The impact of training and development facilities on job commitment among entry-level employees: Bangladeshi RMG perspectives

Most. Tahura Pervin¹, Fatema Tuz Zohora²
Department of Humanities and Social Sciences, Dhaka University of Engineering & Technology, Gazipur-1707, Bangladesh¹
Department of Business Administration, City University, Khagan, Birulia, Savar, Dhaka-1216, Bangladesh²
tahura@duet.ac.bd¹, fatematuzzohora@ymail.com²

Abstract

**Purpose:** The study intended to ascertain whether providing training and development facilities positively impacted the job commitment of entry-level garment employees in Bangladesh.

**Research Methodology:** The response rate for the survey was 44.89%, derived from a sample size of 450 data points obtained by a basic random sampling technique. The study employed Microsoft Excel 2007, SPSS 22.0, and AMOS 23.0 to conduct exploratory and confirmatory factor analysis and structural equation modeling to assess the strength and reliability of the suggested research framework.

**Results:** The study revealed a significant enhancement in the level of commitment among lower-level employees in the Bangladeshi garment industry when provided with training and development potential.

**Limitations:** One primary constraint encountered in this study pertained to issues associated with data collection. The target demographic consists exclusively of individuals with lower levels of educational attainment. Allocating funds for research in finance remained a significant area of focus. As a result of these limitations, the survey was unable to gather nationwide data.

**Contribution:** This study is distinctive as it focuses on individuals occupying lower-level positions within the Bangladeshi garment sector, exploring the potential avenues for professional advancement.

**Practical Implication:** The study may benefit Bangladeshi garment firms' HR strategy and training and development plans. Environmental and internal variables can stress workers. Professional progress and quality training will help dedicated workers overcome these challenges.

**Novelty:** The study is unique in two perspectives: the bottom-level employees and the emerging economy like Bangladesh.


1. Introduction

The significance of training and development in an organization's succession planning is its ability to facilitate the acquisition and enhancement of essential skills, including but not limited to team management and leadership. Training and development activities in the field of human resources play...
a crucial role in fostering employee motivation and enhancing overall productivity (Khan, Khan, & Khan, 2011; Pervin & Begum, 2022). Employees’ attendance at training sessions can impede the timely completion of projects due to the loss of productive work hours. Nevertheless, the acquisition of new skills, refinement of existing ones, enhancement of productivity, and improvement of performance are contingent upon the implementation of practical training and development strategies (Duli, 2019). Human capital is widely regarded as the most invaluable asset possessed by a corporation. In order for a business to operate effectively and achieve desired outcomes, it is imperative to employ individuals who have undergone comprehensive training to ensure their ability to do tasks efficiently and achieve success (Khan, Hossain, & Sarker, 2015; Hossain, Khan, & Haque, 2018; Khan & Arif, 2023a).

Organizational training and growth are continuous processes that enhance employees' knowledge and skills (Ahmed, Islam, & Khan, 2015; Roy, Khan, & Hossain, 2016). Organizations implementing training and development initiatives had higher employee engagement and commitment (Khan, Arafin & Hossain, 2017a; Roy, Khan, & Shanto, 2023). The achievement of an organization is intrinsically linked to the individual contributions made by its members. In the contemporary global economy context, organizations must undergo training that aligns with the prevailing period to achieve success (Khan & Arif., 2023b; Khan & Pervin, 2022). Enhancing workers’ workplace experiences is a crucial objective of organizational growth (Al Ahad, Khan, & Rahnam, 2020; Khan & Sharma, 2020). The training process, which involves imparting and acquiring knowledge and skills, plays a pivotal role in developing a robust workforce (Khan, Roy, & Pervin, 2022b). Insufficient knowledge, skills, and competencies among workers might hinder their ability to perform their duties successfully and within designated timelines. Consequently, the provision of training becomes a critical determinant for the advancement and development of organizations. Training is a structured learning activity designed to facilitate the acquisition of specific knowledge and skills necessary for a particular vocation or task (Khan, Arafin & Hossain, 2017, 2017a).

In terms of RMG exports, Bangladesh is second only to China. The industry provides employment opportunities for many individuals, contributing significantly to the country’s foreign currency inflow. After the Rana Plaza catastrophe in April 2013, there was a notable rise in the prominence of the Readymade Garments (RMG) business, as documented by Khan and Roy (2023). The collapse of the building resulted in the tragic loss of more than one thousand workers’ lives. The global coverage of the Rana Plaza accident was considerable because of the involvement of firms associated with popular apparel labels (Khan, Arafin & Hossain, 2017, 2017a). The article by Khan and Rammal (2022) discussed the effectiveness of labor regulations in ‘Bangladesh’s Readymade Garments (RMG) industry and the protection of ‘workers’ safety rights. The COVID-19 pandemic has recently emerged as a prominent issue for businesses. The international business community is preparing to resume operations and reintegrate employees into the physical workplace once the COVID-19 infection rate stabilizes (Khan, 2020). The post-pandemic era has heightened the significance of safety and health as paramount company concerns. Maintaining a safe and healthy workplace is crucial for various reasons, including its positive impact on employee morale, productivity, and the resilience of companies in the face of this unparalleled public health crisis. Implementing comprehensive training programs and disseminating information regarding COVID-19 risk factors and preventive measures to employees are proactive measures that companies ought to adopt (Khan, Roy, & Chowdhury, 2022a).

The authors assert that training and development facilities within Bangladesh's garment industry could enhance employee job devotion, fostering the ‘sector's future growth. Based on the previous discourse, this study seeks to ascertain the impact of training and development facilities on job commitment among entry-level employees in Bangladesh. The subsequent research step thoroughly analyses the current material and formulating hypotheses. The third section provides a comprehensive account of the research technique employed in the study. The research findings and analysis are reported in Section 4, followed by concluding remarks on the ‘study's importance.
2. Literature review

2.1. Training and Development

A company’s workforce can be better educated through a process known as training and development, which is part of the Human Resource Management (HRM) discipline. It involves a variety of tools, instructions, and exercises to increase ‘employees’ performance. Employees have the chance to broaden their horizons intellectually and advance their professional capabilities as a result of this opportunity (Kadiresan et al., 2015). In order to enhance comprehension of training and growth, it is instructive to adopt a historical perspective. The genesis of this phenomenon can be traced back to the historical period of World War II in the United States. The demand for skilled labor began to increase abruptly (Drost, Frayne, Lowe, & Geringer, 2002). The establishment of the U.S. labor movement occurred during this period. The aforementioned trend played a significant role in facilitating the growth of employee training and development. During the early 1900s, the establishment of company schools aimed to equip manufacturing workers with the necessary skills required for their respective responsibilities. During this period, individuals commenced utilizing personal computers for the purpose of staff training (Torraco, 2016).

The computer-based training (CBT) system served as the fundamental basis for contemporary employee training systems that are currently in use (Bedwell & Salas, 2010). An organization that prioritizes investments in its personnel is likely to see the benefits of enhanced financial success. One notable data derived by the Association for Talent Development (ATD) substantiates this claim. Their study's findings indicate that organizations allocating a more significant portion of their budget towards employee training activities demonstrated a significant increase of 218% in income per employee. Additionally, they observed a 24% increase in profit margins (Biech, 2022). Employee training and development has a purpose beyond mere financial gains. Training and development programs provide a platform for knowledgeable individuals inside a company to disseminate their expertise and share their methodologies. In a brief timeframe, employees will acquire knowledge regarding strategies and optimal approaches relevant to their professional tasks. This will enable them to develop superior items or deliver more gratifying services. Moreover, ensuring sufficient employee training entails providing them with a standardized set of instructions. This phenomenon results in a consistent approach and standardized outcomes (Pankhurst, Collins, & Macnamara, 2013).

Numerous studies have demonstrated that the implementation of training and development programs yields a favorable influence on staff turnover rates. The investment made by the company in the development of workers is likely to be highly valued by them. This will enhance their perception of job satisfaction, feelings of belongingness, and level of commitment (Sok, Blomme, De Ruiter, Tromp, & Lub, 2018; Nandi, Khan, Qureshi, & Ghias, 2020; Muzaffar & Javed, 2021). Training and development initiatives have the potential to enhance ‘individuals’ relationship with the organization. Consequently, this will lead to a reduction in ‘employees’ inclination to depart and an enhancement in the retention of your ‘organization’s staff. This scenario presents a mutually beneficial outcome for all parties involved (Khan, Arafín & Hossain, 2017, 2017a). An individual who has received formal training will possess the necessary knowledge and skills to maintain and manage equipment effectively. This will result in reduced instances of mechanical failures and an extended operational lifespan for office equipment and job interest (Biech, 2022).

2.2. Job Commitment

Employee commitment can be described as the degree to which an individual identifies with and engages in a specific organization. The definition provided by the authors was accompanied by the development of a questionnaire-based instrument designed to assess this particular concept. The concept of employee commitment is delineated through the utilization of three separate components: a firm conviction in and willingness to embrace the objectives of an organization; employee motivation refers to the inclination or readiness of staff members to invest significant effort in the pursuit of organizational goals and objectives; and there exists a profound inclination to uphold affiliation with the organization (Khan, Roy, & Hossain, 2019; Al-Ahad & Khan, 2020). Since the late 1970s, this definition and measurement have served as the foundation for a plethora of research endeavors. These
studies have provided evidence that there is a significant correlation between employee dedication and a wide range of positive effects and outcomes (Raharjo & Fernandes, 2018).

The commitment of staff members can manifest in various ways. Consequently, it is frequently seen as a human resources variable that presents challenges in terms of its definition. The context, direction, and growth of commitment and the degree to which commitment influences behavior can give rise to perplexity and scholarly discourse (Setyorini, Manafe, & Nino, 2022). The topic of job commitment has received significant attention in the human resources literature in the past few years. The significance of employee commitment as a determinant of employee loyalty and organizational performance is widely recognized (Saputra & Mahaputra, 2022). The demand for organizations to achieve high levels of performance is constantly escalating. As a result of the phenomenon of globalization, among other contributing factors, the level of competitiveness has intensified significantly. The heightened level of pressure has led to a decline in employers’ dedication to their employees. The notion of lifetime employment has also become antiquated. Currently, underperforming organizational units are subject to reorganization. Typically, this results in a reduction in the workforce. Moreover, it is more probable for underperforming personnel to be terminated (Osman, Hossain, & AL Mumun, 2022).

Due to the aforementioned issue, coupled with the heightened prevalence of individualism among individuals, the level of employee dedication towards their work and the organization has significantly diminished. This underscores the heightened significance of fostering a sense of commitment among employees towards the organization and cultivating specific (favorable) behavioral patterns (Yan, Luo, Jia, & Zhong, 2019). Committed personnel contribute additional value to the organization by virtue of their unwavering dedication, proactive assistance, comparatively elevated productivity, and conscientiousness towards maintaining high standards of quality. Employees who demonstrate a high level of commitment to their work are generally less prone to absenteeism or turnover within the organization. Employees who lack commitment can have a detrimental impact on the organization, impeding its progress and hindering its overall performance (Khan, Arafin & Hossain, 2017a; Jyoti, Sharma, Kour, & Kour, 2020).

2.3. Overview of Bangladeshi RMGs

The readymade garments sector plays a crucial role in fostering the growth and progress of Bangladesh. The inclusion of the "Made in Bangladesh" label has garnered significant recognition for the nation, elevating it to a prestigious brand on a global scale. Bangladesh, a country that was formerly derogatorily referred to as a "bottomless basket," has now transformed into a nation that is recognized for its remarkable achievements and potential. The nation, despite its constrained resources, has consistently sustained an annual average gross domestic product (GDP) growth rate of 6%, resulting in notable advancements in social and human development (Pinky, 2020). Following its independence in 1971, Bangladesh emerged as one of the most economically disadvantaged nations globally. The lack of significant industrial development in Bangladesh, formerly known as East Pakistan, can be attributed to the discriminatory attitudes and actions of the government in West Pakistan during that time. The primary obstacle seemed to be the task of reconstructing the war-torn nation with scarce resources (Farhana et al., 2022). The RMG industry has emerged as a significant contributor to the reconstruction of the country and its economy, establishing itself as the primary source of export earnings for Bangladesh. The aforementioned industry contributes to 83% of the nation's aggregate export revenues (Rahman & Chowdhury, 2020). The inception of the garment business in Bangladesh can be traced back to the 1980s, and it has since evolved into its current state. NuroolQuader Khan, who is no longer with us, is widely recognized as the trailblazer of the readymade garment sector in Bangladesh. The individual possessed a visionary perspective on the potential transformation of the nation. In 1978, the individual in question dispatched a total of 130 trainees to South Korea with the purpose of acquiring knowledge and skills in the production of readymade clothing (Pinky, 2020; Farhana et al., 2022).

The garments sector in Bangladesh benefits from a substantial labor force, yet the workers often enter the workforce without prior training or technical education, so exposing the production process to potential vulnerabilities. Likewise, personnel who have received proper training have knowledge
regarding safety protocols and are equipped with the necessary skills to respond effectively in the event of an accident, hence minimizing the risk of harm or injury to themselves. However, the attainment of production efficiency can be realized through the utilization of skilled and knowledgeable laborers. However, there exists a significant disparity between the number of training centres available for garment workers and the abundant supply of individuals in this industry. Consequently, firms allocate resources in the form of time and financial investments towards enhancing the skill sets of their employees, thereby inadvertently impeding the overall productivity of the organization. Therefore, it is imperative to augment the capacity of the training center through both individual and group efforts (Rahman, 2016). All parties have recognized the shared obligation of ensuring the training and development of all workers. The mood expressed has generated enthusiasm among legislators, entrepreneurs, buyers, suppliers, brands, and workers, all of whom are committed to ensuring the security and sustainability of the Readymade Garments business. This phenomenon may be seen as an exceptional instance within the global business landscape, wherein brands and consumers have collaborated to establish a sustainable sector through the use of comprehensive knowledge and insights (Talapatra & Uddin, 2017).

### 2.4. Hypothesis development

The facilitation of human resource development is contingent upon implementing training initiatives, which serve to gain novel knowledge (Hossain & Khan, 2016). The necessity of training in corporate growth arises from personnel who possess inadequate knowledge, skills, and competencies, resulting in their inability to accomplish duties promptly (Khan 2020; Khan 2019). Training is an educational endeavour to foster proficiency in specific skills and information relevant to a particular occupation or profession (Hossain & Khan, 2019; Arwab, Ansari, Azhar, & Ali, 2022). Training centres focus on specific work or tasks, such as maintaining machine or equipment functionality to ensure safety or cultivating a highly effective sales staff (Khan, Roy, & Hossain, 2018; Pervin & Khan, 2022). Employees with sufficient training acquire the necessary information, abilities, and attitudes to effectively carry out their tasks within a specific process and the associated circumstances (Khan et al., 2015). Furthermore, it has been posited that training initiatives can enhance an organization's performance by cultivating discipline and professionalism within its workforce (Haralayya, 2022).

The enhanced performance of employees can be attributed directly to training programmes that enhance their skills, knowledge, talents, and perspectives. It is also asserted that training positively impacts the organization's overall productivity (Khan, Shobikah, & Kaium, 2020). According to Chukwuemeka and Endurance (2022), training is regarded as an essential means of enhancing staff productivity, hence influencing the overall efficiency and success of the organization. Training programmes primarily concentrate on improving and maintaining current job performance, whereas development initiatives prepare individuals for future employment opportunities. The significance of internal training, development, and practice was underscored, along with the importance of comprehending training ideas and methodologies. The term "training" is characterized as a deliberate and organized activity that develops improved skill, knowledge, and competency, which are essential for effective job performance (Khan, Roy, & Hossain, 2018; Hossain & Khan, 2021). However, it is essential to note that development encompasses a diverse array of ongoing and multifaceted endeavours, which may include various training initiatives. The primary objective of these endeavours is to enhance the performance of individuals or organizations, enabling them to reach a higher degree of proficiency to fulfill forthcoming responsibilities or tasks (Khan, Arafain, & Hossain, 2017; Elsafty & Oraby, 2022). Singh and Mohanty (2012) elucidated in their research that training is crucial for enhancing worker performance since it engenders heightened employee commitment to the organization. A reasonable hypothesis that may be inferred from the existing literature is,

**Hypothesis:** Training and development facilities in garments may have a significant positive impact on entry-level employees’ job commitment

Based on the above hypothesis, the following conceptual framework can be developed;
3. Research methodology

This quantitative study used data from entry-level garment employees in Bangladesh. A two-part structured questionnaire was developed based on the literature study. The first portion included both model parameters and demographic data. A five-point Likert scale (Khan, Roy, & Pervin, 2022b), where 1 represented strong disagreement, and 5 represented strong agreement. Two of the eleven criteria that were looked at were employee commitment to their work and possibilities for training and development (Khan, Hossain, Ashraf, & Arafin, 2017b; Khan & Roy, 2023). The necessary data was gathered using a straightforward random sample approach to select 450 respondents (Al Ahad & Khan, 2020). The sample size was determined using the Raosoft tool (http://www.raosoft.com/samplesize.html). A small sample size was necessary because of the large population and the mystery surrounding the sample selection (Khan et al., 2019). Furthermore, the study's target population is highly concentrated in the Dhaka EPZ area, which was selected due to its central Bangladeshi position (Akter & Banik, 2018). The structured questionnaire was distributed to a preselected set of individuals. Out of all the responses, only 202 (44.89%) fulfilled the requirements to be considered for the analysis. Microsoft Excel (Version 2007), SPSS (Version 22), and SPSS AMOS (Version 23) were used to analyze the final screened data. Experiments with EFA, CFA, and SEM have been carried out to evaluate the viability and validity of the proposed model (Khan et al., 2022a).

4. Results and discussions

4.1. Demographic information

The demographic summary of the survey respondents is shown in Table 1. Most responders (57.9%) and (42.1%) were consecutively male and female. Subsequently, the research determined that 59.9% of the sample had less than five years of experience, 27.7% had five to ten years of experience, and 12.4% of the workers had ten or more years of experience as bottom-level employees in the garment sector. 8.4% of the workers held a higher secondary certificate (HSC), and 12.9% held a secondary school certificate (SSC), indicating their educational attainment. However, 78.7% of the participants had only completed high school or less schooling.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Particular</th>
<th>Frequency (n=202)</th>
<th>Percentage (%)</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>117</td>
<td>57.9</td>
<td>57.9</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>85</td>
<td>42.1</td>
<td>100.0</td>
</tr>
<tr>
<td>Experience</td>
<td>Less than 5 Years</td>
<td>121</td>
<td>59.9</td>
<td>59.9</td>
</tr>
<tr>
<td></td>
<td>5 to 10 Years</td>
<td>56</td>
<td>27.7</td>
<td>87.6</td>
</tr>
<tr>
<td></td>
<td>More than 10</td>
<td>25</td>
<td>12.4</td>
<td>100.0</td>
</tr>
<tr>
<td>Education</td>
<td>HSC</td>
<td>17</td>
<td>8.4</td>
<td>8.4</td>
</tr>
<tr>
<td></td>
<td>SSC</td>
<td>26</td>
<td>12.9</td>
<td>21.3</td>
</tr>
<tr>
<td></td>
<td>Up to High School</td>
<td>159</td>
<td>78.7</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Authors’ calculation
4.2. Exploratory factor analysis (EFA) and Confirmatory factor analysis (CFA)

Before further development, the construct validity of the proposed model was assessed using the EFA. Six of the eleven items selected for the suggested model showed good factor loadings of 0.60 or above after the EFA was conducted using varimax rotation (Hair, Black, Babin, & Anderson, 2010; Roy, 2023b). Two components were discovered among the six indicated items in this analysis: opportunities for professional progress and workers' dedication to their occupations (Khan et al., 2017; Khan & Roy, 2023). Of the overall variation, 59.73% could be explained by the EFA. When the research performed CFA to validate the model, all of the components obtained by EFA were retained with excellent factors loadings > 0.60.

Table 2. Fit summary for the CFA and SEM models

<table>
<thead>
<tr>
<th>Model</th>
<th>$\chi^2$</th>
<th>df</th>
<th>Sig.</th>
<th>$\chi^2$/df</th>
<th>NFI</th>
<th>CFI</th>
<th>AGFI</th>
<th>GFI</th>
<th>TLI</th>
<th>RMSEA</th>
</tr>
</thead>
<tbody>
<tr>
<td>CFA</td>
<td>35.413</td>
<td>8</td>
<td>.000</td>
<td>4.127</td>
<td>.912</td>
<td>.931</td>
<td>.846</td>
<td>.949</td>
<td>.884</td>
<td>.113</td>
</tr>
<tr>
<td>SEM</td>
<td>33.721</td>
<td>8</td>
<td>.000</td>
<td>4.151</td>
<td>.907</td>
<td>.924</td>
<td>.851</td>
<td>.931</td>
<td>.877</td>
<td>.109</td>
</tr>
</tbody>
</table>

Source: Authors’ SPSS AMOS output.

Table 2 summarises the model fitness indicators ($\chi^2$/df, NFI, CFI, AGFI, GFI, TLI, RMSEA) that all exceeded the threshold values suggested by previous studies (Hair et al., 2010; Khan, Roy, & Chowdhury, 2022a; Roy, 2023a). Table 3 thoroughly summarises the results of the EFA and CFA analyses, including codes for items, factor loadings, composite reliability, Cronbach’s alphas, Eigenvalues, and percentages of variance explained.

Table 3. Results of the EFA and CFA in Brief

<table>
<thead>
<tr>
<th>Variables</th>
<th>Item Code</th>
<th>Factor loading</th>
<th>Eigenvalue</th>
<th>Variance explained (%)</th>
<th>$\alpha$</th>
<th>Factor loading</th>
<th>CR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training and Development Opportunities</td>
<td><strong>TnD2</strong></td>
<td>4.461</td>
<td>.771</td>
<td>37.113</td>
<td>0.943</td>
<td>.56</td>
<td>0.741</td>
</tr>
<tr>
<td></td>
<td><strong>TnD3</strong></td>
<td>3.021</td>
<td>.642</td>
<td>22.617</td>
<td>0.876</td>
<td>.76</td>
<td>0.827</td>
</tr>
<tr>
<td></td>
<td><strong>TnD4</strong></td>
<td>3.021</td>
<td>.677</td>
<td>22.617</td>
<td>0.876</td>
<td>.76</td>
<td>0.827</td>
</tr>
</tbody>
</table>

Note: Composite reliability = CR; Cronbach’s alpha = $\alpha$

Source: Authors’

4.3. Discussion of the results

Table 4 displays the outcomes of the suggested model, and Figure 2 displays the standardized route coefficients from the SEM output in SPSS (AMOS).
Table 4. Tests of Hypotheses with Findings (SEM)

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Coefficient</th>
<th>p-value</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1: Training and development facilities in garments may have a significant positive impact on entry-level employees' job commitment.</td>
<td>0.73</td>
<td>.000</td>
<td>Supported</td>
</tr>
</tbody>
</table>

Notes: Parameter estimation significant at p < 0.0001
Source: Authors’

According to the premise, the study’s findings showed that possibilities for training and growth in Bangladeshi apparel significantly impact the dedication of bottom-level employees to their jobs. This indicates that lower-level garment workers think they will be more dedicated to their jobs if their garment companies provide them with higher-quality training and development opportunities, and vice versa. The earlier research (Bulut & Culha, 2010; Rahayu, Rasid, & Tannady, 2019; Aleem & Bowra, 2020) was supported according to the study’s findings. This result confirmed the need for Bangladeshi garment companies and bottom-level workers to provide additional chances to grow their commitment to their jobs out of a shared interest (Khan, Arafin, & Hossain, 2017a; Khan & Roy, 2023).

Figure 2: A flowchart of the proposed SEM model
Source: Authors’ SPSS AMOS output

5. Conclusions
The study's limitations, implications, and possible future research fields are examined. The main limitation of the study was problems with data collection. The target audience is made up entirely of people with less education. Finance for research was still another top priority. Due to these restrictions, the poll was unable to collect data nationally. Even with these disclaimers, the study's findings nevertheless have consequences. The subfields of management and human resource management that focus on organizational psychology and behavioural economics offer ample opportunities for professional development and employee commitment to their job. The conclusions of this investigation will be consistent with earlier research (Bulut & Culha, 2010; Rahayu et al., 2019; Aleem & Bowra, 2020). Training and development is one HR practice that has been demonstrated to raise entry-level garment employees' job commitment.
On the other hand, the study might help develop HR strategies and policies for training and development programmes for Bangladeshi clothing companies (Khan, Hossain, Ashraf, & Arafin, 2017b). Internal and environmental factors can lead to stress in workers (Khatun & Shamshuzzaman, 2017). People who are committed to their work will be able to handle and overcome these obstacles with the support of professional growth opportunities and quality training. Improving employee performance in the sequence requires strong organizational leadership (Riyanto, Endri, & Hamid, 2021; Saluy, Armansyah, Djamil, Mulyana, Pramudena, Rinda, & Endri, 2022). Future research may examine these characteristics: work pleasure, intention to stay, soft skill development, and on- and off-the-job training. We will examine how training and development opportunities relate to employee commitment, intention to stay, and job happiness through meditation and moderation of organization and HR strategies. This kind of research could be helpful not just for the apparel industry but also for other sectors. The proposed and validated study model could be mediated by demographic factors such as age, experience, and gender.

Acknowledgment

We begin by expressing our gratitude to the Almighty Allah for endowing us with the abilities and knowledge necessary for acquiring new information. Lastly, we extend our appreciation to the anonymous reviewers and the entire editorial team of the journal.

References


