

	GOMAL UNIVERSITY JOURNAL OF RESEARCH Gomal University, Dera Ismail Khan, Khyber Pakhtunkhwa, Pakistan ISSN: 1019- 8180 (Print) ISSN: 2708- 1737 (Online)				
Website	www.gujr.com.pk	HEC Recognized	Social Sciences	CrossRef	DOI:10.51380

PERFORMANCE EVALUATION APPROACH FOR TEXTILE INDUSTRIAL BUSINESS: NAVIGATING THE CHANGE MANAGEMENT

Jafar Hussain¹, Abid Hussain Nadeem² & Muhammad Ibrahim²

¹School of Economics and Management Sciences, South East University, Nanning, CHINA

²Institute of Business Administration, KFUEIT, Rahim Yar Khan, Punjab, Pakistan

KEYWORDS	ABSTRACT
Change Management, Psychological Contract Fulfillment, Trust, Perceived Need for Change, and Organizational Commitment	This research aims to know performance evaluation approach for textile industry businesses: Navigating change management impact of change management. The decision of introducing the change management and then implementing change management is a two-fold process where the decision to introduce the change management is equally and crucially important to implementation of change management decided as people tend to hesitate to bring and be a part of the change. This is the primary research, for this purpose the questionnaire was used to collect the data. The population of study was textile sector, a sample of 300 respondents was taken for current study. The regression test was applied, the research results showed that all variables have significant relationship and strong impact on the dependent variable. The results of current study provide significant information in extracting the valuable information for reaching the conclusion and making suitable decisions about the research issues under considerations. Through the results obtained, this study helps in concluding that the change information if communicated properly before the implementation, thus helps the employees in perceiving their contract fulfillment are made, it helps in building trust and understanding the need for change.
Article History Date of Submission: 18-11-2025 Date of Acceptance: 21-12-2025 Date of Publication: 31-12-2025	 2025 Gomal University Journal of Research
Corresponding Author	Jafar Hussain: jafar.hussain@seu.edu.cn
DOI	https://doi.org/10.51380/gujr-41-04-03

INTRODUCTION

The continuous advancement in today lifestyle requires the feature of adaptability from every individual. For instance, things being used before a century and now when compared would clarify how change occurs and its importance. Even a phase of the human's age changes from innocence to amateur to mature (Malik, Raziq, Sarwar & Gohar, 2025). The only worry is for those who can't adapt to the change and they are ones who suffer. The same is the case when

we talk about firms and organizations. The change is necessary as a need of modern times but to nurture it, implement it, and suffer the consequences of it is what makes the change factor hold importance when it comes to firms and organizations (Wanberg & Banas, 2020). Thus, productivity contemplates, doing opportunity examination and so on. Previous studies have researched a lot about the change and have forced firms and organizations to recognize this phenomenon.

For instance, Setiawan and Septiani (2025) mentioned the importance of change in firms and how leadership plays role of nurturing and sustaining change Successful change management is very important for firms to remain in the market (Mokhchy, Chen, Ahmad, Khan, Zhang & Ahmed, 2025). The first independent and important variable is changed information, it can be defined as: a sense-making and self-predicting process undergone by employees established with the help of timely and accurate information provided when their firm changes (Malik, Raziq, Sarwar & Gohar, 2025). The next independent variable under study is psychological contract fulfillment, it can be defined as: an employee's belief that he is required to fulfill his duties for the employer and his employer to fulfill the duties to him (Zhang, Jehangir, Yang, Tahir & Tabasum, 2025). In this connection, the third independent variable is trust, which can be defined as: the confidence of employee as well as his/her willingness to act upon actions, decisions, related eventualities and words of his manager or immediate superior (McAllister, 1995).

The fourth and last independent variable is perceived need for change, it can be defined as the perception an employee's concerning the sources of explanations typically about higher-ups implementing change in their firms (Selçuk, Çörekcioglu & Gungor, 2025). The dependent and most important variable is organizational commitment, which can be defined with following three sections: i) resilient belief of an employee in their organization and its objectives, ii) the willingness of an employee's to go extra mile for the sake of the organization and iii) an employee's drive to continue being part of the organization" (Porter et al.,2024). The problem statement mentions all the consequences which may incur when considering a change. It is evident importance of change because it is undeniable and every firm will undergo change to some point in the future due to the day to day advancement in business in order to ensure the desirability towards desired outcomes (Wanberg & Banas, 2020). Johnson, (2025) contradicted that for firms to survive the rapidly changing market, firms change so frequently with a huge extent and with vast resultant changes. This indicates that implementing changes is the norm nowadays.

Research Objectives

1. To determine the impact of change information on employees' psychological contract fulfillment.
2. To determine the impact of change information on employees' trust with the concerned firm.
3. To determine the impact of change information onto an employee's perceived need for a change.

4. To determine impact of psychological contract fulfillment on employees' organizational commitment.
5. To determine the impact of trust on employee organizational commitment in particular context
6. To determine the impact of perceived need for change on an employee's organizational commitment.

LITERATURE REVIEW

Change Information

The first variable under study is, change information that can be defined as: a sense-making and self-predicting process undergone by employees established with the help of timely and exact information provided when their firm changes (Mokhchy, Chen, Ahmad, Khan, Zhang & Ahmed, 2025; Gomes, Caucci, Morris, Guenther & Miggelbrink, 2024). Information linked with any sort of change be that how can change affects an organization, when the change will occur, why will it occur, is extremely important (Wanberg & Banas, 2020). A well researched change proposal shall be made and presented to the staff in order to explain what exactly is going to happen in organization. Previous studies on this relative topic showed that change information has a strong influence on perceived need for change and psychological contract fulfillment. (Alrawashedh & Shubita, 2024) studied the extent to which change information can influence the attitude towards turnover intention and organizational change concerning psychological contract fulfillment and engagement playing their vital role. It has been studied that employees who receive timely, accurate, and handy information about the organization have a positive effect on an employee's perceived need concerning change (Farrukh & Sajjad, 2024).

H1: Change information has significant positive impact on psychological contract fulfillment.

H2: Change information has a significant positive influence on trust in the particular context.

H3: Change information has the significant positive impact on the perceived need for change.

Psychological Contract Fulfillment

This is my another independent variable named as psychological contract fulfillment, it can be defined as: "an employee's belief that he is required to fulfill his duties for the employer and his employer to fulfill duties to him" Dender, (2021). The definition highlights the expectation of employer from its employee to fulfill their duties and responsibilities within the contract. The contract comprises of the term of conditions and roles to be executed by both the parties the employer and their firms as well as the employees' part. In this linking, the psychological contract is defined as individual beliefs which are transformed by the institutes in response to the exchange agreement between the organization and their employees (Lub, Bal, Blomme & Schalk, 2021). Similarly, the psychological contract fulfillment has various dimensions which include career development, organizational policies and rewards, job content, as well as social atmosphere. In this link, fulfillment, non-fulfillment of psychological contract has been linked with numerous work outcomes such as turnover intention and affective commitment (June, 2023).

H4: Psychological contract fulfillment has significant impact on organizational commitment.

Trust

Trust is defined as “an employee’s confidence and his/her willingness to act upon actions, decisions, and words of his manager or immediate superior” (McAllister, 2025). The definition elaborates the view of the willingness of an employee in their organization or their superior. With the help of definition, trust can be assumed as a voluntary action initiated by employee. The possible determinant of trust in an employee could be the way the organizations deal with him and other perks and benefits. (Cervantes, et al., 2023) stated that trust in persons is the outcome of past experiences with trusted persons. The prior literature findings indicated a positive association between the trust and organizational commitment. Tremblay et al., (2010) studied HRM practices building trust in the Canadian hospital that leading to organizational commitment. Yilmaz (2008) concluded the importance of the organizational trust to increase organizational commitment in primary school teachers. The work of (Bakiev, 2023) presented the influence of organizational trust on organizational commitment. He further highlighted the positive relation of them by establishing fact that organizational trust and organizational commitment lead to the positive and better organizational performance of an employee. These findings are evidence that trust has a significant influence on organizational commitment. The influence of three studies indicates its nature as positive. Consequently, it can be hypothesized as:

H5: Trust has a significant positive impact on organizational commitment.

Perceived Need for Change

The independent variable is perceived need for change, it can be defined as “the willingness of an employee’s perception of the sources of reasons typically about higher-ups implementing change in their firms” (Solis, et al., 2024). At times, employees agree to implement perceived need for change because they are aware of the cost in case, they oppose the need for change. In such cases, turnover rate increases, and efficiency and productivity of employees diminish (Neves, 2009). Researchers have studied perceived need for change with different variables such as organizational commitment, trust, performance as well as growth. Hammond (2009) investigated the relationship between perceived need for change and perceived organizational support.

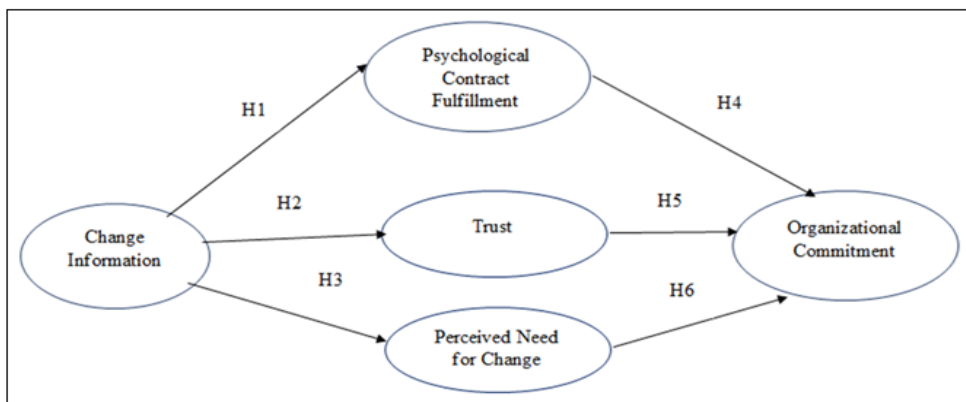
H6: Perceived need for change has significant positive impact on organizational commitment.

Organizational Commitment

The dependent and most important variable is an organizational commitment, which can be defined in three parts as” i) resilient belief of an employee in the organization and its goals, ii) an employee’s willingness to go extra mile for the sake of organization and iii) an employee’s drive to continue being part of the organization” (Porter et al., 2021). The definition implores organizational commitment as an employee’s behavior which is also exerted voluntarily. In different works of literature regarding organizational behavior or organizational/industrial psychology, notion of organizational commitment has gained a lot of importance. The concept

involved in various empirical studies both as antecedent and a consequence of other variables. As an antecedent, commitment is utilized to measure the employees' performance, behaviors, turnover and absenteeism (Solis, et al., 2024). Continuance commitment is comprised of two elements: the cost linked with leaving an organization (i.e. perceived sacrifice commitment) and limited employment opportunities (few alternative commitments) (Bentein et al., 2005). Perceived sacrifice commitment, normative commitment, and affective commitment have one thing in common that they are partial by socialization, work experience. Whereas, alternative commitment reflects from external factors (i.e. economic conditions) affecting the employment opportunities.

Figure 1
Proposed Research Model



RESEARCH METHODOLOGY

The methodology explains the mechanisms adopted for sake of compilation of this research. The research is survey-based it embraces an approach that creates survey or questionnaire. After the questionnaire is formed the next step is to get it filled by responses to process them to conclude the research hypothesis. Therefore, this chapter discusses proposed hypothesis, sample size designated for questionnaire formulation & practices applied to data formulated to conclude the results. The relationships of independent variable change information were studied on psychological contract fulfillment, trust, perceived need for change. These were further studied as independent variables and their relationship with commitment. All of the five variables contribute to questionnaire formulation as each variable items were used in the questionnaire, discussed later. The nature of research is quantitative and includes a theoretical framework that is formed with empirical search of the variables. The empirical investigation involved the mathematical and computational techniques that were operated in the software SPSS.

Population & Sample Size

The population of this research was all employees of textile industry in Pakistan. This research is quantitative and is based on survey approach. The survey demands to be filled by intended

population or subsection of population. Thus, the sample dimension set for the questionnaire was 300 samples, as 300 employees were targeted and requested to fill out questionnaire in Pakistan. It was observed that standard sample size for organizational commitment related study was of 200-600, which is why sample size 300 was opted out (Bakiev, 2023). Methods evolved around convenience sampling; geographical area of Rahim Yar Khan and big cities of Pakistan like Lahore, Karachi, Islamabad and Faisalabad was chosen. Within a decent amount of time, the questionnaire was gotten filled out by intended sample size and stopped at 300 samples.

Questionnaire Design

As mentioned before that study is survey-based and hence requires a survey or questionnaire to get the intended sample size fulfilled which is 300. The questionnaire was formed with the help of the instruments of the variables of this study including independent and dependent variables. The five point likert scale was ranged from strongly agree to strongly disagree. In the case of this theoretical framework, the instruments of all the variables including change information, the psychological contract fulfillment, trust, the perceived need for change, and organizational commitment. The questionnaire was developed based on two sections. The logical flow of left to right from the questionnaire opted and from change information to organizational commitment, all the questions were included in that order. The demographics were also part of questionnaire comprising of gender, age, and industry. The reason to include industry was to suffice reasoning for the identification of corporate sector of the respondents. As mentioned before this study makes use of five variables divided under the category of the dependent as well as independent variables with shifting roles as presented in the theoretical framework.

Data Collection & Analysis

The survey was created as per the items adopted by each variable. After the questionnaire was created it was shifted to Google Forms. The reason to opt Google Forms was because of its portability and its feature of ease of sharing. After the questionnaire was formed on Google Forms the next step was to reach out to the respondents. For this purpose, the link of Google Forms was shared with different employees residing in textile industry of Pakistan. Each respondent was asked to forward it to the employee working in the corporate industry. With this, a cycle was formed and the questionnaire was formulated until the sample size of 300 was achieved. The data was analyzed through different procedures for extracting the desired information.

RESULTS OF STUDY

Table 1

Regression Analysis (Model Summary)

Model	R	R ²	Adjusted R ²	SEE
1	0.432	0.187	0.184	0.6856

Table 2*Regression Analysis (ANOVA)*

Model	SS	Df	MS	F	Sig.
Regression	32.156	1	32.156	668.39	0.000
Residual	140.103	298	0.470		
Total	172.5	298			

Table 3*Regression Analysis (Coefficient)*

Model	B	Std Error	Beta	T	Sig.
Constant	2.94	0.64		13.98	0.000
AvgCI	0.63	0.44	0.43	8.270	0.000

The adjusted R-Square for this hypothesis is 18.4% which means that this hypothesis and two variables explain 18.4% of the variation of the considered model. However, the sum of squares for regression model is weak compared the sum of squares value of the residual. Moreover, the constant value is 2.294 which means that if change of information is not communicated to the employees the psychological contract fulfillment increases by 2.294 units. Hypothesis 1 is accepted; with P-Value being 0.00 which is lower than 0.05 and this indicates that one unit increase in change of information will bring about 0.362 units of change in the psychological contract fulfillment (Netmeyer, Durvasula & Lichtenstein, 2021). Hypothesis 2 of this study proposes that change of information leads to significant and positive increase in trust amongst employees and results are: The adjusted R-Square for this hypothesis is 31.5% which means that this hypothesis and two variables explain 31.5% of the variation of the considered model. However, sum of squares for regression model is weak compared sum of squares value of the residual.

Moreover, the constant value is 1.829 which thus means that if the change of information is not communicated to the employees the trust amongst employees for the firm and management increases by 2.294 units. Hypothesis two is accepted; with P-Value being 0.00 which is lower than 0.05 and this indicates that one unit increase in change of information will bring about 0.442 units of change in trust amongst employees for the firm and management (Netmeyer, Durvasula & Lichtenstein, 1991). Which means that is change is communicated to employee directly then it will help emolyess to gain self esteem and will make them more committed to the organization. Hypothesis 3 of this study proposes that change of information leads to a significant and positive increase in Need for change and results are: The adjusted R-Square for this hypothesis is 10.1% which means that this hypothesis and two variables explain 10.1% of the variation of the considered model for extracting the chosen leading information. However, the sum of squares for regression model is weak compared the sum of squares value of the residual.

Moreover, the constant value is 2.804 which thus means that if change of information is not communicated to the employees the need for change increases by 2.804 units. Hypothesis 3 is accepted; with the P-Value being 0.00 which is lower than 0.05 and this indicates that one unit

increase in change of information will bring about 0.333 units of change in perceived need for change (Netmeyer, Durvasula & Lichtenstein, 2021). In this drive, for the last three hypotheses simultaneous testing was done as the dependant variable was the organizational commitment and SPSS supported it. The model considered expressed adjusted R-Square to be 69.7% which meant the three variables, psychological contract fulfillment, trust and perceived need for change explained 69.7% of the variation in the organizational commitment. The Anova results were promising as well because more than one variable was considered in determining the impact on the dependent variable. The sum of squares for regression was higher than that of residual with significance value of 0.00. The regression analysis indicated that if there was no change in three independent variables organizational commitment would increase by 0.293 units.

The Hypothesis 4 proposed that psychological contract fulfillment causes the significant and positive increase in organizational commitment. The fourth hypothesis was accepted due to the p-value of 0.000 which is less than 0.05 and it meant that one unit increase in psychological contract fulfillment will rise organizational commitment by 0.434 units (Netmeyer, Durvasula & Lichtenstein, 2021). The Hypothesis 5 proposed that trust causes a significant and positive increase in organizational commitment. The fifth hypothesis was accepted due to the p-value of 0.000 which is less than 0.05 and it meant that one unit increase in trust will increase the commitment by 0.283 units (Netmeyer, Durvasula & Lichtenstein, 2021). Thus, Hypothesis 6 proposed that perceived need for the change causes a significant and positive increase in the organizational commitment. The sixth hypothesis was accepted due to the p-value of 0.000 which is less than 0.05 and it meant that one unit increase in perceived need for change will increase the organizational commitment by 0.371 units (Netmeyer, Durvasula & Lichtenstein, 2021).

DISCUSSION

The main objective of this research was to know the performance evaluation approach for textile industry businesses: Navigating change management impact of change management. All the hypothesis proposed for this study were accepted. The regression analysis showed that model is fit and can predict all research results. The first variable under study is, change information, a sense-making and self-predicting process undergone by employees established with help of timely and accurate information provided when their firm changes" (Mokhchy et al., 2025). It has been studied that employees who receive timely, accurate, handy information about the organization have a positive effect on an employee's perceived need concerning the change (Farrukh & Sajjad, 2024). Psychological contract fulfillment has various dimensions which include the career development, organizational policies and rewards, job content, and social atmosphere. Fulfillment or non-fulfillment of psychological contract has been associated with numerous work outcomes such as turnover intention and affective commitment (June, 2023).

The work of (Bakiev, 2023) presented the influence of organizational trust on organizational commitment. He further highlighted the positive relation of them by establishing the fact that

organizational trust and organizational commitment lead to positive and better performance of employee. These findings are evidence that trust has significant influence on organizational commitment. The influence of three studies indicates its nature as positive. Researchers have studied the perceived need for change with different variables like the commitment, trust, performance and growth. (Gomes et al., 2024) investigated the relationship between perceived need for change & perceived organizational support. Continuance commitment is comprised of two elements: cost linked with leaving an organization (perceived sacrifice commitment) and limited employment opportunities (few alternative commitments) (Bentein et al., 2005). Perceived sacrifice commitment, normative commitment, and affective commitment have one thing in common that they are partial by socialization or work experience. But, alternative commitment reflects from external factors (i.e. economic conditions) affecting the employment opportunities.

CONCLUSION

This research aims to know performance evaluation approach for textile industry businesses: Navigating change management impact of change management. All the hypothesis proposed for this study were accepted. Change information if communicated with the employees before actually introducing the change in organization, the employees think that the psychological contract fulfillment has been made. The organizations and management should communicate change information before putting it into transition so that the employees do not feel cheated. A clear understanding of changes makes it easy for the employees to understand. Any queries are to be addressed by top level management to staff. Change information if communicated with the employees before actually introducing the change in the organization, the employees tend to trust organization and top management. Thus, organizations and senior management should communicate change information before putting it into transition so that employees can trust management. Change information if communicated with employees before actually introducing the change in organization, employees tend to understand and establish need for change.

Therefore, organizations and senior management should communicate change information before putting it into transition so that the employees feel that there is a need for change and they can come on board with the change. in this connection, change should be well explained and thought through well so no loop hole is left in the process. Management should also keep in mind to not bring about any such change that is totally difficult for the workers to adopt. If employees feel that their psychological contract fulfillment has been achieved then they tend to establish and portray organizational commitment. Therefore, the organizations and senior management should make sure that the employees feel that there is a psychological contract fulfillment is done so that they can stay committed with the organization. The need of feeling belonged to the organization by employees is very important. If the employees develop trust towards the concerned organization then they tend to establish and portray the organizational commitment.

Therefore, organizations and senior management should make sure that they employees trust the organization so that they can stay committed with the organization. An employee who trusts the organization will work for the organization no matter what and work tirelessly in favor. They will know that business organization is thinking about what is best for workers and what ever will happen will only happen for interest of people. If the employees perceive that there is need of change that they tend to go one with change and establish organizational commitment. Therefore, organizations and senior management should make sure that the employees understand need for change so when change is introduced, they stay committed with organization. Committed workforce reduces turnover, increases productivity, maximize profits and make organization a better place for workers to work. The workers should be well informed on how, when change will be implemented and what will be pros and cons of the change.

Limitations & Future Directions

Outstanding to limited time on hand and budget constraints this study has certain limitations which can be worked upon by future researches to enhance results and implications. Firstly, the sample size was selected through simple random sampling which introduces high chances of biased data in model of this study. Future studies should use different strategies to obtain data, snowball sampling. Secondly, study makes use of sample size of 300 respondents which causes generalizability issues. Future studies can make use of the larger sample and from different locations of Pakistan along with reaching out to the respondents that are working in different industries. Thirdly, study use of limited variables to predict the commitment. Future studies can make use of other variables like mobbing, motivation and perception of superior openness.

As of limited time , we didn't collected as much data as possible, in another research we can interview more audience like people of small corporations or different associations of Pakistan like associations of medium and small businesses and their stakeholders. Lastly, this study made use of a survey which was designed to obtain the data for the model proposed. Future studies can make use of different design and instead of obtaining data in the cross-sectional form the studies can collect data overtime or can make use of experiment as well. We can also do researches on specific organizations which will help us in which type of the organization communication of information that are effective in the hierarchical structure is more necessary. Thus, any real life company experience will work in giving a greater picture of how change works.

REFERENCES

- Alrawashedh, N. H., & Shubita, M. F. (2024). The impact of digital transformation on the organization's financial performance: A case of Jordanian commercial banks listed on the Amman Stock Exchange. *Banks and Bank Systems*, 19(1), 126.
- Bakiev, E. E. (2023). The influence of interpersonal trust and organizational commitment on the perceived organizational performance. *Journal of Applied Economics and Business Research*, 3(3), 166-180.

- Cervantes, L. F., Aguirre, R. C., Rivera, J. L. M., Montiel, E., & Huerta, A. T. L. (2023). Analysis of management competencies in the textile sector and the relation with organisational performance in state of Tlaxcala, Mexico. *Journal of Economics, Finance and Management Studies*, 6(1), 64-76.
- Dender, L. (2021). Change Management in fast Growing Fashion Industry in case of Nazareth Garment Share Company (Doctoral dissertation, ST. MARY'S UNIVERSITY).
- Farrukh, A., & Sajjad, A. (2024). Drivers for and barriers to circular economy transition in the textile industry: A developing economy perspective. *Sustainable Development*, 32(6), 7309-7329.
- Gill, R. T. W. (2022). The change management--or change leadership? *Journal of Change Management*, 3(4), 307-318.
- Gomes, K., Caucci, D. S., Morris, J., Guenther, E., & Miggelbrink, J. (2024). The sustainability transformation in the textile industry – The case of wastewater management. *Business Strategy & Development*, 7(1), e324.
- June, C. (2023). The Impact of Change Management on Organizational Performance-a Case Study of a Medium-sized Organization in the Information Technology Sector in Sub-Saharan Africa.
- Lub, X. D., Bal, P. M., Blomme, R. J., & Schalk, K. R. (2021). One job, one deal... or not: do generations respond differently to psychological contract fulfillment? *The International Journal of Human Resource Management*, 27(6), 653-680.
- Lub, X.D., Nije Bijvank, M., Bal, P.M. Blomme, R., and Schalk, R. (2012), 'Different or alike? Exploring the psychological contract and commitment of different generations of the hospitality workers,' *International Journal of Contemporary Hospitality Management*, 24, 4, 553-573.
- Malik, M., Raziq, M. M., Sarwar, N., & Gohar, M. (2025). Navigating the change: a case study of textile industry on digital leadership, digital transformation and innovative business models. *Benchmarking: An International Journal*, 32(2), 550-577.
- McAllister, D. J. (2025). Affect-and cognition-based trust as foundations for interpersonal cooperation in organizations. *Academy of Management Journal*, 38(1), 24-59.
- Mokhchy, J., Chen, G., Ahmad, S., Khan, A., Zhang, J., & Ahmed, M. (2025). Dynamic impact of leadership style, knowledge-sharing, and organizational culture on organizational performance. *Current Psychology*, 44(6), 4097-4112.
- Netemeyer, R.G., Durvasula, S. and Lichtenstein, D.R., 2021. A cross-national assessment of the reliability and validity of the CETSCALE. *Journal of marketing research*, 28(3), pp.320-327.
- Neves, P. (2009). Readiness for change: Contributions for employee level of individual change and turnover intentions. *Journal of Change Management*, 9(2), 215-231.
- Selçuk, A. Ö., Çörekcioglu, M., & Gungor, A. (2025). An Innovative Performance Evaluation Approach for Textile Businesses. In *Corporate Management in the Digital Age* (pp. 461-512). IGI Global Scientific Publishing.
- Setiawan, M., & Septiani, B. A. (2025). Firm performance and the determinants in the textile and textile product industry of indonesia pre-and post-COVID-19 pandemic. *Journal of Risk and Financial Management*, 18(1), 35.

- Solis, M., Tonini, D., Scheutz, C., Napolano, L., Biganzoli, F., & Huygens, D. (2024). The contribution of waste management to a sustainable textile sector. *Waste Management*, 189, 389-400.
- Sutton, R. I., & Kahn, R. L. (2022). The Prediction, understanding, and control as the antidotes.
- Todnem By, R. (2025). Organisational change management: A critical review. *Journal of Change Management*, 5(4), 369-380.
- Tremblay, M., Cloutier, J., Simard, G., Chênevert, D., & Vandenberghe, C. (2010). The role of HRM practices, procedural justice, organizational support and trust in organizational commitment and in-role and extra-role performance. *The International Journal of Human Resource Management*, 21(3), 405-433.
- Wanberg, C. R., & Banas, J. T. (2020). Predictors and outcomes of openness to changes in a reorganizing workplace. *Journal of Applied Psychology*, 85(1), 132
- Yang, B., Tang, H., & Zhang, R. (2017). Empirical Study on the Organizational Commitment of IT Expatriates in Different Matching Patterns of Employees' and Enterprises' Psychological Contracts. 14(2), 153-166.
- Zhang, J., Jehangir, F. N., Yang, L., Tahir, M. A., & Tabasum, S. (2025). Competitive advantage and firm performance: The role of organizational culture, organizational innovation, and knowledge sharing. *Journal of the Knowledge Economy*, 16(1), 3081-3107.