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How Does Team cohesion work in Textiles of Pakistan? Understanding the underling mechanism of Psychological Capital and Employee Commitment

Muhammad Usman Mumtaz

Bahria University Lahore campus
musmanmumtaz77@gmail.com

Dr. Muhammad Ahmed

Senior Assistant Professor at Bahria University Lahore campus
mahmed.bulc@bahria.edu.pk

Dr. Syed Ahmed Ali

Assistant Professor at Hassan Murad School of Management
sahmedzaidi@gmail.com

Abstract

The objective of this research is to help increase employees' commitment to the textile sector, to combat the challenges of textile of Pakistan. Keeping in view the significance of employees in the textile, being a capital-intensive industry of Pakistan – this study holds the intention to examine the impact of the psychological capital of employees of the textile industry on their organizational commitment. Also, the mediation of cohesion amongst employees has been examined to understand how psychological capital creates attachment of employees with their organization. The study also intends to examine the moderating role of psychological empowerment between the PsyCap and team Cohesion as well as team cohesion and employee commitment. The data was collected through Google questionnaires from 550 employees of various textiles from middle and top management levels. The data was screened and outliers were removed. SPSS was used for the initial screening of the data. And later Smart PLS was used for the measurement model checking and further analysis. The results have uncovered the groundbreaking fact of the positive impact of psychological capital of employees on the commitment of employees, whereas the cohesion partial mediation has proved to be mediating the relationship of psychological capital and employee commitment. this relationship significantly emphasizes the importance of the psychological factors of the employee to develop the employee commitment. the role of psychological factors for the employees is extremely ignored in the hardcore industries like the textile sector due to core profit orientation. The moderation of the employee psychological empowerment was also proved to be positively moderating the positive relationship of PsyCap and team cohesion as well as Team Cohesion and employee commitment. The study has been an effort to produce empirical evidence about the impact of psychological capital on employee commitment, which has been proved significant. This signifies the importance of soft elements like employees' psychological capital (Hope, Efficacy, Resilience, and Optimism) by proving its positive impact with commitment. Also demonstrates the insignificance of team cohesion in the textile industry emphasizing the team-building aspect of employees in textile. This research leads to the

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opportunity for policymakers and the directors of the textile organizations that they can predict/control the employee commitment by judging their relative psychological capital of employees. They can also elevate employee commitment by incorporating pieces of training and other employee developmental activities for their team-oriented mindset and psychological capital attributes like hope, resilience, optimism, and efficacy. Employers can also empower their team members to get more out of their skillsets as this research highlights the positive impact of empowerment in the employees to induce commitment. This study evidences that psychological capital predicts employee commitment and highlights the importance of soft elements in organizations. This psychological aspect has a dearth of measurement evidence in the textile sector. Cohesion has played a very significant role in this study as the cohesion mediation was proved to be mediating the impact of the psychological capital to achieve commitment. The results enlightening the role of psychological empowerment in the textile sector gives a unique viewpoint to look at the leadership as well as the structures of the textiles sector which is already under great challenges. This research provides a unique and potential way out for the textile sector to develop employee commitment in their organizations. The study has been conducted in the industrially rich city of Lahore, Karachi, and Faisalabad. The results cannot be generalized to the entire Pakistan. Thus future research can be increased from city to entire Pakistan.

Keywords- Psychological Capital, Hope, Efficacy, resilience, Optimism, Psychological Empowerment, Employees Commitment, Cohesion, Textile industry, Theory of social exchange.

Introduction

Since the textile sector in Pakistan has been a key economic adherent, it has been contributing 60% of the total exports of Pakistan and by engaging major Pakistani labor in it, it has become the largest industry of Pakistan in terms of export capacity, engaging 40% of the labor force, generating huge revenues for the country in the form of foreign exchange. (Nawaz Ahmad & Kalim, 2014; Khan & Khan, 2010; Tanveer, Shaukat, Alvi, & Munir, 2011). Being the human capital intensive industry, a lot of work on the human resource has been done in the textile industry of Pakistan (Hassan & Mahmood, 2016; Mustafa, Bilal, Mahmood, & Murtaza, 2017; Niazi, 2014; Saqib, Abrar, Sabir, Bashir, & Baig, 2015; Shabbir, Ishtiaq, & Zia-ud-Din, 2017; Shaheen & Malik, 2012; Tanveer et al., 2011). Some studies suggested developing human resources in the textile industry of Pakistan to fight the competition and by keeping the competitiveness to increase the quality as well as quantity of exports of textile in Pakistan. (Gomes, Asseiro, & Ribeiro, 2013; Shaheen & Malik, 2012)

HRM practices in textile organizations have been identified as one of the most important sources of organizational advantage as these can influence employee attitudes potentially leading to significant positive organizational behavioral outcomes (Purcell, 2007; Meyer & Smith, 1990) inferring to which as well as the literature inclination, this study has focused on the HRM in the textile industry of Pakistan (Mustafa et al., 2017),

Amongst HRM practices focus on employee commitment has helped to manufacture, organizations to grow. Employee Commitment has been tested extensively and has received considerable support (Allen & Meyer, 1996; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). To combat the challenges Textile organization are facing right now, textiles are considering various cost-effective plans to increase productivity by creating job commitment at the workplace, as it is linked with employee satisfaction, motivation and increase the productivity and effectiveness of the firm (Mustafa et al., 2017; Saqib et al., 2015; Siegmans, 2005; Tanveer et al., 2011). The high commitment of employees reduces absenteeism as well as turnover rate. Also, it



increases the overall performance of employees as well as the work potential of employees (Mowday, 1982). Thus we can conclude that it's really difficult for organizations to achieve the desired results without considering effective strategic approaches for creating employee commitment (Anitha, 2016; Lee & Steers, 2017).

Now, this research is an effort to produce empirical evidence to see if we can improve the employee's commitment to the textile sector in such a crucial time when the textile of Pakistan is striving to grow from all aspects (Mustafa et al., 2017; Shah & Hussain, 2016). For this purpose, we are using other empirically tested variables which are yet to be tested in the textile sector of Pakistan in a dedicated manner and can help this sector improve and grow.

One of the construct which has very few empirical researches so far in relation to the employee commitment in the textile industry is Psychological capital (Asbari, Prasetya, Santoso, & Purwanto, 2021; Novitasari, Siswanto, Purwanto, & Fahmi, 2020; Santisi, Lodi, Magnano, Zarbo, & Zammiti, 2020), which is one of the significant construct of the Human Capital (Goldsmith, Veum, & Darity Jr, 1997), and proved to have significant relation with employee commitment of employees in various other researches (Çavuş & Gökçen, 2015; Rego, Lopes, & Nascimento, 2016; Shahnawaz & Jafri, 2009) the importance of psychological capital can be observe by its positive relations with various other positive phenomenon like positive organizational climate (Luthans, Norman, Avolio, & Avey, 2008), stress and turnovers of employees (Avey, Luthans, & Jensen, 2009), organizational citizenship behavior (Jung & Yoon, 2015; Shahnawaz & Jafri, 2009), human capital development (Luthans, Youssef, & Avolio, 2007), Productivity of employee (Luthans, Avey, Avolio, Norman, & Combs, 2006; Luthans, Avey, & Patera, 2008; Luthans, Avolio, 2007) etc. This study will help us understand how the psychological capital of employees affects employee commitment in the textile industry in Pakistan.

Considering the condition of the textile industry in Pakistan, where the industry employees are underpaid (Raza, Ahmed, Mohiuddin, & Osama, 2017), due to various external challenges a lot of companies have been shifted abroad (Shahbaz, 2015) and on the other hand this industry is also human capital intensive (Ali & Syed, 2017; Tanveer et al., 2011) thus in such situation employee commitments at work would have a strong connection with the hopefulness, efficacy, resilience, and optimism of employees (Quisenberry, 2015).

The research argues that many internal, as well as external constructs, serve as a systemic mechanism of the psychological capital with the employee commitment, Team cohesion in employees is one of the influencing powers inside the organization which can be very effective while looking at the organizational interactions and shared values. Researchers have observed a significantly positive relation of this team cohesion with positive outcomes (Mach Piera, Dolan, & Tzafrir, 2010). Also Mullen and Copper (2002) revealed that team cohesiveness is a potential predictor of success, studying sports and then in military organizations (Carron, Bray, & Eys, 2002). Where cohesion has also been proven to mediate in teamwork and group-oriented context (Chao, 2016; Patel, 2017; Sagar, 2017), As the relationship between cohesion and psychological capital, has also not been empirically measured this research is also going to highlight this aspect of the textile. Since Pakistan textile culture is a dominant Seth Culture industry where all the top management is mostly close relatives or peers who direct the entire business and thus have a certain level of cohesion in them which can play a significant role while they perform (Asbari et al., 2021; Iqbal; Khakwani, 2014; Novitasari et al., 2020).

The psychological empowerment in this study has been measured empirically as a moderator between two relationships between PsyCap and Team Cohesion as well as the teams' cohesion and employee commitment. Empowerment has been proven to be enhancing positive employee



behavior (Fong & Snape, 2015; Huang, 2017; Malik, Wan, Ahmad, Naseem, & ur Rehman, 2015; Ölçer & Florescu, 2015; Sandakila & Satrya, 2020). In this research, the employees were also tested whether they have better commitment while being empowered more or vice versa. Psychological empowerment has been proven to induce proactive behavior, efficacy in the personality organization citizenship, employee commitment, and employee satisfaction (Alagarsamy, Mehroliya, & Aranha, 2020; Erdogan, Ozyilmaz, Bauer, & Emre, 2018; Huang, 2017; Sandakila & Satrya, 2020).

Thus, this study will help us to see how the physiological capital of employees impacts the employee's commitment and how, when mediated by team cohesion, the commitment of employees is affected. This will also highlight the role of employee psychological empowerment as a moderator between the PsyCap and Cohesion, as well as cohesion and employee commitment. This quantitative study will help us understand how these psychological aspects and team cohesion on an individual level can be helpful for textile industry employees to be more committed.

The structure of this paper would be based on a pure quantitative layout. Starting from the introduction where the background of the study has been discussed along with the research gap and the core problem. Then, pure quantitative research questions are raised to identify the purpose of the study. Further, with the support of the literature, all the relationships of the variables have been discussed in the light of prior studies. The theoretical framework is given and the research analysis is done. In the next chapter of the discussion, the relationships and the results have been discussed in detail. Furthermore, the contribution and implications are discussed.

Research gap:

The textile industry is a labor-intensive industry and they have the primary importance in the exports and GDP contribution; thus, this is extremely important to look into the prospects inside the organization which can be improved to help the industry stand and grow high. The overall scenario of textile of Pakistan is quite debauched due to various internal or external factors (Munir, Naqvi, & Usmani, 2015; Saqib et al., 2015), thus there is a strong need to look into new avenues through research to explore more potential predictors to create effective and productive employee performances. In this regard, Human resource management in the textile industry of Pakistan is significantly important (Hassan & Mahmood, 2016). Amongst empirically tested human resource attributes, employee commitment is a very potential driver for productivity and performance in the textile industry (Mustafa et al., 2017; Saqib et al., 2015; Siegmann, 2005; Tanveer et al., 2011). So to elevate the employee commitment, we argue that the psychological capital in textile employees must induce the employee's commitment to the textile sector of Pakistan (Asbari et al., 2021; Novitasari et al., 2020; Santisi et al., 2020). As the drivers of employee commitment are highly overlapped to the dimensions of psychological aspects, i.e., psychological capital and Psychological empowerment, thus this research attempts to test the untested influencers of employee's commitment.

This study will fill up the gap of lack of literature support of mediation of cohesion between the PsyCap and Employee commitment. We need to see if the intervening effect of team cohesion helps build employee commitment in organizations or not, we have to see if we can increase the commitment level of employees of the textile industry of Pakistan

Problem statement

In earlier studies, this has been indicated that employee commitment is highly affected by the difficulties the textile industry of Pakistan is facing (Tanveer et al., 2011), and the research



supports that the employee's commitment is one of the important factors the textile should focus on to increase its overall performance. (Hassan & Mahmood, 2016; Khan & Khan, 2010; Lee & Steers, 2017; Tanveer et al., 2011; Whitener, 2001). So there is a vital problem in the textile to practically address it and adopt some contributive and relevant research for the revival of the textile growth by using its employee psychology, for which, employee commitment is one of the possible predictors for growth and competitiveness (Mustafa et al., 2017). The Pakistani textile literature lacks the understanding and explanation of psychological aspects, i.e., Psychological Capital and Psychological Empowerment of the employee's capital (Asbari et al., 2021; King & Caeon, 2021; Novitasari et al., 2020; Santisi et al., 2020). Which are highly connected with the current textile industry scenarios. To increase employee commitment, this research will help us understand how psychological capital acts in this context, the mediation of team as well as the moderation of Psychological Empowerment.

Thus, this research is an effort to contribute to the textile of Pakistan by providing an empirically tested way out of the challenges it has been facing for a decade by finding out the potential predictors for employee commitment by addressing the relationship of employee psychological capital with employee commitment. also by understanding the moderating effect of employee psychological empowerment.

Research questions

- What is the impact of psychological capacity on employee commitment?
- How does team cohesion mediate the relationship of psychological capital and employee commitment?
- How does psychological empowerment moderate the nexus between psychological capital and cohesion?
- How does psychological empowerment moderate the nexus between Cohesion and employee commitment?

Literature and Hypothesis Development:

Textile Industry of Pakistan and Employee Commitment:

Since literature reflects that the textile sector in Pakistan has been a key economic power and it has been contributing 60% of the total exports of Pakistan and by engaging a major labor portion in it, it becomes the largest industry of Pakistan in terms of export capacity, Engaging 40% of the labor force generates huge revenues for the country. (Khan & Khan, 2010). In 2017, Sustainable Development Policy Institute, Islamabad, declared that the Pakistani textile industry is losing its competitiveness, due to several challenges at the local and international levels both. (Express Tribune, 2017). The Chairman of APTMA S.M Tanveer also accepted in one of his articles in 2015, that the textile industry of Pakistan is facing difficulties in competing with other players of the same geography even. (S.M Tanveer, 2015). In the light of the theory of social exchange, the reciprocity of these challenges has damaged employee commitment in textile organizations, this theory supports the fact that when the industry fails to become an attractive and supportive employer to the employees, then the employee tends to decrease their dedication and commitment for the organization. Thus, digging deep into the literature, facts reflect that the employee commitment of the industry has been affected severely. In a competing globalization era, positive employee behavior i.e. employee commitment is one of the most important factors for Pakistani textiles and can provide a sustainable competitive advantage because of its substantial contributions to the organizational performances (Niazi, 2014).



The researchers define commitment as the degree to which one individual employee feels attached and involved with the organization (Porter et al., 1974). This is one of the associated companies that try to develop between the company and the employee. When the values of the organizations and the employees are the same then the commitment is highest (Mowday et al., 1982)., and the commitment of employees makes them more loyal towards the organization, and yet this affects the overall productivity of the organizations. (Hassan & Mahmood, 2016). Some researchers also define the organization commitment as the degree to which the employees in an organization, identify themselves as having the same goals and missions and the organization has and they thus, plan to continue with the organization and contribute to its mission and goal achievement continuously. Organizational commitment has a strong impact on organizations. Both short-term and long-term. (Mustafa et al., 2017) It is one of the very important predictors of organizational performance (Joarder, Sharif, & Ahmmmed, 2011).

The research of human resource management has always primarily focused on how can these practices can help and enhance the performances on both individual levels as well as on organizational level (Joarder et al., 2011). The textile of Pakistan is an industry with huge human capital involved in it and which needs to be taken care of as human capital is extremely essential for any industry to excel. (Naveed Ahmad, Sulaman Tariqb, & Hussain, 2015; Shaheen & Malik, 2012; Tanveer et al., 2011; Yu & Egri, 2005). The Human resource has its undistinguished significance, yet The top management in the textile sector has ignored the needs of the employees working under them, which is why proper attention has never been given to them (Naveed Ahmad et al., 2015; Niazi, 2014). Some of the textile leaders in the Pakistani market, who are focusing on their employees i.e. employee commitment, are enjoying their maximum output as well and their employees are working on their full strength. (Tanveer et al., 2011). A lot of research concluded that all the elements of human resource strategic approaches, like high employee commitment etc. reflects core of Human Capital in an organization (Collins & Smith, 2006; Evans & Davis, 2005; Huselid, 1995; Sun, Aryee, & Law, 2007).

Employee Commitment and Psychological Capital:

Researchers define physiological capital as “a positive situation for personal development with the features of self-reliance while dealing with the challenges (self-efficacy), positive expectations for the future success (optimism), being full of determination (hope), and accomplishment despite obstacles (resilience)” (Çavuş & Gökçen, 2015; Youssef-Morgan & Luthans, 2013).

Psychological capital has been proved to have a positive relationship with organizational competitiveness, this means that the more psychological capital of employees is in the organization the more skills capacities and approaches of the organizations will be in the favor of the achievement of the organizational goals, and yet they would be able to compete in the market. (Çavuş & Gökçen, 2015). Psychological capital positively contribute to a lot of job-related behaviors like job satisfaction, intention to stay, etc. (Grover, Teo, Pick, Roche, & Newton, 2018) Researchers like, Luthans and Avolio (2003) suggested that companies to have positive psychological capita in employees, should have a supportive organizational culture to achieve consistent growth and performance in the industry in this competitive industry. (Luthans et al., 2008). The researchers also proved a positive role of dimensions of psychological capital like resilience at the workplace while Relating resilience to team performances. (Meneghel, Martínez, & Salanova, 2016) Also resilience plays a game-changing role when a diverse and extremely tough situation comes in a company. Employees’ resilience capabilities give them a very positive fighting back ability to deal with the situation. Various researchers also found a positive effect of



self-efficacy on employee performance as we all employee level of ostracism, self-efficacy reduces the perceived sense of ostracism in the organizations and reduce their stress level thus increasing the productivity of employees. (De Clercq, Haq, & Azeem, 2019; Youssef & Luthans, 2007)

Literature also says that physiological capital can also be developed through employee development programs (Luthans, Avey, Avolio, Norman, & Combs, 2006; Luthans, Avey, & Patera, 2008) to increase the productivity of employees and their performances. It is a high order core factor (Luthans, Avolio, et al., 2007) having four pillars hope, efficacy, resilience, and optimism. (Avey et al., 2009).

Employee commitment and psychological capital has been associated in a few more studies earlier too, in a study they were also significantly related as well but in a different industry and context (McMurray, Pirola-Merlo, Sarros, & Islam, 2010; Simons & Buitendach, 2013). Very few studies have shown the effects of psychological capital and employee commitment with each other. Thus, this study argues that there is a potential relationship between the psychological capital of employees and employee commitment in the textile industry. Based on a theory of “The social exchange theory” which helps us understand why this study hypothesizes the total physiological capital of employees will determine their commitment towards the organizations. By getting positive reinforcement via psychological capital, employees reciprocate in the form of their commitment towards the organization (Cropanzano & Mitchell, 2005; Cropanzano, Prehar, & Chen, 2002; Emerson, 1976; Luo, 2002).

H₁: There is an impact of psychological capital on employee commitment.

Team Cohesion as a mediator:

Team cohesion is “the degree to which team members work together as they pursue the team’s goals”. It is defined as “a dynamic process that is reflected in the tendency of a group to stick together and remain united in the pursuit of its instrumental objectives and/or for the satisfaction of member affective needs” (Carron, Brawley, & Widmeyer, 1998, p. 213). Cohesion is also defined as it is the tendency with which a groups member feels connected or stick to the group to satisfy his as well as group instrumental objectives. (Mach Piera et al., 2010). A lot of other variables have also been investigated with relation to cohesion for example trust, loyalty, success, performance, teamwork, leadership, etc. (Mach Piera et al., 2010)

While studying cohesion in a team researchers found a very positive relationship of trust with team cohesion, researchers also concluded that cohesion has a positive relationship with the team playing or teamwork activities leading to positive results when a tea works on a task having high cohesion. This also correlated with the organizational trust with the perspective of all employees. (Mach Piera et al., 2010). Mullen and Copper concluded that maximum output of employees commitment can be seen in an organization like sports and military, where team works and team-oriented tasks can be achieved because of the high cohesion. (Carron et al., 2002). Some of the studies also proved team cohesion positive relation with a lot of organizational attributes like job embeddedness, satisfaction, performance, and lower turnover intentions. (Coetzer, Inma, & Poisat, 2017)

Mullen and Copper examined the relationship of employee cohesion and their success rate in military organizations and sports teams, the results turned out to be positive and the relation was significant. This means that cohesion has been used as a success predictor in research, now in the textile of Pakistan cohesion is being empirically tested to see how much of it exist and how much of its impact is been made on the success of employees working in textile Pakistan. (Carron et al.,



2002). This research argues on the mediating role of team cohesion between the employee psychological capital and employee commitment.

H₂: There is an impact of psychological capital on Team cohesion.

H₃: There is an impact of Team cohesion on employee commitment.

H₄: Team cohesion mediates between psychological capital and employee commitment.

Psychological Empowerment as a moderator:

Spreitzer in 1995, defined Psychological empowerment as “increased intrinsic task motivation manifested in cognitions that reflect an individual’s active orientation to his or her work role” (Spreitzer, 1995). It is a cognitive capability of employees to focus on work while believing in their decision-making abilities to do what’s right for the task. Which makes him more focused and confident to take complete responsibility for the work.

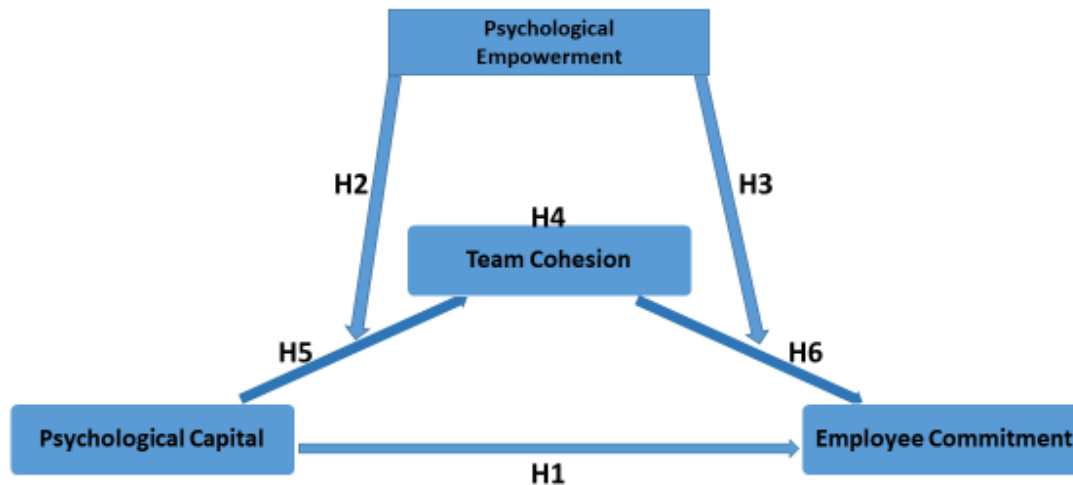
Psychological empowerment is one of the most important attributes of employees where they feel enough capable in themselves that they take the initiatives to solve the problems in the organizations which saves a lot of energy resources and time. This also enables them to be self-sufficient and be proactive. Organizations where employees are psychologically empowered, tend to be more productive and efficient. Such employee makes grow sustainably. Thus psychological empowerment of employees contributes a lot in short term and well as long term in the organization's success.

Talking about the manufacturing industry of china, Burke et. al 2002, dedicated the turnover intentions of the employees reduced because of the employee psychological empowerment and claimed that the turnover intentions can be predicted from the employee psychological empowerment (Burke & Dalrymple, 2002). This study argues that the psychological empowerment in the textile sector of employees can induce team cohesion and employees’ commitment to work positively. And thus, we have hypothesized as follows:

H₅: Employees’ Psychological Empowerment moderates the direct effect of Psychological capital on team cohesion such that the direct effect is stronger among employees with high Employee Psychological Empowerment, and it is low when has low levels of Employee Psychological Empowerment

H₆: Employees’ Psychological Empowerment moderates the direct effect of team cohesion on Employee Commitment such that the direct effect is stronger among employees with high Employee Psychological Empowerment, and it's low when has low levels of Employee Psychological Empowerment

Theoretical Framework:



Methodology

Data Collection and Analysis:

The research is purely quantitative. The population is the textile industry of Lahore Karachi and Faisalabad. The research design has been connected with the philosophy of positivism, which is done when the researcher wants to have answers which can be generalizable in other areas of the study, this research paradigm also helps the researcher get precise figures of the research and is more reliable on a larger scale. Given these facts, a pure positivist approach was used. The data was collected using Online Google Questionnaires based on convenience sampling from various textile industries. The sample included employees from the top, middle management. Basic data filtration was done; incomplete questionnaires were removed. Out of 560 total questionnaires, 525 were finalized for the analysis. Through SPSS basic filtration of the data was done. The measurement model and mediation moderation and regression were analyzed using SEM bases Smart PLS.

Psychological Capital Questionnaire (PCQ) Rater Form, used by Fred Luthans, Bruce J. Avolio, and James B. Avey (2014). For Team cohesion GEQ – Cohesion questionnaire was used which is widely used by a lot of researchers (Carron et al., 2002). For Employee commitment the data was collected through the Meyer and Allen (1993) questionnaire which has been endorsed by numerous researchers (Aydogdu & Asikgil, 2011). The result swerve was collected in various phases from time to time from various designations to make sure the common biases could be eliminated. Firstly, the employees from middle management were approached city wise based on our convenience, secondly, those who can help us contact the upper management at various organizations were approached.

Results

For the first 100 results, we conducted a pilot study to see the patterns of the results and if everything is going fine, the Cronbach Alpha was checked which was resulted in 0.75 making the study look fine. Then we went for the entire collection of data of 560 questionnaires and did further

analysis. Firstly, descriptive analysis was done. The result showed that 90 percent of male respondents gave a response on the questionnaire, that is maybe because the textile industry has fewer female employees. Also, 41% of employees were below 5 years' experience, 23% were between 6 to 10 years of experience. Whereas 20% of employees had 11 to 15 years of experience, the rest of the 16% employees were within the bracket of 16 to 21 years and above experiences. Similarly, the education of the employees as most inclined to 16 years of education with 56 %, where 38% were of 14 years of education. Only 6% were MPhil.

Demographic Variables

Variable	Category	%age
Gender	Male	90%
	Female	10%
Years Of Experience	5 years and Less	41%
	6 to 10 years	23%
	11 to 15 years	20%
	16 to 21 years	16%
Education	16 years	56 %,
	14 years	38%
	MPhil.	Only 6%

Smart PLS was used to do the critical analysis for the empirical results. Reliability was finalized by using Cronbach alpha and composite reliability. The values were all within the required threshold (Greater than 0.7) (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017). as provided in the table below:

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Cohesion	0.967	0.97	0.640
Employee Commitment	0.943	0.947	0.514
Mod Cohesion and Comm	1	1	1
Mod PsyCap and Cohesion	1	1	1
Psychological Capital	0.95	0.956	0.645
Psychological Empowerment	0.974	0.977	0.779

The convergent validity of the data was analyzed by the AVE Values and the loading values of the data. All the loading values were equal or above 0.7 (Carillo, Scornavacca, & Za, 2014; Nam, Kim, & Jin, 2018; Scornavacca, 2014). the Average Variance Extracted should be greater than 0.5 (Fornell & Larcker, 1981), which can be seen in the table above. The values are in the acceptable range.

The **Fornell-Larcker** (1981) was analyzed where all the diagonal values have to be highest (Ikram & Ali, 2020). The following table shows all values of the Fornell Larcker are acceptable. This ensures that the data is discriminant valid.



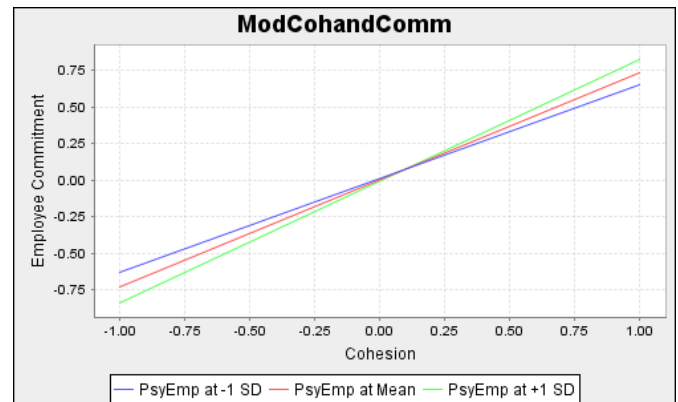
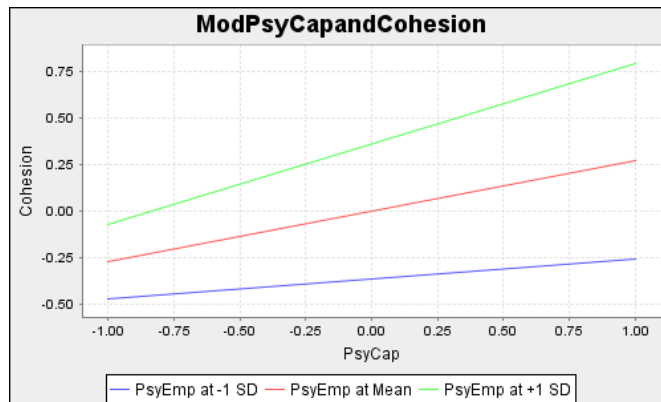
	Cohesion	Employee Commitment	ModCohan dComm	ModPsyCapan dCohesion	Psy Cap	PsyE mp
Cohesion	0.8					
Employee Commitment	0.758	0.717				
ModCoh andComm	0.284	0.302	1			
ModPsyCap andCohesion	0.329	0.284	0.579	1		
Psychological Capital	0.484	0.442	0.325	0.393	0.80	
Psychological Empowermen t	0.503	0.389	0.282	0.176	0.42 4	0.88 2

The discriminant validity can also be analyzed by using the Hetrotrait Monotrait matrix, where the threshold value of the HTMT analysis is 0.8, the value which is greater than the threshold is supposed to be invalid and show that the data does not have discriminant validity. The results show that all the values are below the threshold (0.8) (Onwezen, Reinders, Verain, & Snoek, 2019) and thus the values are acceptable and the data has discriminant validity. The Hetrotrait Monotrait matrix is given below:

	Cohe sion	Employee Commitment	ModCohan dComm	ModPsyCapand Cohesion	Psy Cap	PsyE mp
Cohesion						
Employee Commitment	0.715					
ModCohandCo mm	0.291	0.332				
ModPsyCapand Cohesion	0.336	0.291	0.579			
PsyCap	0.499	0.434	0.329	0.397		
PsyEmp	0.516	0.344	0.284	0.176	0.43 9	

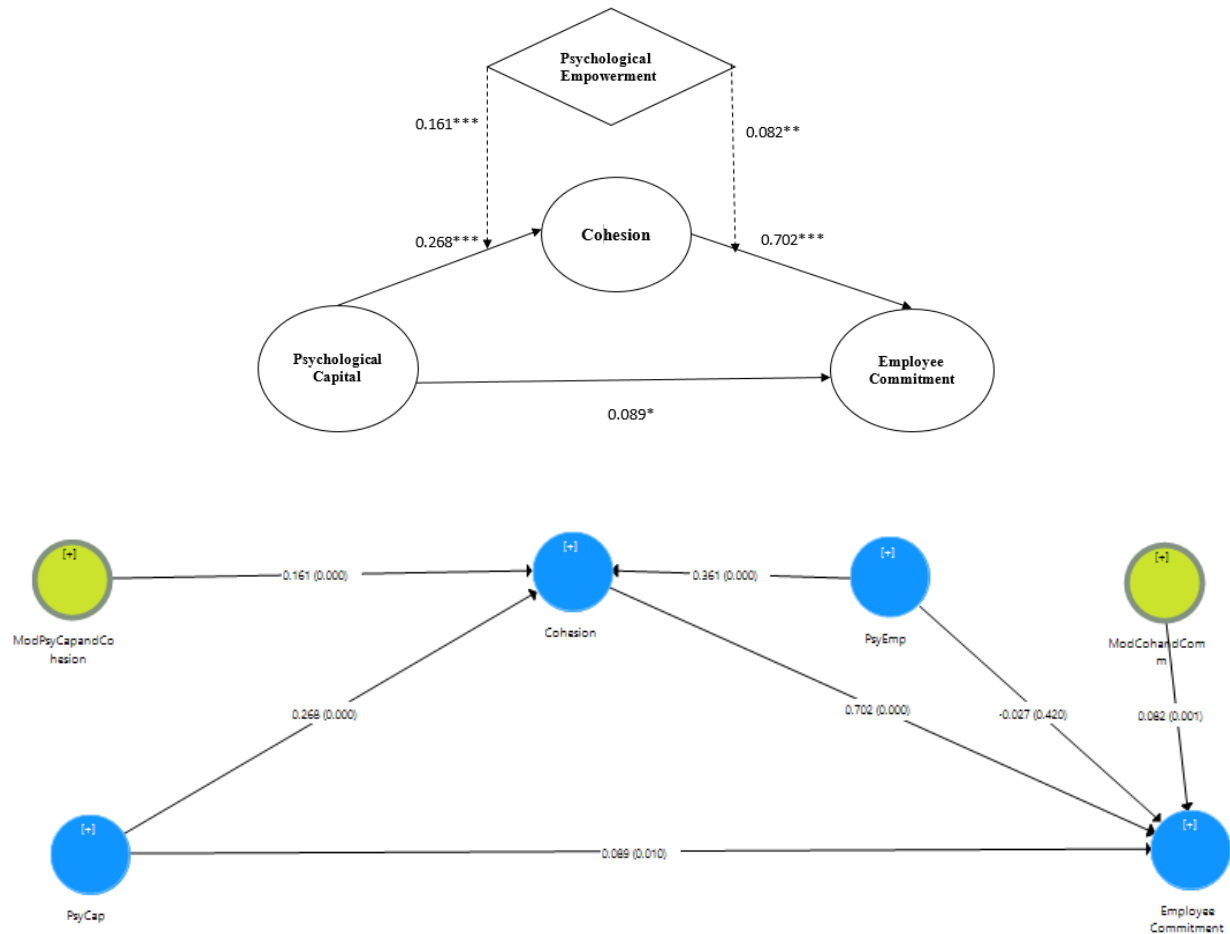
To understand the impact of the independent variable on the dependent variable bootstrapping was performed. The results of the bootstrapping show a positive and significant relationship between PsyCap and employee commitment (Beta value 0.089, P-Value 0.010). The relationship between PsyCap and cohesion was also positive and significant (Beta value 0.361, P-Value 0.000). The moderation of the Psychological Empowerment was also proven to be positive and significant between the PsyCap and Cohesion (Beta value 0.082, P-Value 0.001) as well as between Cohesion and Employee Commitment (Beta value 0.161, P-Value 0.001). The moderating Graphs of the Psychological empowerment are also given low which reflects that the introduction of the psychological empowerment eh resultant construct is gradually increasing its positive tendency, as the cohesion, as well as the employee commitment, is increased gradually. This proves the moderation of Employee Psychological Empowerment on both levels.

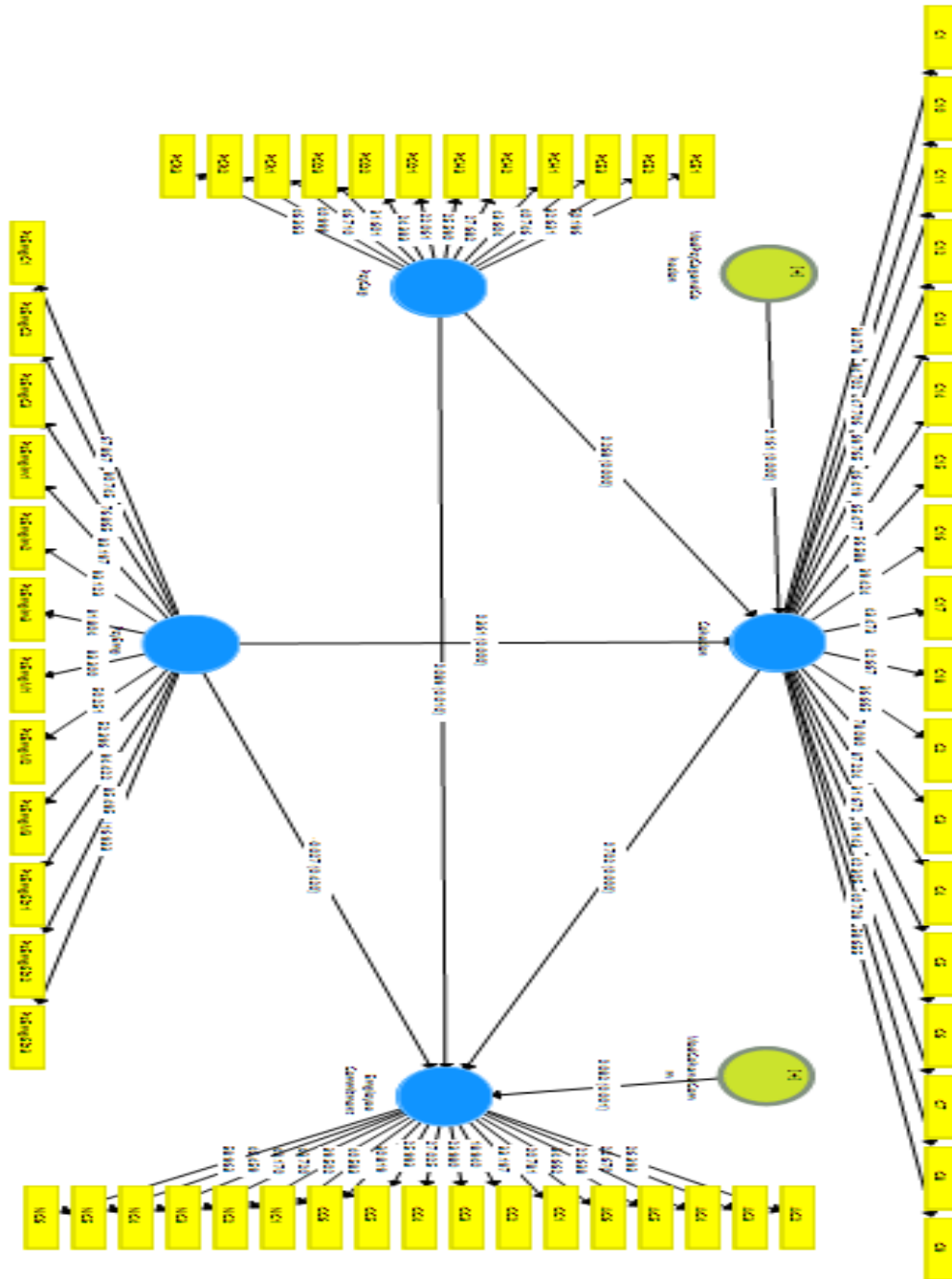
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Cohesion -> Employee Commitment	0.702	0.703	0.025	28.312	0.000
ModCohandComm -> Employee Commitment	0.082	0.081	0.025	3.281	0.001
ModPsyCapandCohesion -> Cohesion	0.161	0.16	0.033	4.884	0.000
PsyCap -> Cohesion	0.268	0.272	0.043	6.2	0.000
PsyCap -> Employee Commitment	0.089	0.094	0.034	2.594	0.010



The mediation role of cohesion between the PsyCap and Employee Commitment has also been proven to be positive and significant (Beta value 0.196, P-Value 0.000). The partial mediation proves that the impact of PsyCap is mediated by the team cohesion and ultimately improves the employee commitment in the organization.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Val ues
PsyCap -> Cohesion -> Employee Commitment	0.196	0.196	0.032	6.089	0.00 0







Discussion

The textile industry has a tense climate where the companies are reducing their number of employees and avoiding further investments to reduce their expenses. They all are facing various challenges like energy crises, local as well as international competition (D. Hussain, Figueiredo, & Ferreira, 2009; T. Hussain & Rehman, 2013; Khan & Khan, 2010; Khattak, Arslan, & Umair, 2011; Koser, Rasool, & Samma, 2018; Mustafa et al., 2017; Tanveer et al., 2011). In such a situation the textile industry of Pakistan needs to look into the opportunities they have inside the organizations and how they can take care of their organizational performances in a way that they become more productive and supporting for them to retain and catch the growth once a textile industry of Pakistan had (Narayan, 2010; Reid & Adams, 2001).

To increase the overall productivity, employee commitment has been suggested by the researcher. In support of it, empirically proven results have been given. This study suggested the idea of investing in the Psychological Aspects of the employees along with their team cohesion in the organization. This is extremely helpful for the top management of the textile sector, the directors, CEOs, policymakers, etc. The idea of focusing on the psychological states of the human resource, one of which is psychological capital, which focuses on the hopefulness of the employee, the efficacy of the employees, resilience of the employees in the textile of Pakistan (Asbari et al., 2021; Jung & Yoon, 2015; King & Caleon, 2021; Novitasari et al., 2020; Rego et al., 2016; Santisi et al., 2020; Youssef-Morgan & Luthans, 2013). High PsyCap make the employees feel strong enough in tough times, understand the situation, respond accordingly and bounce back to combat the challenges, and finally, the optimism to achieve the desired goal and the positive orientation of mindset while working in the organizations (Çavuş & Gökçen, 2015; Grover et al., 2018). This research proves a positive and significant relationship between PsyCap and Employee commitment (Beta value 0.089, P-Value 0.010) in the organizations.

These results also correlate with a few of the previous studies. A study in the African manufacturing industry, where they studies 204 self-administered composite questionnaires, also correlated the psychological capital with employee commitment signifying the importance of the psychological capabilities of employees in that industry (Munyaka, Boshoff, Pietersen, & Snelgar, 2017). Another Study in South African call centers authenticated the relationship of their employee's psychological capital with their employee commitment (Simons & Buitendach, 2013). A study in 2017, in Saudi Arabia's oil and petrochemical industries quantitatively related psychological capital, job satisfaction, and organizational commitment positively (Idris & Manganaro, 2017). Thus, the results testify to the theory of social exchange and ensure that the employee with being more committed whenever the company will take care of their psychological capital and with this, will keep them psychologically connected with the company.

Secondly, the cohesion amongst employees has also been a player in their productivity and outcomes of performance. Cohesion has been proved to be positively related to the employee's commitment in various studies (Higher, 2018; Mach Piera et al., 2010; Patel, 2017), in this research the mediation of the research has been proven (Beta value 0.196, P-Value 0.000). this brings the textile sector in light of the importance of developing strong team-oriented programs with training and developments side by side which enhance the team cohesion in the employees. As the research suggests the commitment of employees increases as the team cohesion increases in the employees. The role of psychological empowerment has also been discovered to be highly significant to create strong employee commitment as well as the proven mediator of the employee commitment the team cohesion. The result shows that the more the employee will feel empowered more they will realize that the organization's success can determine their short-term as well as long-term success,



this is their focus on developing the organization by being more committed towards their work. This also reflects that the more employees are empowered the more they feel like a citizen of the organization and perform well (Erdogan et al., 2018; Fong & Snape, 2015; Sandakila & Satrya, 2020). The research proves a positive moderating impact of psychological empowerment between the nexus of psychological capital and team cohesion (Beta value 0.082, P-Value 0.001). This brings in view that the textile organization can increase the team cohesion by empowering the employees more, the reason could be that the more employees feel empowered the less they become insecure about their job roles (De Zilva, 2014; Erdogan et al., 2018; Maynard, Luciano, D'Innocenzo, Mathieu, & Dean, 2014; Namasivayam, Guchait, & Lei, 2014). And as a result, they become more cohesive towards their teammates. Secondly, the moderating role of psychological empowerment has also been proved to be positive and significant between the nexus of cohesion and employee commitment (Beta value 0.161, P-Value 0.001). This means that as the cohesion impacts the team of employees and they are empowered for their work the more they will be connected with their work and they will feel more committed to the organization.

Contribution and implications:

This study will be adding substantial contribution to the textile industry literature of Pakistan by highlighting the significance of Psychological Aspects as well as team cohesion which have strong relations in textile sectors but lack support in the literature.

The study can help managerial and strategic positions like the Policy Makers, Middle Management, and other Authorities in the textile industry of Pakistan increase the employee's commitment leading to better performances of the overall industry by providing evidence of psychological capital prediction as well as the role of other psychological aspects of employees to elevate employee commitment. The industry can develop committed human capital through training and developmental programs of psychological capital and team cohesions of employees. Also, this research will highlight the importance of empowering the employees, which can elevate their skills of contribution to the organization and can push them to give more to the organization. The textile sector can develop customized training programs which can develop team cohesion in the employees. On the other hand, the human resource departments can start empowering the employees within their scope to make them more committed.

This study contributed theoretically to literature and opens up about the relationship of psychological capital of employees concerning employee commitment particularly in the textile industry of Pakistan. This measures the impact magnitude as well as proves a significant relation of psychological capital with employee commitment, and thus PsyCap Predicts Employee Commitment, this relationship has been a contribution to the body of knowledge.

Secondly, the mediation of cohesion has also been proved significant, which is also a contribution to the literature as no previous study has measured and analyzed the relationship of cohesion with employee commitment. This research opens up the opportunity for future researchers to discover other mechanisms of positive organizational behaviors like employee commitment as this research has done with cohesion. The moderation of psychological empowerment has also been a significant contribution to the body knowledge concerning the textile sector highlighting the conditional role of empowerment to the employees and how this can influence the commitment positively. This brings to view the importance of the sense of ownership employees must have to deliver their best.

Limitations and future research:



This study was conducted by using the pure quantitative method and online google forms have been used in this study. This has brought a gap between the researcher and the respondent due to which various other factors have been ignored. Future researchers can use the qualitative methodology to understand the phenomena of psychological capital and employee commitment. Furthermore, this study has been conducted in just one sector for Pakistan. Further studies in the future could include other major sectors like the automobile, academic-industry as well as IT industry.

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