

# **Determinants, Impediments, and Opportunities for Organizational Sustainability in Kushtia's Textile Industry**

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## **ABSTRACT**

The textile industry in Kushtia district serves as a significant source of revenue for this region of Bangladesh. It offers substantial employment opportunities and produces high-quality fabrics for both national and international markets. Nonetheless, this industry is currently facing multiple challenges and aims to achieve long-term sustainability. This study aimed to assess the problems, obstacles, and opportunities within a sustainable textile sector in the Kushtia region of Bangladesh. This research establishes a distinctive framework for the organizational sustainability of Kushtia's textile industry. This research utilized a systematic literature review and adhered to the PRISMA framework, incorporating a comprehensive analysis to yield practical insights. The Scopus database was utilized to examine published research from 2020 to 2025, focusing on the keywords "organizational sustainability" and "textile industry." The research demonstrates the significance of sustainable leadership, green leadership, organizational learning, and organizational development for Kushtia's textile industry. The analysis indicates that Kushtia's textile sector in Bangladesh faces obstacles in management and leadership, challenges related to organizational learning and development, and deficiencies in personnel. The industry may leverage organizational learning and development to improve its sustainability. This study addresses the challenges and prospects of the sustainable textile sector in Kushtia, highlighting that environmental, social, economic, and political sustainability is achievable within the industry. This study introduces a novel framework that explores how sustainable leadership, green leadership, organizational learning, and organizational development interact to promote organizational sustainability in Kushtia's textile industry. The research offers industry practitioners and government insights for improving sustainable leadership, green leadership, organizational learning, and organizational development to facilitate an effective transition to organizational sustainability in the textile industry. It can help governments and industry leaders create policies that balance environmental, economic, political, and social concerns. While

**confined to the Kushita region of Bangladesh, using secondary sources and excluding obscure materials, it sets a basis for studies in other growing economies.**

**Keywords:** Sustainable Leadership, Green Leadership, Organizational Learning, Organizational Development, Organizational Sustainability, Kushtia's Textile Industry.

## INTRODUCTION

During today's dynamic world economy, corporations have unique challenges and opportunities to attain sustainability at their initiative. Organizations must assimilate and modify their structures, processes, and behaviors to satisfy the requirements of the global marketplace. As corporations and customers progressively acknowledge the environmental and social ramifications of their economic decisions, sustainability has become an international concern. Therefore, organizations need to prioritize sustainability and include social and environmental considerations in their strategies for ensuring resilience and adaptability in a rapidly evolving business landscape (Lawter and Garnjost, 2025). Rahman et al. (2022b) described organizational sustainability as a comprehensive strategy that enhances the capacity to adapt to environmental, societal, economic, and political dynamics by fostering efficient leadership, a competent workforce, and a holistic approach to resources, organizational behavior, and culture to address sustainability challenges and influence broader organizational sustainability. Organizational sustainability fosters a unique comprehension that allows for the evaluation of strategy efficacy and the discovery of performance results and possibilities (Das and Hassan, 2022; Rahman et al., 2022a). Similar to other global manufacturing entities, the textile industry significantly contributes to worldwide economic activity and employment, ranking among the oldest and largest manufacturing industries (Rocha et al., 2025). According to the World Bank (2024), the worldwide textile industry market was valued at USD 1.8 trillion in 2023 and is anticipated to rise at a compound annual growth rate (CAGR) of 7.4% in sales from 2024 to 2030. The World Economic Forum (2025) also asserts that the textile industry is vital for the economic advancement of both developed and developing nations, contributing approximately 2% to global GDP. Likewise, the International Labor Organization (2022) reported that the textile sector employs around 75 million workers globally; a substantial proportion of them are women from low-income countries. The textile exports are vital sources of foreign currency for countries such as China, Bangladesh, India, Vietnam, Pakistan, and Turkey (Canton, 2021). This substantially contributing sector needs to assess worldwide sustainability in this industry, which has emerged as a significant issue due to its environmental impacts, including water contamination, chemical waste, and heightened carbon emissions (Catarino et al., 2025).

The textile industry in developing countries like Bangladesh possesses considerable development potential, especially when guided by environmentally friendly leadership that promotes organizational sustainability (Mousa and Kamel, 2023). As per BGMEA (2024), the textile sector constitutes the foundation of Bangladesh's economy, representing over 84% of the country's overall export earnings. It employs around 4.5 million individuals, predominantly women from rural areas; hence, it plays a crucial role in poverty eradication and the empowerment of women (Hasan et al., 2025). Organizational sustainability in this sector can be markedly enhanced when advocates of green leadership and organizational learning promote staff development (Farooq and Ahmad, 2023). This textile sector has been

investigating and adopting green leadership and sustainable production practices recently, although these efforts inadequately mitigate environmental repercussions (Alama et al., 2024). The lack of sustainable leadership and organizational learning limits long-term resilience and innovation (Cheruiyot and Venter, 2024). Studies indicate that green leadership is crucial in promoting the implementation of these practices in developing nations such as Bangladesh (Chandra and Ferdous, 2020).

Previous studies elucidated the connection between sustainable leadership and organizational sustainability; green leadership and organizational sustainability predominantly occurred in international industries (Zada et al., 2024; Islam and Halim, 2022). The textile industry in Kushtia fails to comply with organizational sustainability, whereas the textile sector in Bangladesh encounters numerous sustainability issues, including excessive resource use, pollution, and inadequate labor conditions (Islam and Hossain, 2018). Only a limited number of studies have investigated organizational sustainability within the textile sector of Kushtia, Bangladesh (Hossain et al., 2025). On the other hand, Roy et al. (2018) elucidate that the parallels between Kushtia's textile sector and Bangladesh's textile industries are characterized by inadequate regulatory enforcement and dependence on leadership for sustainable practices. Thus, this study examines the factors of sustainable leadership, green leadership, organizational learning, and organizational development, applying them to rectify and address the sustainability gap while comparing the issues of Kushtia's textile industry with those of the Bangladeshi textile sector.

This research follows a systematic format. This study comprises eight sections, with Section 2 providing an extensive literature review. Section 3 outlines the obstacles and difficulties of organizational sustainability within the textile industry in Kushtia. Section 4 delineates the prospects for a sustainable textile industry. Section 5 analyzes the methodologies employed in this study, whilst Section 6 discusses implications with conclusions. Section 7 outlines the study's limitations and potential future directions.

## LITERATURE REVIEW

### Organizational Sustainability

Organizational sustainability implies an organization's potential to persist and flourish over time by harmonizing economic viability, social accountability, and environmental guardianship (Lange et al., 2021). Organizational sustainability, characterized as a prominent idea in modern organizations, is driven by a culture that promotes sustainability, rooted in collective assumptions, attitudes, and convictions regarding solutions to the issues associated with sustainability (Salman et al., 2024; Rahman et al., 2023). Karim et al. (2025) clarify that prior industrial operations were unsustainable, and the present environmental issues are a consequence of their continuance. Furthermore, the impact of global industrialization on continuous economic growth encompasses the dynamism of international economic engagement, reinforced by efficient trade agreements that emphasize resource abundance over worldwide sustainability (Talukder et al., 2025). Global capitalism has also increased international economic activity, supported by trade agreements that prioritize resource abundance ahead of organizational sustainability (Bilderback, 2025). Mikalef and Gupta (2021) emphasized that resource limitations may lead to scarcity challenges for organizations, impacting their operational activities, especially economic functions.

Ketprapakorn and Kantabutra (2022) revealed that the environmental issue affects a business's social, economic, political, cultural, and socio-ideological aspects. Therefore, organizational sustainability requires sustainable arguments and decisions (Somwethee et al., 2025). Tardin et al. (2024) describe the integration of sustainability objectives encompassing social equality, economic efficacy, and environmental performance into corporate processes as a demonstration of organizational sustainability. It involves executing strategies and activities that meet the present needs of the organization and its stakeholders while protecting, conserving, and enhancing the human and environmental resources essential for the future (Hossain et al., 2025).

Rahman et al. (2022a) emphasized the challenges and issues pertaining to organizational sustainability within the Bangladeshi pharmaceutical sector, concentrating on human resources, stakeholders, governmental influence, and employee behavior. In a developing country like Bangladesh, Rahman et al. (2024) investigate the impact of socially responsible human resource management and voluntary green behavior on organizational sustainability, particularly for environmental, social, and economic concerns. Rahman et al. (2023) also provide a conceptual model for sustainability grounded in several theoretical perspectives, highlighting their importance in clarifying the relationship between organizational sustainability and motivation. Numerous prior studies examine organizational sustainability considerations in Bangladesh from various perspectives and circumstances. This study emphasizes the difficulties within the Kushtia's textile industry in Bangladesh, asserting that organizational sustainability requires adequate leadership, organizational learning, and development to address the distinct obstacles encountered by contemporary organizations (Habibullah et al., 2025). Bagherpasandi et al. (2025) assert that organizational strategies must integrate deliberations and conclusions regarding organizational sustainability in Kushtia's textile sector. Hence, this study focuses on organizational sustainability from the perspectives of leadership, organizational learning, and development within the textile industry.

### **Sustainable Leadership**

Sustainable leadership is an emerging paradigm in contemporary corporate settings. Sustainable leaders are recognized as change agents responsible for organizational performance, societal well-being, and environmental preservation (Sadhna et al., 2024). Leaders committed to sustainability in the textile industry are expected to advocate for organizational practices that benefit local people, safeguard culture, and wisely manage natural resources (Iqbal et al., 2020). Aftab et al. (2022) assert that sustainable leaders are expected to utilize organizational resources strategically to cultivate unique competencies that are difficult for competitors to imitate, hence enhancing organizational sustainability. Prior research suggests that the textile industry persists in facing challenges, notably the implementation of sustainable technology (Cui et al., 2025). Shatarah (2024) elucidates that insufficient progress in sustainable leadership approaches has caused certain textile enterprises to falter in fulfilling market demands that increasingly prioritize ecologically responsible practices. Haider et al. (2025) demonstrate that the inability to adapt to modern technology, such as renewable energy systems and digital waste management, hinders organizational sustainability. This research addresses this issue through sustainable leadership practices. Within the textile industry, sustainable leadership and organizational sustainability signify strategies that support social and economic well-being within the organization, along with efficient resource use, waste

management, and lowering environmental impacts (Herrera and Corona, 2020). Mousa and Kamel (2023) stated that a crucial concept in organizational sustainability is the Upper Echelon Theory, which emphasizes that organizations bear responsibility not only for leadership but also for their impact on the environment and society. Leadership in Kushtia's textile industry emphasizes organizational sustainability to ensure their enterprises deliver benefits to shareholders, employees, society, and the environment. Leal et al. (2024) demonstrate that sustainable leadership positively influences sustainable performance. The research by Piwowar and Iqbal (2023) illustrates that sustainable leadership plays a crucial role in the textile industry's adaptation to sustainable business practices. To foster sustainable leadership in the textile industry, it is also essential to prioritize green leadership for organizational sustainability.

### **Green Leadership**

Green leadership is defined as the practice of managing organizations or communities with a focus on organizational sustainability, environmental stewardship, and the promotion of eco-friendly lifestyles (Von, 2024). According to Badar and Siddiquei (2025), green leadership is a leadership approach that emphasizes the integration of organizational sustainability principles and environmental conservation in decision-making and leadership within organizations. Tosun et al. (2022) elucidate that a green leader promotes organizational sustainable activities, including energy efficiency, waste minimization, and the use of green technologies in the textile sector, and also, they motivate workers to embrace ecologically sustainable practices via modeling, education, and rewards (Chen et al., 2023). Based on relevant previous research, it has been shown that green leadership impacts organizational sustainability, and organizations are unsustainable and cannot properly use green leadership practices (Von, 2024). Huo et al. (2022) assert that the shortcomings of previous studies on green leadership hinder their appropriate application in Bangladesh's textile industry. To promote sustainable leadership in the textile industry, it is essential to prioritize ecologically responsible leadership for organizational sustainability.

This study elucidated strategies to address this issue within the textile industry in Bangladesh. The textile sector can surmount obstacles by adopting social, ecological, and organizational changes (Chau et al., 2023). These developments boost competitiveness in the global economy and promote sustainability. By promoting collaboration among stakeholders, the sector may provide a more robust and accountable framework for future growth (Khan et al., 2023). Green leadership has emerged as a crucial strategic priority for organizational sustainability in both the private and public sectors, particularly within the textile industry (Abdelkareem et al., 2024). According to Ali et al. (2023), there is a favorable correlation between organizational sustainability and green leadership techniques, including social, environmental, and organizational innovation. Yang et al. (2024) discovered that green leadership techniques substantially mitigate environmental impacts and enhance corporate sustainability by matching staff actions with ecological objectives. These strategies are crucial for cultivating a company culture focused on environmental responsibility (Alhashmi et al., 2024).

### **Organizational Learning**

Organizational learning is the mechanism through which an organization acquires, nurtures, and communicates information to boost productivity and respond to changing conditions

(Warie et al., 2025). Rehman et al. (2019) characterize organizational learning as the process of producing, keeping, communicating, and spreading new or updated information within organizations, which significantly improves organizational outcomes and performance while facilitating competitive advantage. Divrik and Baykal (2024) assert that organizational learning facilitates the resources and capabilities of textile businesses to enhance overall organizational performance. Organizations must improve their responsiveness and adaptability by incorporating continuous learning into all strategic decisions, allowing them to foresee the internal environment and adeptly maneuver within a competitive market (Elrahman et al., 2025). It is crucial in the textile business, which flourishes in a volatile and uncertain environment, to improve textile performance through a supportive learning atmosphere (Do and Mai, 2022). Inthavong et al. (2023) illustrate that organizational learning enhances performance by fostering adaptability, creativity, and continuous improvement.

Organizational learning capacities moderate the relationship between organizational sustainability and organizational learning (Mohamed and Hussein, 2025). Prior research on organizational sustainability fails to elucidate the impact of organizational learning competencies on this connection within the textile industry (Cegarra et al., 2025). Manolchev et al. (2024) discovered that organizational sustainability within the textile industry lacks components of organizational learning, such as knowledge acquisition, utilization, and innovation. The textile industry should obtain, utilize, and create information to address this research gap (Zada et al., 2025). Luzi et al. (2025) assert that these strategies will enhance organizational learning and sustainability, which are vital for the future of the textile industry. Beigzadeh et al. (2024) also suggest that focusing on these areas enables the textile industry to remain competitive and responsive to customer needs. Mu et al. (2024) demonstrated that organizational learning enhances sustainability. Likewise, Fidan et al. (2024) claim that Bangladesh's textile business, experiencing a rapid change owing to digitization, regulatory reforms, competition, and sustainability initiatives, has less empirical research.

### **Organizational Development**

Organizational development encompasses strategic planning, employee training, and modifications to structure and culture aimed at enhancing organizational performance (Nuraeni et al., 2022). Atiku et al. (2025) characterize organizational development as training and educational initiatives that enhance job happiness, productivity, and preparedness for future organizational roles. Garavandala (2025) describes organizational development as the enhancement of an employee's performance in their present or prospective role. The author argues that HR management relies on organizational development to establish structures and processes that foster growth and adaptability. Groves and Feyerherm (2022) observed that organizational expansion fortifies internal frameworks and procedures and enhances team performance, culture, and leadership. Organizational development establishes a robust basis for personal advancement, compensation management guarantees equitable benefits, and environmental responsibility fosters a textile industry environment that enhances long-term well-being (Kim and Vandenberghe, 2021).

Organizational development in the textile industry encompasses career advancement, employee enhancement, and continuous growth to augment capabilities and foster sustainability (Safariningsih et al., 2025; Pougajendy et al., 2024). It is essential to address

concerns such as inefficient processes, inadequate workplace management, and a lack of creativity. Employment growth enhances sustainability by generating educational resources and opportunities. Organizational growth anticipates active learning activities, such as the acquisition of new information and procedures, essential for sustainability. Organizational development is positively associated with the application of knowledge for sustainable objectives (Sarasi et al., 2024).

### **CHALLENGES FOR ORGANIZATIONAL SUSTAINABILITY IN KUSHTIA'S TEXTILE INDUSTRY**

Organizational sustainability encompasses environmental, economic, social, and political dimensions, each one facing considerable challenges (Kılıç and Atilla, 2024). Martínez-Martínez et al. (2019) stated that environmental sustainability faces challenges such as depletion of resources, pollutants, and changing climates, forcing the textile industry to implement environmentally friendly techniques while minimizing operating expenses. Similarly, Ajmal et al. (2018) and Rahman et al. (2022b) demonstrate that social sustainability encompasses the assurance of competitive wages, community involvement, and the protection of human rights; nevertheless, challenges such as inequalities and substandard working conditions remain widespread. Conversely, economic sustainability necessitates persistent profitability alongside the consideration of ethical issues; however, immediate financial obligations could hinder sustainable investment (Kulkarni et al., 2024). Once more, Bonelli et al. (2024) examine how political sustainability entails addressing regulatory uncertainty, misconduct, and governmental instability, which could undermine sustainable actions. Hence, a comprehensive approach is required to address these interrelated issues and guarantee the textile industry's long-term sustainability.

Organizational sustainability is heavily dependent upon the practice of sustainable leadership. Leaders frequently prioritize immediate profits over environmental and social responsibilities. Hurira et al. (2024) assert that such behavior results in inadequate implementation of sustainable practices, insufficient compliance with global standards, and refusal to embrace development. Dristy et al. (2024) claimed that the absence of sustainable leadership, particularly in Kushtia's textile industry, hinders long-term organizational sustainability. Milon (2024) contends that a narrow perspective on leadership adversely impacts employee engagement and organizational learning. Consequently, it limits the industry's ability to function sustainably within a competitive global market (Abid et al., 2021). According to Islam et al. (2024), the textile industry in Kushtia cannot attain organizational sustainability without integrating elements of sustainable leadership, encompassing environmental, social, and organizational leadership.

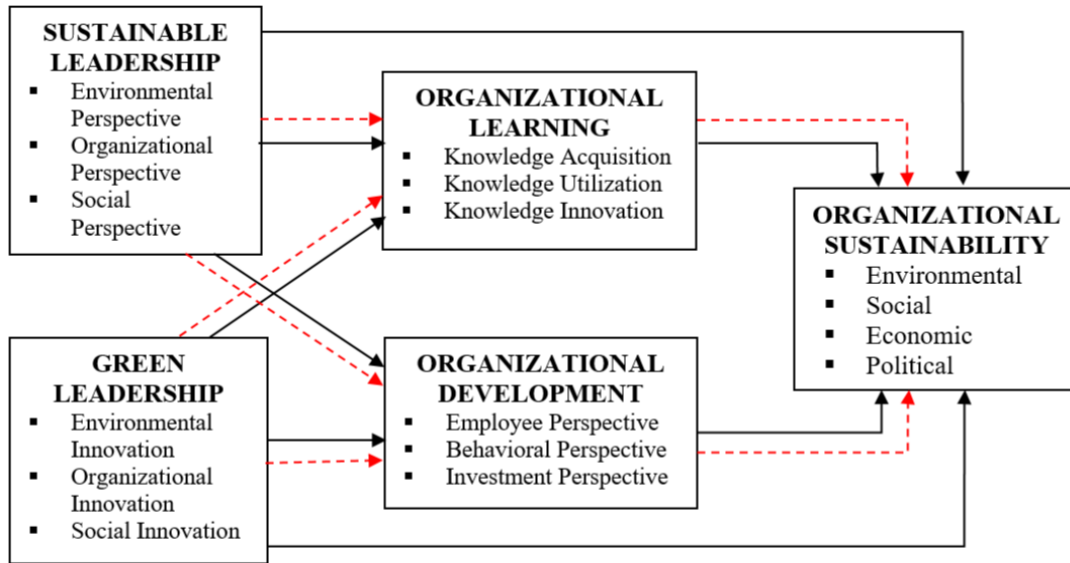
However, contextual issues that diminish the efficacy of green leadership frequently hinder the attainment of organizational sustainability within the textile sector in Kushtia District. Falcó et al. (2024) demonstrate that green leadership is predominantly lacking in the manufacturing industry, obstructing the integration of sustainable practices into core operations. Mollah and Islam (2024) noted that many leaders demonstrate a lack of comprehension and commitment to environmental sustainability, leading to pollution and resource inefficiencies. Debnath et al. (2024) illustrated that the absence of an ecological perspective hinders innovation and sustainable production. This compromises the industry's ability to meet global environmental

standards and consumer demands. Regarding green leadership, the textile sector in Kushtia fails to apply organizational, social, and innovative environmental practices (Islam, 2025).

Moreover, organizational learning is crucial for attaining sustainability, but various constraints impede its efficacy in the textile sector of the Kushtia district. The establishment of organizational learning in the Kushtia textile sector is inadequate, hindering ongoing advancement and creative thinking (Junayed and Akter, 2023). Tsoi (2020) emphasized that many textiles lack mechanisms for knowledge dissemination, training, and adaptation to changing market demands. Orset (2024) identifies that the primary barrier to organizational learning is the inadequacy in information acquisition, knowledge utilization, and knowledge creation. Islam et al. (2023) noted that such a situation limits their ability to implement sustainable practices effectively, resulting in fragmented and reactive organizational sustainability initiatives.

Additionally, attaining organizational sustainability in Kushtia's textile industry is frequently hindered by specific circumstances that diminish the efficacy of organizational development. Saif and Islam (2025) assert that the Kushtia textile sector frequently overlooks organizational development, resulting in capacity inadequacies and reduced production. Limited training opportunities impede workers' ability to participate in sustainable practices (Al-Amin et al., 2025). Hossain et al. (2025) contend that such failure undermines overall organizational efficacy and flexibility, making long-term sustainability challenging to achieve through insufficient investments in human capital. Additionally, Kushtia's textile industry does not adhere to aspects such as career development, employee development, and continuous investment. Dachner et al. (2021) suggest that a significant strategic issue is the divergence between initiatives for development and the overarching corporate strategy. Training is frequently employed as a broad, reactive measure rather than being customized to address specific skill deficiencies critical for achieving strategic objectives.

Bestman et al. (2022) recommend that organizations adopt sustainable leadership strategies focused on long-term ecological and social goals. Chakma and Alam (2022) indicate that investments in modern technology, sustainable energy, and eco-friendly manufacturing can enhance efficiency and reduce pollution. Esfahbodi et al. (2016) emphasize the importance of fostering a strong corporate learning culture through ongoing training and knowledge sharing for sustainable operations. Additionally, partnerships with government entities, NGOs, and international buyers can offer financial and technical support (Jaakkola et al., 2024). Hence, this research proposes a conceptual framework, as illustrated in Figure 1, for achieving organizational sustainability within the textile industry, particularly in Kushtia District. The framework emphasizes the enhancement of sustainable and green leadership, organizational learning, and development. It demonstrates the interconnections between these elements and their impact on organizational sustainability and growth. Specifically, as organizational learning and leadership qualities improve, they contribute directly and indirectly to sustainability, fostering collaboration and development within the industry.



**Figure 1: Proposed Research Framework of the Study**

### OPPORTUNITIES FOR SUSTAINABLE TEXTILE INDUSTRY

Considering the global trend towards environmentally friendly and biodegradable alternatives, organizational sustainability in the textile industry is encouraging. The demand for sustainable packaging and clothing materials, such as textiles, has increased due to growing environmental concerns, making the textile industry a key component of green manufacturing (Rahman et al., 2025). Chowdhury et al. (2022) elucidate that the amalgamation of sustainable leadership, green leadership, organizational learning, and organizational development in Bangladesh's textile industry is set for substantial growth. Programs such as the Higher Education and Leadership Development for Sustainable Textiles in Bangladesh (HELD) are promoting sustainability awareness and augmenting leadership skills among corporate executives. Orisadare et al. (2025) elucidate that the partnership between academia and industry enhances organizational learning and innovation, promoting the adoption of green technology and practices. Furthermore, Chowdhury (2023) demonstrates that emphasizing organizational growth through training programs and capacity-building initiatives empowers employees, which raises job satisfaction and productivity. Akter and Akter (2023) assert that these integrated initiatives enhance the social and environmental effectiveness of the textile sector while strengthening its global competitiveness. The industry must attain long-term resilience and substantially contribute to Bangladesh's economic growth through the ongoing implementation of sustainable practices.

Furthermore, by integrating into forthcoming economic zones, Kushtia's textile sector is expected to substantially gain from private investment and development (Iqbal et al., 2020). Shahinur et al. (2022) indicate that textile items can fully biodegrade within four to six months post-consumption and can diminish carbon emissions by up to 71% relative to synthesized counterparts. Investments in infrastructure and training, especially the anticipated expansion of Kushtia's Textile Institute, are augmenting labor capacity in textile processing and manufacturing. Basak (2025) examined and determined that training sessions and stakeholder engagement initiatives have demonstrated the readiness of textile and tiny textile makers to

advance within the industry. Kushtia's strategic connectivity through transportation, railways, and waterways amplifies prospects for industrial clustering and export capacity (Ullah, 2024). The implementation of modern smart manufacturing can enhance competitiveness and efficiency. Ruba et al. (2021) asserted that the increasing demand for premium products, such as fashion textiles, presents growth opportunities for the textile sector. The study emphasizes the significance of sustainable practices, encompassing sustainable leadership, green leadership, and organizational learning and development, directed towards attaining organizational sustainability. By adopting the proposed leadership and organizational framework, the Kushtia textile industry might establish a foothold in the local manufacturing sector and exemplify export resilience and regional organizational sustainability.

METHODOLOGY

A comparative analysis has been employed to gather information, utilizing a combination of techniques. A review method adhering to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) criteria has been implemented. Consequently, there was a framework for searching databases and related objects from several sources. The appropriate publications were chosen using the identification, screening, and eligibility selection technique. Step 1 provides a detailed explanation of the identification technique through a comprehensive literature search across many databases. Phase two outlines the article's screening process and covers the criteria for removing duplicates and the material extraction mechanism. In the end, the author assessed the suitability of the papers in stage 3 and chose them for the final evaluation. The articles meticulously explored many academic databases, such as Scopus, ScienceDirect, Emerald, and Google Scholar, to acquire a comprehensive understanding. Scopus was favored due to its extensive coverage of peer-reviewed literature, especially in the multidisciplinary domains of management and business (RahmanR et al., 2025a). ScienceDirect was selected to grant access to the publisher's extensive collection of applied and technical papers, encompassing domains such as management, leadership, and organizational learning and development (Rahman et al., 2025b). Emerald Insight was selected for its expertise in management, business, and organizational development publishing. It is appropriate for examining sustainable leadership, green leadership, and organizational learning and development in a manufacturing environment. The approach to searching was established using terms associated with the research objectives, concentrating on themes and challenges pertaining to sustainable leadership, green leadership, and organizational learning and development aimed at the long-term sustainability of the textile industry. The procedure for identifying, evaluating, and selecting pertinent literature adheres to PRISMA criteria for guaranteeing rigor and transparency (Rahman et al., 2025a; 2025b). After all, 83 research works satisfied the inclusion criteria, offering a trustworthy forum for combining knowledge on the obstacles, problems, and potential paths of organizational sustainability in the textile industry.

Table 1 elucidates the comprehensive process.

Table 1: Flowchart for Literature Selection

| SPAR-4-SLR (PRISMA)         | Consideration | Decision                                               |
|-----------------------------|---------------|--------------------------------------------------------|
| Assembling (Identification) | Search Focus  | Organizational sustainability in the textile industry. |

|                                       |                     |                                                                                                                                                                                                                                                                                |
|---------------------------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                       | Search Keywords     | <ul style="list-style-type: none"> <li>• Textile Industry</li> <li>• Sustainability</li> <li>• Organizational Sustainability</li> <li>• Sustainable Leadership</li> <li>• Green Leadership</li> <li>• Organizational Learning</li> <li>• Organizational Development</li> </ul> |
|                                       | Search Database     | Scopus, ScienceDirect, Emerald                                                                                                                                                                                                                                                 |
|                                       | Search Field        | Article title, abstract, and keywords                                                                                                                                                                                                                                          |
|                                       | Search Result       | 1361 Documents                                                                                                                                                                                                                                                                 |
| Arranging (Screening and Eligibility) | Search Period       | 2020 to 2025                                                                                                                                                                                                                                                                   |
|                                       | Subject Area        | "Sustainability", "Business and Management", "Organizational Sustainability", "Leadership", " Organizational Learning and Development", and "Social Sciences", 767                                                                                                             |
|                                       | Document Type       | "Article" 626                                                                                                                                                                                                                                                                  |
|                                       | Publication Stage   | "Final" 519                                                                                                                                                                                                                                                                    |
|                                       | Source Type         | "Journal" 435                                                                                                                                                                                                                                                                  |
|                                       | Language            | "English" 377                                                                                                                                                                                                                                                                  |
|                                       | Developing Nation   | "Bangladesh, India, Pakistan, China, and Kenya, etc." 83                                                                                                                                                                                                                       |
|                                       | Final Search Result | 83 Documents                                                                                                                                                                                                                                                                   |

The information obtained was thematically synthesized to provide a comprehensive overview of the present situation of organizational sustainability, specifically concerning sustainable and green leadership, along with organizational learning and development in the textile industry. This synthesis underscores the distinct issues encountered by developing economies such as Bangladesh in balancing sustainability with the advancement of leadership and organizational considerations.

### IMPLICATION AND CONCLUSION

The textile industry is crucial for maintaining economic stability in developing nations. To foster inclusivity and organizational sustainability in this sector, it is imperative to adopt sustainable and green leadership alongside organizational learning and development. The rise in the implementation of sustainable practices within the textile industry in this region has been obvious, reflecting a notable shift toward sustainable leadership, green leadership, organizational learning, and organizational development. To fully harness the potential of the sustainable textile industry, there is an urgent need for broader adoption across all sectors. For the sustainability of Kushtia's textile sector, proactive management, governmental assistance and intervention, and collaborative efforts from every angle are essential. Policymakers should also enforce eco-friendly laws and promote sustainable activities. Resource limitations and infrastructural deficiencies necessitate localized solutions. Addressing these obstacles appropriately and seizing opportunities in a full sense can help Kushtia's textile sector grow sustainably and compete globally.

Consequently, the research presents a conceptual framework demonstrating how sustainable leadership, green leadership, organizational learning, and organizational development can enhance the organizational sustainability of the textile industry in the Kushtia region of Bangladesh. Organizational sustainability initiatives include environmental, social, economic, and political factors supported by various resources (Rahman et al. 2022a), beneficial to all stakeholders, while also tackling the economic, social, and environmental aspects of sustainability in the textile industry. Highlighting the implementation of an appropriate industrial model allows managers and owners to strategically utilize personnel development, especially in developing countries. This comprehension may influence strategic choices at the industry level and confer benefits to stakeholders, especially staff and managers in phases of explosive development.

The study possesses significant potential to impact public policy development, particularly through collaboration among the Bangladesh Textile Mills Association (BTMA), the Bangladesh Knitwear Manufacturers and Exporters Association (BKMEA), the Bangladesh Textile Manufacturers and Exporters Association (BTMEA), and the Ministry of Textiles and Jute across various countries. This relationship could facilitate the creation of a complete development program designed for employees and producers of textile products, yielding significant advantages for both parties involved. The integration of sustainable and green leadership and organizational learning and development in public policy initiatives could make the textile industry sustainable, ensuring that governmental policies promote environmental, social, and economic sustainability to create a more efficient and advantageous industry for all stakeholders.

This research illustrates the importance of sustainable and green leadership, as well as organizational learning and development, in the textile industry of Kushtia, Bangladesh. It advocates for environmentally friendly product models to enhance operational efficiency and global compliance. The study points out the value of legislative support and a culture of continuous learning while also identifying the demand for biodegradable materials as an opportunity, despite challenges with existing learning frameworks. A coordinated approach is proposed to promote organizational sustainability, involving investments in leadership and developmental strategies for a more sustainable future.

### **LIMITATIONS AND FUTURE DIRECTIONS**

This work presents limits that pose challenges and avenues for future research in this domain. Future research should employ primary data-gathering techniques, like in-depth interviews, surveys, or longitudinal case studies, to obtain comprehensive insights into the evolution of sustainable and green leadership practices within the textile industry over time. This research would facilitate a more robust examination of causal links between leadership practices and organizational sustainability. Secondly, expanding the scope to encompass correlative research across various industries or locations, both within and beyond Bangladesh, might enhance the applicability of insights and reveal particular sector or cultural influences on sustainable practices.

Furthermore, subsequent studies should investigate mediating or moderating elements, such as organizational culture, regulatory frameworks, or digital transformation that may influence

the relationship among leadership, learning, and performance. Incorporating mixed-method approaches and contemporary theories, such as institutional theory or dynamic capacity, may yield more comprehensive knowledge of the strategic behaviors of textile enterprises facing sustainability demands. Finally, yet importantly, considering the dynamic character of environmental issues, future research ought to look at how innovation-driven learning and adaptive leadership support long-term competitiveness and resilience in light of international sustainability requirements and customer expectations.

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