

The impact of training, work motivation, and job satisfaction on performance among professional cleaners in Bangladesh

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ABSTRACT

This study analyzes the impact of training, work motivation, and job satisfaction on the performance of professional cleaners in Bangladesh. Although professional cleaners play a crucial role in maintaining the hygiene, safety, and functionality of organizations, their performance drivers remain under-researched in terms of human resource factors in Bangladesh. To resolve this lack of evidence, we employed a quantitative cross-sectional research design and utilized primary data collected by means of a structured survey from 400 professional cleaners engaged in various private organizations within Bangladesh. The data that were collected were analyzed to find the relationships among training and work motivation, job satisfaction, and employee performance. The results show that training, work motivation, and job satisfaction have a positive effect on the performance of professional cleaners. Our findings underline the importance of designing human resource practices fostering skill enhancement and employees' motivation and work satisfaction. The article provides managerial insights for senior managers, HR experts, and policymakers in private sector organizations as well as the cleaning-services industry in general. The systematic training process with varied motivational practices along with employee-oriented workplace policies potentially enhances cleaner performance, service provision quality, employee retention, and overall organizational effectiveness, which in turn contribute to productivity and sustainable economic development of Bangladesh.

Keywords: Training, Work Motivation, Job Satisfaction, Performance, Professional Cleaners

INTRODUCTION

The performance of professional cleaners is often overlooked, although they play a pivotal role in ensuring hygiene, sanitation, and workplace safety (Sharior et al., 2023). Even though the work of cleaners and sanitation requires massive physical involvement, their tasks are being performed with insufficient safety measures, equipment, and protective facilities. Additionally, they perform their tasks with a lack of training, motivation, and job satisfaction components (Sharior et al., 2023). These factors are significantly relevant to their performance because the quality of their work largely depends on knowledge, professional skills, motivation, and attitude towards the job (Sharior et al., 2023). According to the Bangladesh Labour Force Survey, cleaners and helpers constitute a recognized occupational group, while Bangladesh-specific studies have predominantly focused on their occupational health, safety, working conditions, and sanitation-related vulnerabilities rather than an integrated employee-performance model (Kabir, 2023). Considering the above, investigating the impact of cleaners' training, motivation, and job satisfaction on performance is extremely critical to understand how an organization can enhance the service quality of cleaning services with professionalism and consistency (Kabir, 2023; Sharior et al., 2023).

Employee training is one of the most effective human-resource components that equips employees with knowledge, skills, and capacities. Proper implementation of a training program develops employees to perform and deliver effectively and efficiently. (Bashar et al., 2024). Earlier research grounded in the Bangladesh service-based industry concerning human resource development has demonstrated a strong association with employee results (Ahmed et al., 2025a). Similarly, a study on 362 frontline hotel employees in Bangladesh indicated an effective relationship between training and development and work performance (Hosen et al., 2024). Professional Cleaners need a proper understanding of cleaning methods, use of equipment, and due care while applying materials to make an environment clean & healthy, along with ensuring safety in the workplace. They also have to maintain good performance, which is their own responsibility. Hence, a training and development program is prioritized for professional cleaners to enhance effective performance delivery (Sharior et al., 2023).

Sharior et al. (2023) highlighted the role of training among waste workers and sanitation workers in ensuring overall workplace safety, hygiene factors, lack of appropriate occupational training and knowledge on what needs to be done. The study also noted that these hazards may be once again organizational issues related to a lack of appropriate equipment and safety resources, which may consequently lead to loss of life for waste and sanitation workers across multiple cities within Bangladesh (Sharior et al., 2023). Conversely, structured training and development programs will not only advance workers' technical skills but also enable them to carry out their job safely, consistently, and according to the organizational performance matrix (Sharior et al., 2023).

Work motivation is another critical factor to drive employee performance. According to Nindia Husna Marsandya et al. (2024), highly motivated employees perform better than others as they deliver more effort and show perseverance in delivering the best results for the organization. Practical studies that have been conducted recently explain that work motivation is positively linked with job performance (Wang et al., 2024). Work motivation is highly linked with professional cleaners' performance as they are involved in repetitive tasks and highly physical labor with minimal job recognition, though stringent performance aspirations (Sharior et al., 2023). Employees' eagerness to deliver effort and ensure consistent work standards depends on the employee's scale of motivation (Wang et al., 2024). Therefore, a combination of training programs and work motivation may present a comprehensive view of cleaner performance (Wang et al., 2024).

From an employee perspective, job satisfaction is a key factor as happy employees develop positive behaviors and performance due to their favorable work environment, recognition and other benefits (Batta et al., 2023). Hence, a new experimental work from Batta et al. (2023), on 540 employees in the Indian transportation industry, confirms the crucial importance of employee satisfaction in the relationship between human resource and employee performance. Additional research also highlighted the positive relationship between job satisfaction, human resource development, and employee performance (Tafese Keltu, 2024). Job satisfaction is extremely relevant to professional cleaners as the profession delivers limited infrastructure, recognition, and social status (Kabir, 2023). Previous research based in Bangladesh has presented concerns on cleaners' compensation, workplace health and safety, and favorable working conditions (Kabir, 2023). These factors may influence employees' attitudes towards task performance and willingness to deliver the highest performance (Batta et al., 2023).

Previous research has studied the associations between training, employee motivation and job satisfaction, and performance but in industries such as banking, insurance, transportation, education and other organizations (Bashar et al., 2024; Batta et al., 2023; Hosen et al., 2024). In Bangladesh, previous studies on workplace health and safety emphasized sanitary conditions/occupational facilities among professional cleaners (Kabir, 2023; Sharior et al., 2023). However, relatively scarce studies are addressing the determinants of performance among professional cleaner.. Additionally, there is a research gap in empirical studies that simultaneously investigate training, work motivation, and job satisfaction as independent variables for professional cleaners' performance in Bangladesh. Existing studies emphasized the need for training and improvement of working conditions, but the impact of training, work motivation, and job satisfaction on employee performance for professional cleaners is limited (Kabir, 2023; Sharior et al., 2023). Thus, the study

aims to investigate how human resource factors such as employee training, work motivation and job satisfaction impact the performance of professional cleaners in Bangladesh.

To derive the outcome, the study seeks to answer the following questions: Does training significantly influence the performance of professional cleaners in Bangladesh (Hosen et al., 2024)? Does work motivation significantly influence the performance of professional cleaners in Bangladesh (Wang et al., 2024)? Does job satisfaction significantly influence the performance of professional cleaners in Bangladesh (Batta et al., 2023). In this context, specific research objectives are : (1) To examine the effect of training on the performance of professional cleaners in Bangladesh (Hosen et al., 2024), (2) To examine the effect of work motivation on the performance of professional cleaners in Bangladesh (Wang et al., 2024) and (3) To investigate the effect of job satisfaction on the performance of professional cleaners in Bangladesh (Batta et al., 2023).

The objective of this study is to investigate this human resource relationship to offer evidence-based information for the formulation of various human resource policies for cleaning-service providers, facility-management companies, hospitals, hotels, commercial organizations and public institutions design more appropriate training and employee-management practices (Sharior et al., 2023).

THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

Theoretical Framework

This study is mainly based on Self-Determination Theory (SDT) supplemented by Social Exchange Theory since the current study explores the effect of training, work motivation, and job satisfaction of professional cleaners in Bangladesh (Ahshanul Mamun, 2023). Recent studies have shown the connection between employee motivation, workplace behavior, and its performance, which SDT theory describes.. (Ahshanul Mamun, 2023). Employees who are energized because they find autonomy, competence, and relatedness at work perform more effectively for the organization (Henderson & Jeong, 2024) SDT explains.

According to the recently conducted research, SDT delivers impactful insights on employees' motivational stage, impacting workplace attitude and performance (Mamun et al., 2023). Additionally, SDT explains that employees deliver better results for the organization when their psychological needs, such as autonomy, competences other supports, are ensured (Henderson & Jeong, 2024). This theory is highly connected with the professional cleaner's context, as training can enhance their competencies and work motivation level to drive work actions. Job satisfaction is a reflection of how employee assess their experiences about work positively or negatively (Henderson & Jeong, 2024).

Along with SDT, this theoretical model also draws on Social Exchange Theory, as it explains employees' responses towards the organization connected with the organizational investment in employees, which ultimately drives employees' workplace behavior (Ahmed et al., 2025). The organization's investment in employee training fosters employee capabilities and skills while encouraging mutual return with better outcomes (Ahmed et al., 2025). Studies conducted in the Bangladesh context also explain that investment in employee training and development plays a pivotal role in driving enhanced employee performance (Ahmed et al., 2025)

Hypothesis Development

Training and Cleaner Performance

Ahmed et al. (2025) explained that to demonstrate impactful job performance, employees' knowledge, skills, improvement of competencies, and capabilities are highly required. These attributes can be established through the implementation of a proper training program (Ahmed et al., 2025).

In the context of professional cleaners, particularly in Bangladesh, training includes cleaning procedures, handling and utilization of equipment, safety measures while using chemicals, maintaining hygiene

benchmarks, and workplace safety (Sharior et al., 2023). Evidence from Bangladesh's service industry training and development program plays a significant role in employee work performance (Ahmed et al., 2025; Hosen et al., 2024). Similarly, employees who are trained are expected to deliver better organizational outcomes through their dedication, accuracy, effectiveness, and consistency.

Considering the above, the following hypothesis is proposed:

H1: Training has a significant positive effect on the performance of professional cleaners in Bangladesh.

Work Motivation and Cleaner Performance

Wang et al. (2024), explained that motivation impacts the employee's work-related behavior through intensity and determination. In another study, Ahshanul Mamun (2023) highlighted Self-determination Theory, explaining that employees who are motivated deliver consistent effort with positivity. Additionally, Wang et al. (2024) highlighted longitudinal meta-analytical evidence confirming work motivation significantly connects to job performance. For professional cleaners in Bangladesh, enhanced motivation may prompt extended effort, attention to delivery, and consistency in ensuring cleaning benchmarks (Wang et al., 2024).

This postulates the hypothesis as:

H2: Work motivation has a significant positive effect on the performance of professional cleaners in Bangladesh.

Job Satisfaction and Cleaner Performance

Tafese Keltu. (2024) asserts that job satisfaction is the assessment of their task and work experience, which is connected to job performance. Jannat et al. (2024) explains that recent empirical studies confirm job satisfaction is significantly related to employee performance in Bangladesh. For professional cleaners in Bangladesh, job satisfaction is extremely crucial for their performance as they have to perform in unfavorable working conditions, a minimum compensation structure, lack of recognition, and organization. These factors may impact their performance level (Sharior et al., 2023).

Considering above ground, the following hypothesis is proposed:

H3: Job satisfaction has a significant positive effect on the performance of professional cleaners in Bangladesh.

Conceptual Framework

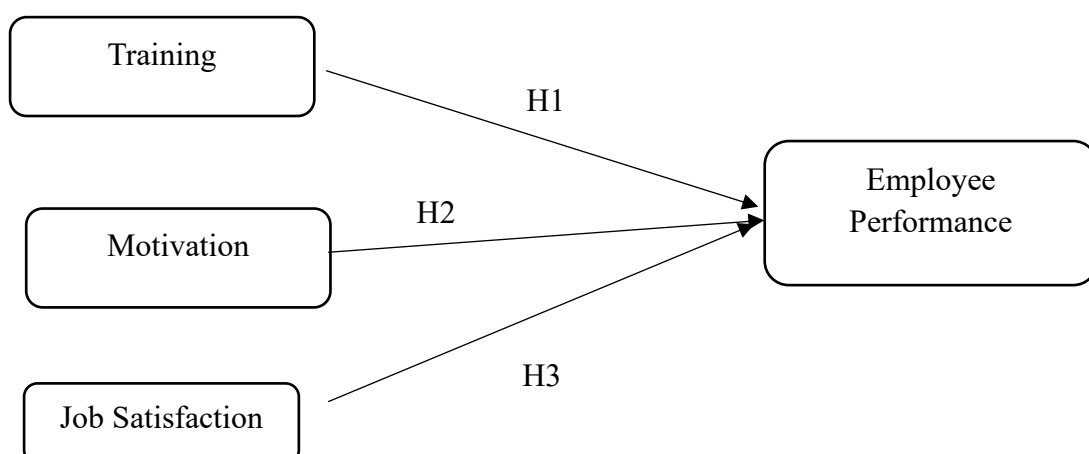


Figure 1: Conceptual Framework of the impact of training, work motivation, and job satisfaction on performance among professional cleaners in Bangladesh.

Source: (Author's Own Work)

Research Methods

This study has deployed a quantitative, cross-sectional research design to investigate the impact of training, work motivation, and job satisfaction on the performance of professional cleaners in Bangladesh. The study has used a quantitative approach because it seeks to derive statistical relationships between independent and dependent variables and is important to examine hypotheses (Saunders et al., 2023a).

Population and Sampling

The target population of the study included professional cleaners employed by different cleaning-service organizations, corporate offices, hospitals, educational institutions, and facility management companies. A purposive sampling technique has been used, and a concrete sampling of professional cleaners is not available. The selection of the respondents is professional cleaners who have been experienced for a certain period to examine their training and motivation, job satisfaction, and performance. A survey strategy applied a structured questionnaire to 400 professional cleaners from different organizations. The sample size was determined using Krejcie and Morgan's sample size table (Krejcie & Morgan, 1970; Zirgham Ullah Bukhari & Dr. Irshad Ahmad, 2026).

Data collection and instrument design.

The primary data for the study were collected through a **structured questionnaire** administered to professional cleaners. The questionnaire includes demographic information and items measuring training, work motivation, job satisfaction, and employee performance. A **five-point Likert scale**, ranging from 1 = strongly disagree to 5 = strongly agree

Measurement items were adapted from previously validated instruments and contextualized for professional cleaners in Bangladesh.

Table 1: Summarized version of the questionnaires

Variable	No Questions	Source
Training	5	(Matolić et al., 2023)
Work Motivation	5	(Trépanier et al., 2023)
Job Satisfaction	5	(Çalışkan & Köroğlu, 2024)
Job Performance	5	(Çalışkan & Köroğlu, 2022)

Source: Author's own work

Data Analysis Technique

The collected data has been analyzed through IBM SPSS. The study has conducted descriptive statistics along with frequencies, percentages, means, and standard deviation. Cronbach's alpha has been derived to assess internal consistency, and values above 0.70 are accepted (Malapane & Ndlovu, 2024). The Pearson Correlation Coefficient was implemented to assess the strengths and relationships among variables (Šverko et al., 2022). This study implemented regression analysis to derive results of hypotheses (Roustaei, 2024).

Ethical Consideration

To safeguard participants' privacy during the research, confidentiality and anonymity were consistently ensured as a standard procedure before engaging participants and collecting their information (Saunders et al., 2023b). This was essential to reduce respondent-mediated bias.

RESULTS

Table 2: Demographic Analysis

Variable	Category	Frequency	Percentage (%)
Gender	Male	324	81%
	Female	76	19%
Age Group	Under 25	43	10.80%
	25–30	97	24.30%
	31–35	109	27.30%
	36–40	90	22.50%
	41–45	61	15.3%
Education Qualification	Primary	3	0.80%
	Below SSC	44	11%
	SS	344	86%
	HSC	9	2.3%
	Others	3	0.80%
Marital Status	Single	26	6.50%
	Married	369	92.30%
	Divorced/Widow	2	0.50%
	Prefer not to say	3	0.80%
Years of Experience	<1 year	1	0.30%
	1–3 years	27	6.80%
	4–6 years	47	11.80%
	7–10 years	86	21.50%
	More than 10 years	239	59.80%
	<1 year	27	6.80%

Tenure in current organization	1–3 years	118	29.50%
	4–6 years	78	19.50%
	7–10 years	76	19.00%
	More than 10 years	101	25.30%

Source: Author's own work

The sample is primarily male (81%) and less-educated; the majority of participants have an SSC degree (86%). Most of the participants (92.3%) were married, aged between 31 and 35 years. The majority of participants have more than 10 years of experience (59.8%), where majority of the cleaners are in the current organization for 1 to 3 years (29.5%).

Reliability Analysis

Table 3: Reliability Analysis Scale

Variable	No of Items	Cronbach's Alpha Value
Training	5	0.894
Work Motivation	5	0.870
Job Satisfaction	5	0.911
Performance	5	0.889

Author's own work

A Cronbach's alpha of more than 0.7 is considered acceptable. Cronbach's alpha for all variables is greater than 0.7; therefore, it confirms the reliability of the dataset (Adeniran, 2025)

Correlation Among Variables

Table 4: Correlation Matrix

Variable	Statistic	Performance	Training	Work Motivation	Job Satisfaction
Performance	Pearson Correlation	1	.735**	.793**	.696**
	N	400	400	400	400
Training	Pearson Correlation	.735**	1	.806**	.653**
	N	400	400	400	400
Work Motivation	Pearson Correlation	.793**	.806**	1	.740**

	N	400	400	400	400
Job Satisfaction	Pearson Correlation	.696**	.653**	.740**	1
	N	400	400	400	400

Author's own work

Note: **. Correlation is significant at the 0.01 level (2-tailed).

The study has conducted A Pearson correlation analysis among training, work motivation, job satisfaction, and performance utilization using IBM SPSS (Hair & Sabol, 2025).

Training and work motivation showed the strongest positive association with training performance ($r = 0.793$, $p < 0.01$), followed by training transfer ($r = 0.735$) and training job satisfaction ($r = 0.696$). Among the independent variables, the strongest correlation was between training transfer and training and work motivation ($r = 0.806$, $p < 0.01$), indicating that these training-related factors are positively interrelated.

Hypothesis testing:

Table 4: Regression Matrix

Hypothesis	IV	DV	R	R ²	F	Sig. F	β	t	Decision	Source
H1	TT	TP	0.822	0.675	274.248	<0.001	0.239	4.889	Supported	(Chen & Qi, 2023; Heinze et al., 2024)
H2	TWM	TP	0.822	0.675	274.248	<0.001	0.445	8.080	Supported	
H3	TJS	TP	0.822	0.675	274.248	<0.001	0.210	4.882	Supported	

Author's own work

The regression model confirmed the strength of the model, with $R=0.822$, $R^2 = 0.675$, and adjusted $R^2 = 0.673$. This result explains that training, work motivation, and job satisfaction jointly explained 67.5% of the variance in performance (Heinze et al., 2024). The predictors of the model demonstrate significant explanatory power with statistical significance result $F(3,396) = 274.248$, $p < 0.001$ (Heinze et al., 2024).

The derived result indicates that training has a positive impact on performance ($\beta = 0.239$, $t = 4.889$, $p < 0.001$), supporting H1. Work motivation also has a significant positive impact on performance, showing a result of ($\beta = 0.445$, $t = 8.080$, $p < 0.001$), supporting H2. Finally, job satisfaction demonstrations significant positive impact on performance, showing a result of ($\beta = 0.210$, $t = 4.882$, $p < 0.001$), supporting H3. Work motivation is considered to be the strongest predictor of performance. This result is consistent with previous studies (Pesigan et al., 2023).

DISCUSSION

Hypothesis 1: Training has a significant positive effect on the performance of professional cleaners in Bangladesh.

These results confirm our first hypothesis that training has a significant positive impact on the performance of professional cleaners in Bangladesh. As shown in the table, regression results show that, on average,

training is significantly predictive of employee performance ($\beta = 0.239$, $t = 4.889$, $p < 0.001$). This result indicates that professional cleaners equipped with proper training are more competent to display better employee performance, reflected in the form of effective work quality and efficiency, compliance with cleaning procedures, and accomplishment of specific tasks.

The finding is imperative to the Bangladeshi professional cleaning sector, who need to deliver a continued service standard alongside following workplace safety and hygiene methods of use in using cleaning equipment, as well as quality inputs in regard to customer expectations. With systematic training, it can improve essential knowledge, practical skills, confidence, and performance to meet the demands of cleaning appropriately. Hence, companies that hire professional cleaners should be more focused on regular work-related training session & improve staff performance and maintain service quality.

Hypothesis 2: Work motivation has a significant positive effect on the performance of professional cleaners in Bangladesh.

These findings show that work motivation has a statistically significant positive impact on the performance of professional cleaners in Bangladesh, thus supporting Hypothesis 2. The regression results reveal that the model of work motivation in predicting employee performance is very significant ($\beta = 0.445$, $t = 8.080$, $p < 0.001$). The implication of this is that with the right amount of motivation, professional cleaners will do their jobs effectively, maintain a better quality of service as well as work more efficiently and stay committed to the organization's standards and targets.

Cleaning employees in the professional cleaning sector face physically punishing, repetitive, and time-sensitive tasks on a day-in-day-out basis, along with demands to perform to high and consistent standards of cleanliness, hygiene, safety, and customer satisfaction, so work motivation is an important consideration. Motivated janitorial employees tend to work harder, carry out their responsibilities more efficiently and with improved persistence; they are more committed to executing work assigned to them appropriately. In this respect, motivation can allow organizations to convert employees' knowledge and skills into on-the-job performance.

By providing this recognition, various cleaning organizations in Bangladesh may utilize work motivation to enhance their performance and the quality of their service by using recognition, rewards for a job well done, supportive supervision as well as opportunities for development alongside workers being placed in an inclusive environmental setting within the workplace. Hence, work motivation is an essential organizational variable for transforming the skills and effort by employees into higher performance results.

Hypothesis 3: Job satisfaction has a significant positive effect on the performance of professional cleaners in Bangladesh.

The results also provide evidence that job satisfaction has a significant positive impact on the performance of professional cleaners in Bangladesh, thus confirming Hypothesis 3. Overall, the regression results show employee job satisfaction being a significant predictor of performance ($\beta = 0.210$, $t = 4.882$, $p < 0.001$). The research seems to indicate that agreeable, job-satisfied servitors display higher levels of commitment, alertness, productivity, and reliability in completing the jobs assigned.

Job satisfaction is especially critical in the professional cleaning industry because almost every job generally requires workers to perform menial or some other form of heavy-duty work within time restrictions and while adhering to workplace cleanliness, hygiene, and service quality. Employees healthy at their work environment, remuneration package, supervision, recognition opportunities with supervisory relationships, and development will naturally show positive behavior towards their work, and they will be motivated to perform better in accordance with the expectations of their respective job outline.

So, related to the organizational context of professional cleaners' organizations in Bangladesh, it can be concluded that by improving job satisfaction through decent treatment, supportive supervision, recognizing

employees' efforts, and providing them with safety at work as well as balanced workloads and career advancement opportunities, managers could enhance employee retention, commitment to the job and organizational performance. Satisfied employees also help organizations in carrying out service standards and organizational objectives.

CONCLUSION, CONTRIBUTION TO THE STUDY, LIMITATION AND FUTURE DIRECTIONS

Conclusion

The current research focused on the influence of training, work motivation, and job satisfaction on professional cleaners' performance in Bangladesh. Empirical findings, however, suggest that the three independent variables positively influence employee performance significantly. There was a simple, positive, and significant effect of training on performance ($\beta = 0.239$, $t = 4.889$, $p < 0.001$), which shows that employees with proper knowledge, skills, and job-related training will be better able to perform their cleaning tasks well. Work motivation had the strongest positive effect on performance ($\beta = 0.445$, $t = 8.080$, $p < 0.001$), indicating that motivated professional cleaners tend to exert more effort, commitment, efficiency and consistency at work. Moreover, job satisfaction exerted a significant positive impact on employee performance ($\beta = 0.210$, $t = 4.882$, $p < 0.001$), suggesting that satisfied employees tend to remain in a positive state of work attitude and perform their working assignment optimally.

The regression model was significant overall, $F(3,396) = 274.248$, $p < 0.001$, with $R^2 = 0.675$. This means that training, work motivation and job satisfaction have determined 67.5% of the variance in the performance of professional cleaners. Hence, the findings therefore offer substantial empirical evidence that employee performance in the professional cleaning sector is associated with both employees' technical specifications as well as their psychological and attitudinal states.

Out of the three predictors, work motivation was a strong predictor of employee performance with training in the second and job satisfaction last. This result calls attention to the need for not only trained professional cleaners but also an environment where they are motivated and happy in their work. Thus, firms in the professional cleaning industry of Bangladesh should implement those elements by developing an integrated human resource approach (skills development, motivation practices, and job satisfaction).

In summary, the study concludes that there would be little room for improvement in professional cleaning, as it does not just require providing instructions or supervising their work. Training makes employees capable; motivated work enables them to put their developed capabilities to use with more energy and commitment to it due to job success (also known as job satisfaction), they become more positive in their orientation towards work. This series of three factors can thus be collectively useful to enhance the cleaning quality, productivity at work, service reliability, and organizational performance in Bangladesh.

Contribution to the study

The study contributes theoretical implications to both the literature and practice on employee performance and human resource management in Bangladesh's professional cleaning industry.

Theoretical Contribution

This research makes an important contribution to the existing literature by presenting an empirical integrated model of three employee-related variables—training, work motivation, and job satisfaction—to better explain the performance of professional cleaners. Previous studies have repeatedly investigated employee performance in industries like banking, manufacturing, health care, and education, while comparatively less empirical work has focused on Bangladesh. Next, focusing on this occupational group allows the study to draw upon a form of employee performance research in an important, yet relatively unexamined, segment of the service sector.

The results also show that not only capability factors but also psychological factors affect employee performance. Training denotes the cultivation of employees' skills and knowledge, whereas work motivation and job satisfaction represent employee willingness and positive attitude towards their jobs. All three variables have a significant impact, suggesting that a combination of employee capability and attitude can test the performance of employees.

Practical Contribution:

The results have practical implications for entities hired professional cleaners in Bangladesh. First, companies should offer ongoing training that is tailored to the job and includes information on methods of cleaning and equipment operation, workplace health & safety, hygiene standards, and customer-service expectations. Second, the organizations should promote motivation among the employees through adequate appreciation and reward practices, cross-functional feedback loops (coaching), supportive supervision, and training programs. Third is the management should create an effective job satisfaction upgrade. Making sure that they get safe working conditions, Equal treatment, Ounces of work–life balance, better atmosphere for the supervisors and workers by maintaining a healthy and friendly relationship between both.

It is therefore suggested that training, motivation, and job satisfaction should not be treated independently in human resource practices. Rather than having a series of stand-alone programs, organizations should think about an integrated approach to employee management in which training builds capability, motivation drives effort, and job satisfaction reinforces that these efforts are sustained over time through positive work behavior.

Limitations of the study

This study has several limitations. First, the use of a cross-sectional research design prevents concluding causal relationships between training and work motivation, job satisfaction, and employee performance. Secondly, the sample was based solely on self-reported data and could suffer from response bias and common method bias. Third, this study investigated only three predictors, while there are other factors such as leadership, employee engagement, organizational commitment, compensation, and working conditions which may affect employee performance. Third, the data were collected from professional cleaners in Bangladesh, which limits the generalizability of our findings to other occupations, sectors, or countries.

Future Research Directions

Future studies must employ longitudinal designs to measure professional cleaners repeatedly over time, and track whether any improvements in training, work motivation, or job satisfaction are synonymous with lasting change in employee performance. Previous studies need to be supplemented, including employee questionnaires with supervisor ratings, attendance data, rates of task completion, cleaning quality scores and customer evaluations, as these give more objective measures. Other predictive factors, such as leadership style, employee engagement, organizational commitment, compensation, workload versus supply, job security, and working conditions, could be examined by researchers. Performance determinants in different service environments: comparative studies across hospitals, hotels, offices, shopping malls, educational institutions and residential services could evaluate if the performance determinants vary with service environments.

Geographical comparisons within Bangladesh may also evaluate the impact of conditions specific to the region and organization. Finally, the use of mixed methods, with surveys in combination with interviews or focus groups, could offer even richer detail on cleaners' experiences of motivational strategies and barriers to effective workplace practice. Future work can also explore the mediating and moderating processes, specifically concerning whether employee engagement or organizational commitment mediate these relationships and whether variables like work experience, employment type, or organizational size moderate their strength. In general, larger samples, longitudinal and mixed-method research designs, objective performance measures, and even broader models of employee experience might improve our knowledge of professional cleaners in Bangladesh while enabling organizations to adopt better human resource practices moving forward.

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