

Understanding the Link among employee well-being, training, HRM practices, and organizational citizenship behavior among employees of Football Sports in Bahrain

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Abstract

Sports play a crucial role in enhancing the tourism industry of a country. In this respect, sports-related personnel are indispensable. Determining the impact of HRM, training, and employee well-being on employee engagement and organizational citizenship was the primary objective of this study. This study also evaluated employee commitment's role as a mediator. Data were obtained from Bahraini employees participating in football activities for this purpose. The respondents provided the information by completing questionnaires. The survey was disseminated to Bahraini employees who participated in football athletics. The valid response rate for the investigation was 73.62 percent. The gathered data were analyzed using SEM and the cutting-edge PLS 3.3.9 application. The study's findings indicate that HRM practices, training, and well-being positively affect employee commitment. Additionally, employee commitment positively affects organizational citizenship behavior. However, this research supports the mediating effect of employee dedication. These findings are useful for future academic study and football decision-makers in Bahrain regarding relevant HR policies.

Keywords; HRM, Training, Employee well being, Sports, Bahrain

Introduction

Combining non-profit and commercial sports organizations that compete for market share, volunteers, employees, and participants, sports organizations are essential to society's physical health, economic development, and social capital. Consequently, sports organizations must prioritize human resource development and management principles to improve their practices. Most previous research has focused on sports' social, psychological, and participation aspects. Very few studies have examined sports organizations' specific human resource management practices. However, the preponderance of sports-related research has focused on athletes (Cuskelly et al., 2021). In contrast, very little is known about a sports organization's administrative, coaching, and volunteer personnel.

This is an epoch in which phenomena are interconnected. Today, organizational citizenship behavior is one of the most fundamental ways to enhance the organization's capabilities and skills. Nawal et al. (2020) created the concept of organizational citizenship behavior (OCB) to investigate an employee's behavior concerning the organization's social system. To comprehend the role of employees within the social system of an organization, it is necessary to understand organizational citizenship conduct. Moreover, because the requirements of employees within an organization (Ali & Anwar, 2021) and the nature of organizations (Ali & Anwar, 2021) are changing at a macro level, it is essential to consider the concept of organizational citizenship behavior.

Employees are one of the primary characteristics of the organization. According to some researchers, employees are the primary source of organizational success and authority. Employees who are more focused and determined in their work will increase productivity and provide more proactive support for the organization. The bond between personnel and an organization is their commitment to the organization (Beloor, Nanjundeswaraswamy, & Swamy, 2017). Most past research centred on the relationship between employees and their employers. Consequently, organizational commitment takes into consideration work-related variables. Included among these variables are employee performance, citizenship behavior, and attrition. In addition, several factors, such as authority appropriation, employability, work instability, fortification, and part stretch, impact employees' commitment to the organization (Mahmood Aziz et al., 2021).

At the global level, the organization's primary objective is to create a competitive advantage by enhancing the capacity, knowledge, and skills of its experienced and talented employees. Most companies concentrate their training programs on developing employees' abilities, knowledge, and skills that are neither required nor desired. Training employees is also crucial for fostering organizational commitment (Khan & Abdullah, 2019). Most businesses have designed training programs so employees can perform their duties accurately. Training also plays a crucial role in fulfilling the standards of the job. Consequently, organizations update their dating

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programs to enhance the potential of their personnel (Halawi & Haydar, 2018).

The well-being of employees is an additional factor that has a substantial effect on employee dedication. According to researchers, an employee's physical and mental health constitutes their well-being (Yan et al., 2020). Therefore, job satisfaction, employee contentment, and health are the most critical aspects of employee well-being. Employee well-being is regarded as a very exhaustive concern in the business world. Academics view employee satisfaction as the defining characteristic of a flourishing organization. Furthermore, employability has far-reaching consequences for organizations on a global scale. Thus, administrators of organizations are confronted with several challenges regarding the welfare of their employees (Pawar, 2016).

Consequently, the organization's decision-makers primary concentration is HRM practices. Therefore, it significantly impacts the organization's performance and revenue. Research has uncovered a discernible improvement in HRM practices within organizations over the past two decades. Globally, organizations focus on enhancing their human resource management (HRM) practices because the market is becoming increasingly competitive, and competition is intensifying.

The commercialization of sports at the international level has increased. Additionally, sports organizations' competitiveness rises daily. In contrast, sporting events are crucial for attracting economic activity and tourism on a global and national scale. As a result of the positive aspects of sporting events and the organizations associated with them, sports awareness is also increased (Weerakoon, 2016). Likewise, the Kingdom of Bahrain is one of the most influential Arab states. In Bahrain, football is one of the most popular sports. The Bahrain Premier League is among Bahrain's most prestigious municipal football leagues.

Additionally, the performance of the national football team is noteworthy. The national football team and the Bahrain premier league are crucial to the country's ability to attract travellers. In this regard, the motivation of the Bahraini football team's personnel is vital. This study examined the impact of HRM practices, training, and employee well-being on commitment and organizational citizenship among Bahraini football employees.

Literature Review

HRM Practices

Human Resource Management is the essential function of the organization. Academics have prioritized this concept since a few years ago. In their respective studies, the researchers present a variety of HRM definitions. Scholars

refer to it as human resource management. This definition, however, does not adequately explain HRM. Researchers in the discipline exhaustively define HRM. Human Resource Management is based on employee management techniques (Garengo, Sardi, & Nudurupati, 2022). The primary objective of human resource management is to attain a competitive advantage with the help of skilled and devoted employees by implementing various human resource practices. These plans and policies include appointments, a screening process, training, and compensation (Stewart & Brown, 2019). Therefore, the organization's most valuable asset is its personnel. The organization's objectives are achieved through its employees' individual and collective efforts.

Moreover, the organization manages its employees to achieve its goals. A specific set of practices, programs, and policies are implemented to accomplish this. Researchers believe HRM practices have a direct effect on organizational and behavioral outcomes. Consequently, human resource is a strategic approach centred on HRM's goals (Weerakoon, 2016), considering multiple perspectives. Thus, HRM is crucial to the creation of value within an organization. This procedure includes several phases: incentives, evaluation, growth, replacement, retention, orientation, training, selection, recruitment, and planning.

According to researchers, the HR department is the most critical aspect of a business. Moreover, many resource managers view human resources (HR) as a crucial factor that can influence and transform other resources, such as physical, material, and financial, into valuable assets (Atmadja et al., 2021). Therefore, organizations invest significant resources in their employees' training and education to acquire the skills, experience, and knowledge that will ultimately increase their productivity. Therefore, HR is essential to an organization's effectiveness. Bienkowska et al. (2022) assert that human resources must be managed differently than other organizational resources. Human resources is a collection of skills, abilities, and dispositions regarding the tasks and relationships of an organization. Therefore, organizations must implement strategic plans to foster and increase employee engagement. These HR strategies are essential for effectively utilizing employees to attain long-term and short-term goals.

Training

Training employees is an essential organizational process that fosters the development of desired abilities, skills, and knowledge among newly hired employees. Training and onboarding connect an organization's HR procedures, beginning with orientation. When a new employee is hired, exposure to the organization's core policies is provided. This includes the services, products, history,

safety and health mechanism, terms and conditions, values, and ethics of the organization (Mihardjo et al., 2020; Sorensen et al., 2018). Following the employee's selection through the recruitment procedure, they undergo training.

There are two categories of employee training: specific training and general training. General training refers to an employee's job-related abilities and knowledge. Specific training refers to the knowledge and skills required to operate in a specific industry or for a particular employer. Training can increase employees' self-confidence and productivity because acquiring new knowledge and skills increases both productivity and self-confidence. According to Al-Mzary, Al-rifai, and Al-Momany (2015), employees' perceptions that they are extensively trained and developed within the organization positively impact their performance and dedication. In addition, a well-designed and speedy induction procedure has been shown to reduce staff anxiety and increase productivity and dependability.

Employee well-being

The state of being at ease, robust, and content is known as "well-being." According to investigations, well-being is a multidimensional phenomenon. According to several studies, psychological health is more important for employee well-being than satisfaction. Prior employee well-being research focused on mental health, personality factors, and stress. "employee well-being" refers to an employee's perception that their employment and workplace initiatives impact their well-being. Among the essential aspects of well-being studied are: Psychological (Ruggeri et al., 2020). Physical and social health and wellness.

The psychological health of employees includes their happiness and contentment. Researchers noted that it incorporates the physiological and physical health of employees. An employee's well-being benefits the employee, the company, and society in equal measure. Employers should promote employee well-being because employees spend a significant portion of their lives at work. According to Kregel, Ward, and De Neve (2019), incorporating employee well-being fosters a productive and content workforce. To fathom the various paradigms that influence the quality of life at work, one must have a solid grasp of the dynamics of employee well-being there. (Pradhan & Hati, 2022).

According to Pelletier and Mujtaba (2015), an organization can obtain a competitive advantage in the market by focusing on the well-being of its employees and valuing various performance factors, such as job satisfaction, productivity, stress, employee turnover, and work-life balance. In addition to affecting employees' general well-being and personal

happiness, it affects national health care. For example, in the service industry, where frontline employees are central to customer service interactions, employee welfare is paramount (Nielsen et al., 2017).

Organization Citizenship behavior

Researchers have defined organizational citizenship behavior as employee conduct that is not explicitly related to the job description. It is not based on rewards but instead on the organization's actions. Researchers have defined organizational citizenship behavior (OCB) as employees' positive actions towards the organization. According to Li and Chen (2023), OCB is predicated on employee contributions to the organization's performance. These employees' activities are not mentioned in their employment descriptions. Volunteer employees who exceed their employer's expectations to accomplish organizational goals are the foundation of OCB. According to Arshad, Abid, and Torres (2021), OCB is indispensable to the organization's efficient operation. OCB refers to an organization's responsibilities that the employer does not specify.

Hanson, Niqab, and Arif (2022) make additional attempts to define OCB and emphasize five distinct categories of discretionary behavior, each of which contributes to maximizing organizational efficiency. The first type of altruism focuses on the organization's employees. It enhances the organization's efficiency and effectiveness. The second trait is Conscientiousness, which emphasizes individual and group productivity. Thirdly, Sportsmanship emphasizes maximizing productivity and time spent conducting tasks. Next is courtesy, which plays a crucial role in assisting employees to avoid problems and making more efficient use of their time (Hermanto & Srimulyani, 2022). The final consideration is the organization's support for civic virtue.

Employee commitment

Organizational commitment is viewed as an employee's allegiance to their employer. Employees and organizations develop organizational commitment when they are more interested in maintaining working relationships. According to Herrera and De Las Heras-Rosas (2021), employee loyalty stems from the employee's desire to cultivate and strengthen ties with the organization over time. The emotional attachment of an employee to their employment constitutes an organizational commitment. According to Shrestha (2019), the organizational commitment model comprises three components. The three components of commitment are moral, necessary, and effective dedication. Attachment and affinity are the foundation of responsibility, which results in an affective orientation toward the organization. As a byproduct of satisfaction, opposition to a future career transition is

predisposed. These employees recognize that their employment with this company is suitable in some manner. Thus, a significant reciprocal relationship develops between the organization and the employee (Gao-Urhahn, Biemann, & Jaros, 2016). Employees are aware of the time and effort they have invested in the company, and in many cases, they dread losing their seniority position and the corresponding benefits. An employee's obligation to remain with the organization is a moral commitment.

Hypotheses Building

Employee Commitment and Organization Citizenship Behavior

According to Anggraeni, Dwiatmadja, and Yuniawan (2017), the most critical aspect of an organization's prosperity is its employees. Therefore, personnel are an essential strategic asset for the organization. The most vital aspect of employee behavior is employee commitment. It correlates positively with employees' workplace citizenship behavior. The literature identifies affective and moral commitments as the most crucial components of employee commitment. Prior research has demonstrated a link between ethical and practical obligation and organizational citizenship. Employees with a high moral commitment will remain loyal to the organization and stay with the same company for a long time. These employees believe remaining loyal to the organization is their responsibility and obligation.

According to research conducted by Devece, Palacios-Marqués, and Alguacil (2016), emotions play a vital role in motivating employees to act in a manner that is appropriate for the organization. As a result, researchers have observed that employee commitment plays a crucial role in nurturing organizational citizenship behavior. They have a high attendance rate and are dedicated to the company. They believe that there is a link between their personal and organizational values. These employees recognize that they contribute substantially to a noble cause by performing well. In addition, they believe that membership in a particular organization is advantageous. Corporate culture supports and identifies these employees (Shrestha, 2019).

Employee Training and Employee Commitment

Training is likely to affect the employee's commitment capacity positively. Knowledge employees are required to improve their skills continuously. Organizations should offer both external and internal training programs to develop the skills necessary for employee commitment. The connection between employee commitment and

training endures for years. Previous researchers Jaworski et al. (2018) determined that employee training positively affects employee commitment. According to researchers, training positively impacts normative and affective commitment. According to previous research, training is the most important aspect of an organization's HRM practices (Kamau et al., 2016).

Organizations must implement a training strategy to evaluate its effect on employee retention. These companies may incur indirect and direct costs due to employee training, which positively affects employee commitment. Similarly (Chelliah et al., 2016), Houlding and Riaz (2022), demonstrated in their study that there is a statistically significant and positive correlation between organizational commitment and employee training. According to scientists, on-the-job training is the most critical factor in enhancing employees' skills. Khan and Iqbal (2020) discovered that on-the-job training influences the performance abilities of employees, which in turn influences their commitment to their organization. Numerous studies conducted in the past support the claim that employee training is associated with employee dedication.

Employee Well Being and Employee Commitment

Researchers Abdullah et al. (2021) hypothesize that an employee with outstanding well-being will remain cognitively and emotionally attached to the organization by evaluating the possibility of loss or gain. The employee's dedication reflects their cognitive action. An employee with an emotional connection to the organization will demonstrate a more genuine interest in the organization than one who works solely for compensation. Employee wellness programs aim to strengthen and cultivate the relationship between employees and the organization. Employees will feel more connected to the organization if they perceive and comprehend its concern (Zhao et al., 2023). Organizations that invest in their employees' well-being are rewarded with allegiance, loyalty, and devotion.

There are numerous ways in which organizational support can contribute to improving employee well-being. First, organizational support can significantly reduce emotional distress; second, it can drastically resolve troubling situations; and third, it encourages employees to think creatively in stressful circumstances. Rasool et al. (2021) state that organizations should disregard wellness program costs. Initially, it may be difficult to quantify the benefit in financial statements, but the effect on goals and objectives is long-lasting. Employees who are overworked and fatigued cannot produce their best work (Kolakowski et al., 2020).

HRM Practices and Employee Commitment

Multiple studies have discovered that HR practices positively impact employee engagement (Jawaad et al., 2019). Even in the worst economic conditions, organizations must retain their employees to remain loyal to the organization. Therefore, employees committed to the organization play a crucial role in obtaining a competitive advantage in the market due to HR practices. In addition, HR practices foster commitment among qualified workers (Parajuli & Shrestha, 2021).

Numerous studies examined the correlation between HRM practices and employee commitment. Fesharaki and Sehhat (2017) evaluated the influence of HRM practices on employee commitment in one such study. The study's results indicate that HR practices, such as selection criteria, recruitment, compensation, and remuneration, positively affect employee dedication. The primary factor that attracts employees to an organization is compensation. The relationship between organizational commitment and compensation is robust and positive. Employees will feel secure if the organization's compensation is administered correctly. As a result, the employees will remain loyal to the organization and value their work.

On the other hand, the HR department of an organization should commend employee performance and work (Razzaq et al., 2017). The employees whose dedication their employer recognizes remain committed to their work and the organization. These workers are pleased with their position and function within the organization. Thus, if an organization's HRM practices are effective, its employees will remain loyal (Nor et al., 2020).

From the literature, the following framework and hypotheses are derived:

- H1:** Employee commitment has a significant positive impact on organizational citizenship behavior.
- H2:** Employee training has a significant positive impact on employee commitment.
- H3:** employee well-being has a significant positive impact on employee commitment.
- H4:** HRM has a significant positive impact on employee commitment.
- H5:** employee commitment mediates the relationship between employee training and organizational citizenship behavior.
- H6:** employee commitment mediates the relationship between HRM and organizational citizenship behavior.
- H7:** employee commitment mediates the relationship between EWB and organizational citizenship behavior

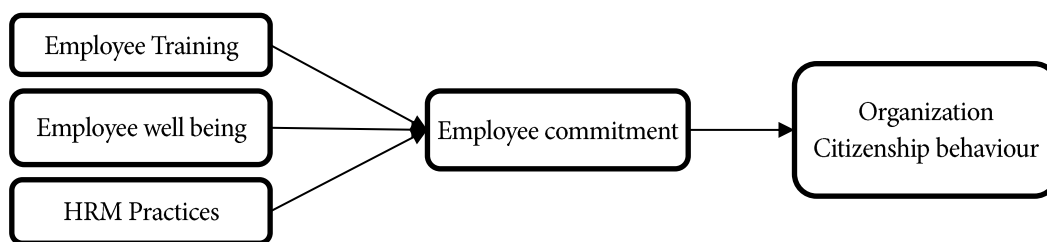


Figure 1: Research Framework

Methodology

In this study, a quantitative approach was utilized. To gather information from respondents, questionnaires were developed. The development of these questionnaires was founded on an exhaustive literature review of previous studies. The questionnaire devised contained two sections. The first segment was designed to acquire demographic information from respondents. The second section is intended to collect information about the proposed research methodology. The OCB items were adapted from Bishop, Scott, and Burroughs (2000). The employee commitment items were adapted from Hamadamin and Atan (2019). The HRM practices items were adapted from Hamadamin and Atan (2019). Finally, the employee well-being items were adapted from Rasool et al. (2021).

This stage's questionnaire was developed using a Likert scale ranging from 1 to 7 points. The research population comprised employees of Bahrain's football sports (administrative personnel and athletes affiliated with Bahrain's football sports, including the Bahrain premier league and national football team). To approach the study's respondents, we utilized a sampling technique based on the principles of probability. The sample size for the investigation was 210. Hair Jr et al. (2017) suggested that studies employ oversampling to avoid non-response bias. Consequently, this survey disseminated questionnaires to 30% more participants, or 273, than its predecessor.

On the other hand, Henseler, Ringle, and Sarstedt (2016) argued that large sample sizes reduce the likelihood of error. Additionally, a larger sample size will result in a higher accuracy rate. Further, this action contributes to the

reduction of non-response bias. Thus, we disseminated a questionnaire to 273 respondents (administrative personnel and athletes associated with football sports in Bahrain, i.e. the Bahrain Premier League and the Bahrain National Football Team) and received 201 usable questionnaires. According to [Ong and Puteh \(2017\)](#), the acceptable response rate for social science studies is thirty percent. Therefore, the functional response rate for this investigation is 73.62 percent.

Structural equation modeling (SEM) was used as the data analysis technique to test the hypothesis developed in the previous section. In this investigation, Smart PLS 3.3.9 was used as the SEM instrument. This is an SEM instrument (technique) of the second iteration. Smart PLS is a more suitable method for analyzing multiple variables. This method is also suitable for simultaneously estimating

measurement and structural models. Several previous studies in management and social sciences have advocated using Smart PLS for analysis.

Results and Analysis

As indicated in the preceding section, the SEM methodology was conducted using the Smart PLS 3.3.9 software. However, given that the purpose of this study was to examine the relationship between the variables of the proposed model, this instrument is more applicable. Therefore, a two-step procedure incorporating structural and measurement model analysis was implemented to evaluate this investigation using PLS-SEM. The first step is the measurement model analysis, and the second is the structural model analysis ([Hair Jr et al., 2017](#)).

Table 1

Factor loading

	EC	ET	EWB	HRM	OCB
EC2	0.881				
EC3	0.882				
EC4	0.885				
ET1		0.731			
ET2		0.856			
ET3		0.826			
ET4		0.872			
ET5		0.744			
ET6		0.806			
EWB1			0.733		
EWB2			0.701		
EWB3			0.783		
EWB4			0.769		
EWB5			0.780		
EWB6			0.711		
HRM1				0.816	
HRM2				0.797	
HRM3				0.816	
HRM4				0.812	
HRM5				0.748	
HRM6				0.730	
OCB1					0.805
OCB2					0.809
OCB3					0.838
OCB4					0.725
OCB5					0.748

Note: EWB= Employee well-being; ET= employee training; HRM= Human Resource management practices; EC= employee commitment; OCB= organizational citizenship behaviour

The measurement model's internal consistency reliability and factor loading were measured during the primary phase

evaluation. [Hair Jr et al. \(2014\)](#) suggested that retained items' permissible factor loading range should exceed 0.40. As a

result, all retained items have factor loading values greater than 0.40, as shown in Figure 2 and Table 1. Alternatively, two items with values below 0.40 were discarded. The composite reliability and Cronbach Alpha were then evaluated to ascertain the indicator's reliability. Hair et al. (2017) state that the CR and Cronbach Alpha values should exceed 0.70. THEREFORE, the CR and Cronbach Alpha values in Table 2 are more significant than 0.70. Consequently, the study's indicators are dependable. After evaluating the reliability of individual items, this study examined the average variance extracted (AVE) criterion to determine convergent validity. According to Hair et al. (2017), the value of AVE must be greater than or equal to 0.50 for this criterion. Therefore, all AVE values in Table 2 are significant because they are greater than 0.50.

Table 2

Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
EC	0.858	0.914	0.779
ET	0.893	0.918	0.652
EWB	0.844	0.883	0.558
HRM	0.877	0.907	0.620
OCB	0.845	0.890	0.618

Note: EWB= Employee well-being; ET= employee training; HRM= Human Resource management practices; EC= employee commitment; OCB= organizational citizenship behaviour

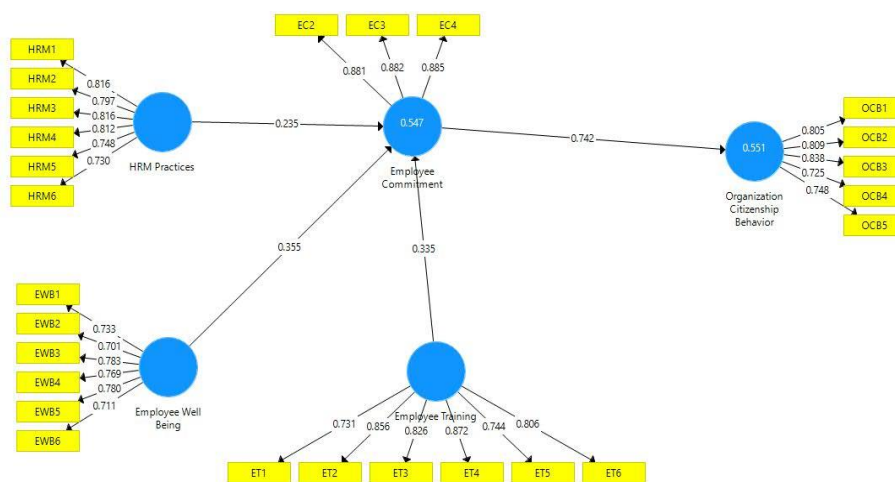


Figure 2: Measurement Model

Note: EWB= Employee well-being; ET= employee training; HRM= Human Resource management practices; EC= employee commitment; OCB= organizational citizenship behaviour

Later, we examined discriminant validity as the primary component of the measurement model (Henseler et al., 2016). First, the discriminant validity test is administered to ensure that the values of study variables are not correlated. We used the Fornell and Larcker technique and the HTMT criterion to determine the discriminant validity of this test. Initially, the square root of each construct's AVE is calculated using the Fornell and Larcker (1981) criterion. Then, the square root values of the AVE coefficients are placed on the diagonal of the matrix (Table

3). These values mentioned in the matrix diagonal must exceed the remaining values. Therefore, the discriminant validity of this study is sufficient, as all diagonal values in Table 3 are more significant than the remaining values. In addition, the matrix values must be less than 0.90 to establish discriminant validity according to the HTMT criterion. This criterion is met by Table 4, as all values are less than 0.90. Thus, this analysis satisfies the criteria for discriminant validity established by Fornell and Larcker (1981) and HTMT.

Table 3

Fornell and Larcker (1981)

	EC	ET	EWB	HRM	OCB
EC	0.883				
ET	0.573	0.807			
EWB	0.618	0.389	0.747		
HRM	0.578	0.423	0.565	0.787	
OCB	0.742	0.513	0.592	0.618	0.786

Note: EWB= Employee well-being; ET= employee training; HRM= Human Resource management practices; EC= employee commitment; OCB= organizational citizenship behaviour

Table 4

<i>HTMT</i>					
	EC	ET	EWB	HRM	OCB
EC					
ET	0.646				
EWB	0.695	0.417			
HRM	0.655	0.464	0.631		
OCB	0.861	0.569	0.665	0.704	

Note: EWB= Employee well-being; ET= employee training; HRM= Human Resource management practices; EC= employee commitment; OCB= organizational citizenship behaviour

Table 5*Direct Results.*

		Beta	SD	T value	P Values	Results
H1	EC -> OCB	0.742	0.048	15.529	0.000	Accepted
H2	ET -> EC	0.335	0.085	3.953	0.000	Accepted
H3	EWB -> EC	0.355	0.063	5.602	0.000	Accepted
H4	HRM -> EC	0.235	0.070	3.348	0.000	Accepted

Note: EWB= Employee well-being; ET= employee training; HRM= Human Resource management practices; EC= employee commitment; OCB= organizational citizenship behaviour

Table 5 reveals that the H1 of the study is supported, indicating that EC has a positive and significant effect on OCB (B=0.742, t=15.529). In addition, H2 of the investigation is also accepted (Beta = 0.335, t = 3.953). It demonstrates that ET has a significant effect on EC. Similarly, the results indicate that EWB positively affects EC (Beta=0.335, t=5.602), thereby supporting Hypothesis 3. Similarly, the study's hypothesis that HRM practices have a significant positive effect on EC is supported (Beta=0.235, t=3.348).

Table 6*Mediating Results*

		Beta	SD	T value	P Values	Results
H5	ET -> EC -> OCB	0.248	0.068	3.634	0.000	Accepted
H6	HRM -> EC -> OCB	0.175	0.054	3.231	0.001	Accepted
H7	EWB -> EC -> OCB	0.264	0.051	5.182	0.000	Accepted

Note: EWB= Employee well-being; ET= employee training; HRM= Human Resource management practices; EC= employee commitment; OCB= organizational citizenship behaviour

After an adequate evaluation of the proposed hypothesis, the R-square value was calculated to assess the influence of independent variables on the outcome variables of the study. The R-square is the essential criterion for structural models (Hair et al., 2017). Therefore, researchers advocated that R Square values between 0.10 and 0.19 be regarded as weak, those between 0.33 and 0.67 as moderate, and those between 0.67 and 1 as substantial. Therefore, Table 6's R square value indicates that the R square in this investigation is intermediate.

After a comprehensive examination of the measurement model, the structural model was measured in this study. Using the Bootstrapping method, the structural model was evaluated. The values of the R square and the relationship between model variables are assessed at this juncture. This investigation tested hypotheses using the bootstrapping method. 5000 bootstrap subsamples were utilized by the bootstrapping method. The significance of the proposed idea was evaluated using t-values and B coefficient values. According to academics, the significance of the two-tailed hypothesis is established if the t-value exceeds 1.65. Table 5 displays the results of the direct hypothesis, while Table 6 displays the indirect or mediating hypothesis results.

Table 6 of the study presents the indirect findings. These outcomes demonstrate the role of EC as a mediator between HRM, ET, and EWB with OCB. These findings indicate that EC mediates the relationship between ET and OCB (Beta= 0.248, t= 3.634), supporting hypothesis H5. On the other hand, the study's findings corroborate that EC does not serve as a mediator between HRM and OCB (Beta= 0.175, t=0.3.233). Thus, the study's H6 is substantiated. In conclusion, the analysis confirms the mediating role of EC between EWB and OCB (Beta= 0.264, t=5.182).

Table 7*R Square*

	R Square
EC	0.547
OCB	0.551

Note: EWB= Employee well-being; ET= employee training; HRM= Human Resource management practices; EC= employee commitment; OCB= organizational citizenship behaviour

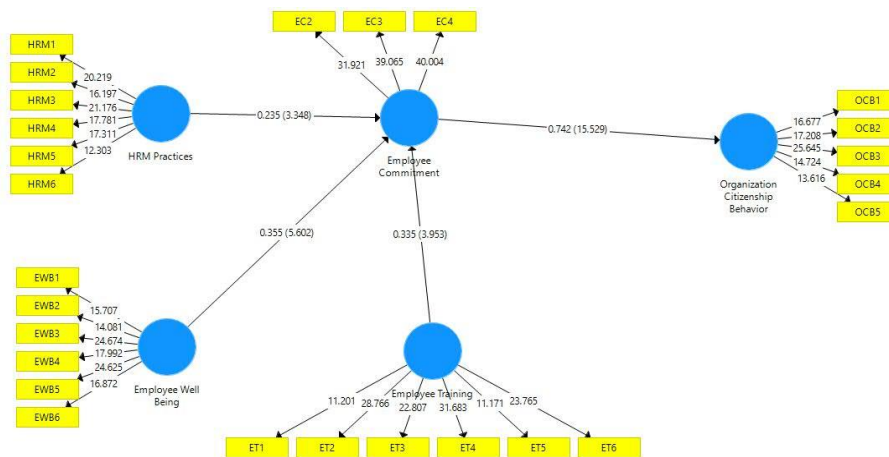


Figure 3: Structural Model

Note: EWB= Employee well-being; ET= employee training; HRM= Human Resource management practices; EC= employee commitment; OCB= organizational citizenship behaviour

After adequately evaluating the structural model, the model's predictive value must be determined. For the Q square value to be greater than zero, the predictive ability of the proposed model must be confirmed

(Henseler et al., 2016). Therefore, this study verifies the validity of predictive models because the Q-square values are more significant than zero (Table 8 and Figure 4).

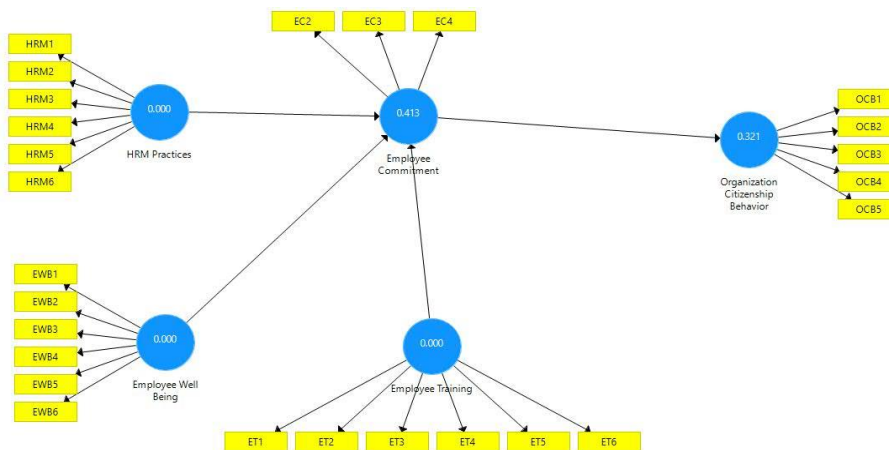


Figure 4: Q square

Note: EWB= Employee well-being; ET= employee training; HRM= Human Resource management practices; EC= employee commitment; OCB= organizational citizenship behaviour

Table 8

Q square

	Q ²
EC	0.413
OCB	0.321

Note: EWB= Employee well-being; ET= employee training; HRM= Human Resource management practices; EC= employee commitment; OCB= organizational citizenship behaviour

Discussion and Conclusion

Employees are the most valuable asset of the organization. The significance of employees about Bahrain's premier league and the national football

team is identical. This study assessed the impact of HRM factors, training, and well-being on employee dedication and organizational citizenship. The research findings indicate that training employees is essential for fostering employee commitment. The training of the employees will develop the skills necessary to achieve the required goals. It also ensures that employees are motivated to improve their team performance. The findings of this investigation are similar to those of Khan and Iqbal (2020). Similarly, HRM is essential to the development of commitment. For example, if employees of a football team view their compensation as reasonable, they will be satisfied with their employment. Providing

accurate performance feedback to employees is also essential for nurturing employee satisfaction. This leads to enhanced employee dedication. The investigation conducted by Parajuli & Shrestha in 2021 yielded comparable results.

Similarly, employee well-being is crucial to fostering employee dedication. These organizational actions cultivate an emotional bond between employees and their employers. Therefore, employees feel obligated to maintain their loyalty to the organization. The findings of Zhao et al. (2023) and their study were comparable. Additionally, employee commitment leads to organizational citizenship. This circumstance encourages employees to assist others. Therefore, employee cooperation is also enhanced if employees are committed to a sports team. This result is comparable to Shrestha (2019) findings.

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Limitations and Future Directions

Similar to other empirical studies, there are limitations to this investigation. This investigation employed a quantitative methodology. Future research may incorporate a qualitative system to comprehend the respondent better. In addition, the investigation respondents were affiliated employees of Bahraini football teams. In contrast, future research can produce comparable results by focusing on alternative activities. The lack of research examining the function of administrative personnel and athletes in sports research is addressed by this study. The findings of this study will assist the decision-makers of the Bahrain premier league and the Bahrain national football team in implementing various HRM practices, as well as training and employee well-being policies, to promote commitment and organizational citizenship behavior (OCB) among their athletes and administrative staff.

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