concerning the context of the research that has been conducted. In addition, this chapter also helps us to understand various aspects of the research results. The problem this research has attempted to addresses to identify a unique and effective way to elevating Employee Commitment in the textile industry of Pakistan by using the intrinsic (employee psychological capital and

psychological empowerment) as well as extrinsic factors (EVP). For this purpose, scale has been developed and a model has been tested. After the analysis following is the discussion of the results with their respective objectives.

First of all, addressing the first research question, this research has developed a reliable and valid scale for the empirical measurement of the construct employee value proposition. The scale has been developed using one of the most comprehensive and detailed guidelines for Serena Carpenter (Carpenter, 2018), with all the analysis and results reported in the previous chapter. This scale has been used to determine the total employee value proposition of Pakistan's textile sector at any point in the future. This scale can also be tested for new industries like the telco or information technology industry of Pakistan, which are highly significant in terms of their contribution to the Pakistani economy. The employee value proposition, which has been considered a key determinant of employee commitment by a few researchers (Browne, 2012, Wu, 2011), has been measured for the first time in Pakistan with this precision. Employee value proposition brings along all the value employees expect or offered from the employer by the employee to provide the best of services to the employees. The results of the research report that the employee value proposition, which has included six of the prime values, is the most effective one in the textile sector of Pakistan based on the findings of the qualitative research section -I conducted in the textiles industries of Pakistan.

Six essential values for the Textile organization have been derived by using the rigorous empirical analysis of EFA, which are Pay and Benefits satisfaction, Affiliations, Work and Career Progress Satisfaction, Procedural Justice in Performance and Appraisal, Time Flexibility, And Job Security were confirmed in the textile sector to be premium values of the employees in order for them to perform better and stay with the organization for longer period termed as Employee Value Proposition. This research proves the distinguishability of EVP from industry to industry with the help of interviews conducted

in the textile sector based in the Pakistani context. Although the other EVP scales also discussed few dimensions but due to the lack of any authentic resources, like lack of validity of the scale, these dimensions were not used. In addition, the dimension in this research were also significantly different from those already used. Like one of the studies used social value, Economic value, Development value, Interest value and Application value in their research (Binu Raj, 2021), few other studies used different values for their studies (Sykes and Heys, 2013) whereas the value we discovered were substantially different more directional in their nature, followed by a rigorous research methodology, thus addressing the research objective we decided in the starting of the study. The values this research identified and measured diverged in the literature as it added six new dimensions to the body of knowledge.

Collectively, these are the six values employees of textile look for to deliver the best of their services. These values comprise to make a Holistic employee value proposition for the textile employees. This brings us to a better understanding of EVP in the textile sector and addresses the first research objective.

The importance of pay and benefits satisfaction in any industry has its most prior position. It has the most obvious relation with the employee commitments and other positive organizational behavior (Oyer, 2008, Watts et al., 2012). The affiliations employees have with their colleagues, and their organization is also unique way employees connect with their organizations. Establishing a strong affiliation with the organization leaves you with positive reinforcement to give back to the organization what they have given you. A study was done in the IT sector in 2018 also reflected a positive influence of affiliations in an organization and its aspects, especially organizational commitment (Bihani et al., 2018). In support of the social exchange theory, once employees get satisfaction related to their pay, benefits and good relationships at the office with colleagues in the organization, they naturally tend to return the favors. In this case,

employees tend to become more committed to the organization and show more positive behaviors.

Moreover, the employees feel good when they see the organization grow. Not only these but other values have also been discovered with the help of EFA. Work and career progress satisfaction is the fourth important value discovered to be highly significant for textile employees. This endorses other researchers' work as well which brings that the employees tend to stay with the organization longer if they are positive about their work and their career progress, this means they are satisfied with respect to their work as well as having good appraisals and promotion opportunities in their organization (Bimrose and Hearne, 2012, Kraimer et al., 2011, Weng et al., 2010, Briscoe and Finkelstein, 2009, Huiras et al., 2000). This keeps them motivated, and they see their selves for a long time in their organization.

Furthermore, other values discovered as textile EVP, which have not been discussed in abundance in literature as an essential value for any sector is Procedural Justice in Performance Appraisals, turns out to be a huge problem in the textile sector has been the unsatisfied growth from the organizations instead of working for many years. This is because of unjustified appraisal practices in the textile sector of Pakistan as evident by many researchers (Baghal et al., 2016, Sumathy and Vijayalakshmi, 2013, Malik and Ameen, 2020, Farooq et al., 2019), which results in negative organizational behaviors in most of the cases. On the other hand, research forms that a justified appraisal system in any organization makes the employee stay and feel safe in the organization and see a secure future with the firm (Mahmoud et al., 2019). Similarly, job security is another important value in the textile sector of Pakistan bringing the best out of the employee in trust, investing in personal resourcing, and feeling the connection between himself and the organization (Mussagulova et al., 2019, Hur and Perry, 2020).

The sixth and last value that the employees of textile have identified is Time Flexibility. Employees of the textile sector of Pakistan have been facing many challenges because of overtime issues. This is highly affecting their work-life balance. The work-life balance is extremely important for every employee in order to stay focused and think of strengths while working (Wood et al., 2020). Work-life balance helps the employees to perform better as well as behave positively in the organization. Literature also proves Time flexibility to be helpful for the employees to establish a strong balance between work and life. This factor has also been confirmed to positively influence employee performance in academics and other industries (Hashim et al., 2017, Wöhrmann et al., 2021, Campbell, 2017, Glowacka, 2020, Malbon and Carey, 2017). Whereas in the textile context, the extreme duty hours of textile employees have affected their performances badly and have challenged their performances (Wood et al., 2020). The identification, as well as the measurement of the employee values, has been one of the most important contributions of this research in the textile sector. By controlling these practices, textile employers can make the employees invest the best of their capabilities and talents in the organization feeling secure about their long-term stay in the organization.

Moreover, many studies have explored the variety of EVP in various geographies and industries. This research has diverged the dimension of employee value proposition and has unearthed new prospective to consider in the employee and employer relationship in order to build stronger bonding between the two. Few of the other studies have also found different domains of the employee value proposition from their research based on countries. In one of the researches by Shweta Jha, they found significant differences in values of employee value propositions in various countries like India, Japan, and China. (Jha and Jha, 2015). In continuation of this, current research has identified the Pakistani employee value proposition for a specific sector and has successfully extracted a new reality through in-depth industry investigation.

The second objective of the research was to understand how employee value proposition (Collection of all the values identified earlier) holistically affects the employee psychological capital in the textile sector of Pakistan. This was speculated that the employee value proposition as a whole could affect the employee's psychological states, in particular the psychological capital, positively and induce the employee behavior positively. The data proved and testified to the positive relation of the employee value proposition with employee psychological capital (Strenitzerová and Achimský, 2019).

The psychological capital includes hopefulness, efficacy, resilience, and optimism; all can be increased in the textile employees by the collective EVP provided by the textile sector in Pakistan. The results say that The EVP, including eight significant values, are determining the psychological strength of employees known as psychological capital, which has a very considerable role in organizational performances in past studies (Luthans et al., 2015). Previous researches also establish a strong relation of employee psychological aspect, in particular psychological contracts of employees with commitment. (Kingshott, 2006)

The third objective of the research is to determine whether employees' psychological capital affects employee commitment to textile employees. The result testifies the positive relationship between the psychological capital of employees for textile and employee commitment (Patnaik and Mishra, 2017). The results are in line with the results of AJ McMurray, H.M. Nguyen, KW Luthans, S.A.S.K.W Luthans, and many more researchers across the globe that the employee psychological capital is an empirically tested driver for employees commitment and has a significant positive role in enhancing the positive employee behaviors specifically employee commitment (McMurray et al., 2010b, Luthans and Jensen, 2005, Luthans and Messersmith, 2014, Nguyen and NGO, 2020). The results ensure that the textile employees when psychologically strong in terms of their hopefulness, efficacy, resilience, and optimism, become more committed to the employer. This is because the strong mental awareness they get after their psychological

capital is high. They are positive, active, skillful, and hopeful. Under the light of the social exchange theory, this makes a very logical exchange relationship between the employee and the employer (Huo et al., 2020). Both are exchanging values which are benefiting each other. The organization provides them with hopefulness, working on their effectiveness, making them resilient, and ensuring their optimism against their commitment to the organization. This exchange relationship is very natural. Because of the internal as well as external challenges of the textile sector, which has reduced its performance (Hassan and Mahmood, 2016, Ahmad et al., 2017, Shaikh et al., 2018), they have to focus on the psychological states specifically employee psychological capital for the sake of better performances of the employee in terms of their employee commitment. Previous researches also establish a strong relation of employee psychological aspect, in particular psychological contracts of employees with commitment (Kingshott, 2006) highlighting the important role of psychological aspects with respect to commitment in an organization. The findings of this research objective open a new paradigm of observation for the employee behaviors in order to improvise the employee performances.

The fourth object of the research determines the relationship of the employee value proposition with employee commitment. There has been a strong positive relationship between various values with the employee commitment. This research also has established positive relationship of employee value proposition with employee commitment This complies with the findings of P. Goswami in 2015 as he said that the employees' commitment could be enhanced with the help of employee value proposition (Goswami, 2015). Browne also said in his research that the employee value proposition is highly connected with other positive employee behaviors like employee commitment, etc. (Browne, 2012). Therefore, the employee value proposition carries values that are connected with many potential positive employee behaviors (Chambers et al., 1998b, Arasanmi and Krishna, 2019, Rounak and Misra, 2020, Mascarenhas, 2019). In the light of social exchange theory. The relationship of both variables shows a perfect exchange of

beneficial values to each other. In the textile industry, the textile employers share the value like the Pay and Benefits satisfaction, Affiliations, Work and Career Progress Satisfaction, Procedural Justice in Performance and Appraisal, Time Flexibility and Job Security. In return, the employees are working with more commitment leading to their teams' maximum output, respectively. This highlights the basic human nature of leaning toward benefits (Zhao and Detlor, 2021, Pfrombeck et al., 2020). Employee always looks for benefits they can get from a company. Many employees switch to their companies because of little change in the facilitation and remuneration (Karimi and Rahimi, 2020). These results signify the importance of providing extra value to the employees to stay more committed to the organization. This will also reduce the hiring, training, etc., costs of the organization (Alansaari et al., 2019) and enhance employee interest motivation, and ultimately commitment to work in the organization.

The fifth objector of the current research is to confirm if the psychological capital of textile employees mediates employee value proposition on employee commitment. The results show significant as well as positive mediation of the psychological capital. The results align with many other types of research where they tested psychological capital as a mediator and had positive results (Qadeer and Jaffery, 2014, Khurram, 2019, Fang et al., 2019). This means that if the employee is given the right extrinsic and intrinsic values and is taken care of, their psychological capital increases and helps elevate the employee's commitment to work. In this study, the result empirically testified to the positive role of employee psychological capital. This increases the importance of working on employee psychology to ensure they work well alongside the other benefits a facility the organization is providing to the employees. Specifically, the activities that determine the hopefulness of employees, various training and development of employees to increase their skillset and ultimately the performances.

The sixth objection of the study was to understand the moderating behavior of employee psychological empowerment. In the current study, the textile employees have

examined whether employee psychological empowerment moderates the relationship between employee psychological capital and employee commitment. The results showed that employee psychological empowerment positively moderates the nexus between employee psychological capital and employee empowerment such that the positive change in employee psychological capital positively affects employee commitment. Where, the negative change in the employee psychological empowerment affects the employee commitment negatively, such that if the employee psychological empowerment decreases, it weakens the relationship between the psychological capital and employee commitment. Employee Psychological Empowerment has been proven to positive influencer of employee behaviors in earlier studies as well (Namasivayam et al., 2014, Huang, 2017, Alagarsamy et al., 2020, Rizvi et al., 2021, Lin et al., 2017). This brings to attention the importance of empowerment in connecting the positive psychological states of employees with positive behavior.

Furthermore, empowerment, as discussed earlier, has helped organizations develop good results in terms of financial and non-financial performances (Maynard et al., 2014). This brings the textile sector a new way of dealing with its employees. Therefore, empowering them can result in better outputs.

5.3. Conclusions

Using mixed methodology approach, this research has determined the proposition of values required by the employees of textile sector in Pakistan. Along with that, this research also establishes empirical predictability of the identified values proposition for the employee commitments in the textile sector using EFA and CFA. This research empirically

proved the narrative of theory of social exchange. Where providing the right employee value proposition to the employees would be exchanged in the form of strong employee commitment in the organization. The research also contributes by developing a scale to help measuring the values and testing the relationships of the EVP with other positive organizational behaviors. The research argues that the employer must have a keen eye on the employee's contemporary requirements and look deeper into their behaviors to find out new ways to develop them all positively for new challenges and better employee commitments at the workplace. The research proves the importance of the psychological aspects of the employees and that they influence the employee behaviors like employee commitment. The research related the positive relation of the employee value proposition with employee commitment and employee psychological capital and proved a positive moderation of employee psychological empowerment between the psychological capital and employee commitment empirically.

5.4.Contribution:

42. 5.4.1.Theoretical Contribution:

First, this research has helped develop a new scale for measuring employee value proposition for the textile industry. This research has provided a specialized measurement for an industry that is one of the key contributors to Pakistan's economic growth. The scale gave six dimensions for the construct employee value proposition Pay and Benefits satisfaction, Affiliations, Work and Career Progress Satisfaction, Procedural Justice in Performance and Appraisal, Time Flexibility, And Job Security. Assuring the Delivery of these values will be helping textile organizations to have their employees be more

committed to work, whereas the absence of such values can be creating problems for the employee to even stay with their textile organization.

Second, the research testifies the distinguishability of the Employee value proposition concerning textile employees, considering G Ledford's viewpoint that the employee value proposition is distinct in its nature and varies from industry to industry (Ledford Jr, 2012). Looking into the significance of the textile sector of Pakistan and its contributions established a strong requisite to understanding the distinct employee value proposition of the textile industry. Moreover, gives a strong message to the textile authorities to control and develop strong policies related to the said values on the textile organizations and improve their employee commitment.

Third, the bond of EVP with the employee psychological capital and employee commitment in the textile sector has also established new realities. The importance of psychological resources in an organization is mostly ignored. In textile, there has been no specific training for a facility for the employees in this regard. This research highlights the importance of psychological resources, measures them, and establishes a strong relation of EVP with the employee psychological capital. This research communicates to the employers that the psychological states- psychological capital is the true resource of any employees. Moreover, a lot of positive resources can be obtained from an employee by investing in his or her psychological capital. This research signifies and empirically testifies the role of human psychology attributes.

43. 5.4.2. Practical Contribution:

Fourth, Considering the immense competition and tight budgets in the textile sector, this research has made it easy for the policy makers and top-level managements of the textile sector to make smart moves and make the employees more productive without

investing millions or rupees on them. This research helps them Identifying and measuring distinct EVPs of the textile sector which can help textiles stick talented employees with them for longer time period. By Applying the suggested EVP in the organization, the organization can expect a significant growth in terms of finances. As per the “Annual Report on Performance of Textile Industry 2018-19” published on Tuesday, July 14, 2020, a total of 22,979 million US Dollars of textile products were exported from Pakistan in 2018 – 2019. With the help of this research, the employers of textile can ensure a growth of 12 % - 15 % in the net profitability of the textile Sector.

Fifth, the textile industry is a perfect example of the highs and the lows observed in history. The industry has been a key GDP contributor and has declined because of various challenges. Thus, highlighting the possibility of new ways to measure and control positive employee behaviors, specifically employee commitment, is a major giveaway of this research. This research also establishes a ground for more possibilities of identifying more organizational aspects to understand the textile and other sectors deeply.

Sixth, this study holistically covers all aspects of the employee's demands in one model and proves its impact. The extrinsic as well as the intrinsic resources. The EVP reflects extrinsic resources like Pay and Benefits satisfaction, Affiliations, Work and Career Progress Satisfaction, Procedural Justice in Performance and Appraisal, Time Flexibility, and Job Security. On the other hand, psychological capital and empowerment encircle the intrinsic resources in any employee, including the employees' hopefulness, efficacy, resilience, optimism, meaning, competence, self-determination, and impact. This provides a very effective and impactful which includes intrinsic and extrinsic view for the employees as an input and it can result in a very effective and committed employee behavior. Based on these practical implications, following are the recommendation from the research:

- The results emphasize the strong need for official procedures to ensure the implications of strong and satisfactory policies related to the provision of Pay and Benefits

satisfaction to the employees by building favorable remuneration and non-financial benefits for the employees.

- The textile organization must also ensure to arrange events, competitions, and various informal gatherings to appreciate the interdepartmental interactions and Affiliations.
- Proper policies must ensure a beneficial retirement policy as well as a lucrative career track for the employees. This should also be ensured that the employees find meaning in their work and job descriptions of their inner satisfaction. Similarly, the overtime payments policies must be properly communicated to all employees and options must be given to the employees if they want to work after the official hours. To keep their interests high in the over timings, their remunerations can be increased in this regard. Moreover, they must be given good time to spend with their relations and develop a work-life balance.
- The employees should not be worried about their proper and justified evaluation, which brings down a motivated employee and create deviant workplace behavior. Policies about Procedural Justice in Performance Appraisals must also be disseminated to the supervisors and the employees to eradicate biasness.
- Proper documentation, bookkeeping, and daily dairy writings quantifying the daily KPIs in the organization these practices must be developed to establish a strong professional and unbiased appraisal record. The structure must be digitalized and should be connected with the daily and annual summaries of performances in the textiles sector so that the appraisals for the employees must not be influenced by any of the manager's personal opinions.

- It has also been suggested that appropriate work Time Flexibility must also be given to the employees to better manage their personal and family matters. The research has strongly correlated that the more the person will be disturbed from the family side, the less productive he will become (Butler and Skattebo, 2004, Gillet et al., 2021). Moreover, Job Security job security policies throughout the organizations must be disseminated to every employee.
- The investment in the psychological strengths of the employee must be focused. Proper training and development of the employees, including their hands of experience, and foreign visits to enhance their exposure in the industry must be designed to expand their vision and skill set. This will enhance their hopefulness in the job for positive career progressions and increase their efficacy and optimism.

The empowerment in the workplace gives the employee a sense of ownership of work. In order to make the employees feel citizenship at the workplace (Sandakila and Satrya, 2020). Employers can provide employees with more psychological empowerment by giving them more room to play and delegating the authority for better results. In this way, employees will find more meaning in their tasks and will bring self-determination.

5.4.3.Limitations:

As much of a budget and efforts has been put in this research, there are some limitations too connected with this research. Like starting from the first section. The interview could have been taken more widely and a lot more of the inputs could have been taken from the

other parts of Pakistan textiles. The remote areas were not touched due to obvious commute and approach issues. I wonder if we would have used group discussions with the experts and brainstorming sessions with textile giants what new things we could have got from those discussions. But due to various factors. This research had to select interview based qualitative research, because of the ease of approach and to ensure Covid 19 precautions. The data collection methodology was also limited with all the challenges of reaching out and getting the involvement of the employees for responding to the research. New and more rigorous ways of data collections can be used which were not used in this research like cluster sampling proportionate stratified sampling etc.

5.4.4.Future Directions

In future, this study can be conducted in other sectors like the construction industry, electronics industry or service industries, academic sector, health care sector, etc.; the research specifically focuses on the textile sectors of Pakistan. More industries can be tested with the current study model. The scale developed by this research can be tested in other industries. That might bring up a new value for different industries. New research can be done on identifying various significant values concerning various management levels as well. Like the CEOs of the organization's organization and senior managers, what do they demand from the employers as they carry huge responsibility and are imperative parts of the industry? This research can also be multiplied in various industries of Pakistan in order to understand their behaviors. There could be more avenues if we would have taken other industries and interviewed their preferable values to identify their drivers of the best positive employee behavior. Different researches based on Methodology can be done

using multi-group analysis. More research can focus on the employees of different levels. We can identify specific designations with specific Value requirements. The study can also be done as a Longitudinal study, specific values can be applied in a specific department of the textile sector, or any other sector, and then its gradual change can be measured throughout a specific time.

Additionally, a lot of theoretical aspects could be explored while doing future research. Like more psychological aspect like psychological contracts could be explored. Additionally new values could be discussed independently with the psychological aspects as well as the dimensions of commitments.

5.5. Conclusions

Using mixed methodology approach, this research has determined the proposition of values required by the employees of textile sector in Pakistan. Along with that, this research also establishes empirical predictability of the identified values proposition for the employee commitments in the textile sector using EFA and CFA. This research empirically proved the narrative of theory of social exchange. Where providing the right employee value proposition to the employees would be exchanged in the form of strong employee commitment in the organization. The research also contributes by developing a scale to help measuring the values and testing the relationships of the EVP with other positive organizational behaviors. The research argues that the employer must have a keen eye on the employee's contemporary requirements and look deeper into their behaviors to find out new ways to develop them all positively for new challenges and better employee commitments at the workplace. The research proves the importance of the psychological aspects of the employees and that they influence the employee behaviors like employee

commitment. The research related the positive relation of the employee value proposition with employee commitment and employee psychological capital and proved a positive moderation of employee psychological empowerment between the psychological capital and employee commitment empirically.

REFERENCES

- Abbas, M., Raja, U., Darr, W. & Bouckennooghe, D. (2014). Combined effects of perceived politics and psychological capital on job satisfaction, turnover intentions, and performance. *Journal of Management*, 40, 1813-1830.
- Abbas, S., Hsieh, L. H. C., Techato, K. & Taweekun, J. (2020). Sustainable production using a resource–energy–water nexus for the Pakistani textile industry. *Journal of Cleaner Production*, 271, 122633.
- Abdollahi, S. M., Rafiepoor, A. & Sabet, M. (2020). The effectiveness of acceptance and commitment therapy on mental health, hopefulness and meaningfulness in people with cardiovascular disease. *Iranian Journal of Health Psychology*, 3, 61-70.
- Abdulla, H. & Al-Hashimi, M. (2019). The impact of project management methodologies on project success: A case study of the oil and gas industry. *Journal of Engineering, Project, and Production Management*, 9, 115-125.
- Ademola, O. T., Bankole, A.-S. & Adewuyi, A. O. (2016). China-Africa trade relations: Insights from AERC scoping studies. *The Power of the Chinese Dragon*. Springer.
- Aderibigbe, J. K. & Mjoli, T. Q. (2018). Psychological capital as a moderator in the relationship between occupational stress and organisational citizenship behaviour among Nigerian graduate employees. *SA Journal of Human Resource Management*, 16, 1-13.
- Adula, M., Birbirsa, Z. A. & Kant, S. (2023a). The effect of interpersonal, problem solving and technical training skills on performance of Ethiopia textile industry: Continuance, normative and affective commitment as mediators. *Cogent Business & Management*, 10, 2286672.

- Adula, M., Kant, S. & Birbirsa, Z. A. (2023b). Interview Analysis With MAXQDA: Effect of Training on Organization Performance With Mediation of Employees Work Attitude in Textile Industries of Ethiopia. *Partners Universal International Research Journal*, 2, 81-94.
- Ahadi, S. & Suandi, T. (2014). Structural empowerment and organizational commitment: The mediating role of psychological empowerment in Malaysian Research Universities. *Journal Asian Dev Stud*, 3, 44-65.
- Ahmad, A. (2018). The relationship among job characteristics organizational commitment and employee turnover intentions: A reciprocation perspective. *Journal of Work-Applied Management*, 10, 74-92.
- Ahmad, A., Hussain, A., Ahmad, A., Shaheen, L., Abrar, U. & Khan, F. A. (2021). How does occupational stress affect individuals employed in textiles? An exploratory study from Pakistan. *Industria Textila*, 72, 515-520.
- Ahmad, A., Hussain, A., Ahmad, Q. W. & Islam, B. U. (2017). Causes of workplace stress in textile industry of developing countries: a case study from Pakistan. *Advances in Social & Occupational Ergonomics*. Springer.
- Ahmad, N. & Kalim, R. (2014). Implications of export competitiveness, and performance of Textile and Clothing Sector of Pakistan: Pre and post quota analysis. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 8, 696-714.
- Ahmad, N., Sulaman Tariqb, M. & Hussain, A. (2015). Human resource practices and employee retention, evidences from banking sector of Pakistan. *Journal of business and management research*, 7, 186-188.
- Ahmed, A. (2011). Growth Trends of Pakistan Textile Industry.
- Ahmed, I. & Islam, T. (2011). Decoding The Relationship Between Employee's Jobs Related Behaviors: A Study Of Telecom Sector Of Pakistan. *International Journal of Business and Social Science*, 2.
- Ahmed, S. & Hanif, M. (2015). Determinants of capital structure in textile sector of Pakistan. *Available at SSRN 1962277*.
- Ajitabh, A. & Momaya, K. (2004). Competitiveness of firms: review of theory, frameworks and models. *Singapore management review*, 26, 45-61.

- Akhtar, N., Zakiri, N. & Ghani, E. (2008). Changing revealed comparative advantage: A case study of footwear industry of Pakistan. *The Pakistan Development Review*, 47, pp. 695-709.
- Akter, S., Fosso Wamba, S. & Dewan, S. (2017). Why PLS-SEM is suitable for complex modelling? An empirical illustration in big data analytics quality. *Production Planning & Control*, 28, 1011-1021.
- Alagarsamy, S., Mehroliya, S. & Aranha, R. H. (2020). The Mediating Effect of Employee Engagement: How Employee Psychological Empowerment Impacts the Employee Satisfaction? A Study of Maldivian Tourism Sector. *Global Business Review*, 0972150920915315.
- Alansaari, O., Yusoff, R. & Ismail, F. (2019). Exploring the link between employee commitment, recruitment process, and performance of internal supply chain of manufacturing firms in UAE. *Uncertain Supply Chain Management*, 7, 237-250.
- Alarcón, D., Sánchez, J. A. & De Olavide, U. (Year) Published. Assessing convergent and discriminant validity in the ADHD-R IV rating scale: User-written commands for Average Variance Extracted (AVE), Composite Reliability (CR), and Heterotrait-Monotrait ratio of correlations (HTMT). Spanish STATA Meeting, 2015. Universidad Pablo de Olavide.
- Alas, R., Papalexandris, N., Galanaki, E. & Niglas, K. (2014). Managerial values and employee commitment in a cultural context.
- Ali, A., Khan, M., Ishaq, A., Hussain, A., Rehman, S. U., Khan, I. A. & Shah, S. F. A. (2020). Pakistan textiles can bounce back vigorously. *International Review of Management and Marketing*, 10, 30.
- Ali, I., Rehman, K. U., Ali, S. I., Yousaf, J. & Zia, M. (2010). Corporate social responsibility influences, employee commitment and organizational performance. *African journal of Business management*, 4, 2796-2801.
- Ali, Q. & Jadoon, M. Z. I. (2012). Towards an indigenous perspective on HRM: A study of textile industry of Pakistan. *Studies*, 1, 1-10.
- Ali, S., Ullah, M. & Ullah, N. (2016). Determinants of Corporate Cash Holdings:'A Case of Textile Sector in Pakistan'. Available at SSRN 2728200.

- Ali, Y., Rasheed, Z., Muhammad, N. & Yousaf, S. (2018). Energy optimization in the wake of China Pakistan Economic Corridor (CPEC). *Journal of Control and Decision*, 5, 129-147.
- Allen, N. J. & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of occupational psychology*, 63, 1-18.
- Aloo, V. A. & Moronge, M. (2014). The effects of employee value proposition on performance of commercial banks in Kenya. *European Journal of Business Management Vol, 2*.
- Altenburg, T., Chen, X., Lütkenhorst, W., Staritz, C. & Whitfield, L. (2020). Exporting out of China or out of Africa? Automation versus relocation in the global clothing industry. Discussion Paper.
- Amundsen, S. & Martinsen, Ø. L. (2015). Linking empowering leadership to job satisfaction, work effort, and creativity: The role of self-leadership and psychological empowerment. *Journal of Leadership & Organizational Studies*, 22, 304-323.
- Andrew, O. C. & Sofian, S. (2012). Individual factors and work outcomes of employee engagement. *Procedia-Social and Behavioral Sciences*, 40, 498-508.
- Anitha, J. (2016). Role of Organisational Culture and Employee Commitment in Employee Retention. *ASBM Journal of Management*, 9.
- Appelbaum, E., Bailey, T., Berg, P. B., Kalleberg, A. L. & Bailey, T. A. (2000). *Manufacturing advantage: Why high-performance work systems pay off*, Cornell University Press.
- Arasanmi, C. N. & Krishna, A. (2019). Linking the employee value proposition (EVP) to employee behavioural outcomes. *Industrial and Commercial Training*.
- Arshad, M. & Arshad, D. (2019). Internal capabilities and SMEs performance: A case of textile industry in Pakistan. *Management Science Letters*, 9, 621-628.
- Arslan, M. (2020). Mechanisms of labour exploitation: the case of Pakistan. *International Journal of Law and Management*.
- Aselage, J. & Eisenberger, R. (2003). Perceived organizational support and psychological contracts: A theoretical integration. *Journal of*

Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 24, 491-509.

- Ashraf, H. A., Ishaq, M. I. & Khan, M. M. (2021). EFQM enablers and business performance relationship: Examining mediating role of organizational learning culture in Pakistani textile sector. *Research Journal of Textile and Apparel*.
- Ashraf, H. D., Younus, M., Kumar, P., Siddiqui, M. T., Ali, S. S. & Siddiqui, M. I. (2009). Students' Corner-Frequency of hearing loss among textile industry workers of weaving unit in Karachi, Pakistan. *JPMA. The Journal of the Pakistan Medical Association*, 59, 575.
- Aslam, A., Gajdács, M., Zin, C. S., Binti Abd Rahman, N. S., Ahmed, S. I. & Jamshed, S. Q. (2020). Public awareness and practices towards self-medication with antibiotics among the Malaysian population. A development of questionnaire and pilot-testing. *Antibiotics*, 9, 97.
- Astrachan, C. B., Patel, V. K. & Wanzenried, G. (2014). A comparative study of CB-SEM and PLS-SEM for theory development in family firm research. *Journal of Family Business Strategy*, 5, 116-128.
- Ataullah, M., Sajid, A. & Khan, M. (2014). Quality related issues and their effects on returns of Pakistan textile industry. *Journal of Quality and Technology Management*, 10, 69-91.
- Atkar, A., Pabba, M., Sekhar, S. C. & Sridhar, S. (2021). Current limitations and challenges in the global textile sector. *Fundamentals of Natural Fibres and Textiles*. Elsevier.
- Avey, J. B., Wernsing, T. S. & Luthans, F. (2008). Can positive employees help positive organizational change? Impact of psychological capital and emotions on relevant attitudes and behaviors. *The journal of applied behavioral science*, 44, 48-70.
- Awan, F. H., Liu, D., Anwar, A., Jamil, K., Qin, G. & Gul, R. F. (2021). Mediating role of innovative climate among leadership and employee performance in textile exporting firms of Pakistan. *Industria Textila*, 72, 613-618.
- Axelroad, B., Michaels, E. & Hanfield-Jones, H. (2001). The war of talent. *McKinsey Quarterly*, 44-57.

- Aydogdu, S. & Asikgil, B. (2011). An empirical study of the relationship among job satisfaction, organizational commitment and turnover intention. *International review of management and marketing*, 1, 43-53.
- Ayob, A. & Zainal, S. R. M. (Year) Published. The role of psychological empowerment on employees creativity: the development of conceptual framework. *Journal of International Conference on Economics, Business and Management IACSIT Press*, 2011. 118-122.
- Ayoobzadeh, M. (2018). *Leader Development Outcomes of Relational Mentoring for Mentors*. Concordia University.
- Azinga, S. A., Obeng, A. F., Ellis, F. Y. & Ansah, M. O. (Year) Published. Assessing the effects of transformational leadership on innovative behavior: the role of affective commitment and psychological capital. *Evidence-based HRM: a Global Forum for Empirical Scholarship*, 2023. Emerald Publishing Limited.
- Aziz, M., Adnan, A., Afthanorhan, A., Foziah, H., Ishak, S. & Rashid, N. (2019). The influence of employer value proposition in talent demand towards talent shortage in the Malaysian Islamic banking institutions: A SEM approach. *Management Science Letters*, 9, 843-850.
- Azoury, A., Daou, L. & Sleiaty, F. (2013). Employee engagement in family and non-family firms. *International Strategic Management Review*, 1, 11-29.
- Baghal, G. U., Pathan, P. A., Mughal, S. & Saeed, S. (2016). An empirical analysis of Socio-Economic determinants of working women in textile industry: a case study of Hyderabad, Sindh, Pakistan. *The Women-Annual Research Journal of Gender Studies*, 8.
- Baiardi, D. & Bianchi, C. (2020). At the roots of China's striking performance in textile exports: A comparison with its main Asian competitors. *China Economic Review*, 54, 367-389.
- Baig, M. M. A. & Hussain, I. Confrontational Phases and Imperfections of Organizational-Injustice in the workspace (Validation from Government-Sector Development Financial Institutions of Pakistan).
- Baig, S. A., Iqbal, S., Abrar, M., Baig, I. A., Amjad, F., Zia-Ur-Rehman, M. & Awan, M. U. (2021). Impact of leadership styles on employees'

- performance with moderating role of positive psychological capital. *Total Quality Management & Business Excellence*, 32, 1085-1105.
- Bailetti, T., Tanev, S. & Keen, C. (2020). What makes value propositions distinct and valuable to new companies committed to scale rapidly? *Technology Innovation Management Review*, 10.
- Baker, S. E. & Edwards, R. (2012). How many qualitative interviews is enough.
- Bakker, A. B. & Schaufeli, W. B. (2008). Positive organizational behavior: Engaged employees in flourishing organizations. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 29, 147-154.
- Baluku, M. M., Balikoowa, R., Bantu, E. & Otto, K. (2020). Applying self-determination theory to explaining differences in career commitment between self-employed and salaried employees: The role of basic psychological needs. *Journal of Entrepreneurship in Emerging Economies*.
- Beal Iii, L., Stavros, J. M. & Cole, M. L. (2013). Effect of psychological capital and resistance to change on organisational citizenship behavior. *SA Journal of Industrial Psychology*, 39, 01-11.
- Bergmann, T. J., Lester, S. W., De Meuse, K. P. & Grahn, J. L. (2000a). Integrating the three domains of employee commitment: An exploratory study. *Journal of Applied Business Research (JABR)*, 16.
- Bergmann, T. J., Lester, S. W., De Meuse, K. P. & Grahn, J. L. (2000b). Integrating the three domains of employee commitment: An exploratory study. *Journal of Applied Business Research*, 16, 15-26.
- Berthon, P., Ewing, M. & Hah, L. L. (2005). Captivating company: dimensions of attractiveness in employer branding. *International journal of advertising*, 24, 151-172.
- Bihani, P., Kundu, K., Sarkar, D. N. & Banerjee, S. (2018). Exploring the significance of Emotional Attachment, Behavioural Readiness, Affiliation, and Values in developing the construct of Organizational Commitment. *Vilakshan: The XIMB Journal of Management*.

- Bilal, K., Shah, F. T. & Abdullah, M. I. Assessing The Moderated-Mediation Paradigm Of Organizational Performance In The Textile Sector Of Pakistan.
- Bimrose, J. & Hearne, L. (2012). Resilience and career adaptability: Qualitative studies of adult career counseling. *Journal of Vocational Behavior*, 81, 338-344.
- Binu Raj, A. (2021). Impact of employee value proposition on employees' intention to stay: moderating role of psychological contract and social identity. *South Asian Journal of Business Studies*, 10, 203-226.
- Bivina, G., Gupta, A. & Parida, M. (2020). Walk Accessibility to Metro Stations: An analysis based on Meso-or Micro-scale Built Environment Factors. *Sustainable Cities and Society*, 55, 102047.
- Black, J. & Venture, K. L. (2017). The human factor to profitability: People-centered cultures as meaningful organizations. *Journal of Organizational Psychology*, 17, 24-34.
- Black, J. S., Manohar, M. & Stehli, S. (2013). The war for leadership talent: Creating a superior employee value proposition. *Lausanne, Switzerland: International Institute of Management Development*.
- Board, C. E. (2006). Attracting and retaining critical talent segments: Identifying drivers of attraction and commitment in the global labor market. *Washington, DC: Corporate Executive Board*.
- Bougie, R. & Sekaran, U. (2019). *Research methods for business: A skill building approach*, John Wiley & Sons.
- Boya, F. Ö., Demiral, Y., Ergör, A., Akvardar, Y. & De Witte, H. (2008). Effects of perceived job insecurity on perceived anxiety and depression in nurses. *Industrial Health*, 46, 613-619.
- Brayfield, A. H. & Rothe, H. F. (1951). An index of job satisfaction. *Journal of applied psychology*, 35, 307.
- Briscoe, J. P. & Finkelstein, L. M. (2009). The “new career” and organizational commitment: do boundaryless and protean attitudes make a difference? *Career Development International*, 14, 242-260.
- Broad, J. D. & Luthans, F. (2020). Positive resources for psychiatry in the fourth industrial revolution: building patient and family focused

- psychological capital (PsyCap). *International Review of Psychiatry*, 32, 542-554.
- Brown, J. D. (2002). The Cronbach alpha reliability estimate. *JALT Testing & Evaluation SIG Newsletter*, 6.
- Browne, R. (2012). Employee value proposition. *Beacon Management Review*, 2, 29-36.
- Bunton, T. E. & Brewer, J. L. (Year) Published. Discovering workplace motivators for the millennial generation of IT employees. Proceedings of the 1st Annual conference on Research in information technology, 2012. ACM, 13-18.
- Burgard, S. A., Brand, J. E. & House, J. S. (2009). Perceived job insecurity and worker health in the United States. *Social science & medicine*, 69, 777-785.
- Burke, B. & Dalrymple, J. (2002). Intervention and empowerment. *Palgrave*.
- Butler, A. B. & Skattebo, A. (2004). What is acceptable for women may not be for men: The effect of family conflicts with work on job-performance ratings. *Journal of Occupational and Organizational Psychology*, 77, 553-564.
- Calton, J. (1991). The dark side of commitment. Is the literature on organizational commitment an ideological black hole. *Contemporary issues in business ethics and politics*, 69-99.
- Calton, J. M. (Year) Published. The Dark Side of Commitment: The Ideological Black Hole in the Literature on Organizational Transformation. Proceedings of the International Association for Business and Society, 1990. 228-252.
- Campbell, I. (2017). Working-time flexibility: diversification and the rise of fragmented time systems. *Making work more equal*. Manchester University Press.
- Cao, J. & Hamori, M. (Year) Published. Mind the Gap: Impacts of On-the-Job Development and the Expectation Gap on Organizational Commitment. Academy of Management Proceedings, 2012. Academy of Management Briarcliff Manor, NY 10510, 16495.
- Carillo, K., Scornavacca, E. & Za, S. (2014). An investigation of the role of dependency in predicting continuance intention to use ubiquitous media

systems: Combining a media system perspective with expectation-confirmation theories.

- Carpenter, S. (2018). Ten steps in scale development and reporting: A guide for researchers. *Communication Methods and Measures*, 12, 25-44.
- Casimir, G., Ngee Keith Ng, Y., Yuan Wang, K. & Ooi, G. (2014). The relationships amongst leader-member exchange, perceived organizational support, affective commitment, and in-role performance: A social-exchange perspective. *Leadership & Organization Development Journal*, 35, 366-385.
- Çavuş, M. F. & Gökçen, A. (2015). Psychological capital: Definition, components and effects. *British Journal of Education, Society and Behavioural Science*, 5, 244-255.
- Chambers, E. G., Foulon, M., Handfield-Jones, H., Hankin, S. M. & Michaels, E. G. (1998a). The war for talent. *McKinsey Quarterly*, 44-57.
- Chambers, E. G., Foulon, M., Handfield-Jones, H., Hankin, S. M. & Michaels, E. G. (1998b). The war for talent. *The McKinsey Quarterly*, 44.
- Chanda, U. & Goyal, P. (2020). A Bayesian network model on the interlinkage between Socially Responsible HRM, employee satisfaction, employee commitment and organizational performance. *Journal of Management Analytics*, 7, 105-138.
- Chen, J., Wang, Q., Hua, Z. & Du, G. (2007). Research and application of biotechnology in textile industries in China. *Enzyme and Microbial Technology*, 40, 1651-1655.
- Chênevert, D., Vandenberghe, C. & Tremblay, M. (Year) Published. Multiple Supports, Commitment, Citizenship Behaviors, and Passive Leadership at the Hospital. *Academy of Management Proceedings*, 2013. Academy of Management Briarcliff Manor, NY 10510, 12269.
- Cheng, T., Mauno, S. & Lee, C. (2014). The buffering effect of coping strategies in the relationship between job insecurity and employee well-being. *Economic and Industrial Democracy*, 35, 71-94.
- Cheung, G. W. & Wang, C. (Year) Published. Current approaches for assessing convergent and discriminant validity with SEM: Issues and solutions. *Academy of management proceedings*, 2017. Academy of Management Briarcliff Manor, NY 10510, 12706.

- Choi, D., Charlier, S. D. & Postlethwaite, B. E. (Year) Published. Linking POS and Exchange Ideology to Behavioral Outcomes: A Social Exchange Framework. *Academy of Management Proceedings*, 2014. Academy of Management Briarcliff Manor, NY 10510, 16951.
- Clark, A. M. (1998). The qualitative-quantitative debate: moving from positivism and confrontation to post-positivism and reconciliation. *Journal of advanced nursing*, 27, 1242-1249.
- Cook, K. S., Cheshire, C., Rice, E. R. & Nakagawa, S. (2013). Social exchange theory. *Handbook of social psychology*. Springer.
- Corovic, E., Jovanovic, P. & Ristic, L. (2013). Current trends on the world textile market and the competitiveness of the Serbian textile industry. *Fibres & Textiles in Eastern Europe*.
- Council, C. L. (2006a). Attracting and retaining critical talent segments. *Best Practices for Building and Managing a Competitive Employment Value Proposition, Washington, DC, London, New Delhi*.
- Council, C. L. (2006b). Attracting and retaining critical talent segments: Building a competitive employment value proposition. *Washington, DC: Corporate Executive Board*.
- Craney, T. A. & Surles, J. G. (2002). Model-dependent variance inflation factor cutoff values. *Quality Engineering*, 14, 391-403.
- Cropanzano, R., Anthony, E. L., Daniels, S. R. & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*, 11, 479-516.
- Cropanzano, R. & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31, 874-900.
- Dalkrani, M. & Dimitriadis, E. (2018). The Effect of Job Satisfaction on Employee Commitment. *International Journal of Business & Economic Sciences Applied Research*, 11.
- Das, T. K. & Teng, B.-S. (2002). Alliance constellations: A social exchange perspective. *Academy of management review*, 27, 445-456.
- David Jawahar, P. (1998). Empowerment as a moderator of the relationship between works stress and individually and organisationally valued statues.

- Dawis, R. V. (2005). The Minnesota theory of work adjustment. *Career Development*, 1, 1993-2012.
- De Witte, H. (2000). Arbeidsethos en jobonzekerheid: meting en gevolgen voor welzijn, tevredenheid en inzet op het werk. *Van groep naar gemeenschap. liber amicorum prof. dr. leo lagrou*. Garant.
- De Witte, H. & Buitendach, J. (2005). Job insecurity, extrinsic and intrinsic job satisfaction and affective organisational commitment of maintenance workers in a parastatal. *South African Journal of Business Management*, 36, 27-37.
- De Zilva, L. C. (2014). Psychological empowerment as a moderator of the effects on job attitudes and behaviours on service quality in the hotel industry: a Singapore context.
- Denzin, N. K. (2017). *The research act: A theoretical introduction to sociological methods*, Routledge.
- Djourova, N., Rodriguez, I. & Lorente-Prieto, L. (2019). Validation of a modified version of the Psychological Capital Questionnaire (PCQ12) in Spain. *Revista Interamericana de Psicología Ocupacional*, 37, 93-106.
- Ducharme, W. M. & Peterson, C. R. (1969). Proportion estimation as a function of proportion and sample size. *Journal of Experimental Psychology*, 81, 536.
- Dulebohn, J. H. & Ferris, G. R. (1999). The role of influence tactics in perceptions of performance evaluations' fairness. *Academy of Management journal*, 42, 288-303.
- Eaton, S. C. (2003). If you can use them: Flexibility policies, organizational commitment, and perceived performance. *Industrial Relations: A Journal of Economy and Society*, 42, 145-167.
- Edgar, F. & Geare, A. (2005). HRM practice and employee attitudes: different measures—different results. *Personnel review*, 34, 534-549.
- Edhlund, B. & Mcdougall, A. (2019). *NVivo 12 essentials*, Lulu. com.
- Ejaz, S., Akhter, N. & Yaseen, A. (2023). Impact of professional development on career satisfaction, employee engagement as mediator in textile sector. *History*, 2, 29-39.

- Elrehail, H., Harazneh, I., Abuhjeeleh, M., Alzghoul, A., Alnajdawi, S. & Ibrahim, H. M. H. (2019). Employee satisfaction, human resource management practices and competitive advantage: The case of Northern Cyprus. *European Journal of Management and Business Economics*.
- Emerson, R. M. (1976). Social exchange theory. *Annual review of sociology*, 2, 335-362.
- Erdogan, B., Ozyilmaz, A., Bauer, T. N. & Emre, O. (2018). Accidents happen: Psychological empowerment as a moderator of accident involvement and its outcomes. *Personnel psychology*, 71, 67-83.
- Eroglu, U. (Year) Published. Identifying the Dimensions of Employer Brand within the Framework of Employee Value Proposition9. Congress Proceedings Series, 2019. 139.
- Ertürk, A. & Vurgun, L. (2015). Retention of IT professionals: Examining the influence of empowerment, social exchange, and trust. *Journal of Business Research*, 68, 34-46.
- Eslami, J. & Gharakhani, D. (2012). Organizational commitment and job satisfaction. *ARPN Journal of Science and Technology*, 2, 85-91.
- Etikariena, A. (2018). The effect of psychological capital as a mediator variable on the relationship between work happiness and innovative work behavior. *Diversity in Unity: Perspectives from Psychology and Behavioral Sciences*, 379-386.
- Fakhruriza, T., Lubis, A. R. & Idris, S. (2020). The Effect of Training and Competence on Employee Commitment and Its Impact on Employee Performance in Department of Education of Pidie District.
- Fang, Y.-C., Chen, J.-Y., Wang, M.-J. & Chen, C.-Y. (2019). The impact of inclusive leadership on employees' innovative behaviors: the mediation of psychological capital. *Frontiers in psychology*, 10, 1803.
- Farooq, M. S., Kai, Y. T. & Feroze, N. (2019). A Study of Gender Discrimination Faced by Professional Women in Pakistan: A Case Study of Rahim Yar Khan Region.
- Feiz, D., Dehghani Soltani, M. & Farsizadeh, H. (2019). The effect of knowledge sharing on the psychological empowerment in higher

- education mediated by organizational memory. *Studies in Higher Education*, 44, 3-19.
- Ferreira, E. H. (2016). *The role of employee value propositions and corporate brand preferences in talent attraction*. University of Cape Town.
- Fields, D. L. (2002). *Taking the measure of work: A guide to validated scales for organizational research and diagnosis*, Sage Publications.
- Fong, K. H. & Snape, E. (2015). Empowering leadership, psychological empowerment and employee Outcomes: Testing a multi-level mediating model. *British Journal of Management*, 26, 126-138.
- Fornell, C. & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18, 39-50.
- Freitas, F. A. & Leonard, L. J. (2011). Maslow's hierarchy of needs and student academic success. *Teaching and Learning in Nursing*, 6, 9-13.
- Friedman, M. & Michael, F. (1999). *Reconsidering logical positivism*, Cambridge University Press.
- Frimpong, D. O. (2014). Staff Satisfaction with Human Resource Management Practices at the University of Education, Winneba. *commitment*, 6.
- Gangwani, S., Labib, M. M. & Chaudhary, A. (2020). Impact Of Unethical Management Practices By Employers On Employee Commitment During Covid 19 Crises In Saudi Arabia. *Journal of Legal, Ethical and Regulatory Issues*, 23, 1-7.
- Ganster, D. C. & Schaubroeck, J. (2020). The moderating effects of self-esteem on the work stress–employee health relationship. *Occupational stress*. CRC Press.
- García, D. M., Molina, I. R. & Marco, J. M. (2019). The effect of job characteristics on intrinsic and extrinsic job satisfaction: the moderating role of psychological capital. *Psychologica*, 62, 39-56.
- Gholamreza, J., Mokhles, A. & Bahrami, H. (2011). The impact of job security on employees commitment and job satisfaction in Qom municipalities. *African Journal of Business Management*, 5, 6853-6858.

- Gillet, N., Austin, S., Fernet, C., Sandrin, E., Lorho, F., Brault, S., Becker, M. & Aubouin Bonnaventure, J. (2021). Workaholism, presenteeism, work–family conflicts and personal and work outcomes: Testing a moderated mediation model. *Journal of Clinical Nursing*, 30, 2842-2853.
- Glowacka, M. (2020). A little less autonomy? The future of working time flexibility and its limits. *European Labour Law Journal*, 2031952520922246.
- Gopal, R. & Chowdhury, R. G. (2014). An Exploration of Impact of Leadership Styles and Employee Commitment. *International Journal of Human Resource Management*, 3.
- Goswami, P. (2015). Employee value proposition: a tool for employment branding. *International Journal of Scientific and Research Publications*, 5, 263-264.
- Graziani, G. (1998). Globalization of production in the textile and clothing industries: the case of Italian foreign direct investment and outward processing in Eastern Europe.
- Greenhalgh, L. & Rosenblatt, Z. (1984). Job insecurity: Toward conceptual clarity. *Academy of Management review*, 9, 438-448.
- Greenhaus, J. H., Parasuraman, S. & Wormley, W. M. (1990). Effects of race on organizational experiences, job performance evaluations, and career outcomes. *Academy of management Journal*, 33, 64-86.
- Gull, S. & Zaidi, S. F. B. (2012). Impact of conflict management styles on team effectiveness in textile sector of Pakistan. *International Journal of Business and Management*, 7, 219.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M. & Thiele, K. O. (2017). Mirror, mirror on the wall: a comparative evaluation of composite-based structural equation modeling methods. *Journal of the Academy of Marketing Science*, 45, 616-632.
- Halcomb, E. J. & Davidson, P. M. (2006). Is verbatim transcription of interview data always necessary? *Applied nursing research*, 19, 38-42.
- Hales, D. (2010). An introduction to triangulation. *Geneva: UNAIDS Monitoring and Education Division*, 13-17.

- Hancer, M., George, R. T. & Kim, B. (2005). An examination of dimensions of psychological empowerment scale for service employees. *Psychological reports, 97*, 667-672.
- Hanisch, K. A. & Hulin, C. L. (1990). Job attitudes and organizational withdrawal: An examination of retirement and other voluntary withdrawal behaviors. *Journal of Vocational Behavior, 37*, 60-78.
- Hansez, I. & Chmiel, N. (2010). Safety behavior: Job demands, job resources, and perceived management commitment to safety. *Journal of occupational health psychology, 15*, 267.
- Haq, W. (2013). Intra-Industry Trade In Pakistan: 360 Degree Analyses.
- Harrington, D. (2009). *Confirmatory factor analysis*, Oxford university press.
- Harris, J. G., Craig, E. & Light, D. A. (2011). Talent and analytics: new approaches, higher ROI. *Journal of Business Strategy, 32*, 4-13.
- Harris, K. J., Wheeler, A. R. & Kacmar, K. M. (2009). Leader–member exchange and empowerment: Direct and interactive effects on job satisfaction, turnover intentions, and performance. *The Leadership Quarterly, 20*, 371-382.
- Hashim, M., Baig, S. A., Amjad, F., Nazam, M. & Akram, M. U. (Year) Published. Impact of Supply Chain Management Practices on Organizational Performance and Moderating Role of Innovation Culture: A Case of Pakistan Textile Industry. International Conference on Management Science and Engineering Management, 2019. Springer, 390-401.
- Hashim, M., Ullah, M. & Khan, D. M. A. (2017). Impact of time flexibility on employees' performance: A study of teaching faculty in government colleges of management sciences Peshawar. *City University Research Journal, 2*, 34-47.
- Hashmi, M. S. & Naqvi, I. H. (2012). Psychological empowerment: A key to boost organizational commitment, evidence from banking sector of Pakistan. *International journal of human resource studies, 2*, 132.
- Hassan, S. & Mahmood, B. (2016). Relationship between HRM practices and organizational commitment of employees: An empirical study of textile sector in Pakistan. *International Journal of Academic Research in Accounting, Finance and Management Sciences, 6*, 23-28.

- Hayton, J. C. (2005). Promoting corporate entrepreneurship through human resource management practices: A review of empirical research. *Human resource management review*, 15, 21-41.
- He, Y., Lai, K. K. & Lu, Y. (2011a). Linking organizational support to employee commitment: evidence from hotel industry of China. *The International Journal of Human Resource Management*, 22, 197-217.
- He, Y., Li, W. & Keung Lai, K. (2011b). Service climate, employee commitment and customer satisfaction: evidence from the hospitality industry in China. *International Journal of Contemporary Hospitality Management*, 23, 592-607.
- Heger, B. K. (2007). Linking the employment value proposition (EVP) to employee engagement and business outcomes: Preliminary findings from a linkage research pilot study. *Organization Development Journal*, 25, P121.
- Ho, R. (2006). *Handbook of univariate and multivariate data analysis and interpretation with SPSS*, CRC press.
- Hodson, N. (2020). The Five Ways to Wellbeing-Connect January 29, 2020. *Work*.
- Huang, G. H., Zhang, Y., Zhang, X. & Long, L. (2021). Job insecurity, commitment and proactivity towards the organization and one's career: Age as a condition. *Human Resource Management Journal*, 31, 532-552.
- Huang, J. (2017). The relationship between employee psychological empowerment and proactive behavior: Self-efficacy as mediator. *Social Behavior and Personality: an international journal*, 45, 1157-1166.
- Huiras, J., Uggen, C. & Mcmorris, B. (2000). Career jobs, survival jobs, and employee deviance: A social investment model of workplace misconduct. *The sociological quarterly*, 41, 245-263.
- Hung, A. (2014). *Understanding talent attraction: Perceived attractiveness of financial reward elements*. University of Cape Town.
- Hung, L.-M., Lee, Y.-S. & Lee, D.-C. (2018). The Moderating Effects Of Salary Satisfaction And Working Pressure On The Organizational Climate, Organizational Commitment To Turnover Intention. *International Journal of Business & Society*, 19.

- Huo, C., Waheed Akhtar, M., Arslan Safdar, M., Kashif Aslam, M., Abbas, K., Hasan Rafiq, M., Iqbal, K. & Saad Najim Al-Khafaji, D. (2020). Transformational Leadership Spur Organizational Commitment among Optimistic Followers: The Role of Psychological Capital. *International Journal of Organizational Leadership*, 9, 93-104.
- Hur, H. & Perry, J. L. (2020). Job security rule changes and employee organizational commitment. *Review of Public Personnel Administration*, 40, 641-668.
- Hussain, D., Figueiredo, M. & Ferreira, F. (Year) Published. SWOT analysis of Pakistan textile supply chain. Proceedings of IX. Congreso Galego de Estatística e Investigación de Operacións, 2009. 12-14.
- Hussain, N., Kadir, M. M., Nafees, A. A., Karmaliani, R. & Jamali, T. (2019). Needs assessment regarding occupational health and safety interventions among textile workers: A qualitative case study in Karachi, Pakistan. *JPMA. The Journal of the Pakistan Medical Association*, 69, 87.
- Hussain, T. & Rehman, S. S. U. (2013). Stimulating Forces of Employees Satisfaction: A Study of Pakistan Textile Sector. *World Applied Sciences Journal*, 22, 723-731.
- Hussein, M., Shahid, H. & Akmal, M. (2016). Effect of Profitability and Financial Leverage on Capita Structure in Pakistan Textile Firms. *Arabian J Bus Manag Review*, 6, 2.
- Ibrahim, A. M. (2020). Psychological empowerment and organizational commitment among employees in the lodging industry. *Journal of Human Resources in Hospitality & Tourism*, 19, 277-295.
- Idris, A. M. & Manganaro, M. (2017). Relationships between psychological capital, job satisfaction, and organizational commitment in the Saudi oil and petrochemical industries. *Journal of Human Behavior in the Social Environment*, 27, 251-269.
- Ikram, U. & Ali, R. (2020). Developing a Scale for Measuring Non-Financial Service Performance of Islamic Banks in Pakistan. *Review of Applied Management & Social Science*, 3, 99-112.
- Iqbal, Q., Ahmad, N. H., Nasim, A. & Khan, S. a. R. (2020). A moderated-mediation analysis of psychological empowerment: Sustainable

- leadership and sustainable performance. *Journal of Cleaner Production*, 262, 121429.
- Ishaq, H. M., Ahmad, M. J., Arshad, M. Z. & Khan, W. A. (2020). The Interrelationship Among The Leadership, Customer Satisfaction, Employee Satisfaction Customer Orientation, And Organizational Performance Of Textile Industry In Pakistan.
- Islam, M. M., Mahmud, K., Faruk, O. & Billah, M. (2011). Textile dyeing industries in Bangladesh for sustainable development. *International Journal of Environmental Science and Development*, 2, 428.
- Javed, Z. H., Rao, H. H., Akram, B. & Nazir, M. F. (2015). Effect of financial leverage on performance of the firms: Empirical evidence from Pakistan. *SPOUDAI-Journal of Economics and Business*, 65, 87-95.
- Jha, S. (2019). Team psychological safety and team performance: A moderated mediation analysis of psychological empowerment. *International Journal of Organizational Analysis*.
- Jha, S. & Jha, S. (2015). Leveraging employee value proposition for organizational effectiveness. *Available at SSRN 2586380*.
- Joarder, M. H., Sharif, M. Y. & Ahmmmed, K. (2011). Mediating Role of Affective Commitment in HRM Practices and Turnover Intention Relationship: A Study in a Developing Context. *Business & Economics Research Journal*, 2.
- Johnstone, P. L. (2004). Mixed methods, mixed methodology health services research in practice. *Qualitative health research*, 14, 259-271.
- Junaid, M. A., Rafique, S., Nasir, M., Junaid, K. & Junaid, I. (2023). The Mediating Role of Organizational Commitment between Leadership Style and Employee Job Performance. *Pakistan Journal of Medical & Health Sciences*, 17, 105-105.
- Junaidi, A., Sasono, E., Wanuri, W. & Emiyati, D. (2020). The effect of overtime, job stress, and workload on turnover intention. *Management Science Letters*, 10, 3873-3878.
- Jung, H. S. & Yoon, H. H. (2015). The impact of employees' positive psychological capital on job satisfaction and organizational citizenship behaviors in the hotel. *International Journal of Contemporary Hospitality Management*, 27, 1135-1156.

- Kalia, P., Singla, M. & Kaushal, R. (2023). Human resource management practices and employee retention in the Indian textile industry. *International Journal of Productivity and Performance Management*.
- Kallio, H., Pietilä, A. M., Johnson, M. & Kangasniemi, M. (2016). Systematic methodological review: developing a framework for a qualitative semi-structured interview guide. *Journal of advanced nursing*, 72, 2954-2965.
- Karimi, A.-H. & Rahimi, A.-T. (2020). Factors Affecting Employee Turnover at Architecture Engineering Construction Operations and Management (AECOM) Afghanistan.
- Kashive, N., Khanna, V. T. & Bharti, M. N. (2020). Employer branding through crowdsourcing: understanding the sentiments of employees. *Journal of Indian Business Research*.
- Katsimi, M. (2008). Training, job security and incentive wages. *Scottish journal of political economy*, 55, 67-78.
- Katzev, R. D. & Pardini, A. U. (1987). The comparative effectiveness of reward and commitment approaches in motivating community recycling. *Journal of Environmental Systems*, 17, 93-114.
- Kausar, F. & Khan, S. M. (2018). Regional Challenges and Export Performance of Pakistan (2004–2017). *Pakistan Journal of International Affairs*, 1.
- Kenny, D. A. (2015). Measuring model fit.
- Kenya, I. & Mwangangi, H. K. (2015). A Research Project Submitted In Partial Fulfilment Of The Requirements For The Award Of Degree Of Master Of Business Administration, School Of Business, University Of Nairobi.
- Kerdpitak, C. & Jermstiparsert, K. (2020). The influence of organizational culture, employee commitment and organization citizen behaviour on the HRM practices: Mediating role of perceived organization support. *Systematic Reviews in Pharmacy*, 11, 407-415.
- Kersten, J. & La Venture, K. (Year) Published. The Human Factor to Profitability: People-centered cultures as Meaningful Organizations. Academy of Management Proceedings, 2016. Academy of Management Briarcliff Manor, NY 10510, 14722.

- Khan, A. A. & Khan, M. (2010). Pakistan textile industry facing new challenges. *Research journal of international studies*, 14, 21-29.
- Khan, A. W., Moshammer, H. M. & Kundi, M. (2015). Industrial hygiene, occupational safety and respiratory symptoms in the Pakistani cotton industry. *BMJ open*, 5, e007266.
- Khan, J. (2019). Importance of training and its effect on employee performance and organization commitment: Study of textile sector.
- Khan, M., Muhmood, K., Noureen, S., Mahmood, H. Z. & Amir-Ud-Din, R. (2020). Epidemiology of respiratory diseases and associated factors among female textile workers in Pakistan. *International Journal of Occupational Safety and Ergonomics*, 1-15.
- Khan, M. F. & Ahmad, A. (2021). Examining the Role of HR Practices to Get Competitive Advantage in Manufacturing Sector of Pakistan. *Journal of Public Value and Administrative Insight*, 4, 144-152.
- Khan, S., Murtaza, G., Jamil, R. A. & Qadir, I. (2017). Confirmatory analysis of the factors of competitiveness in the Textile Industry of Pakistan. *Sarhad Journal of Management Sciences*, 3, 70-83.
- Khan, S. & Shah, S. M. A. (2017). Study on Key Empirical Factors of Competitiveness: Case of Textile Industry of Pakistan. *Journal of Managerial Sciences*, 11.
- Khan, S. N., Hussain, R. I., Maqbool, M. Q., Ali, E. I. E. & Numan, M. (2019). The mediating role of innovation between corporate governance and organizational performance: Moderating role of innovative culture in Pakistan textile sector. *Cogent Business & Management*.
- Khaqan, M. (2016). Gul Ahmed Textile Mills (Pvt.) Ltd.-Home Textile Division—Strategic Choices & Alternatives. *Journal of Marketing Management and Consumer Behavior*.
- Khatri, P. & Gupta, P. (2019). Development and validation of employee wellbeing scale—a formative measurement model. *International Journal of Workplace Health Management*.
- Khattak, M. N., Zolin, R. & Muhammad, N. (2020). The combined effect of perceived organizational injustice and perceived politics on deviant behaviors. *International Journal of Conflict Management*.

- Khoso, A. & Nafees, A. A. (2015). Knowledge, attitude and practices regarding respiratory symptoms among textile workers of Karachi, Pakistan: a cross-sectional survey. *JPMA. The Journal of the Pakistan Medical Association*, 65, 17.
- Khurram, S. (2019). The Direct And Indirect Impact Of Servant Leadership On Employees' Outcomes In Services Sector Of Pakistan.
- Kim, M.-J. & Kim, B.-J. (2020). The Performance Implications of Job Insecurity: The Sequential Mediating Effect of Job Stress and Organizational Commitment, and the Buffering Role of Ethical Leadership. *International Journal of Environmental Research and Public Health*, 17, 7837.
- Kim, M. & Beehr, T. A. (2020). Empowering leadership: leading people to be present through affective organizational commitment? *The International Journal of Human Resource Management*, 31, 2017-2044.
- Kim, M., Kim, A. C. H., Newman, J. I., Ferris, G. R. & Perrewé, P. L. (2019). The antecedents and consequences of positive organizational behavior: The role of psychological capital for promoting employee well-being in sport organizations. *Sport Management Review*, 22, 108-125.
- Kim, T. T., Karatepe, O. M. & Lee, G. (2018). Psychological contract breach and service innovation behavior: psychological capital as a mediator. *Service Business*, 12, 305-329.
- Kingshott, R. P. (2006). The impact of psychological contracts upon trust and commitment within supplier–buyer relationships: A social exchange view. *Industrial Marketing Management*, 35, 724-739.
- Kivunja, C. & Kuyini, A. B. (2017). Understanding and applying research paradigms in educational contexts. *International Journal of higher education*, 6, 26-41.
- Kochanski, J. & Ledford, G. (2001). “How to keep me”—retaining technical professionals. *Research-Technology Management*, 44, 31-38.
- Korff, J. & Biemann, T. (Year) Published. Future time perspective as a moderator for the social exchange-affective commitment relation. *Academy of Management Proceedings*, 2016. Academy of Management Briarcliff Manor, NY 10510, 18046.

- Koser, M., Rasool, S. F. & Samma, M. (2018). High Performance Work System is the Accelerator of the Best Fit and Integrated HR-Practices to Achieve the Goal of Productivity: A Case of Textile Sector in Pakistan.
- Kraimer, M. L., Seibert, S. E., Wayne, S. J., Liden, R. C. & Bravo, J. (2011). Antecedents and outcomes of organizational support for development: The critical role of career opportunities. *Journal of Applied Psychology*, 96, 485.
- Kumar, P., Devadas, U. & Dhammika, K. (2021). Impact of Employee Value Proposition on Employee Retention in Apparel Sector Employees in Sri Lanka. *Wayamba Journal of Management*, 12.
- Kwol, V. S., Eluwole, K. K., Avci, T. & Lasisi, T. T. (2020). Another look into the Knowledge Attitude Practice (KAP) model for food control: An investigation of the mediating role of food handlers' attitudes. *Food Control*, 110, 107025.
- Ladeira, W. J., De Oliveira Santini, F., Da Costa, J. R. A. & Ribeiro, L. E. S. (2018). Strategic orientation for failure recovery and performance behavior. *Marketing Intelligence & Planning*, 36, 646-660.
- Lane, T. J., Berecki-Gisolf, J., Iles, R., Smith, P. M. & Collie, A. (2021). The impact of long-term workers' compensation benefit cessation on welfare and health service use: protocol for a longitudinal controlled data linkage study. *International Journal of Population Data Science*, 6.
- Lebel, R. D. (2016). Overcoming the fear factor: How perceptions of supervisor openness lead employees to speak up when fearing external threat. *Organizational Behavior and Human Decision Processes*, 135, 10-21.
- Ledford Jr, G. E. (2012). The Rewards of Work Framework. *From the Journal*, 22.
- Lee, A. N., Nie, Y. & Bai, B. (2020). Perceived principal's learning support and its relationships with psychological needs satisfaction, organisational commitment and change-oriented work behaviour: A Self-Determination Theory's perspective. *Teaching and Teacher Education*, 93, 103076.

- Lee, S. H. & Olshfski, D. (2002). Employee commitment and firefighters: It's my job. *Public Administration Review*, 62, 108-114.
- Lee, T. W. & Steers, R. M. (2017). Facilitating effective performance appraisals: The role of employee commitment and organizational climate. *Performance measurement and theory*. Routledge.
- Lemons, M. A. & Jones, C. A. (2001). Procedural justice in promotion decisions: using perceptions of fairness to build employee commitment. *Journal of managerial Psychology*.
- Leo, J. L. (2010). Dark Side of Commitment: Intrasexual Vigilance Among the Chronically Jealous.
- Lerner, D. (1968). Modernization. International Encyclopedia of the Social Sciences, ed. DL Sills. The MacMillan Company.
- Liao, H., Liu, D. & Loi, R. (2010). Looking at both sides of the social exchange coin: A social cognitive perspective on the joint effects of relationship quality and differentiation on creativity. *Academy of Management Journal*, 53, 1090-1109.
- Liewendahl, H. E. & Heinonen, K. (2020). Frontline employees' motivation to align with value propositions. *Journal of Business & Industrial Marketing*.
- Lin, M., Wu, X. & Ling, Q. (2017). Assessing the effectiveness of empowerment on service quality: A multi-level study of Chinese tourism firms. *Tourism Management*, 61, 411-425.
- Loi, R., Lam, L. W. & Ngo, H.-Y. (Year) Published. An investigation on the exchange mechanisms linking ethical leadership to organizational commitment. *Academy of Management Proceedings*, 2012. Academy of Management Briarcliff Manor, NY 10510, 10271.
- Luo, X. (2002). Trust production and privacy concerns on the Internet: A framework based on relationship marketing and social exchange theory. *Industrial Marketing Management*, 31, 111-118.
- Luthans, F., Avey, J. B., Clapp-Smith, R. & Li, W. (2008a). More evidence on the value of Chinese workers' psychological capital: A potentially unlimited competitive resource? *The International Journal of Human Resource Management*, 19, 818-827.

- Luthans, F., Avey, J. B. & Patera, J. L. (2008b). Experimental analysis of a web-based training intervention to develop positive psychological capital. *Academy of Management Learning & Education*, 7, 209-221.
- Luthans, F., Avolio, B. J., Avey, J. B. & Norman, S. M. (2007a). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel psychology*, 60, 541-572.
- Luthans, F., Youssef, C. M. & Avolio, B. J. (2007b). Psychological capital: Developing the human competitive edge.
- Luthans, F., Youssef, C. M. & Avolio, B. J. (2007c). Psychological capital: Investing and developing positive organizational behavior. *Positive organizational behavior*, 1, 9-24.
- Luthans, F., Youssef, C. M. & Avolio, B. J. (2015). *Psychological capital and beyond*, Oxford University Press, USA.
- Luthans, K. W. & Jensen, S. M. (2005). The linkage between psychological capital and commitment to organizational mission: A study of nurses. *JONA: The Journal of Nursing Administration*, 35, 304-310.
- Luthans, S. a. S. K. W. & Messersmith, J. G. (2014). Psychological capital: A new tool for driver retention. *Journal of Physical Distribution & Logistics Management*, 44, 621-634.
- Maan, A. T., Abid, G., Butt, T. H., Ashfaq, F. & Ahmed, S. (2020). Perceived organizational support and job satisfaction: a moderated mediation model of proactive personality and psychological empowerment. *Future Business Journal*, 6, 1-12.
- Macpherson, W. E. (2017). *The Relationship Between Employee Value Proposition, Organisational Commitment and Intention-to-serve Among Provincial Traffic Officers*. Nelson Mandela Metropolitan University.
- Mahmood Aziz, H., Jabbar Othman, B., Gardi, B., Ali Ahmed, S., Sabir, B. Y., Burhan Ismael, N., Abdalla Hamza, P., Sorguli, S., Ali, B. J. & Anwar, G. (2021). Employee Commitment: The Relationship between Employee Commitment And Job Satisfaction. *Aziz, HM, Othman, BJ, Gardi, B., Ahmed, SA, Sabir, BY, Ismael, NB, Hamza, PA, Sorguli, S., Ali, BJ, Anwar, G.(2021). Employee Commitment: The Relationship*

- between Employee Commitment And Job Satisfaction. Journal of Humanities and Education Development, 3, 54-66.*
- Mahmood, S. & Ahmed, A. (2015). The role of organizational learning in understanding relationship between total quality management and organizational performance. *Pakistan Journal of Commerce and Social Sciences, 9, 282-302.*
- Mahmoud, A. A., Shawabkeh, T. A., Salameh, W. A. & Al Amro, I. (Year) Published. Performance predicting in hiring process and performance appraisals using machine learning. 2019 10th International Conference on Information and Communication Systems (ICICS), 2019. IEEE, 110-115.
- Makhdoom, T. R. (2018). Analyzing The Factors Affecting Employees' Turnover In Textile Mills Of Site Area Kotri, Sindh (Pakistan). *Grassroots, 51.*
- Malbon, E. & Carey, G. (2017). Implications of work time flexibility for health promoting behaviours. *Evidence Base: A journal of evidence reviews in key policy areas, 1-17.*
- Malik, A. & Ameen, K. (2020). The employment landscape and LIS education in Pakistan: challenges and prospects. *Global Knowledge, Memory and Communication.*
- Malik, M., Wan, D., Ahmad, M. I., Naseem, M. A. & Ur Rehman, R. (2015). The role of LMX in employees job motivation, satisfaction, empowerment, stress and turnover: Cross country analysis. *Journal of Applied Business Research, 31, 1897.*
- Mangla, I. U. & Din, M. (2015). The Impact of the Macroeconomic Environment on Pakistan's Manufacturing Sector.
- Manikandan, J. & Premkumar, M. D. (2023). A Study On Organizational Culture Towards Textile Industry In Karur District. *Journal of Research Administration, 5, 4396-4409.*
- Mao, J., Siyal, S., Ahmad, R., Xin, C. & Qasim, S. (2021a). The Nexus Between Human Resource Management Practices and Service Recovery Performance in Takaful Insurance Industry in Pakistan: The Mediating Role of Employee Commitment. *Frontiers in Psychology, 12, 752912-752912.*

- Mao, Y., He, J., Morrison, A. M. & Andres Coca-Stefaniak, J. (2021b). Effects of tourism CSR on employee psychological capital in the COVID-19 crisis: from the perspective of conservation of resources theory. *Current Issues in Tourism*, 24, 2716-2734.
- Marsh, H. W. (1985). The structure of masculinity/femininity: An application of confirmatory factor analysis to higher-order factor structures and factorial invariance. *Multivariate Behavioral Research*, 20, 427-449.
- Mascarenhas, B. G. (2019). Employer branding, employee value proposition, and employee experience: New approaches for people management in organizations. *Strategic Employee Communication*. Springer.
- Masterson, S. S., Lewis, K., Goldman, B. M. & Taylor, M. S. (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationships. *Academy of Management journal*, 43, 738-748.
- Matzler, K., Renzl, B., Mooradian, T., Von Krogh, G. & Mueller, J. (2011). Personality traits, affective commitment, documentation of knowledge, and knowledge sharing. *The International Journal of Human Resource Management*, 22, 296-310.
- Maynard, M. T., Luciano, M. M., D'innocenzo, L., Mathieu, J. E. & Dean, M. D. (2014). Modeling time-lagged reciprocal psychological empowerment–performance relationships. *Journal of Applied Psychology*, 99, 1244.
- Mazumdar, D. (1973). Labour supply in early industrialization: The case of the bombay textile industry. *The Economic History Review*, 26, 477-496.
- Mcallister, D. J. (1995). Affect-and cognition-based trust as foundations for interpersonal cooperation in organizations. *Academy of management journal*, 38, 24-59.
- Mclarnon, M. J. & Rothstein, M. G. (2013). Development and initial validation of the Workplace Resilience Inventory. *Journal of Personnel Psychology*.
- Mcmurray, A. J., Pirola-Merlo, A., Sarros, J. C. & Islam, M. M. (2010a). Leadership, climate, psychological capital, commitment, and wellbeing

- in a non-profit organization. *Leadership & Organization Development Journal*, 31, 436-457.
- McMurray, A. J., Pirola-Merlo, A., Sarros, J. C. & Islam, M. M. (2010b). Leadership, climate, psychological capital, commitment, and wellbeing in a non-profit organization. *Leadership & Organization Development Journal*.
- Medcof, J. W. & Rumpel, S. (2007). High technology workers and total rewards. *The Journal of High Technology Management Research*, 18, 59-72.
- Mehra, B., Shen, K., Yen, H. C. & Liu, C. (Year) Published. Gist and Verbatim: Understanding Speech to Inform New Interfaces for Verbal Text Composition. Proceedings of the 5th International Conference on Conversational User Interfaces, 2023. 1-11.
- Mehwish, N. & Mustafa, U. (2016). Impact of Dust Pollution on Worker's Health in Textile Industry: A Case Study of Faisalabad, Pakistan. *Islamabad, Pakistan: Pakistan Institute of Development Economics*, 19.
- Memon, J. A., Aziz, A. & Qayyum, M. (2020). The rise and fall of Pakistan's textile industry: An analytical view. *European Journal of Business and Management*, 12, 136-142.
- Memon, R. A., Lohana, K. & Naqvi, I. B. (2021). Gender Pay Gap in Textile Industrial Cluster Kotri, Sindh Pakistan. *South Asian Journal of Social Sciences and Humanities*, 2, 86-100.
- Mergenthaler, E. (1996). Emotion–abstraction patterns in verbatim protocols: A new way of describing psychotherapeutic processes. *Journal of consulting and clinical psychology*, 64, 1306.
- Meyer, J. P., Allen, N. J. & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of applied psychology*, 78, 538.
- Meyer, J. P., Stanley, D. J., Herscovitch, L. & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of vocational behavior*, 61, 20-52.

- Minchington, B. (2011). Secrets to a great employee value proposition. *Human resources, jul/aug.*
- Mitra, A., Israel, D. & Sharma, M. (2020). Impact of Compensation Satisfaction on Intention to Quit: Mediating Role of Job Satisfaction. *South Asian Journal of Management, 27.*
- Moroko, L. & Uncles, M. D. (2008). Characteristics of successful employer brands. *Journal of Brand Management, 16,* 160-175.
- Mossholder, K. W., Richardson, H. A. & Settoon, R. P. (2011). Human resource systems and helping in organizations: A relational perspective. *Academy of Management Review, 36,* 33-52.
- Moyer, F., Aziz, S. & Wuensch, K. (2017). From workaholism to burnout: psychological capital as a mediator. *International Journal of Workplace Health Management, 10,* 213-227.
- Mueller, R. & Hancock, G. (2001). Factor analysis and latent structure: Confirmatory factor analysis. NJ Smelser & PB Baltes (Ed.), *International Encyclopedia of the Social and Behavioral Sciences* (s. 5239-5244). Oxford, England: Pergamon.
- Muhammad Fahim, S., Misbah Inayat, S., Rafay Zaidi, S. M., Ahmed, D., Hassan, R. & Zulfiqar Ali, S. (2021). Influence of Organizational culture & Intellectual Capital on Business Performance in in Textile Industry of Pakistan. *Journal of Information and Organizational Sciences, 45,* 243-265.
- Mujahid, N., Begam, A., Shamshir, M., Zeb, A. & Phil, M. (2019). Import-Led Growth Hypothesis: A Case Study of Pakistan. *Journal of Economics and Sustainable Development, 10,* 20-28.
- Mumtaz, M. U. M., Ahmed, M. & Ali, S. A. (2021). How Does Team cohesion work in Textiles of Pakistan? Understanding the underling mechanism of Psychological Capital and Employee Commitment. *KASBIT Business Journal, 14,* 114-137.
- Munyaka, S. A., Boshoff, A. B., Pietersen, J. & Snelgar, R. (2017). The relationships between authentic leadership, psychological capital, psychological climate, team commitment and intention to quit. *SA Journal of Industrial Psychology, 43,* 1-11.

- Mussagulova, A., Van Der Wal, Z. & Chen, C. A. (2019). What is wrong with job security? *Public Administration and Development*, 39, 121-132.
- Mustafa, G., Bilal, A. R., Mahmood, B. & Murtaza, G. (2017). Motivation Enhancing Hrm Practices'and Employee Demographics On Affective Commitment Among Employees In Textile Manufacturing In Pakistan. *Pakistan Business Review*, 18, 865-886.
- Muya, F. & Tundui, H. (2012). International Journal of Arts and Humanities (IJAH) Bahir Dar, Ethiopia.
- Mwangangi, H. K. (2015). *Capacity management and service delivery of commercial banks in Kenya*. University of Nairobi.
- Na-Nan, K., Chaiprasit, K. & Pukkeeree, P. (2018). Factor analysis-validated comprehensive employee job performance scale. *International Journal of Quality & Reliability Management*.
- Najafi, S., Noruzy, A., Azar, H. K., Nazari-Shirkouhi, S. & Dalv, M. R. (2011). Investigating the relationship between organizational justice, psychological empowerment, job satisfaction, organizational commitment and organizational citizenship behavior: An empirical model. *African Journal of Business Management*, 5, 5241-5248.
- Najmi, A., Maqbool, H., Ahmed, W. & Rehman, S. a. U. (2020). The influence of greening the suppliers on environmental and economic performance. *International Journal of Business Performance and Supply Chain Modelling*, 11, 69-90.
- Nam, S.-T., Kim, D.-G. & Jin, C.-Y. (2018). A Comparison Analysis among Structural Equation Modeling (AMOS, LISREL and PLS) Using the Same Data. *Journal of the Korea Institute of Information and Communication Engineering*, 22, 978-984.
- Namasivayam, K., Guchait, P. & Lei, P. (2014). The influence of leader empowering behaviors and employee psychological empowerment on customer satisfaction. *International Journal of Contemporary Hospitality Management*.
- Nambudiri, R. & Shukla Tewari, R. (Year) Published. Corporate Social Responsibility and Organizational Commitment: Job Satisfaction as a Mediator. Academy of Management Proceedings, 2013. Academy of Management Briarcliff Manor, NY 10510, 13670.

- Nanjundeswaraswamy, T., P. N., Bharath, S. & Km, V. (2023). The mediating role of self-efficacy in the relationship between job satisfaction and commitment of employees working in the textile industry. *Research Journal of Textile and Apparel*.
- Narayan, R. (2010). Human resource accounting: A new paradigm in the era of globalization.
- Naveed, S., Bhatti, I. & Ali, K. (2006). Membrane technology and its suitability for treatment of textile waste water in Pakistan. *Journal of Research (Science)*, 17, 155-164.
- Nawab, S. & Bhatti, K. K. (2011). Influence of employee compensation on organizational commitment and job satisfaction: A case study of educational sector of Pakistan. *International Journal of Business and Social Science*, 2.
- Nawaz, M. S., Hassan, M., Hassan, S., Shaukat, S. & Asadullah, M. A. (2014). Impact of employee training and empowerment on employee creativity through employee engagement: Empirical evidence from the manufacturing sector of Pakistan. *Middle-East Journal of Scientific Research*, 19, 593-601.
- Nawaz, Y. & Siraji, M. (2009). Role of Voluntary Employee Turnover in Textile Industry of Pakistan.
- Ness, L. R. (2015). Are we there yet? Data saturation in qualitative research.
- Newman, A. & Sheikh, A. Z. (2012). Organizational rewards and employee commitment: a Chinese study. *Journal of Managerial Psychology*, 27, 71-89.
- Ng, T. W., Butts, M. M., Vandenberg, R. J., Dejoy, D. M. & Wilson, M. G. (2006). Effects of management communication, opportunity for learning, and work schedule flexibility on organizational commitment. *Journal of Vocational Behavior*, 68, 474-489.
- Nguyen, H. M. & Ngo, T. T. (2020). Psychological capital, organizational commitment and job performance: A case in Vietnam. *The Journal of Asian Finance, Economics, and Business*, 7, 269-278.
- Niazi, M. M. K. (2014). Impact of Human Resource Practices on Job Satisfaction: A study of textile industry of Pakistan. *Studies*, 3.

- Nikpour, A. (2017). The impact of organizational culture on organizational performance: The mediating role of employee's organizational commitment. *International Journal of Organizational Leadership*, 6, 65-72.
- Nisar, S., Khan, N. R. & Khan, M. R. (2021). Determinant analysis of employee attitudes toward pro-environmental behavior in textile firms of Pakistan: a serial mediation approach. *Management of Environmental Quality: An International Journal*.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B. & Wright, P. M. (2017). *Human resource management: Gaining a competitive advantage*, McGraw-Hill Education New York, NY.
- Norris, M. & Lecavalier, L. (2010). Evaluating the use of exploratory factor analysis in developmental disability psychological research. *Journal of autism and developmental disorders*, 40, 8-20.
- Ocen, E., Francis, K. & Angundaru, G. (2017). The role of training in building employee commitment: the mediating effect of job satisfaction. *European Journal of Training and Development*, 41, 742-757.
- Olaniyan, O. S. & Hystad, S. W. (2016). Employees' psychological capital, job satisfaction, insecurity, and intentions to quit: The direct and indirect effects of authentic leadership. *Revista de Psicología del Trabajo y de las Organizaciones*, 32, 163-171.
- Ölçer, F. & Florescu, M. (2015). Mediating effect of job satisfaction in the relationship between psychological empowerment and job performance. *Theoretical and Applied Economics*, 22, 111-136.
- Onwezen, M., Reinders, M., Verain, M. & Snoek, H. (2019). The development of a single-item Food Choice Questionnaire. *Food quality and preference*, 71, 34-45.
- Oyer, P. (2008). *Salary or benefits?*, Emerald Group Publishing Limited.
- Ozcelik, H. & Barsade, S. (Year) Published. Work loneliness and employee performance. *Academy of management proceedings*, 2011. Academy of Management Briarcliff Manor, NY 10510, 1-6.
- Paadi, K., Barkhuizen, N. & Swanepoel, S. (2019). Exploring the building blocks of an employee value proposition for graduate interns.

- International Journal of Social Sciences and Humanity Studies*, 11, 51-67.
- Palupi, D. a. P. & Cahjono, M. P. (2023). The Effect of Leadership, Organizational Climate, and Employee Motivation of PT Delta Merlin Dunia Textile VII. *Utsaha (Journal of Entrepreneurship)*, 1-14.
- Panggabean, M. S. (2002). Impact of perceived justice in performance appraisal on work attitudes and performance.
- Parreira, J. (2007). *An analysis of an employee value proposition*. North-West University.
- Parreira, J. & Campus, N.-W. U. P. (2007). *An Analysis of an Employee Value Proposition*, North-West University, Potchefstroom Campus.
- Patnaik, S. & Mishra, U. S. (2017). Psychological capital and employee commitment. *Chanderprabhu Jain College of Higher Studies & School of Law*.
- Pawar, A. ORGANIZATIONAL SIGNIFICANCE AND IMPACT OF EMPLOYEE VALUE PROPOSITION.
- Pawar, A. (2016). Study on Employee Value Proposition for Emerging Employer Brand: Case of Asiatic Manufacturing. *International Journal of Research and Development-A Management Review*, 5, 27-32.
- Pawar, A. (2020). Prognostic model for employer brand, talent attraction, and employee retention through employee value proposition. *Journal of Applied Management and Investments*, 9, 133-152.
- Pawar, A. & Charak, K. S. (2015). Employee Value Proposition Leading to Employer Brand: The Indian Organizations Outlook. *International Journal of Management Research and Reviews*, 5, 1195.
- Payne, A., Frow, P. & Eggert, A. (2017). The customer value proposition: evolution, development, and application in marketing. *Journal of the Academy of Marketing Science*, 45, 467-489.
- Peng, J., He, Y., Deng, J., Zheng, L., Chang, Y. & Liu, X. (2019). Emotional labor strategies and job burnout in preschool teachers: psychological capital as a mediator and moderator. *Work*, 1-11.
- Peng, J., Jiang, X., Zhang, J., Xiao, R., Song, Y., Feng, X., Zhang, Y. & Miao, D. (2013). The impact of psychological capital on job burnout of

- Chinese nurses: the mediator role of organizational commitment. *PLoS one*, 8, e84193.
- Peterson, S. J., Luthans, F., Avolio, B. J., Walumbwa, F. O. & Zhang, Z. (2011). Psychological capital and employee performance: A latent growth modeling approach. *Personnel Psychology*, 64, 427-450.
- Petric, D. (2019). Frustration, ambition and addiction.
- Pfrombeck, J., Doden, W., Grote, G. & Feierabend, A. (2020). A study of organizational cynicism and how it is affected by social exchange relationships at work. *Journal of Occupational and Organizational Psychology*, 93, 578-604.
- Porter, M. E. & Kramer, M. R. (2019). Creating shared value. *Managing sustainable business*. Springer.
- Prasad, K., Vaidya, R. W. & Mangipudi, M. R. (2020). Effect of occupational stress and remote working on psychological well-being of employees: An empirical analysis during covid-19 pandemic concerning information technology industry in hyderabad. *Indian Journal of Commerce and Management Studies*, 11, 1-13.
- Purang, P. (2011). Organisational justice and affective commitment: The mediating role of perceived organisational support. *Asian Academy of Management Journal*, 16, 141-156.
- Purwanto, A., Asbari, M. & Santoso, P. B. (2019). Does Culture, Motivation, Competence, Leadership, Commitment Influence Quality Performance? *Inovbiz: Jurnal Inovasi Bisnis*, 7, 201-205.
- Putra, I. P. K. S. D. & Suwandana, I. G. M. (2020). Effect of organizational commitment, job stress and work-family conflict to turnover intention. *International Research Journal of Management, IT and Social Sciences*, 7, 30-37.
- Qadeer, F. & Jaffery, H. (2014). Mediation of psychological capital between organizational climate and organizational citizenship behavior. *Pakistan Journal of Commerce and Social Sciences*, 8, 453-470.
- Qadri, U. A., Hassan, S. S. & Younas, N. (2020). Factors Affecting Organizational Commitment And Its Impact On Core Employees' intention-To-Stay: An Empirical Investigation In The Textile Industry Of Lahore, Pakistan.

- Quinn, R. & Spreitzer, G. (2001). A company of leaders: Five disciplines for unleashing the power in your workforce. *San Francisco: Jossey-Bars*.
- Qureshi, J. A., Shaikh, A. M. & Seaman, C. (2021). Leadership mindset and fall of once giant family-run textile exporting companies. *Global Business and Organizational Excellence*.
- Rabenu, E., Yaniv, E. & Elizur, D. (2017). The relationship between psychological capital, coping with stress, well-being, and performance. *Current Psychology*, 36, 875-887.
- Rahi, S. (2017). Research design and methods: A systematic review of research paradigms, sampling issues and instruments development. *International Journal of Economics & Management Sciences*, 6, 1-5.
- Raj, A. B. (2020). Impact of employee value proposition on employees' intention to stay: moderating role of psychological contract and social identity. *South Asian Journal of Business Studies*.
- Ramdass, K. (2012). An investigation into quality commitment in a service organisation in South Africa.
- Raykov, T. (1997). Estimation of composite reliability for congeneric measures. *Applied Psychological Measurement*, 21, 173-184.
- Raza, H., Ahmed, F., Mohiuddin, Z. A. & Osama, A. (2017). Mitigating Financial Burden of Elderly through Social Protection Schemes: Issues and Challenges for Pakistan. *International Journal of Emerging Trends in Social Sciences*, 1, 81-89.
- Rego, P., Lopes, M. P. & Nascimento, J. L. (2016). Authentic leadership and organizational commitment: The mediating role of positive psychological capital. *Journal of Industrial Engineering and Management (JIEM)*, 9, 129-151.
- Riello, G. & Parthasarathi, P. (2011). *The spinning world: A global history of cotton textiles, 1200-1850*, Oxford University Press.
- Rindskopf, D. & Rose, T. (1988). Some theory and applications of confirmatory second-order factor analysis. *Multivariate behavioral research*, 23, 51-67.
- Rizvi, F., Farooq, W. & Ahmed, I. (2021). LMX and Affective Commitment to Change: Moderating Role of Psychological Empowerment. *Rizvi, F., Farooq, W., Ahmed, I. (2020). LMX and affective commitment to*

- change: Moderating role of psychological empowerment. International Journal of Business and Administrative Studies*, 6, 275-285.
- Rodriguez Perez, J. & Ordóñez De Pablos, P. (2003). Knowledge management and organizational competitiveness: a framework for human capital analysis. *Journal of Knowledge management*, 7, 82-91.
- Rossoni, L., Engelbert, R. & Bellegard, N. L. (2016). Normal science and its tools: Reviewing the effects of exploratory factor analysis in management. *Revista de Administração (São Paulo)*, 51, 198-211.
- Rothausen, T. J. (1994). Job satisfaction and the parent worker: The role of flexibility and rewards. *Journal of Vocational Behavior*, 44, 317-336.
- Rounak, S. & Misra, R. K. (2020). Employee value proposition: an analysis of organizational factors—the way to enhance value perception. *Development and Learning in Organizations: An International Journal*.
- Ruiller, C. & Van Der Heijden, B. (Year) Published. Socio-emotional support at work: effects on french nurses' job strain and affective commitment. *Academy of Management Proceedings*, 2014. Academy of Management Briarcliff Manor, NY 10510, 12488.
- Rumpel, S. & Medcof, J. W. (2006). Total rewards: Good fit for tech workers. *Research-Technology Management*, 49, 27-35.
- Rynes, S. L. & Gerhart, B. (2000). Compensation in organizations. *Current Research and Practice, 12 Edition in SIOP Frontiers Series*.
- Sabir, M. S., Sohail, A. & Khan, M. A. (2011). Impact of leadership style on organization commitment: In a mediating role of employee values. *Journal of Economics and Behavioral Studies*, 3, 145-152.
- Saeidmanesh, M., Mirshahi, F. & Nasiri Nasirabad, M. (2021). The Efficacy of Acceptance and Commitment-Based Therapy on Hopefulness of Students with Drug Dependent Parents. *Positive Psychology Research*, 7, 53-64.
- Safeer, A. A., He, Y., Abrar, M. & Ullah, A. (2019). Diagnostics of the challenges and potential solutions to improve export competitiveness in international markets: The case of pakistani readymade garments industry. *Journal of Competitiveness*, 11, 128.

- Sahabuddin, R. (2018). Effect of entrepreneurship commitment to self-efficacy through intention of entrepreneurship and competence. *International Journal of Business and Management Science*, 8, 67-81.
- Salleh, M., Amin, A., Muda, S. & Halim, M. a. S. A. (2013). Fairness of performance appraisal and organizational commitment. *Asian Social Science*, 9, 121.
- Sandakila, E. D. & Satrya, A. (2020). The Effects of Ethics Institutionalization on Organizational Citizenship Behavior: The Mediating Effects of Organizational Commitment and Moderating Effects of Psychological Empowerment. *KnE Social Sciences*, 149–169-149–169.
- Santos, J. R. A. (1999). Cronbach's alpha: A tool for assessing the reliability of scales. *Journal of extension*, 37, 1-5.
- Santra, S. & Mishra, P. (2013). Relationship between predictors of employee satisfaction and employee commitment in a pharmaceutical contract research organization. *IOSR Journal of Business and Management*, 14, 5-15.
- Saqib, S., Abrar, M., Sabir, H. M., Bashir, M. & Baig, S. A. (2015). Impact of tangible and intangible rewards on organizational commitment: evidence from the textile sector of Pakistan. *American Journal of Industrial and Business Management*, 5, 138.
- Saragih, R., Prasetio, A. P. & Luturlean, B. S. (2020). Examining the Mediation of Job Satisfaction in the Relationship between Work Stress and Turnover Intention in Textile Company. *Reference to this paper should be made as follows: Saragih, R*, 113-121.
- Sayed, M. H. S., Matloob, S., Shah, S. A. & Ahmed, J. (2021). Impact of Financial and Non-financial Rewards on Employee Motivation and Employee Commitment among SMEs textiles sector of Karachi Pakistan. *Market Forces*, 16, 22-22.
- Sbp, K. (2019). *The State Bank of Pakistan* [Online]. Available: <https://www.sbp.org.pk/reports/annual/arFY20/Complete.pdf>.
- Sbp, K. (2020). *The State Bank of Pakistan* [Online]. Available: <https://www.sbp.org.pk/reports/annual/arFY20/Complete.pdf>.

- Schmidt, F. L., Viswesvaran, C. & Ones, D. S. (2000). Reliability is not validity and validity is not reliability. *Personnel Psychology*, 53, 901-912.
- Schrock, W. A., Hughes, D. E., Fu, F. Q., Richards, K. A. & Jones, E. (2016). Better together: Trait competitiveness and competitive psychological climate as antecedents of salesperson organizational commitment and sales performance. *Marketing Letters*, 27, 351-360.
- Schumacher, D., Schreurs, B., Van Emmerik, H. & De Witte, H. (2016). Explaining the relation between job insecurity and employee outcomes during organizational change: A multiple group comparison. *Human Resource Management*, 55, 809-827.
- Scornavacca, E. (2014). An Investigation Of The Role Of Dependency In Predicting Continuance Intention To Use Ubiquitous Media Systems: Combining A Media System Perspective With Expectation-Confirmation Theories.
- See, E. S. & See, M. a. M. (2009). The Sampling Formula $n = \frac{N}{1 + \frac{N-1}{k}}$.
- Sekaran, U. & Bougie, R. (2016). *Research methods for business: A skill building approach*, John Wiley & Sons.
- Sengupta, A., Bamel, U. & Singh, P. (2015). Value proposition framework: implications for employer branding. *Decision*, 42, 307-323.
- Setiawati, L. (2019). Internal Communication Obstacles in The Implementation of Employee Value Proposition. *International Journal of Applied Business Research*, 1, 140-154.
- Sezer, A. & Awais, M. (2023). Effects of Transformational Leadership on Organizational Commitment: Case of Textile Sector. *JOEEP: Journal of Emerging Economies and Policy*, 8, 256-265.
- Shabbir, M. A., Ishtiaq, Z. & Zia-Ud-Din, M. (2017). The Impact of Hybrid leadership on Employee performance in Textile Sector of Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 7, 359-374.
- Shafiq, M., Lasrado, F. & Hafeez, K. (2019). The effect of TQM on organisational performance: empirical evidence from the textile sector of a developing country using SEM. *Total Quality Management & Business Excellence*, 30, 31-52.

- Shah, M., Guha, S., Wadhwa, D. S. & Wadhwa, D. S. (2012a). Impact of job satisfaction on organisational commitment: a study on private banks of Chhattisgarh. *Int. J. Manage. IT Eng*, 2, 179-191.
- Shah, S. W. A., Haq, M. & Farooq, R. (2015). Agricultural export and economic growth: A case study of Pakistan. *Public Policy and Administration Research*, 5, 88-96.
- Shah, W., Warraich, U. A. & Kabeer, K. (2012b). Challenges faced by textile industry of Pakistan: Suggested solutions. *KASBIT Business Journal*, 5, 33-39.
- Shah, Z. A. & Hussain, H. (Year) Published. An Investigation of Lean Manufacturing Implementation in Textile Sector of Pakistan. Proceedings of the 2016 International Conference on Industrial Engineering and Operations Management, Kuala Lumpur, Malaysia, 2016.
- Shahbaz, M. (2015). Measuring economic cost of electricity shortage: current challenges and future prospects in Pakistan.
- Shahnawaz, M. & Jafri, M. H. (2009). Psychological capital as predictors of organizational commitment and organizational citizenship behaviour. *Journal of the Indian Academy of Applied Psychology*, 35, 78-84.
- Shaikh, S. H., Khoso, I. & Pathan, S. K. (2019). The impact of intrinsic motivating factors on employees' performance: a comparative analysis of food and textile industries of Sindh, Pakistan. *Grassroots*, 52.
- Shaikh, S. H., Pathan, S. K. & Khoso, I. (2018). The impact of extrinsic motivation on employees' performance: A comparative analysis of food and textile industries in Sindh, Pakistan. *International Business Research*, 11, 61-66.
- Sharma, S., Prakash, G., Kumar, A., Mussada, E. K., Antony, J. & Luthra, S. (2021). Analysing the relationship of adaption of green culture, innovation, green performance for achieving sustainability: Mediating role of employee commitment. *Journal of Cleaner Production*, 303, 127039.
- Shelton, M. S. & Renard, M. M. (2015). The relationship between psychological capital, reward preferences and demographic variables

- within the nelson mandela metropole medical industry. *Drivers Of Sms Marketing For Loyalty Card Holders In South Africa*, 120.
- Shen, B. & Li, Q. (2019). Green technology adoption in textile supply chains with environmental taxes: production, pricing, and competition. *IFAC-PapersOnLine*, 52, 379-384.
- Shen, J. & Jiu-hua Zhu, C. (2011). Effects of socially responsible human resource management on employee organizational commitment. *The International Journal of Human Resource Management*, 22, 3020-3035.
- Shi, D., Maydeu-Olivares, A. & Distefano, C. (2018). The relationship between the standardized root mean square residual and model misspecification in factor analysis models. *Multivariate Behavioral Research*, 53, 676-694.
- Shishoo, R. (2012). Introduction: trends in the global textile industry. *The Global Textile and Clothing Industry*. Elsevier.
- Shoss, M. K. (2017). Job insecurity: An integrative review and agenda for future research. *Journal of Management*, 43, 1911-1939.
- Siddiqi, W., Ahmad, N., Khan, A. A. & Yousef, K. (2012). Determinants of export demand of textile and clothing sector of Pakistan: An empirical analysis. *World Applied Sciences Journal*, 16, 1171-1175.
- Siddiqui, D. A. (2020). Human Resource Outsourcing, Employee's Turnover Intentions and Performances in a Mediatory Moderated Framework.
- Sieger, P., Bernhard, F. & Frey, U. (Year) Published. Psychological ownership of employees as a mediator in the justice-affective commitment relationship. *Academy of Management Proceedings*, 2011. Academy of Management Briarcliff Manor, NY 10510, 1-6.
- Siegmann, K. a. K. (2005). The Employment Challenge of the Agreement on Textiles and Clothing: Scenario and Strategies for Pakistan.
- Sim, S. C., Kaliannan, M. & Avvari, M. (2021). Conceptualising HR outsourcing effectiveness and scale development of HROSERVPERF using PLS-SEM. *Benchmarking: An International Journal*.
- Simons, J. C. & Buitendach, J. H. (2013). Psychological capital, work engagement and organisational commitment amongst call centre

- employees in South Africa. *SA Journal of Industrial Psychology*, 39, 1-12.
- Singh, C., Singh, D. & Khamba, J. (2020). Analyzing barriers of Green Lean practices in manufacturing industries by DEMATEL approach. *Journal of Manufacturing Technology Management*.
- Singh, S. & Bhardwaj, A. (2017). Affective, Continuance and Normative Commitment Among Knowledge Based Workforce. *Journal of Management Research*, 5, 5-8.
- Slack, R., Corlett, S. & Morris, R. (2015). Exploring employee engagement with (corporate) social responsibility: A social exchange perspective on organisational participation. *Journal of Business Ethics*, 127, 537-548.
- Smith, K. & Davies, J. (2010). Qualitative data analysis. *Practical researcher and evaluation: A start-to finish guide for practitioners*, 145-158.
- Smith, T. D., Dejoy, D. M., Dyal, M.-A. & Huang, G. (2019). Impact of work pressure, work stress and work–family conflict on firefighter burnout. *Archives of environmental & occupational health*, 74, 215-222.
- Snape, E. & Redman, T. (2010). HRM practices, organizational citizenship behaviour, and performance: A multi-level analysis. *Journal of Management Studies*, 47, 1219-1247.
- Sokro, E. (2012). Impact of employer branding on employee attraction and retention. *European Journal of Business and Management*, 4, 164-173.
- Spector, P. E. (1985). Measurement of human service staff satisfaction: Development of the Job Satisfaction Survey. *American journal of community psychology*, 13, 693.
- Spector, P. E. (1994). Using self-report questionnaires in OB research: A comment on the use of a controversial method. *Journal of organizational behavior*, 385-392.
- Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences*, Sage publications.
- Spence Laschinger, H. K., Wong, C. A., Grau, A. L., Read, E. A. & Pineau Stam, L. M. (2012). The influence of leadership practices and empowerment on Canadian nurse manager outcomes. *Journal of nursing management*, 20, 877-888.

- Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of management Journal*, 38, 1442-1465.
- Spreitzer, G. M. (1996). Social structural characteristics of psychological empowerment. *Academy of management journal*, 39, 483-504.
- Srinivasan, P. & Jawahar, P. D. (2003). Empowerment as a Moderator of the Relationship Between Work Stress and Psychosomatic Symptoms. *IUP Journal of Organizational Behavior*, 4, 8-15.
- Srivastava, A., Ramachandran, K. & Suresh, A. (2014). Predictors Of Employee Engagement In R & D Organisation. *Asia Pacific Journal of Research Vol: 1 Issue XVIV*.
- Stahl, G. K., Björkman, I., Farndale, E., Morris, S. S., Paauwe, J., Stiles, P., Trevor, J. & Wright, P. M. (2007). Global talent management: How leading multinationals build and sustain their talent pipeline. *INSEAD faculty and research working papers*, 24, 08.
- Strenitzerová, M. & Achimský, K. (2019). Employee satisfaction and loyalty as a part of sustainable human resource management in postal sector. *Sustainability*, 11, 4591.
- Stum, D. L. (2001). Maslow revisited: Building the employee commitment pyramid. *Strategy & Leadership*, 29, 4-9.
- Sumarni, M. (2016). Pengaruh Employee Engagement dan Employee Value Proposition terhadap Kinerja. *Akmenika: Jurnal Akuntansi dan Manajemen*, 13.
- Sumathy, M. & Vijayalakshmi, N. (2013). Labours' job satisfaction in textile and garment industries with special reference to coimbatore and Tirupur. *Asian Journal of Research in Business Economics and Management*, 3, 57-68.
- Sun, G. & Vose, J. (2016). Forest management challenges for sustaining water resources in the Anthropocene. *Forests*, 7, 68.
- Sykes, M. & Heys, A. (Year) Published. Converging configurations: developing a taxonomy of management and human resource practices in Australian and New Zealand accounting firms. Australian and New Zealand Academy of Management Conference (27th: 2013), 2013. Australian and New Zealand Academy of Management, 1-21.

- Szeiner, Z. & Antalík, I. (2023). Slovakia: International Human Resource Management within the European Textile Industry. *The Global Human Resource Management Casebook*. Routledge.
- Taduvana, S., Msosa, S. K. & Chikukwa, T. (2022). Job insecurity, job satisfaction and organisational commitment in turbulent economic times at a textile and clothing manufacturing company. *Quality-Access to Success*, 23.
- Tahir, M. & Anuar, M. B. A. (2016). The determinants of working capital management and firms performance of textile sector in pakistan. *Quality & Quantity*, 50, 605-618.
- Tahir, M. & Mughal, K. (2012). Pakistan Textile Industry and The Neighbouring Countries (A Globalization Effect). *Far East Journal of Psychology and Business*, 8, 66-70.
- Taneja, N., Ray, R., Dayal, I. & Bimal, S. (2017). Emerging Issues in India–Pakistan Trade: An Introduction. *India-Pakistan Trade Normalisation*. Springer.
- Tang, T. L.-P. & Sarsfield-Baldwin, L. J. (1996). Distributive and procedural justice as related to satisfaction and commitment.
- Tanveer, Y., Shaukat, M. Z., Alvi, S. A. & Munir, A. (2011). The Way Human Resource Management (HRM) Practices Effect Employees Performance: A Case of Textile Sector. *International Journal of Economics and Management Sciences*, 1, 112-117.
- Taplin, I. M. (2006). Restructuring and reconfiguration: The EU textile and clothing industry adapts to change. *European Business Review*, 18, 172-186.
- Tarvainen, T. (2019). Employer branding in an HR shared service center.
- Tashakkori, A. & Creswell, J. W. (2008). *Mixed methodology across disciplines*. Sage Publications Sage CA: Los Angeles, CA.
- Tashakkori, A., Teddlie, C. & Teddlie, C. B. (1998). *Mixed methodology: Combining qualitative and quantitative approaches*, Sage.
- Tauseef, S., Lohano, H. D. & Khan, S. A. (2015). Effect of debt financing on corporate financial performance: evidence from textile firms in Pakistan. *Pakistan Business Review*, 903.

- Teo, S. T., Bentley, T. & Nguyen, D. (2020). Psychosocial work environment, work engagement, and employee commitment: A moderated, mediation model. *International Journal of Hospitality Management*, 88, 102415.
- Thanasegaran, G. (2009). Reliability and Validity Issues in Research. *Integration & Dissemination*, 4.
- Theron, P. M. (2015). Coding and data analysis during qualitative empirical research in Practical Theology. *In die Skriflig*, 49, 1-9.
- Thomas, K. W. & Velthouse, B. A. (1990). Cognitive elements of empowerment: An “interpretive” model of intrinsic task motivation. *Academy of management review*, 15, 666-681.
- Torabi, Z., Saeida Ardekani, S. & Hatami Nasab, S. H. (2021). Professional Commitment in the Relationship between Professional Competence and Job Performance in Oil Industry. *Progress in Chemical and Biochemical Research*, 4, 92-108.
- Torras, J. (2014). The old and the new. Marketing networks and textile growth in eighteenth-century Spain. *Markets and Manufacture in Early Industrial Europe (Routledge Revivals)*. Routledge.
- Tufail, M. S., Mahesar, H. A. & Pathan, S. K. (2017). Organizational justice, task and contextual performance: empirical analysis for front line managers. *Grassroots*, 51.
- Uen, J.-F., Chen, S.-Y. & Yang, M.-C. (Year) Published. The power of employee exchange belief: Exploring psychological contract strength. *Academy of Management Proceedings*, 2015. Academy of Management Briarcliff Manor, NY 10510, 11655.
- Ugwu, F. O., Icha-Ituma, A. & Okafor, C. (2017). Role of hope and resilience in emotional job demands-work engagement link: An application of the demand-induced strain compensation model. *Nigerian Journal of Management Research*, 2, 1-24.
- Ukaegbu, C. C. (2000). Working conditions and employee commitment in indigenous private manufacturing firms in Nigeria: managing business organisations for industrial development. *The Journal of Modern African Studies*, 38, 295-324.

- Ullah, H., E Saqib, S. & Usman, H. (2016). The impact of dividend policy on stock price volatility: A Case study of selected firms from textile industry in Pakistan. *International Journal of Academic Research in Economics and Management Sciences*, 5, 1-11.
- Ulrich, D. & Dulebohn, J. H. (2015). Are we there yet? What's next for HR? *Human Resource Management Review*, 25, 188-204.
- Uma, S. & Roger, B. (2003). Research methods for business: A skill building approach. *book*.
- Usman Ahmad, M., Qaiser Danish, R., Fawad Ali, H., Shahid, R. & Nadeem, K. (2019). Impact of training and supervisor support on organizational commitment with mediating role of job satisfaction. *European Online Journal of Natural and Social Sciences: Proceedings*, 8, pp. 25-33.
- Van Der Heijden, B. I., Notelaers, G., Peters, P., Stoffers, J. M., De Lange, A. H., Froehlich, D. E. & Van Der Heijde, C. M. (2018). Development and validation of the short-form employability five-factor instrument. *Journal of Vocational Behavior*, 106, 236-248.
- Varshney, D. (2020). Employees' job involvement and satisfaction in a learning organization: A study in India's manufacturing sector. *Global Business and Organizational Excellence*, 39, 51-61.
- Vlachos, I. P. (2009). The effects of human resource practices on firm growth. *International Journal of Business Science and Applied Management*, 4, 17-34.
- Wadho, W., Goedhuys, M. & Chaudhry, A. (2019). Young innovative companies and employment creation, evidence from the Pakistani textiles sector. *World Development*, 117, 139-152.
- Wagan, S. M. (2015). Export boost of Textile Industry of Pakistan by availing EU's GSP Plus. *Journal of Economics library*, 1, 18-27.
- Wajidi, A., Askari, M. I., Amen, U. & Sumayya, U. (2022). Examining the Direct and Mediating Effect of Organizational Commitment and Work Environment in the Textile Sector of Pakistan.
- Walumbwa, F. O., Cropanzano, R. & Goldman, B. M. (2011). How leader-member exchange influences effective work behaviors: Social exchange and internal-external efficacy perspectives. *Personnel Psychology*, 64, 739-770.

- Watson, J. C. (2017). Establishing evidence for internal structure using exploratory factor analysis. *Measurement and Evaluation in Counseling and Development*, 50, 232-238.
- Watts, S. H., Promes, S. B. & Hockberger, R. (2012). The Society for Academic Emergency Medicine and Association of Academic Chairs in Emergency Medicine 2009–2010 emergency medicine faculty salary and benefits survey. *Academic Emergency Medicine*, 19, 852-860.
- Wei, Y., Nan, H. & Wei, G. (2020). The impact of employee welfare on innovation performance: Evidence from China's manufacturing corporations. *International Journal of Production Economics*, 228, 107753.
- Wells, W. D. (1993). Discovery-oriented consumer research. *Journal of consumer research*, 19, 489-504.
- Weng, Q., Mcelroy, J. C., Morrow, P. C. & Liu, R. (2010). The relationship between career growth and organizational commitment. *Journal of Vocational Behavior*, 77, 391-400.
- Wetzels, M., Odekerken-Schröder, G. & Van Oppen, C. (2009). Using PLS path modeling for assessing hierarchical construct models: Guidelines and empirical illustration. *MIS quarterly*, 177-195.
- Whitener, E. M. (2001). Do “high commitment” human resource practices affect employee commitment? A cross-level analysis using hierarchical linear modeling. *Journal of management*, 27, 515-535.
- Wilson, J. P. (2005). *Human resource development: learning & training for individuals & organizations*, Kogan Page Publishers.
- Wöhrmann, A. M., Dilchert, N. & Michel, A. (2021). Working time flexibility and work-life balance. *Zeitschrift für Arbeitswissenschaft*, 75, 74-85.
- Wood, J., Oh, J., Park, J. & Kim, W. (2020). The relationship between work engagement and work–life balance in organizations: A review of the empirical research. *Human Resource Development Review*, 19, 240-262.
- Wu, Y.-T. (2011). *Process of organizational commitment, job satisfaction and turnover intention of Taiwanese SMEs*, University of Maryland University College.

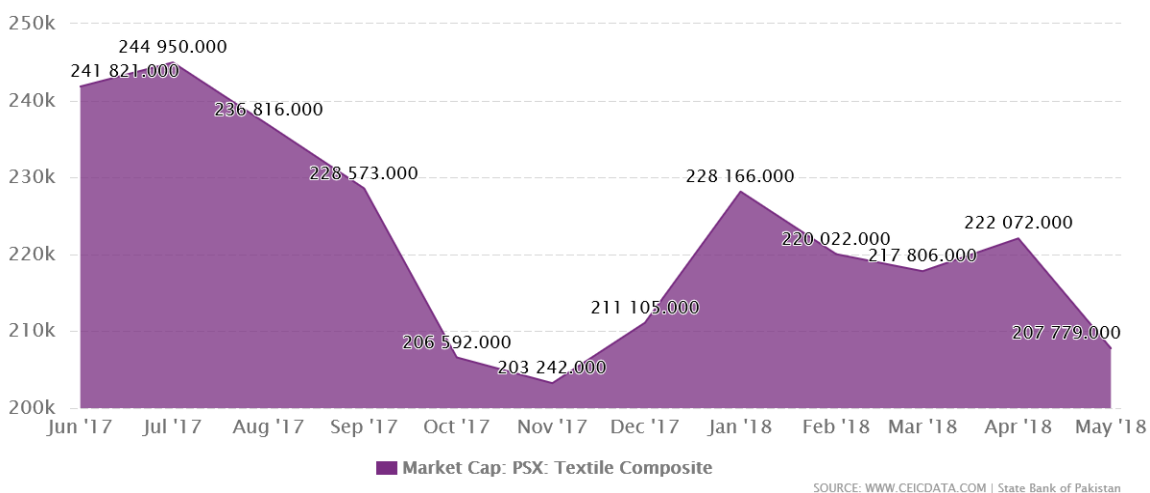
- Wyatt, T. A. (1996). Stress management programmes in Singapore: An exploratory study. *Asia Pacific Journal of Management*, 13, 77-99.
- Yang, J. & Yu, C.-S. (Year) Published. Exploring Work Value Congruence and Employee Outcomes from a Social Exchange Perspective. *Academy of Management Proceedings*, 2018. Academy of Management Briarcliff Manor, NY 10510, 10770.
- Yang, Y. & Zhong, C. (1998). China's textile and clothing exports in a changing world economy. *The Developing Economies*, 36, 19-22.
- Yoon, H. J., Chang, Y.-L., Sadique, F. & Al Balushi, I. (2020). Mechanisms for Employees to Reach a Hopeful Career State in Covid-19: A Systems Perspective.
- Yoon, H. J., Chang, Y.-L., Sadique, F. & Al Balushi, I. (2021). Mechanisms for Hopeful Employee Career Development in COVID-19: A Hope-Action Theory Perspective. *Advances in Developing Human Resources*, 23, 203-221.
- Yousef, D. A. (1998). Satisfaction with job security as a predictor of organizational commitment and job performance in a multicultural environment. *International journal of Manpower*.
- Youssef-Morgan, C. M. & Luthans, F. (2013). Psychological capital theory: Toward a positive holistic model. *Advances in positive organizational psychology*. Emerald Group Publishing Limited.
- Youssef, C. M. & Luthans, F. (2012). Psychological capital. *The Oxford handbook of positive organizational scholarship*.
- Yu, M.-C. (2007). The Moderating Effects of Personal Stress Management on Job Stress, Adjustment, and Job Attitude: Taiwanese Expatriates. *中山管理評論*, 15, 11-37.
- Zeng, L., Zhang, M. & Zhang, Q. (Year) Published. Research on Network Orientation of Entrepreneurs under the Background of "Internet+". 2018 2nd International Conference on Management, Education and Social Science (ICMESS 2018), 2018. Atlantis Press, 1034-1039.
- Zhang, Y.-J. & Da, Y.-B. (2015). The decomposition of energy-related carbon emission and its decoupling with economic growth in China. *Renewable and Sustainable Energy Reviews*, 41, 1255-1266.

- Zhao, L. & Detlor, B. (2021). Towards a contingency model of knowledge sharing: interaction between social capital and social exchange theories. *Knowledge Management Research & Practice*, 1-13.
- Zimmerman, M. A. (1995). Psychological empowerment: Issues and illustrations. *American journal of community psychology*, 23, 581-599.

APPENDIXES:

7.1 Support Tables and Graphs:

Table: 1.2.1 A-II



(Pakistan Stock Exchange; Textile Composite records summary by a CEIC - USA Govt. Data Analyst)

Table: 1.2.1 B**Table 2.2: Share in Area under Major Kharif Crops in the Dominant Cotton Districts of Punjab***

percent

| | Cotton | Sugarcane | Rice | Maize |
|------|---------------|------------------|-------------|--------------|
| FY13 | 76.5 | 10.1 | 7.8 | 5.6 |
| FY14 | 72.6 | 11.1 | 9.5 | 6.8 |
| FY15 | 70.0 | 9.6 | 10.5 | 9.9 |
| FY16 | 70.2 | 10.5 | 10.8 | 8.5 |
| FY17 | 64.9 | 13.7 | 13.0 | 8.4 |
| FY18 | 68.3 | 14.5 | 12.0 | 5.2 |

Data Source: Provincial Crop Reporting Centres

*Districts include: Bahawalpur, Rahimyar Khan, Bahawalnagar, Vehari, Lodhran, Khanewal, Rajanpur, Multan, MuzaffarGarh, D.G.Khan, Sahiwal.

(The Crop Production Data as per the State Bank of Pakistan Annual Report, 2018)

Table 1.2.1 C

| Table 2.1: GDP and its Components | | | |
|---|-------------------------|-------------------------|-------------------------|
| growth in percent | | | |
| | FY19^R | FY20^T | FY20^P |
| Agriculture | 0.6 | 3.5 | 2.7 |
| Important crops | -7.7 | 4.6 | 2.9 |
| Livestock | 3.8 | 3.7 | 2.6 |
| Industry | -2.3 | 2.3 | -2.6 |
| Mining and quarrying | -3.2 | 2.0 | -8.8 |
| LSM | -2.6 | 1.3 | -7.8 |
| Electricity gen. & dist. | 14.5 | 1.5 | 17.7 |
| Construction | -16.8 | 1.5 | 8.1 |
| Services | 3.8 | 4.8 | -0.6 |
| Wholesale and retail trade | 1.1 | 3.9 | -3.4 |
| Transport, storage & com. | 4.6 | 3.5 | -7.1 |
| Finance & insurance | 5.0 | 6.5 | 0.8 |
| General gov. services | 5.2 | 5.7 | 3.9 |
| GDP | 1.9 | 4.0 | -0.4 |
| <i>Memorandum item</i> | | | |
| Investment-GDP ratio | 15.6 | 15.8 | 15.4 |
| Data source: Pakistan Bureau of Statistics, the Planning Commission of Pakistan | | | |

Table 1.2.1 D

Table 2.3: LSM Growth
percent

| | wt. | Q1 | | Q2 | | Q3 | | Jul-Mar | |
|-----------------------|------|------|-------|-------|-------|-------|-------|---------|-------|
| | | FY19 | FY20 | FY19 | FY20 | FY19 | FY20 | FY19 | FY20 |
| LSM | 70.3 | -0.5 | -5.7 | -2.9 | 0.0 | -4.8 | -9.7 | -2.9 | -5.4 |
| Textile | 20.9 | -0.2 | 0.2 | -0.3 | 0.5 | -0.1 | -8.4 | -0.2 | -2.6 |
| Cotton yarn | 13 | 0.0 | 0.2 | 0.0 | 0.0 | 0.0 | -9.0 | 0.0 | -3.0 |
| Cotton cloth | 7.2 | 0.1 | 0.1 | 0.2 | 0.3 | 0.0 | -8.8 | 0.1 | -2.8 |
| Jute goods | 0.3 | -8.1 | -14.8 | -8.0 | 3.5 | -24.8 | 37.6 | -14.1 | 8.2 |
| Food | 12.4 | 1.9 | -8.8 | -7.6 | 15.4 | -4.7 | -7.8 | -4.1 | -2.3 |
| Sugar* | 3.5 | - | - | -37.2 | 97.1 | -8.9 | -14.3 | -13.3 | -1.7 |
| Cigarettes | 2.1 | 4.4 | -34.5 | 9.1 | -24.3 | 8.0 | -35.2 | 7.2 | -31.5 |
| Vegetable ghee | 1.1 | 4.1 | 2.0 | -0.7 | 8.3 | 1.8 | 6.4 | 1.7 | 5.5 |
| Cooking oil | 2.2 | 6.9 | 0.2 | -3.8 | 13.9 | 3.9 | 14.0 | 2.2 | 9.4 |
| Soft drinks | 0.9 | -6.7 | -13.5 | 8.1 | -9.5 | -4.4 | -11.4 | -2.4 | -11.8 |
| POL | 5.5 | -5.4 | -14.5 | -4.4 | -5.9 | -8.1 | -31.8 | -6.0 | -17.5 |
| Steel | 5.4 | -2.9 | -17.0 | -12.4 | -6.8 | -18.0 | 2.0 | -11.0 | -8.0 |
| Non-metallic minerals | 5.4 | 0.1 | -0.9 | -2.3 | 6.3 | -11.7 | -0.4 | -4.9 | 1.8 |
| Cement | 5.3 | 0.1 | -1.4 | -3.0 | 6.3 | -12.4 | -0.1 | -5.4 | 1.7 |
| Automobile | 4.6 | -1.2 | -33.8 | -6.4 | -39.0 | -14.6 | -36.9 | -7.6 | -36.5 |
| Jeeps and cars | 2.8 | 4.7 | -38.6 | -0.2 | -54.6 | -4.5 | -50.4 | -0.1 | -47.7 |
| Fertilizer | 4.4 | -4.8 | 15.9 | 19.2 | -5.1 | 0.2 | 7.9 | 4.5 | 5.8 |
| Pharmaceutical | 3.6 | -4.8 | -11.9 | -14.6 | -0.7 | -5.1 | -3.9 | -8.4 | -5.4 |
| Paper | 2.3 | 3.9 | -1.3 | -7.5 | 16.0 | -3.3 | -1.4 | -2.5 | 4.2 |
| Electronics | 2 | 16.9 | 11.0 | 23.1 | -6.1 | 14.3 | -36.8 | 17.7 | -13.5 |
| Chemicals | 1.7 | -6.7 | -8.9 | 0.3 | -0.4 | -4.8 | 2.6 | -3.8 | -2.3 |
| Caustic soda | 0.4 | 17.2 | -21.4 | -5.3 | -7.4 | -20.9 | -4.5 | -4.7 | -11.5 |
| Leather products | 0.9 | 0.5 | 6.3 | -4.1 | 16.0 | 8.2 | -6.5 | 1.5 | 5.0 |

*Sugar production is seasonal. No production takes place in Q1 and hence no growth. Activity usually starts during Q2.
Data source: Pakistan Bureau of Statistics

Graph 1.2.1 E

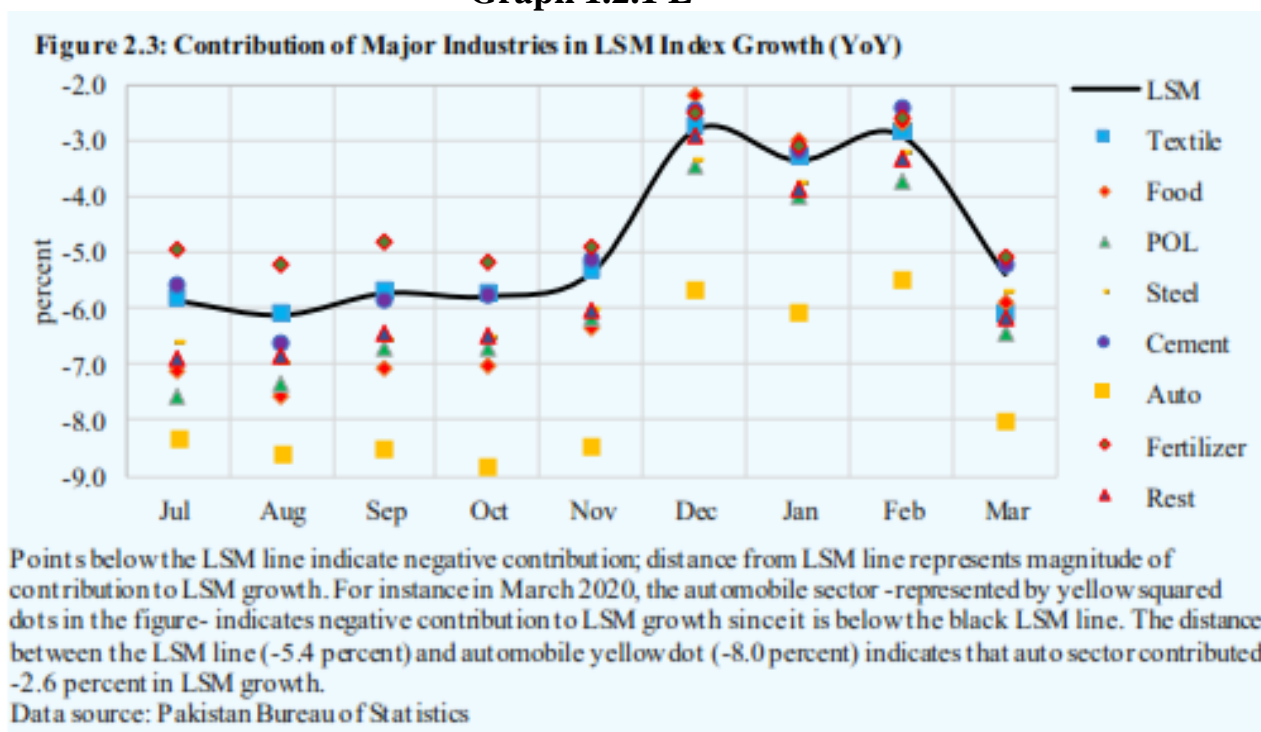


Table 1.2.1 F

Sector-wise Net FDI inflow in H1 **Table 5.4**
million US\$

| | FY20 | FY21 | Change |
|--------------------|----------------|--------------|---------------|
| Food | 13.2 | 8.7 | -4.5 |
| Textiles | 26.5 | 7.1 | -19.5 |
| Chemicals | -7.4 | 9.2 | 16.6 |
| Oil & Gas | 141.5 | 127.6 | -18.5 |
| Explorations | | | |
| Pharmaceuticals | 25.2 | 10.9 | -14.0 |
| Electrical | 117.8 | 60.2 | -57.6 |
| Machinery | | | |
| Electronics | -13.9 | -6.2 | 7.7 |
| Transport | 48.3 | 14.3 | -34.0 |
| Equipment | | | |
| Power | 262.2 | 497.1 | 234.9 |
| Communications | 432.1 | -41.5 | -473.5 |
| Financial Business | 162.1 | 127.4 | -34.7 |
| Others | 162.8 | 124.6 | -38.2 |
| Total | 1,372.1 | 879.7 | -492.5 |

Source: State Bank of Pakistan

Table 1.2.1 G

Loans to Private Sector Businesses (H1)
(flow in billion Rupees)

Table 3.3

| | Total Loans* | | Working Capital** | | Fixed Investment | |
|------------------------------------|--------------|--------------|-------------------|-------------|------------------|--------------|
| | FY20 | FY21 | FY20 | FY21 | FY20 | FY21 |
| Private Sector Businesses | 111.9 | 219.5 | 112.8 | 79.4 | -0.8 | 110.0 |
| o/w: EFS | 42.5 | 78.2 | 42.5 | 78.2 | - | - |
| LTFF (incl. TERF) | 21.6 | 72.9 | - | - | 21.6 | 72.9 |
| Manufacturing | 122.7 | 83.7 | 107.5 | 14.9 | 15.1 | 67.6 |
| Rice processing | 26.6 | 57.2 | 26.1 | 55.8 | 0.6 | 1.3 |
| Fertilizers | -0.1 | 23.3 | -0.7 | 24.5 | 0.6 | 3.2 |
| Refined petroleum | -14.2 | 18.4 | -14.3 | 17.7 | 0.1 | 1.3 |
| Textile | 112.4 | 35.4 | 96.1 | 11.1 | 16.3 | 23.8 |
| Basic iron and steel | 10.4 | 15.3 | 3.0 | 9.5 | 7.4 | 5.8 |
| Cement, lime and plaster | 10.2 | -0.6 | 12.8 | -4.1 | -2.6 | 3.5 |
| Paper & paper products | -6.5 | -3.4 | -4.5 | -5.5 | -2.0 | 3.7 |
| Vegetable and animal oils and fats | -10.3 | -10.3 | -10.7 | -13.0 | 0.4 | 2.7 |
| Motor vehicles | 38.4 | -17.4 | 36.2 | -19.6 | 2.2 | 2.2 |
| Sugar | -45.6 | -46.0 | -41.5 | -54.0 | -4.1 | 8.1 |
| Power gen., trans., and dist. | 21.6 | 40.4 | 23.8 | -4.7 | -2.2 | 45.2 |
| Wholesale and retail trade | -38.8 | 25.2 | -28.1 | 19.0 | -10.7 | 5.8 |
| Mining and quarrying | 1.2 | -3.4 | -2.3 | -7.3 | 3.4 | 3.9 |
| Transportation and storage | 17.2 | 0.2 | 21.9 | -0.3 | -4.7 | 0.5 |
| Agriculture, forestry and fishing | 4.8 | 11.5 | 5.2 | 13.7 | -0.4 | -2.2 |
| Telecommunications | 13.1 | 5.1 | -2.9 | 10.0 | 15.9 | -4.9 |
| Real estate activities | 5.2 | -3.6 | 5.1 | -1.5 | 0.0 | -6.0 |
| Construction | -26.1 | 13.4 | -19.2 | 3.5 | -6.9 | -9.7 |

*Total loans in H1-FY21 include Rs 30.0 billion in construction financing after the revision in data on credit/loans from June 2020 onwards due to the inter-sectoral adjustment in private sector business. See IH&SMEFD Circular Letter No. 28 of 2020 for details. **Working capital includes trade financing

Source: State Bank of Pakistan

7.2 Questionnaires:

7.2.1 Psychological Capital Questionnaire (PCQ) by Fred Luthan:

Self-Rater Form

Instructions: Below are statements that describe how you may think about yourself right now. Use the following scale to indicate your level of agreement or disagreement with each statement.

By Fred Luthans, Bruce J. Avolio, and James B. Avey (2007) - 2752 citations

(Luthans et al., 2007a)

Strongly Disagree - Disagree - Somewhat Disagree - Somewhat Agree - Agree - Strongly Agree

1. I feel confident analyzing a long-term problem to find a solution.
2. I feel confident in representing my work area in meetings with management.
3. I feel confident contributing to discussions about the organization's strategy.
4. I feel confident helping to set targets/goals in my work area.
5. I feel confident contacting people outside the organization (e.g., suppliers, customers) to discuss problems.
6. I feel confident presenting information to a group of colleagues.
7. If I should find myself in a jam at work, I could think of many ways to get out of it.

8. At the present time, I am energetically pursuing my work goals.
9. There are lots of ways around any problem.
10. Right now I see myself as being pretty successful at work.
11. I can think of many ways to reach my current work goals.
12. At this time, I am meeting the work goals that I have set for myself.
13. When I have a setback at work, I have trouble recovering from it, moving on.
14. I usually manage difficulties one way or another at work.
15. I can be “on my own,” so to speak, at work if I have to.
16. I usually take stressful things at work in stride.
17. I can get through difficult times at work because I’ve experienced difficulty before.
18. I feel I can handle many things at a time at this job.
19. When things are uncertain for me at work, I usually expect the best.
20. If something can go wrong for me work-wise, it will.
21. I always look on the bright side of things regarding my job.
22. I’m optimistic about what will happen to me in the future as it pertains to work.
23. In this job, things never work out the way I want them to.
24. I approach this job as if “every cloud has a silver lining.”

7.2.2 Psychological Capital Questionnaire (PCQ) by Djourova:

(Shorter version)

(Djourova et al., 2019)

Psychological Capital

- 1- I feel confident in representing my work area in meetings 1 2 3 4 5
SE with management میں کسی بھی پرانے مسئلے کا تجزیہ کر سکتا ہوں
- 2 I feel confident contributing to discussions about the company's strategy. 1 2 3 4 5
میں کمپنی کی حکمت عملی کے بارے میں گفتگو کرنے کی اہلیت رکھتا ہوں
- 3 I feel confident presenting information to a group of colleagues. 1 2 3 4 5
میں کمپنی سے باہر کے لوگوں سے بات کر سکتا ہوں SE
- 4-R I can be "on my own" so to speak at work if I have to. 1 2 3 4 5
اگر میں اپنے کام میں کسی مشکل میں پھنس جاؤں تو اس مشکل سے نکلنے کے لیے کئی طریقے استعمال کر سکتا ہوں
- 5 I usually take stressful things at work in stride 1 2 3 4 5
آجکل میں پوری توانائی کے ساتھ اپنے مقاصد کے حصول کے لیے کوشاں ہوں
- 6 I can get through difficult times at work because, I've experienced difficulty before 1 2 3 4 5

کسی بھی مسئلے کو حل کرنے کے لئے بہت سے طریقے ہوتے ہیں

7 - Right now I see myself as being pretty successful at work. 1 2 3 4 5

H

میں اس وقت اپنے شعبے میں خود کو کامیاب تصور کرتا ہوں

8 I can think of many ways to reach my current work goals 1 2 3 4 5

میں عموماً کام سے متعلق مشکلات کا سامنا کا کوئی نا کوئی حل نکال لیتا ہوں

9 At this time, I am meeting the work goals that I have set for myself 1 2 3 4 5

میرا خیال ہے میں ایک وقت میں کئی کام کر سکتا ہوں

10- When things are uncertain for me at work, I usually expect the best 1 2 3 4 5

O

کام پر غیر یقینی حالات میں بھی پر امن رہتا ہوں

11 I always look on the bright side of things regarding my job. 1 2 3 4 5

میں ہمیشہ اپنے کام سے متعلق مثبت سوچ رکھتا ہوں

12 I'm optimistic about what will happen to me in the future as it pertains to work. 1 2 3 4 5

میں کام سے متعلق اپنے مستقبل کے بارے میں پر امن رہتا ہوں

7.2.3 Allen and Meyer's Organizational Commitment Questionnaire:

An eighteen-item scale which is designed by Meyer and Allen (1993)

There are three subscales which are affective, normative and continuance commitment.

All of these subscales are measured from "strongly disagree" to "strongly agree"

7185 citations

(Meyer et al., 1993)

Affective Commitment Scale Items

1. I would be very happy to spend the rest of my career in this organization.
2. I really feel as if this organization's problems are my own.
3. I do not feel like 'part of my family' at this organization.
4. I do not feel 'emotionally attached' to this organization.
5. This organization has a great deal of personal meaning for me
6. I do not feel a strong sense of belonging to this organization.

Continuance Commitment Scale Items

7. It would be very hard for me to leave my job at this Organization right now even if I wanted to.
8. Too much of my life would be disrupted if I leave my organization.
9. Right now, staying with my job at this organization is a matter of necessity as much as desire
10. I believe I have too few options to consider leaving this organization
11. One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.
12. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice

Normative Commitment Scale Items

13. I do not feel any obligation to remain with my organization.
14. Even if it were to my advantage, I do not feel it would be right to leave
15. I would feel guilty if I left this organization now.
16. This organization deserves my loyalty.
17. I would not leave my organization right now because of my sense of obligation to it.
18. I owe a great deal to this organization.

7.2.4 Psychological Empowerment in the workplace Questionnaire by Spreitzer, G. M. (1995): (Spreitzer, 1995)

Spreitzer, G. M. (1995) Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of Management Journal*, 38(5), 1442-1465. © 1995 by Academy of Management.

Responses are obtained on a 7-point Likert-type scale where

1 = strongly disagree and 7 = strongly agree.

Meaning items:

1. The work I do is very important to me
2. My job activities are personally meaningful to me
3. The work I do is meaningful to me

Competence items:

1. I am confident about my ability to do my job
2. I am self-assured about my capabilities to perform my work activities
3. I have mastered the skills necessary for my job

Self-determination items:

1. I have significant autonomy in determining how I do my job
2. I can decide on my own how to go about doing my work
3. I have considerable opportunity for independence and freedom in how I do my job

Impact items:

1. My impact on what happens in my department is large
2. I have a great deal of control over what happens in my department
3. I have significant influence over what happens in my department

7.2.5 Employee Value Proposition Questionnaire by Jaco Parreira:

Firstly Please rate the following on a scale of 1 to 5, where 1 = not at all important and 5 = very important. Secondly please answer YES or NO if you think since joining SAB the Company has been delivering on the respective attribute mentioned.

(this scale was made by Jaco Parreira in 2007)

Your Personal view .

NOT IMPORTANT AT ALL

NOT VERY IMPORTANT

SOMEWHAT IMPORTANT

IMPORTANT

VERY IMPORTANT

EXTREMELY IMPORTANT

REWARDS

- 1. The competitiveness of the job's financial compensation package**
- 2. The comprehensiveness of the organisation 's retirement benefits**

- 3. The comprehensiveness of the organisation 's health benefits**
- 4. The amount of holiday/vacation time that employees earn annually**

CAREER OPPORTUNITY

- 5. The developmental/ educational opportunities provided by the job and organisation**
- 6. The future career opportunities provided by organisation**
- 7. The growth rate of the organisation 's business**
- 8. Whether or not employees are rewarded and promoted based on their achievements**
- 9. The level of stability of the organisation and the job**

THE ORGANISATION

10. The organisation 's level of commitment to hiring a diverse workforce
11. The level of involvement employees have in decisions that affect their job and career
12. The organisation 's level of commitment to environmental health and sustainability
13. The organisation 's commitment to ethics and integrity
14. Whether or not the organisation 's reputation as an employer has been rated by a third party organisation
15. The desirability of the organisation 's industry to me

16. Whether the work environment is formal or informal
17. The competitive position the organisation holds in their markets
18. The level of awareness in the marketplace for the organisation 's brand(s)
19. The organisation 's product or service quality reputation
20. The degree of respect that the organisation shows employees
21. The amount of risk that the organisation encourages employees to take
22. The size of the organisation 's workforce
23. The organisation 's level of commitment to social responsibility
24. The extent to which the organisation invests in modern technology and equipment
25. The reputation of the clients and customers served in performing the job

THE WORK

- 26. The amount of out-of-town business travel required by the job**
- 27. The opportunity provided by the job to work on innovative, 'leading edge' projects**
- 28. The level of impact the job has on business outcomes - your impact on Company Results**
- 29. The location of the jobs the organisation offers**
- 30. Whether or not the organisation 's reputation as an employer has been rated by a third party organisation**

31. The extent to which the job allows you to balance your work and your other interests

32. Whether the job responsibilities match your interests

THE PEOPLE

33. Whether working for the organisation provides opportunities to socialize with other employees

34. Whether the work environment is team-oriented and collaborative

35. The quality of the co-workers in the organisation

36. The quality of the organisation 's managers

37. The organisation 's reputation for managing people

38. The quality of the organization's senior leadership

7.2.6 Employee Value Proposition Questionnaire by Andrew Heys:

Author: Andrew Heys 2013

High-Performance Human Resource Activities, Practices, Citizenship Behavior, and Organizational Performance: A RELATIONAL PERSPECTIVE, LI-YUN SUN, SAMUEL ARYEE, KENNETH S. LAW, *Academy of Management Journal* 2007, Vol. 50, No. 3, 558–577.

(Sykes and Heys, 2013)

Questions

- Employees have few opportunities for upward mobility.
- Employees do not have any future in this organization.
- Promotion in this organization is based on seniority.
- Employees have clear career paths in this organization.
- Employees in customer contact jobs who desire promotion have more than one potential position they could be promoted to.

| | | | | | |
|--|---|---|---|---|---|
| To differentiate ourselves in the employment market, we have developed compelling reasons to join our firm | 1 | 2 | 3 | 4 | 5 |
| We have deliberately developed a coherent set of HR policies designed to attract talent to our firm | 1 | 2 | 3 | 4 | 5 |
| We actively seek opportunities to promote ourselves as an Employer of Choice | 1 | 2 | 3 | 4 | 5 |

7.2.7 Pay Satisfaction Questionnaire by Spector :

(Spector, 1997)

Pay satisfaction items:

1. I feel I am being paid a fair amount for the work I do
2. Raises are too few and far between (R)
3. I am unappreciated by the organization when I think about what they pay me (R)
4. I feel satisfied with my chances for salary increase

7.2.8 Benefits Satisfaction Questionnaire by Spector:

(Spector, 1997)

Benefits Satisfaction items are:

1. I am satisfied with the benefits I receive
2. The benefits we receive are as good as most other organizations offer
3. The benefit package we have is equitable
4. We Have all kinds of benefits

7.2.9 Work Satisfaction Questionnaire by Spector:

(Spector, 1997)

Work itself satisfaction items:

1. I sometimes feel my job is meaningless (R)
2. I like doing the things I do at work
3. I feel a sense of pride in doing my job
4. My job is enjoyable

7.2.10 Career satisfaction Questionnaire by Greenhaus, Parasuraman, and

Wormley:

Read each of the following statements and indicate how strongly you understand the term “Career satisfaction”

Greenhaus, Parasuraman, and Wormley (1990) (Greenhaus et al., 1990, Fields, 2002)

I am Satisfied with -----

1. I am satisfied with the success I have achieved in my career
2. I am satisfied with the progress I have made toward meeting my overall career goals
3. I am satisfied with the progress I have made toward meeting my goals for income
4. I am satisfied with the progress I have made toward meeting my goals for advancement
5. I am satisfied with the progress I have made toward meeting my goals for the development of new skills

7.2.11 Affiliative Citizenship Behavior

Items for Affiliate behavior are given below:(McAllister, 1995)

1. I take time to listen to this person's problems and worries.
2. I have taken a personal interest in this individual.
3. I frequently do extra things I know I won't be rewarded for, but which make my cooperative efforts with this person more productive.
4. I pass on new information that might be useful to this person.
5. I willingly help this individual, even at some cost to personal productivity.
6. When making decisions at work that affect this individual, I try to take his/her needs and feelings into account.
7. I try not to make things more difficult for this person by my careless actions.

7.2.12 Satisfaction With Work Schedule Flexibility

Satisfaction With Work Schedule Flexibility

Description This measure, developed by Rothausen (1994), uses a five-item scale to measure employee satisfaction with work schedule flexibility. It measures the extent to which an employee feels he or she has flexibility in scheduling work, in doing part-time or flextime work, and in balancing work and family responsibilities

(Rothausen, 1994)

1. The extent to which management accommodates family responsibility needs without any negative consequences
2. The opportunity to perform your job well and yet be able to perform home-related duties adequately
3. The ease of getting time off for family as needed
4. The opportunity to do part-time or flextime work without being penalized
5. The amount of flexibility in work scheduling

7.2.13 Job Security

Job security

was measured using the Job Insecurity Scale (JIS), a scale of four items originally developed by De Witte (2000). (De Witte, 2000)

1. Chances are, I will soon lose my job.
2. I am sure I can keep my job.
3. I feel insecure about the future of my job.
4. I think I might lose my job in the near future.

7.2.14 Procedural Justice in Performance Appraisal

Procedural Justice in Performance Appraisal

This measure, developed by Dulebohn and Ferris (1999), uses six items to assess the fairness of the procedures and processes used for performance evaluation. (Dulebohn and Ferris, 1999)

Responses are obtained using
a 4-point Likert-type scale where 1 = *strongly disagree* and 4 = *strongly agree*.

1. The supervisor considered the important aspects of your work when rating you
 2. The supervisor rated you on how well you did your job, not on his/ her personal opinion of you
 3. The supervisor treated you with consideration when giving you your performance appraisal results
 4. The supervisor that evaluated you showed concern for your rights as an employee
- Responses to the following items are obtained with separate 4-point response scales
Where 1 = *not at all* and 4 = *very much*.
5. Overall, how hard did the supervisor who rated your performance try to be fair to you?
 6. Overall, how fairly were you treated by the supervisor who rated your performance?

7.3 Other Support Screenshots:

The screenshot shows a Gmail inbox on a Windows desktop. The browser address bar shows the URL: `mail.google.com/mail/u/2/#search/andrew.heys%40mq.edu.au/KtbxLvHPwWkgZpwwBQtVBcsQQxsFgbnwDB`. The search bar contains `andrew.heys@mq.edu.au`. The email list shows one email from Muhammad Usman Mumtaz, dated Mon, Apr 1, 11:56 PM. The email content is as follows:

Request for Employee value proposition Scale Inbox x

Muhammad Usman Mumtaz Mon, Apr 1, 11:56 PM ☆

Respected Sir, I have been reading your research and it has been a real enlightening for me to understand employee value proposition. I am really excited to ...

Andrew Heys <andrew.heys@mq.edu.au> Tue, Apr 2, 3:47 AM ☆ ↶ ⋮

to me ▾

Hi Muhammad,

Thanks for your query. My scale is a 3 item likert scale – developed from my qualitative research. In the first survey it was used in it had a cronbach's alpha of .74 – see attached for the items

In the attached I have also included another scale around internal upward mobility. You might find this useful when you do your survey. I would also suggest you look at the book 'Taking the Measure of Work' – it has a lot of good HR related scales in there which are all strongly validated.

Can you give me some more information about how you know my scale is highly cited? I don't have that information and it would be good to know who else has used this research instrument.

Good luck with your research.

Rest wishes.

The Windows taskbar at the bottom shows the search bar with 'Type here to search', several application icons, and the system tray with the date and time: 10:23 PM 9/4/2019.

The screenshot displays a Gmail interface in a web browser. The address bar shows the URL: [mail.google.com/mail/u/2/#search/andrew.heys%40mq.edu.au/KtbxLvHPwWkgZpwwBQtVBcsQQXsFgbnwDB](mailto:andrew.heys@mq.edu.au). The search bar contains the email address **andrew.heys@mq.edu.au**. The left sidebar shows the following folders: **Compose**, **Inbox** (267), **Starred**, **Snoozed**, **Sent**, and **Drafts** (3). A contact for **Muhammad Usi** is visible. The main email content is as follows:

Good luck with your research.

Best wishes
Andrew

Andrew Heys (PhD)
Director, International Engagement
Faculty of Business and Economics, Macquarie University
(Senior Lecturer, Department of Management)
andrew.heys@mq.edu.au | P: +61 2 9850 9024 | M: +61 404869960
Room 240, 3 Management Drive, Macquarie University NSW 2109 Australia

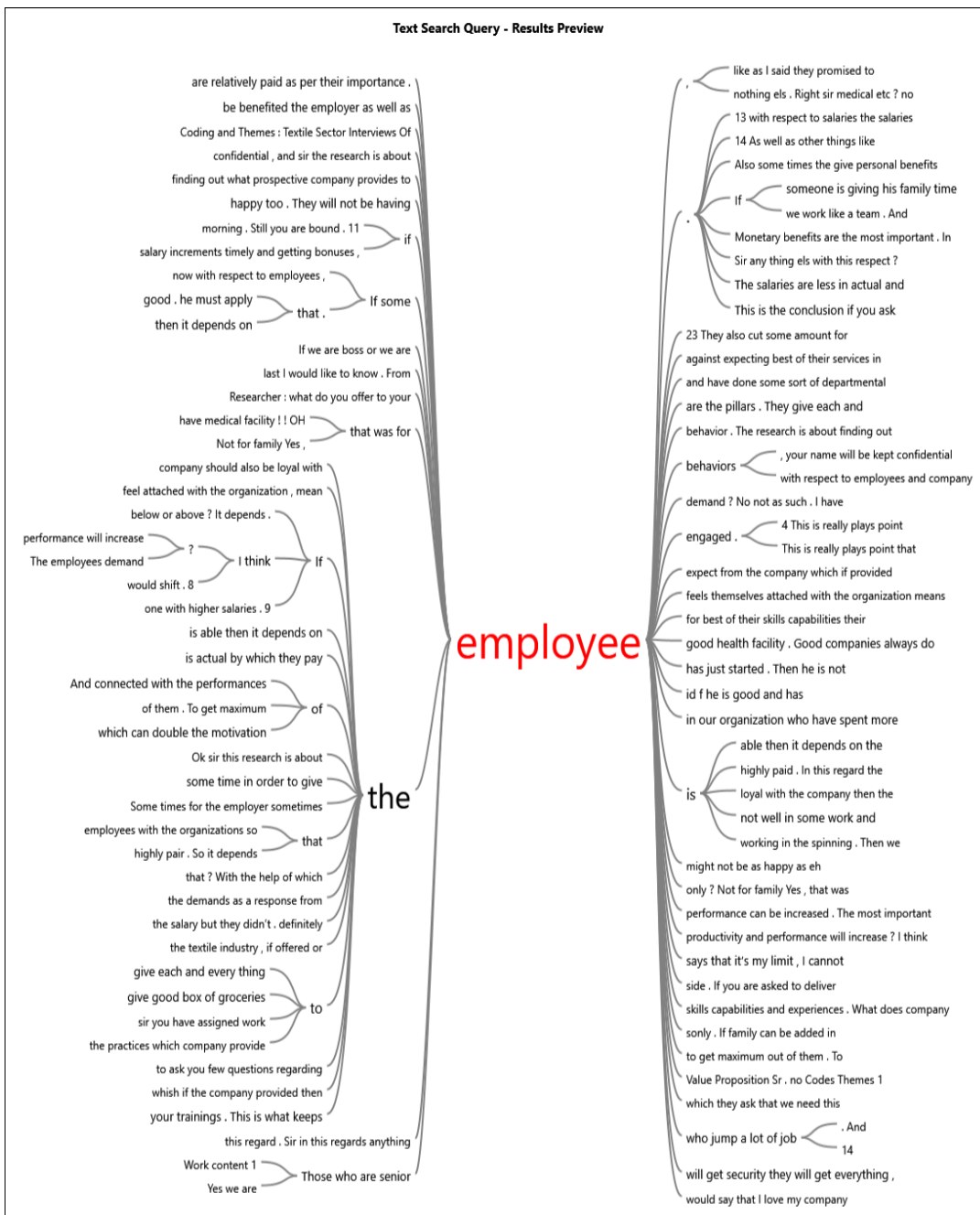
Below the text is a logo for **MACQUARIE University**. A partially visible PDF document titled "Employee Value Pr..." is shown at the bottom of the email content.

The Windows taskbar at the bottom indicates the time is 10:25 PM on 9/4/2019. Open applications include a search bar, file explorer, and several browser windows.

The screenshot displays a Gmail interface with the following elements:

- Browser Tabs:** Multiple tabs are open, including 'Inbox (906)', 'Search resu...', 'Request for...', 'University c...', 'Umt.Jobs -', '*employee', '101_ANZAM', 'journal_layc', 'b8aaf0af1c', and '+'. The active tab is 'mail.google.com/mail/u/2/#search/andrew.heys%40mq.edu.au/KtbxLvHPwWKgZpwwBQtVBcsQQXsFgbnwDB'.
- Gmail Header:** Shows the Gmail logo, a search bar with 'andrew.heys@mq.edu.au', and a profile icon.
- Left Sidebar:** Contains navigation options: 'Compose', 'Inbox (267)', 'Starred', 'Snoozed', 'Sent', 'Drafts (3)', and a contact for 'Muhammad Usman'.
- Selected Email:**
 - From:** Muhammad Usman Muntaz <mu.muntaz@ucp.edu.pk> to Andrew
 - Date:** Apr 3, 2019, 4:49 PM
 - Content:** "I am really happy to read from you. can you help me find a quantitative scale for measuring employee value proposition? (used for employer branding) it would be a big favour."
- Taskbar:** Shows the Windows taskbar with a search bar, several application icons, and a system tray displaying the time '10:34 PM' and date '9/4/2019'.

7.4 Figure 5.2.3a: Word Tree:



7.5 Figure 5.2.4a: Word Cloud



7.6 5.3b. Questionnaire – Content Validation Sheet

Title of the Research: **Predicting Employee Commitment with Distinct Employee Value Proposition; an Insight of The Textile Industry of Pakistan**

1. Name:

2. Textile Organization Name:

3. Designation:

Are the following questions suitable to measure the “Total Offerings” textile organizations make to retain their talented employees?

| Sr. # | Items | Perfect | Modify | Delete | Merge | New Item Required |
|------------------------------|--|---------|--------|--------|-------|-------------------|
| Pay Satisfaction | | | | | | |
| PS- | I feel I am being paid a fair amount for the work I do | | | | | |
| 14 | I am satisfied with the amounts of raises every year. | | | | | |
| 15 | I feel appreciated by the Textile Organization when I think about what they pay me | | | | | |
| 16 | I feel satisfied with my chances for salary increases | | | | | |
| * | I will have good savings from what I earn from this Textile Organization. | | | | | |
| * | I am going to earn much more in future. | | | | | |
| Benefits Satisfaction | | | | | | |
| BS- | I am satisfied with the benefits I receive | | | | | |
| 18 | The benefits we receive are as good as most other Textile Organizations offer | | | | | |
| 19 | The benefit package we have is equitable | | | | | |

| | | | | | | |
|----------------------------------|---|--|--|--|--|--|
| 20 | We Have all kinds/types of benefits | | | | | |
| * | I am quite happy with the facilities I get from the Textile Organization. | | | | | |
| * | I am having more benefits than other employees | | | | | |
| Work Content Satisfaction | | | | | | |
| WS - | I know that my job is meaningful. | | | | | |
| 22 | I like doing the things I do at work | | | | | |
| 23 | I feel a sense of pride in doing my job | | | | | |
| 24 | My job is enjoyable | | | | | |
| * | I am happy with my shifts schedule | | | | | |
| * | My Textile Organization takes good care of the employees with respect to hazardous and toxic chemicals involved in textile operations and makes sure we are safe and comfortable with it. | | | | | |
| * | I love doing my tasks and performing my work related responsibilities. | | | | | |
| Career satisfaction | | | | | | |
| CS- | I am satisfied with the success I have achieved in my career | | | | | |

| | | | | | | |
|---------------------------------|---|--|--|--|--|--|
| 26 | I am satisfied with the progress I have made towards meeting my overall career goals | | | | | |
| 27 | I am satisfied with the progress I have made towards meeting my goals for income | | | | | |
| 28 | I am satisfied with the progress I have made towards meeting my goals for advancement | | | | | |
| 29 | I am satisfied with the progress I have made toward meeting my goals for the development of new skills | | | | | |
| * | I plan to stay for long in the Textile Organization. | | | | | |
| * | I feel secure when I think about the stability of my Textile Organization. | | | | | |
| * | I feel that one day I will become a part of top management in his Textile Organization. | | | | | |
| Affiliation Satisfaction | | | | | | |
| AfS- | I take time to listen to this Textile Organizations problems and concerns. | | | | | |
| 31 | I have taken a personal interest in this Textile Organization. | | | | | |
| 32 | I frequently do extra things, I know I won't be rewarded for, which make my cooperative efforts with this Textile Organization more productive. | | | | | |

| | | | | | | |
|----------------------------------|---|--|--|--|--|--|
| 33 | I pass on new information that might be useful to this Textile Organization. . | | | | | |
| 34 | I willingly help this Textile Organization, even at some cost to personal productivity. | | | | | |
| 35 | When making decisions at work that affect the Textile Organization, I try to take its needs and requirements into account. | | | | | |
| 36 | I try not to make things more difficult for this Textile Organization by my careless actions | | | | | |
| * | I love to spend time in my Textile Organization. | | | | | |
| * | I feel positive when I think about my Textile Organization. | | | | | |
| * | I always talk positive with others about my Textile Organizations | | | | | |
| * | I never talk negative about the Textile Organization with others. | | | | | |
| Work Schedule Flexibility | | | | | | |
| WSF - | I am satisfied with The extent to which management accommodates family responsibility needs without any negative consequences | | | | | |

| | | | | | | |
|---------------------|--|--|--|--|--|--|
| 38 | I am satisfied with The opportunity to perform my job well and yet be able to perform home-related duties adequately | | | | | |
| 39 | I am satisfied with the ease of getting time off for family as needed | | | | | |
| 40 | I am satisfied with the opportunity to do part-time or flextime work without being penalized | | | | | |
| 41 | I am satisfied with the amount of flexibility in work scheduling | | | | | |
| * | I can manage my work schedule as per my convenience | | | | | |
| * | My salary is not effected negatively if I take some flexibility in my schedule. | | | | | |
| * | I do not have to give a lot of clarifications for the flexibility in my work schedule. | | | | | |
| Job Security | | | | | | |
| JS- | Chances are, I will continue my job for long. | | | | | |
| 43 | I am sure I can keep my job. | | | | | |
| 44 | I think I will not lose my job in the near future. | | | | | |
| 45 | I am sure my job is secure in the near future | | | | | |
| * | I am currently not looking for a more secure job. | | | | | |

| | | | | | | |
|--|---|--|--|--|--|--|
| * | I do not think my Textile Organization will ever fire me without any reason. | | | | | |
| Procedural Justice in Performance Appraisal | | | | | | |
| JPA- | The supervisor considered the important aspects of my work when rating me | | | | | |
| 47 | The supervisor rated me on how well you did my job, not on his/ her personal opinion of me | | | | | |
| 48 | The supervisor treated me with consideration when giving me my performance appraisal results | | | | | |
| 49 | The supervisor that evaluated me showed concern for my rights as an employee | | | | | |
| 50 | Overall, the supervisor who rated my performance try to be fair to me | | | | | |
| 51 | Overall, I was fairly treated by the supervisor who rated my performance | | | | | |
| * | I am confident in the just evaluation of my supervisor for my appraisals | | | | | |
| * | I do not have to remind my work contributions again and again to the supervisor for justified evaluation. | | | | | |

| | | | | | | |
|---|--|--|--|--|--|--|
| * | I will be treated equally even if I do not meet my supervisor more often to have general discussion about non work issues. | | | | | |
|---|--|--|--|--|--|--|

Suggestions (if any):

7.7 5.3c: Questionnaire – (EVP and Other Constructs)

This research survey has been conducted in order to. Kindly read the following questions and tick the appropriate number, you name and identification details are not asked to secure your confidentiality. This research survey has been conducted in order to make The Textile Industry Of Pakistan better. Kindly read the following questions and tick the appropriate option. Details shared will be kept 100% secure. Below are statements that describe how you may feel about **Your Various Job Aspects And Yourself.**

Use the following scale to indicate your level of agreement or disagreement with each statement.

| Gender : | Education: | Age: | Designation: |
|---|--|---|--|
| <input type="radio"/> Male <input type="radio"/> Female Years of Experience : <input type="radio"/> 5 & below <input type="radio"/> 6 - 10 <input type="radio"/> 11 - 15 <input type="radio"/> 16 – 20 <input type="radio"/> 21 & above | <input type="radio"/> Matric <input type="radio"/> Intermediate <input type="radio"/> Bachelors (14 Years) <input type="radio"/> Master / Bachelors (16 Years) <input type="radio"/> LLM/LLB <input type="radio"/> Professional Certification (CA/CFA/ACCA/ICMA) <input type="radio"/> MS/MPhil <input type="radio"/> PhD | <input type="radio"/> Below 21 <input type="radio"/> 21 - 30 <input type="radio"/> 31 - 40 <input type="radio"/> 41 – 50 <input type="radio"/> 51 & above | <input type="radio"/> Member of Board of Directors <input type="radio"/> Top Management <input type="radio"/> Middle Management <input type="radio"/> Lower Management <input type="radio"/> Other |

1-Strongly Disagreed, 2-Somewhat Disagreed, 3- Disagreed, 4-Neutral, 5-Agreed, 6-Somewhat Agreed, 7- Strongly Agreed

| | Please Tick the block as per your best understanding | Str . Di s | S W. Di s | Di s | N | Ag . | S W. Ag r | S t r . A g r |
|-----------|---|-------------------------------|------------------------------|-----------------|----------|-----------------|------------------------------|--|
| PE- M- | The work I do is very important to me | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2 | My job activities are personally meaningful to me | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3 | The work I do is meaningful to me | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| C | I am confident about my ability to do my job | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5 | I am self-assured about my capabilities to perform my work activities | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6 | I have mastered the skills necessary for my job | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| SD | I have significant autonomy in determining how I do my job | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8 | I can decide on my own how to go about doing my work | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9 | I have considerable opportunity for independence and freedom in how I do my job | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| IM | My impact on what happens in my department is large | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11 | I have a great deal of control over what happens in my department. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12 | I have significant influence over what happens in my department | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| PS- | I feel I am being paid a fair amount for the work I do | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | | | | | | | | |
|---------|--|---|---|---|---|---|---|---|
| 14 | I am satisfied with the amounts of raises every year in my salary / wages / per piece rate. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15 | I feel appreciated by the organization when I think about what they pay me | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 16 | I feel satisfied with my chances for salary / wages / per piece rate increases | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| BS- | I am satisfied with the benefits I receive | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 18 | The benefits we receive are as good as most other organizations offer | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 19 | The benefit package we have is equitable | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 20 | We Have all kinds/types of benefits | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| WS - | I know that my job is meaningful. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 22 | I enjoy doing the things I do at work | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 23 | I feel a sense of pride in doing my job | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 24 | My Textile organization allocates work with respect to the safety measures for the employees from the hazardous chemicals involved textile operations. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| CS- | I am satisfied with the success I have achieved in my career | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 26 | I am satisfied with the progress I have made towards meeting my overall career goals | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 27 | I am satisfied with the progress I have made towards meeting my goals for income | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | | | | | | | | |
|------|---|---|---|---|---|---|---|---|
| 28 | I am satisfied with the progress I have made towards meeting my goals for advancement in my career | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 29 | I am satisfied with the progress I have made toward meeting my goals for the development of new skills | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| AfS- | I take time to understand this Organizations problems and concerns. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 31 | I have taken a personal interest in this Organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 32 | I frequently do extra things, I know I won't be rewarded for, which make my cooperative efforts with this organization more productive. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 33 | I pass on new information's that might be useful to this Organization. . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 34 | I willingly help this Organization, even at some cost to personal productivity. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 35 | When making decisions at work that affect the organization, I try to take its needs and requirements into account. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 36 | I try not to make things more difficult for this organization by my careless actions | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 37 | I feel positive when I think about my time in this textile organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 38 | I always talk positive with others about my textile organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | | | | | | | | |
|-------|---|---|---|---|---|---|---|---|
| WSF - | I am satisfied with The extent to which management accommodates family responsibility needs without any negative consequences | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 40 | I am satisfied with The opportunity to perform my job well and yet be able to perform home-related duties adequately | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 41 | I am satisfied with the ease of getting time off for family as needed | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 42 | I am satisfied with the opportunity to do part-time or flextime work without being penalized | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 43 | I am satisfied with the amount of flexibility in work scheduling | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 44 | I don't have to give a lot of clarifications for the flexibility I take in my work schedule | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| JS- | Chances are, I will continue my job for long. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 46 | I am sure I can keep my job. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 47 | I feel secure about the future of my job. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 48 | I think I will have my job in the near future. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 49 | I am currently not looking for a more secure job opportunity | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| JPA- | The supervisor considered the important aspects of my work when rating me | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 51 | The supervisor rated me on how well you did my job, not on his/her personal opinion of me | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | | | | | | | | |
|------|---|---|---|---|---|---|---|---|
| 52 | The supervisor treated me with consideration when giving me my performance appraisal results | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 53 | The supervisor that evaluated me showed concern for my rights as an employee | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 54 | Overall, the supervisor who rated my performance try to be fair to me | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 55 | Overall, I was fairly treated by the supervisor who rated my performance | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 56 | I don't have to remind my work contribution again and again to the supervisor for justified appraisals. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| PC-E | I feel confident in representing my work area in meetings with management | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 58 | I feel confident contributing to discussions about the company's strategy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 59 | I feel confident presenting information to a group of colleagues. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| H | Right now I see myself as being pretty successful at work. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 61 | I can think of many ways to reach my current work goals | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 62 | At this time, I am meeting the work goals that I have set for myself | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| R | I can be "on my own" so to speak at work if I have to. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 64 | I usually take stressful things at work in stride | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | | | | | | | | |
|------|---|---|---|---|---|---|---|---|
| 65 | I can get through difficult times at work because, I've experienced difficulty before | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| O | I'm optimistic about what will happen to me in the future as it pertains to work. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 67 | I always look on the bright side of things regarding my job. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 68 | When things are uncertain for me at work, I usually expect the best. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| E-AC | I would be very happy to spend the rest of my career in this organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 70 | I really feel as if this organization's problems are my own. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 71 | I do not feel like 'part of my family' at this organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 72 | I do not feel 'emotionally attached' to this organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 73 | This organization has a great deal of personal meaning for me | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 74 | I do not feel a strong sense of belonging to this organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| CC | It would be very hard for me to leave my job at this Organization right now even if I want to. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 75 | Too much of my life would be disrupted if I leave my organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 76 | Right now, staying with my job at this organization is a matter of necessity as much as of desire | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 77 | I believe I have very few options to consider leaving this organization | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | | | | | | | | |
|----|---|---|---|---|---|---|---|---|
| 78 | One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 79 | One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| NC | I do not feel any obligation to remain with my organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 81 | Even if it were to my advantage, I do not feel it would be right to leave | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 82 | I would feel guilty if I left this organization now. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 83 | This organization deserves my loyalty. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 84 | I would not leave my organization right now because of my sense of obligation to it. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 85 | I owe a great deal to this organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

7.8 Table 5.4.11a: (New Developed Scale of Employee Value Proposition in Textile Sector Of Pakistan)

This research survey has been conducted in order to. Kindly read the following questions and tick the appropriate number, you name and identification details are not asked to secure your confidentiality. This research survey has been conducted in order to make The Textile Industry Of Pakistan better. Kindly read the following questions and tick the appropriate option. Details shared will be kept 100% secure. Below are statements that describe how you may feel about **Your Various Job Aspects And Yourself.**

Use the following scale to indicate your level of agreement or disagreement with each statement.

1-Strongly Disagreed, 2-Somewhat Disagreed, 3- Disagreed, 4-Neutral, 5-Agreed, 6-Somewhat Agreed, 7- Strongly Agreed

| Employee Value Proposition | | | |
|-----------------------------------|---------------------------|----------------------------------|--|
| 2 | Items from the EFA | Dimensions | Items of the Dimenssions |
| 3 | PaySat3 | Compensation And Benefits | I feel appreciated by the organization when I think about what they pay me |
| 4 | PaySat4 | | I feel satisfied with my chances for salary / wages / per piece rate increases |
| 5 | BenfSat1 | | I am satisfied with the benefits I receive |

| | | | |
|----|---------------------|---|---|
| 6 | WorkCon tSQ2 | Long Term Work Progress Satisfaction | I enjoy doing the things I do at work |
| 7 | CareerSt Q2 | | I am satisfied with the progress I have made towards meeting my overall career goals |
| 8 | CareerSt Q3 | | I am satisfied with the progress I have made towards meeting my goals for income |
| 9 | CareerSt Q4 | | I am satisfied with the progress I have made towards meeting my goals for advancement in my career |
| 10 | Affiliative CBQ1 | Affiliative Citizenship Behavior | I take time to understand this Organizations problems and concerns. |
| 11 | Affiliative CBQ2 | | I have taken a personal interest in this Organization. |
| 12 | Affiliative CBQ3 | | I frequently do extra things, I know I won't be rewarded for, which make my cooperative efforts with this organization more productive. |
| 13 | Affiliative CBQ5 | | I willingly help this Organization, even at some cost to personal productivity. |
| 14 | Affiliative CBQ6 | | When making decisions at work that affect the organization, I try to take its needs and requirements into account. |
| 15 | Affiliative CBQ7 | | I try not to make things more difficult for this organization by my careless actions |
| 16 | Affiliative CBQ8 | | I feel positive when I think about my time in this textile organization. |

| | | | |
|----|----------------------|--------------------------------------|---|
| 17 | Affiliative CBQ9 | | I always talk positive with others about my textile organization. |
| 18 | WorkSch Flex1 | Work Schedule Flexibility | I am satisfied with The extent to which management accommodates family responsibility needs without any negative consequences |
| 19 | WorkSch Flex2 | | I am satisfied with The opportunity to perform my job well and yet be able to perform home-related duties adequately |
| 20 | WorkSch Flex3 | | I am satisfied with the ease of getting time off for family as needed |
| 21 | WorkSch Flex4 | | I am satisfied with the opportunity to do part-time or flextime work without being penalized |
| 22 | JobSec2 | Job Security | I am sure I can keep my job. |
| 23 | JobSec3 | | I feel secure about the future of my job. |
| 24 | JobSec4 | | I think I will have my job in the near future. |
| 25 | JobSec5 | | I am currently not looking for a more secure job opportunity |
| 26 | ProcJustP erfApp1 | | The supervisor considered the important aspects of my work when rating me |
| 27 | ProcJustP erfApp2 | | The supervisor rated me on how well you did my job, not on his/ her personal opinion of me |
| 28 | ProcJustP erfApp3 | | The supervisor treated me with consideration when giving me my performance appraisal results |

| | | | | |
|----|----------------------|---|-----------|---|
| 29 | ProcJustP erfApp4 | Justice Performance Appraisals | In | The supervisor that evaluated me showed concern for my rights as an employee |
| 30 | ProcJustP erfApp5 | | | Overall, the supervisor who rated my performance try to be fair to me |
| 31 | ProcJustP erfApp6 | | | Overall, I was fairly treated by the supervisor who rated my performance |
| 32 | ProcJustP erfApp7 | | | I don't have to remind my work contribution again and again to the supervisor for justified appraisals. |

7.9 Letter From University Authority For Data Collection:

BAHRIA UNIVERSITY
Discovering Knowledge
Lahore Campus

16 November 2020

TO WHOM IT MAY CONCERN

It is to certify that **Muhammad Usman Mumtaz** son of **Hafiz Mumtaz Ahmed**, Enrollment No. **03-280182-002** is a PhD student of Management Sciences Department Bahria University Lahore Campus. As part of his Research, he is required to collect data from the relevant Industry. We expect your kind cooperation in his data collection. The data obtained through questionnaire will be used for Academic purpose only.

Thank you for your support and cooperation.

A handwritten signature in blue ink, appearing to read "Dr. Muhammad Ahmed".

DR. MUHAMMAD AHMED
Senior Assistant Professor
Head of Department
Management Sciences Department
Bahria University Lahore Campus

Important files and websites links:

- *All Pakistan Textile Mills Association on The Nation newspaper*, Published 15 April 2017, Retrieved 3 July 2017
- Corporate Executive Board. 2006. *Attracting and retaining critical talent segments, identifying drivers of attraction and commitment in the global labour market*. Corporate leadership Council, 191 p.
- https://www.clcs.executiveboard.com/FWE/1,3219,0-0-Public_Display-142416,00.html [Date of access: 24 Jul. 2007].
- Corporate Executive Board. 2007. *Improving talent management outcomes: 10 talent management insights for the chief human resources officer*. Corporate leadership Council. 39p. <https://www.clc.executiveboard.com/Public/PDF/Public10ThingsBriefing.pdf> [Date of access: 16 Oct. 2007].
- Business Recorder 2015 - <http://aptma.org.pk/News%20Clippings%2021-06-2015.pdf>
- Source # 2.2a*: <http://www.sbp.org.pk/reports/annual/arFY18/Chapter-02.pdf>
- Source # 2.2b : <http://www.sbp.org.pk/reports/annual/arFY18/Chapter-02.pdf>
- Source # 2.2c: <https://www.ceicdata.com/en/pakistan/karachi-stock-exchange-market-capitalization-new-classification/market-cap-psx-textile-composite>
- Sampling technique formula <https://select-statistics.co.uk/calculators/sample-size-calculator-population-proportion/>