

Modelling of factors of corporate sustainability of textile industry companies

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ABSTRACT – REZUMAT

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Corporate sustainability significantly affects the commitment of employees in the textile industry, thus providing a basis for recommendations to companies that wish to implement sustainable practices. Factors such as sustainable development practices, job satisfaction, motivation, corporate image, leadership and professional development are key to achieve organizational commitment. The research emphasises the importance of a holistic approach to integrating sustainability into the operations of the textile industry, with a special focus on the environment and responsible business. The research results provide a holistic overview of employee attitudes, highlighting key factors for the successful implementation of sustainability.

Keywords: sustainable development, textile manufacturing, organisational commitment, employee attitudes, holistic approach

Modelarea factorilor de sustenabilitate corporativă a companiilor din industria textilă

Sustenabilitatea corporativă afectează în mod semnificativ angajamentul personalului din industria textilă, oferind astfel o bază pentru recomandări companiilor care doresc să implementeze practici durabile. Factori precum practicile de dezvoltare durabilă, satisfacția la locul de muncă, motivația, imaginea corporativă, leadershipul și dezvoltarea profesională sunt esențiali pentru a obține angajamentul organizațional. Cercetarea subliniază importanța unei abordări holistice pentru integrarea sustenabilității în industria textilă, cu un accent special pe mediu și afaceri responsabile. Rezultatele cercetării oferă o imagine de ansamblu holistică asupra atitudinilor angajaților, evidențiind factorii-cheie pentru implementarea cu succes a sustenabilității.

Cuvinte-cheie: dezvoltare durabilă, producție textilă, angajament organizațional, atitudinea angajaților, abordare holistică

INTRODUCTION

Modern business, especially in the textile industry, is increasingly demanding sustainable practices that not only contribute to environmental protection but also affect the organisational commitment of employees. This research paper aims to investigate the complex relationship between the application of sustainable development practices in textile companies and the level of commitment of employees. The identification of limitations in previous research lays the foundation for the necessity of additional empirical evidence and for deepening the understanding of this area. The focus of the study is on four key research issues that will be systematically analysed. The first issue investigates specifically how the practice of sustainable development affects the commitment of employees in the textile sector. The second issue seeks to identify specific sustainable development practices that are most effective in fostering employee commitment. The third issue deals with challenges and opportunities in the application of sustainable development practices with the aim of improving the commitment of employees. Finally, the fourth issue analyses best practices that promote

sustainability and increase employee commitment within the organisation. Through this study, we aim to obtain empirical evidence that will serve as a basis for recommendations to companies in the implementation of sustainable practices, leading to the improvement of overall business performance. This paper seeks to contribute to the scholarly and practical understanding of the nexus between sustainability and employee commitment, offering evidence-based recommendations to inform future strategic developments within the textile industry.

CORPORATE SUSTAINABILITY IN THE TEXTILE INDUSTRY – OVERVIEW OF PREVIOUS RESEARCH

Previous research examining the modelling of factors influencing corporate sustainability in the textile industry has yielded valuable insights into the complexity and significance of sustainability within this sector. The key elements of previous research highlight the need for a holistic approach that integrates sustainability into all aspects of business [1].

Recently conducted studies have highlighted the significant impact of the textile industry on the environ-

ment and society [2], particularly in relation to resource consumption [3] and working conditions in the supply chain [4]. Understanding these impacts becomes crucial for the formation of sustainable practices [5]. The textile industry has a serious negative impact on the environment [6]. Lack of social responsibility in the supply chain [7] further burdens the industry [8], creating poor working conditions and a lack of worker safety [9]. Key steps towards solving these problems include the transition to a circular economy, more efficient use of resources and more responsible business practices to reduce the negative environmental impacts of the textile industry [10]. Environmental practices, social practices within the workplace, and social engagement within the broader community constitute fundamental segments of corporate sustainability. [11]. A focus on reducing negative impact and contributing to the community [12] is becoming essential for sustainable business [13]. These findings underscore the complexity of the factors influencing corporate sustainability within the textile industry and highlight the broader significance of investigating these elements for the advancement of sustainable business practices in this sector.

CONCEPTUAL MODEL OF FACTORS OF CORPORATE SUSTAINABILITY IN THE TEXTILE INDUSTRY

The primary objective of this study is to investigate the influence of sustainable development practices on employee organisational commitment within the context of the textile industry. Initial hypotheses were formulated to identify specific relationships between the manifest variables, and a factor model of corporate sustainability was developed to better understand the interrelationships. The first hypothesis (H1) assumes that *the practice of sustainable development in companies has a positive effect on the organisational commitment of employees*. The second hypothesis (H2) extends the analysis, suggesting

that *job satisfaction, motivation and corporate image mediate the positive relationship between sustainable development practices and employees' organisational commitment*. In addition, the third hypothesis (H3) states that *a positive effect of leadership exists on the relationship between sustainable development practices and organisational commitment of employees*.

Following these hypotheses, a model of corporate sustainability factors was developed that could enable a detailed analysis of the relationship between sustainable development practices, job satisfaction, motivation, corporate image, leadership and organisational commitment. This model analyses the influence of job satisfaction, motivation and corporate image on the improvement of employees' organisational commitment. The implementation of sustainable development practices plays a pivotal role in positively influencing these variables, fostering higher levels of organisational commitment, and, in line with the proposed hypotheses, reinforcing the corporate sustainability of textile companies.

In this research on corporate sustainability in the textile industry, a conceptual model was developed that analyses how job satisfaction, motivation and corporate image influence the improvement of employee commitment within the organisation. The goal was to assess how the practice of sustainable development affects these variables and the ultimate corporate sustainability of the company. The conceptual model presented in figure 1 comprises three manifest variables: job satisfaction, employee motivation, and corporate image. These variables are connected to latent variables through three models of factor analysis.

The application of the corporate sustainability factor model in, for instance, the textile industry covers various useful areas. First, companies can use the model to assess their current sustainability performance, including environmental impact, social responsibility and economic viability. This step

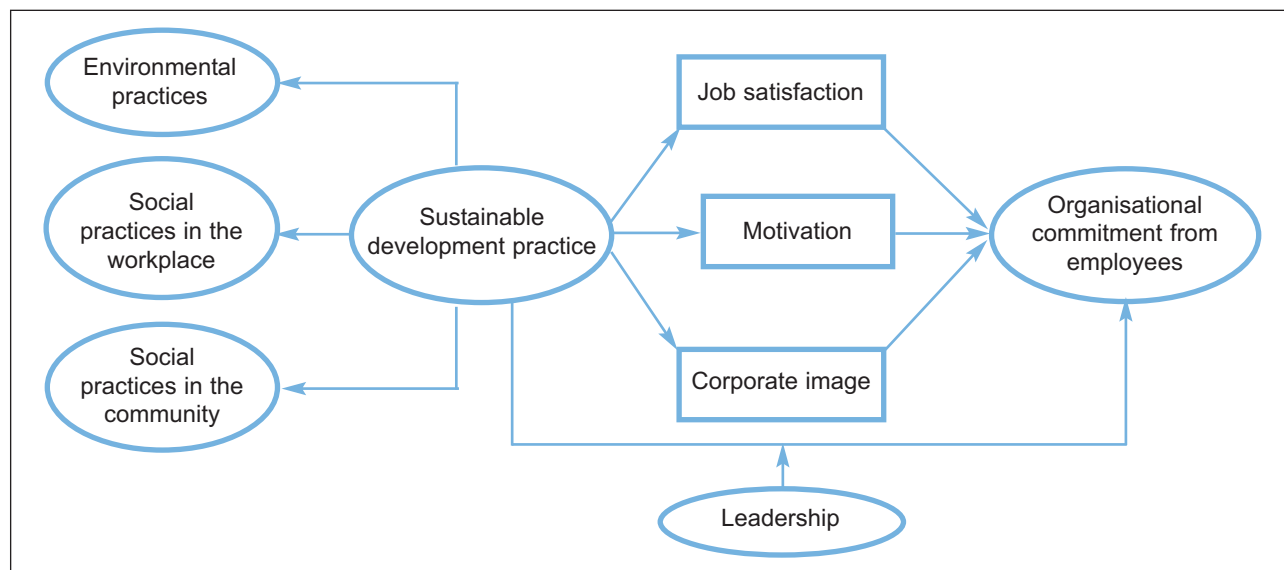


Fig. 1. Conceptual model of corporate sustainability factors in the textile industry

includes setting sustainability goals, sustainability audit, assessment against industry standards and stakeholder engagement. Second, the model can be used for benchmarking against industry standards, allowing companies to identify gaps and set targets for improving sustainability performance [14]. Third, effective communication with stakeholders is key, so companies can use the model to develop transparent sustainability reports, tailored to the needs of key stakeholders. Fourth, the model can serve as a tool for integrating sustainability into business strategy. These include setting specific goals, assessing significance, integrating sustainability into decision-making processes, engaging stakeholders, incorporating sustainability into performance metrics, and investing in innovation. Finally, the model helps identify opportunities for innovation, such as developing products with more sustainable materials or improving energy efficiency. By linking these steps, textile companies can adopt a holistic approach to sustainability, improve their performance and achieve long-term success [15].

In applying the corporate sustainability factor model within the textile industry, it is essential to account for a range of interconnected factors to ensure a comprehensive and holistic approach to sustainability. First, environmental practices are essential, given the significant impact of the textile industry on the environment. This includes the use of sustainable materials, such as organic cotton and recycled polyesters, and the implementation of closed production systems to recycle materials and minimise waste. Second, social practices in the workplace are key to corporate sustainability. This includes ensuring fair working conditions, prohibition of discrimination and forced labour, support for health and safety at work, and support for labour rights, trade unions and labour organisations. Job satisfaction and employee motivation are key to maintaining high performance and long-term sustainability of companies in the textile industry. The fourth factor, corporate image, plays a key role in attracting and retaining customers, investors and the support of the general public.

The aim is to enable textile companies to operate in a sustainable manner, taking into account environmental impacts, social responsibility and economic viability. The first area of application relates to the assessment of current sustainability performance. Companies should set sustainability goals, conduct an audit, assess performance against standards, engage stakeholders, identify areas for improvement, develop an action plan and regularly report on progress. The second area of application is benchmarking against industry standards. This involves identifying relevant standards, collecting data, comparing performance with benchmarks, identifying gaps, developing an action plan and monitoring progress. The third area is communication with stakeholders. Companies should identify key stakeholders, develop sustainability reports, use recognised frameworks, involve stakeholders in the communication process, use different channels and

highlight achievements while being transparent about challenges. The fourth area includes the integration of sustainability into business strategy [16]. This entails setting sustainability goals, conducting materiality assessments, integrating sustainability into decision-making processes, engaging stakeholders, incorporating sustainability into performance metrics, investing in innovation and monitoring performance.

The final area pertains to the identification of opportunities for innovation, wherein companies are encouraged to explore sustainable materials, enhance energy efficiency, implement water conservation technologies, minimise the use of hazardous chemicals, adopt circular economy principles, drive supply chain innovation, and integrate digital technologies. These areas of application allow textile companies to successfully direct their efforts towards sustainable business, with the corporate sustainability factor model serving as a guide for achieving and maintaining sustainability in the industry [17].

Factors to consider in the application of the corporate sustainability model in the textile industry include key elements that contribute to achieving sustainable development in this industry. Environmental practices play a key role considering the significant impact of textile production on the environment, and therefore the successful implementation of the model requires the adoption of sustainable materials, efficient management of resources and reduction of the carbon footprint. Social practices in the workplace are essential because they focus on creating fair and safe working conditions. Treating workers with respect, ensuring fair wages and supporting career development are key elements of social sustainability in the textile industry. Social practices in the community contribute to the sustainability of the textile industry, especially in developing countries [18]. This implies respect for international work standards, support for local communities, reduction of the carbon footprint and solving environmental challenges [19]. Job satisfaction and employee motivation have a key impact on the corporate sustainability of the textile industry, as they positively affect productivity, innovation and employee commitment. Corporate image, as a final factor, has a key influence on the success of textile companies. Sustainable practices, support of social goals and business transparency contribute to a positive corporate image. Furthermore, effective leadership plays a key role in achieving corporate sustainability in the textile industry.

METHOD OF THE RESEARCH

The employed methodology offers a comprehensive analysis of corporate sustainability within the textile industry, incorporating both a literature review and conceptual analysis. Initially, it synthesises existing research findings, addressing key themes such as environmental impact, social responsibility, organisational commitment, and leadership. Subsequently, a conceptual model is developed to outline the factors that influence corporate sustainability in this sector.

Through proposing hypotheses and elucidating relationships between variables like sustainable development practices, job satisfaction, motivation, corporate image, leadership, and organisational commitment, it offers a theoretical framework grounded in existing literature and theoretical perspectives. Lastly, the text explores practical applications of this model within the textile industry, delineating strategies for assessing sustainability performance.

The study employed a multifaceted methodological approach, encompassing survey research, statistical analysis, structural equation modelling (SEM), Analytical Hierarchy Process (AHP), and factor analysis. Data from 1236 respondents in Serbia were gathered through a comprehensive questionnaire covering socio-demographic information and 44 statements pertaining to job satisfaction, motivation, corporate image, work experience, personal characteristics, and employee investments. Descriptive statistics were utilised to analyse the demographic composition of the sample, while SEM was applied using Smart PLS 3.0 software to explore intricate relationships between variables like job satisfaction, motivation, corporate image, leadership, environmental practices, social practices, and organisational commitment. Furthermore, the Analytical Hierarchy Process facilitated systematic comparison and evaluation of key criteria and sub-criteria related to sustainable development practices, job satisfaction, motivation, corporate image, and organisational commitment. Additionally, factor analysis was employed to investigate correlations and reliability among the survey items. This methodological blend provided a comprehensive understanding of the factors influencing organisational commitment and sustainability in the textile industry, offering actionable insights for decision-making and strategic planning.

In the first phase, the sustainable development practices of the organisations where the individuals who participated in the research worked were investigated. The SPSS 20 software package was used to process the data collected during the first phase of the research, in combination with the analysis of descriptive statistics of the general sample data. To test for reliability, the Cronbach alpha reliability coefficient was employed. A factor analysis was used to determine the organisational commitment dimensional structures. Cluster analysis was employed to identify the characteristic groups of organisations that exhibit varying degrees of sustainable development practices. The determination of differences that exist between individual groups was carried out using ANOVA and Crosstabs tests. The Expert Choice software package was used to perform calculations using AHP. Expert assessments of the generated characteristics of the groups of organisations that were recognised were used as the basis for this calculation.

The second phase of the research included an analysis of the impact that the sustainable development practices of the organisations included in the

research sample have on the organisational commitment of the people employed in them. The basis for this stage was a data set consisting of the responses of the employees who participated in the research. In order to collect information from the employees, a survey was used as a research instrument.

RESULTS AND DISCUSSION

The results in this study were obtained using a sample of 1236 respondents (Serbia) in the period from June 1, 2022, to November 1, 2023. The first stage dealt with the practice of sustainable development of organisations, identifying groups according to employee commitment, and determining the level of commitment. The data was collected using a questionnaire with socio-demographic information and 44 statements about job satisfaction, motivation, corporate image, work experience, personal characteristics and investments of the employee. The respondents were professional staff of organisations, and the research was conducted in order to understand the structure of organisations and the level of organisational commitment of employees. Analysis of descriptive statistics on a sample of 1236 respondents reveals a significant dominance of the female gender (83.3%) compared to the male gender (16.7%). As for age groups, 35% of respondents are aged 18–34, 56.4% are aged 35–54, and 8.7% are older than 55. In relation to education, 46.9% have completed secondary school, while 9.4% have a college degree, and 4.4% have a university degree. Length of work experience shows that 51% of respondents have work experience of 11–21 years, while 93.7% occupy the position of employee. The structural equation modelling (SEM) was used in the data analysis, including factors such as job satisfaction, motivation, corporate image and latent variables for leadership, environmental practices, social practices in the workplace and in the community. The structural equation modelling (SEM) input diagram, presented in figure 1, illustrates the theoretical model under investigation. This diagram includes latent variables, manifest variables, their interrelationships, and the hypothesised causal pathways among them. Fundamentally, the SEM input diagram specifies the hypothesised relationships by indicating how manifest variables are expected to measure latent constructs and how those latent constructs interact with one another.

By means of this diagram, the study's theoretical framework was established, clearly defining the anticipated relationships among variables. Figure 2, titled 'Input Diagram', provides a visual representation of the model's structure and outlines the expected interactions, thereby serving as the foundation for hypothesis testing and model validation.

Conversely, the SEM output diagram, shown in figure 3 and labelled 'Output Diagram,' presents the empirical results derived from the statistical analysis of the theoretical model. This output includes the path coefficients, which reflect the strength and direction of the

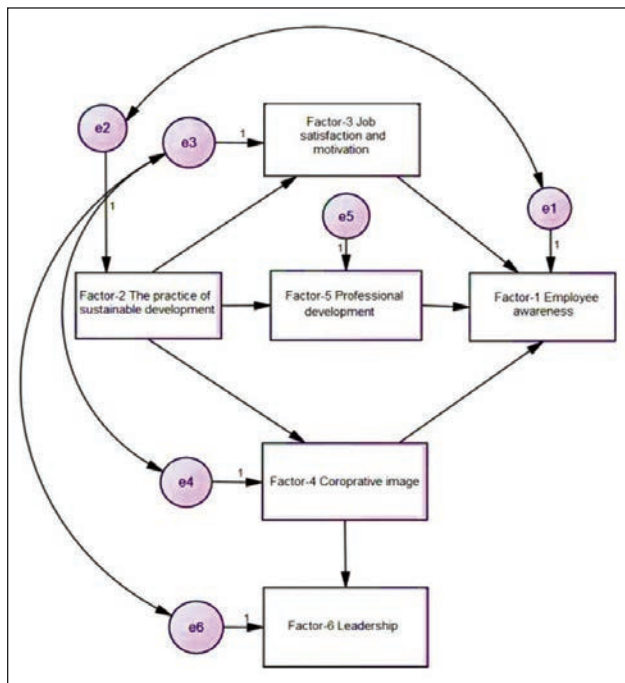


Fig. 2. Input diagram

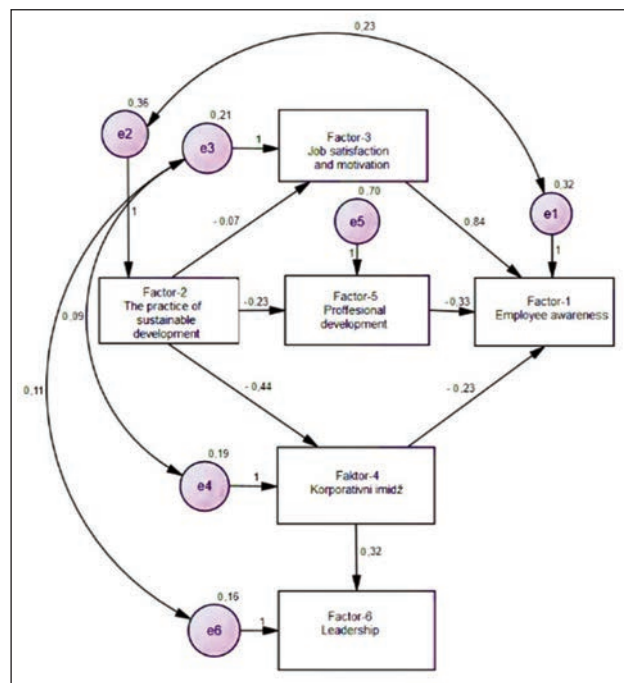


Fig. 3. Output diagram

relationships between latent and manifest variables, offering critical insight into the model's explanatory power and overall validity.

The second phase of the research involved the use of SPSS 20 for data analysis and Expert Choice for applying the Analytical Hierarchy Process (AHP) method. AHP was applied to systematically compare and evaluate key criteria and sub-criteria, including sustainable development practices, job satisfaction, motivation, corporate image and organisational commitment of employees. The procedure included defining criteria, pairwise comparison of their importance, formation of weighting factors, checking the consistency of experts' ratings and final analysis for ranking and prioritisation. AHP enabled the quantification of subjective judgments and provided a structure for informed decision-making in the research areas. This phase aimed to evaluate the impact of sustainable development practices on the organisational commitment of employees.

Through their answers, the respondents expressed their attitudes on various aspects that influence the organisational commitment of employees. Evaluation of factors such as personal characteristics, work experience, employee investment, workplace social practices, professional development and leadership provided a holistic insight into the key determinants of employee commitment in the context of the textile industry.

The majority of respondents believe that personal characteristics and work experience have an insignificant impact on employee commitment, while employee investments are not rated as crucial. Social practices at the workplace, including employee support, according to the majority of respondents, did not show a significant impact. A better workplace environment is rated as an opportunity for professional

development, but has less impact on wages and the promotion of diversity.

The most significant factors that contribute to organisational commitment, according to research results, are engagement, greater employee motivation and a proactive approach. Job dissatisfaction did not show a significant impact on innovation. These findings point to the complexity of factors that shape organisational commitment, with an emphasis on motivation, engagement and proactivity as key drivers of increased productivity and enterprise development. The conducted survey also identified employees' attitudes on the key factors shaping organisational commitment in the textile sector. Corporate image, sustainable development practices, professional development and leadership are recognised as key aspects influencing organisational commitment. These results provide guidelines for the development of strategies aimed at improving the working environment and supporting employees in order to increase employee commitment in the textile industry.

By applying the AHP method, a hierarchy of priorities for the sustainability of the company was established based on five criteria: environmental practices, social practices at the workplace, social practices in the community, corporate image and organisational commitment of employees. In doing so, a methodology for comparing different criteria and alternatives was used in the context of sustainable development practices, job satisfaction, motivation, corporate image and organisational commitment of employees. After the process of comparison and evaluation, weighting factors were obtained for each criterion and sub-criterion. Each criterion or sub-criterion has its own weighting factor, a score in relation to the others and a final score that reflects relative importance. These weighting factors reflect the relative importance of

WEIGHTING FACTORS											
Summary	#1 The practice of sustainable development		#2 Job satisfaction		#3 Motivation		#4 Corporate image		#5 Organisational commitment of employees		Final score
	Weighting	Score	Weighting	Score	Weighting	Score	Weighting	Score	Weighting	Score	
#A Ecological practice	0.457	0.288	0.196	0.294	0.160	0.484	0.117	0.505	0.070	0.408	0.354
#B Social practice in the workplace	0.457	0.089	0.196	0.160	0.160	0.291	0.117	0.272	0.070	0.274	0.170
#C Social practice in the community	0.457	0.174	0.196	0.080	0.160	0.151	0.117	0.165	0.070	0.208	0.153
#a Leadership	0.457	0.449	0.196	0.466	0.160	0.074	0.117	0.057	0.070	0.110	0.323

each element relative to the others, giving the organisation guidelines for prioritising efforts.

Based on the weighting factors shown in table 1, the practice of sustainable development is considered the most important criterion with a weighting factor of 0.457. Other criteria are ranked according to their importance in relation to this factor. For example, job satisfaction has a weighting factor of 0.196 in relation to sustainable development practices, while motivation has a weighting factor of 0.160.

The results are used to guide the organisation's priorities and make decisions about the focus of improvement efforts. Based on the results, it was concluded that "sustainable development practice" is the most important criterion, with special emphasis on "environmental practice". "Organisational commitment of employees" was rated as the least important. It is recommended that the company focus its efforts on improving environmental practices, social practices in the workplace, and social practices in the community, with an emphasis on leadership as an important subset. The application of AHP methods highlights environmental protection practices and leadership as key factors for achieving company sustainability. Job satisfaction was rated as significant, but not dominant, among sustainability criteria.

A factor analysis was performed to investigate the relationship between the 60 items presented in the correlation matrix. High correlations (>0.60) indicate the possibility of a common factor, while medium correlations ($0.20-0.60$) indicate a potential association. Assumptions were analysed, including the value of the determinant (>0.00001) and KMO and Bartlett tests were performed. The obtained KMO value (0.773) indicates a high degree of data covariance, and Bartlett's test is statistically significant ($p<0.001$), which confirms the suitability of the data for factor analysis. The principal components method (PCA) was used for factor extraction, which resulted in 6 factors with varimax rotation. Although 7 factors were originally obtained, it was chosen to retain 6 factors in accordance with Catello's scenario and satisfied Cronbach's alpha conditions. Analysis of variance showed a total explained variance of 91.18%. The matrix of rotated factors shows the loadings of the

items on the selected factors, which indicates the formation of six clearly defined scales (factors). The reliability of the measurement scales was tested with Cronbach's Alpha coefficients, and the results indicate a satisfactory level of reliability for all factors, with coefficients ranging from 0.959 to 0.999. Analysis of the influence of individual statements on the Cronbach Alpha coefficient did not show the need to eliminate questions in order to maximise the reliability of the measurement scales. Overall, the results support the application of factor analysis to the research data set.

Based on the results of the factor analysis, six factors were identified that relate to different aspects of organisational commitment of employees. Each of these factors comprises a group of questions that together form a specific dimension or concept within the general theme of organisational commitment. Results indicate a high correlation between motivation and commitment of employees towards the organisation. Employees are truly motivated and committed to achieving the organisation's goals. Workplace and sustainability-related questions highlight the connection between workplace characteristics, sustainability and the level of commitment of employees. A quality work environment and sustainable practices contribute to increased commitment. Questions related to identification and initiation emphasise the importance of this dimension in organisational commitment. The feeling of belonging and initiation contribute to a deeper engagement of employees. Corporate image and productivity include questions that investigate the impact of corporate image on employee productivity, as well as employees' emotional connection to work. A clear corporate image has a positive impact on employee commitment and, indirectly, on increasing productivity. Issues related to social practices at the workplace, their impact on the organisational commitment of employees and sustainability are grouped into this factor. The organisation's socially responsible practices contribute to increasing employee commitment, creating a positive impact on the work atmosphere. Leadership and sustainability include issues that explore the role of leadership, the understanding of

tensions and conflicts as potential for creative sustainability solutions, and the influence of leadership on the formation of a conceptual model. Leadership plays a key role in shaping the organisational commitment of employees and contributes to sustainable business. Together, these factors constitute the key dimensions of organisational commitment of employees in the analysed context. Their correct interpretation allows a better understanding of the mutual influences of different aspects of organisational commitment.

The research results have great practical applicability and can be used in all organisations operating in the textile industry. Organisations that apply sustainable development practices to a greater extent can use the research results as a basis for implementing various improvements, which can further increase the organisational commitment of their employees. The application of the research results in organisations that do not apply sustainable development practices to an adequate extent in their work can ensure greater use of these practices and the achievement of positive effects associated with them. In this way, in addition to increasing the organisational commitment of employees, numerous other positive effects are achieved for organisations, such as strengthening their public image and increasing the efficiency and quality of operations.

CONCLUSION

This paper investigates the impact of the implementation of corporate sustainability on the commitment of employees in the textile industry, making several

key scientific contributions. First of all, this perspective contributes to the development of knowledge about sustainable development within organisational culture. Also, the research represents a step forward in the analysis of the indirect impact of sustainable development practices on the organisational commitment of employees, filling a gap in the literature. The results will enable the development of a model for identifying the impact of corporate sustainability on employee commitment at different levels of sustainable development practices. The paper also highlights the importance of focusing on building a sustainable workforce to achieve authentic and successful results, exploring the impact of corporate sustainability on the local and global community.

The obtained results in this study confirm the key role of corporate sustainability in the textile industry as an imperative to achieve a balance between corporate growth and social goals, especially sustainable development. Sustainability involves a holistic approach that encompasses environmental, social and economic aspects of textile production. This paper identifies critical success factors for corporate sustainability, with a particular focus on the positive correlation between sustainability and employee organisational commitment. Sustainable development practices, job satisfaction, motivation, corporate image, leadership and professional development play a key role in achieving this positive relationship. Overall, the paper provides a basis for further research and a contribution to the understanding of the importance of sustainability in the textile industry.

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