

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

Most. Tahura Pervin^{1*}, 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@gmail.com²



Article History

Received on 21 October 2023

1st Revision on 24 October 2023

2nd Revision on 7 December 2023

3rd Revision on 13 December 2023

Accepted on 14 December 2023

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.

Keywords: Training and development, RMG industry, Entry-level employees, Job commitment, Bangladesh

How to Cite: Pervin, M. T., & Zohora, F. T. (2023). The impact of training and development facilities on job commitment among entry-level employees: Bangladeshi RMG perspectives. *Annals of Management and Organization Research*, 5(1), 49-60.

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, & Rahman, 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, Arafine & 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 fulfil forthcoming responsibilities or tasks ([Khan, Arafin, & 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;

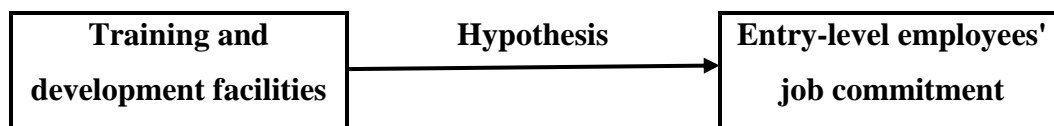


Figure 1: Proposed Model

Source: Authors' development based on literature

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 1. Summary of Respondents' Demographic Information

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

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

Model	χ^2	df	Sig.	χ^2/df	NFI	CFI	AGFI	GFI	TLI	RMSEA
CFA	35.413	8	.000	4.127	.912	.931	.846	.949	.884	.113
SEM	33.721	8	.000	4.151	.907	.924	.851	.931	.877	.109

Source: Authors' SPSS AMOS output.

Table 2 summarises the model fitness indicators (χ^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

Variables	Item Code	EFA				CFA	
		Factor loading	Eigenvalue	Variance explained (%)	α	Factor loading	CR
Training and Development Opportunities	TnD2	.771	4.461	37.113	0.943	.56	0.741
	TnD3	.642				.64	
	TnD4	.773				.87	
Job Commitment	CMT 1	.791	3.021	22.617	0.876	.76	0.827
	CMT 2	.817				.84	
	CMT 3	.677				.78	

Note: Composite reliability = CR; Cronbach's alpha = α

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)

Relationship	Coefficient	p-value	Results
H₁: Training and development facilities in garments may have a significant positive impact on entry-level employees' job commitment.	0.73	.000	Supported

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](#)).

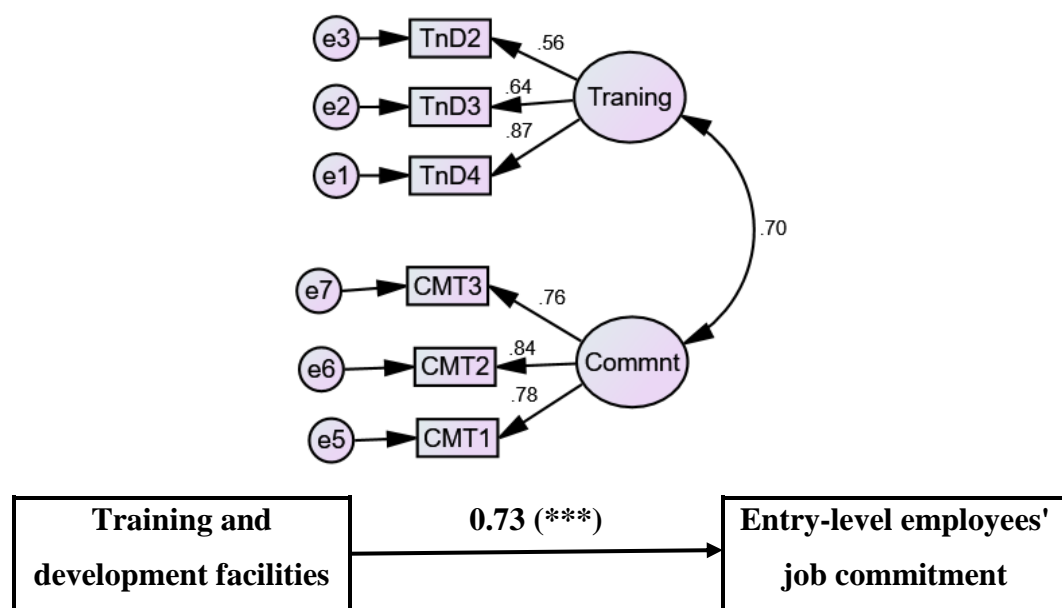


Figure 2: A flowchart of the proposed SEM model

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 & Shamsuzzaman, 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

- Ahmed, S. F., Islam, K. Z., & Khan, M. R. (2015). Relationship between inflation and stock market returns: Evidence from Bangladesh. *Daffodil International University Journal of Business and Economics*, 9(1), 1-12.
- Akter, K. M., & Banik, S. (2018). Factors affecting the quality of working life: an inquiry into the RMG Industry of Bangladesh. *Journal of Human Resource Management*, 6(1), 26-36.
- Al Ahad, A., & Khan, M. R. (2020). Exploring the mediating effect of demographic attributes on the relationship between employee engagement and organizational citizenship behavior. *International Journal of Management and Sustainability*, 9(1), 11-23.
- Al Ahad, A., Khan, M. R., & Rahman, M. S. (2020). HR retention strategies for enhanced job satisfaction in a highly competitive job market: A study with the private banking sector in Bangladesh. *International Journal of Social Sciences Perspectives*, 6(1), 53-58.
- Aleem, M., & Bowra, Z. A. (2020). Role of training & development on employee retention and organizational commitment in the banking sector of Pakistan. *Review of Economics and Development Studies*, 6(3), 639-650.
- Arwab, M., Ansari, J., Azhar, M., & Ali, M. (2022). Exploring the influence of training and development on employee's performance: Empirical evidence from the Indian tourism industry. *Management Science Letters*, 12(2), 89-100.
- Bedwell, W. L., & Salas, E. (2010). Computer-based training: capitalizing on lessons learned. *International Journal of Training and Development*, 14(3), 239-249.
- Biech, E. (2022). *ATD's Handbook for Training and Talent Development*. American Society for Training and Development.
- Bulut, C., & Culha, O. (2010). The effects of organizational training on organizational commitment. *International journal of training and development*, 14(4), 309-322.
- Chukwuemeka, O., & Endurance, G. W. (2022). Impact of Training and Development on Employees' Performance in Epenal Group Ltd. *International Journal on Integrated Education*, 5(5), 281-293.
- Drost, E. A., Frayne, C. A., Lowe, K. B., & Geringer, J. M. (2002). Benchmarking training and development practices: a multi-country comparative analysis. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 41(1), 67-86.
- Duli, G. C. (2019). The significance of professional training and development opportunities to employees. *International Journal of Advanced Research in Management and Social Sciences*, 8(6), 45-57.

- Elsafty, A., & Oraby, M. (2022). The Impact of Training on Employee Retention: An Empirical Research on the Private Sector in Egypt. *International Journal of Business and Management*, 17(5), 58-74.
- Farhana, K., Sneha, Z. Z., Mondol, S., Farin, F., & Mahamude, A. S. F. (2022). Business Trend Analysis of RMG Industry in Context of Bangladesh-A Case Study. *International Journal of Industrial Management*, 14(1), 515-528.
- Hair, J.F., Black, W.C., Babin, B.J. & Anderson, R.E. (2010), *Multivariate Data Analysis*, 7th ed., Prentice Hall, Englewood Cliffs.
- Haralayya, B. (2022). Employees Training and Development at Mgssk Ltd Bhalki. *Iconic Research And Engineering Journals*, 5(9), 184-196.
- Hossain, S. K., & Khan, R. (2019). Women's Voice in Business Policy Shaping Spaces in Bangladesh. *Journal Business of School*, 2(3), 40-55.
- Hossain, S. K., Khan, M. R., & Haque, M. M. (2018). Corporate voluntary disclosure practices and its association with corporate attributes: an empirical investigation of listed and non-listed commercial banks in Bangladesh. *International Journal of Managerial and Financial Accounting*, 10(4), 331-351.
- Hossain, S. S., & Khan, M. R., (2021). Perception of distance learning in Bangladeshi tertiary education: prospects and obstacles in the Covid-19 era. *Journal of Social, Humanity, and Education*, 1(3), 197-207.
- Hossain, S., & Khan, M. R. (2016). Corporate Social Responsibility (CSR) in Banking Sector: An Empirical Study on the Hong Kong and Shanghai Banking Corporation (HSBC) Limited. *IOSR Journal of Business and Management*, 18(4), 53-61.
- Jyoti, J., Sharma, P., Kour, S., & Kour, H. (2020). The role of job involvement and career commitment between person-job fit and organizational commitment: a study of higher education sector. *International Journal of Educational Management*, 35(1), 109-130.
- Kadiresan, V., Selamat, M. H., Selladurai, S., Ramendran, C. S., & Mohamed, R. K. M. H. (2015). Performance appraisal and training and development of human resource management practices (HRM) on organizational commitment and turnover intention. *Asian Social Science*, 11(24), 162.
- Khan, M. R. (2019). Samson H. Chowdhury: a true entrepreneurial leader for Square Group. *EuroMed Journal of Management*, 3(2), 80-88.
- Khan, M. R. (2020). Ethical business practice and short-term earning intensity during the Covid-19 crisis in Bangladesh. *International Journal of Financial, Accounting, and Management*, 2(2), 79-93.
- Khan, M. R. (2021). A critical analysis of Elon Musk's leadership in Tesla motors. *Journal of Global Entrepreneurship Research*, 11(1), 213-222.
- Khan, M. R., & Arif, M. Z. U. (2023a). Systematic review of disruptive innovation (DI) research in agriculture and future direction of research. *Telematics and Informatics Reports*, 100079.
- Khan, M. R., & Arif, M. Z. U. (2023b). Operational Efficiency through Disruptive Innovation in Dairy Business: Evidence from an Emerging Economy. *Int. J. of Productivity and Quality Management*, (Ahead of Print). DOI: 10.1504/IJPQM.2023.10058494.
- Khan, M. R., & Pervin, M. T. (2022). Technology disruption and its application in organizational management theories: a case study on Toyota Motor Corporation. *International Journal of Services and Operations Management*, 1(1), 1-23. DOI: 10.1504/IJSOM.2022.10050347.
- Khan, M. R., & Rammal, H. G. (2022). The role of trade unions in promoting CSR in Bangladesh's readymade garments sector: the post-pandemic scenario. *Management Decision*, 60(10), 2786-2800.
- Khan, M. R., & Roy, S. K. (2023). Do the primary HR functions model work in emerging economies? Sustainable compact perspective for Bangladeshi RMG industry. *Review of International Business and Strategy*, 33(2), 328-341.
- Khan, M. R., & Sharma, K. (2020). Purchase preferences and buying influences on religious occasions. *FIIB Business Review*, 9(3), 216-227.
- Khan, M. R., Arafin, M., & Hossain, S. M. (2017a). The Practice of Basic HR Functions in Garments Industry in Bangladesh: Focus Group Finding. *Journal of Management and Sustainability*, 7(3), 120-132.

- Khan, M. R., Hossain, S. K., & Rabbi, M. M. I. (2018). The Strategic Environment Analysis of Islami Bank Bangladesh Limited (IBBL). *IJUM Journal of Case Studies in Management*, 9(1), 28-41.
- Khan, M. R., Hossain, S. K., & Sarker, M. A. S. (2015). An empirical investigation of customer's satisfaction of mobile telecommunication industry in Bangladesh. *City University Journal*, 2(1), 71-80.
- Khan, M. R., Hossain, S. K., Ashraf, E., & Arafin, M. (2017b). Measuring CPI-W and its substitution bias as an evidence of price inflation for maid servants in Dhaka City. *International Journal of Entrepreneurship and Development Studies*, 4(3), 265-284.
- Khan, M. R., Rana, S., & Hosen, M. I. (2022a). Impact of trustworthiness on the usage of m-banking apps: A study on Bangladeshi consumers. *Business Perspectives and Research*, 10(2), 234-250.
- Khan, M. R., Roy, M. K., & Hossain, S. K. (2018). Bankers' Work-Life Balance and Organizational Commitment: Exploring the Dominant Factors to Move on Job-Family Life Balance. *Economic Research*, 2(10), 15-27.
- Khan, M. R., Roy, S. K., & Hossain, S. M. (2019). FACTORS AFFECTING GARMENTS EMPLOYEES' PERCEPTION ON JOB PERFORMANCE: EVIDENCE FROM BANGLADESH. *International Journal of Management and Sustainability*, 8(1), 32-47.
- Khan, M. R., Roy, S. K., & Pervin, M. T. (2022b). Retail-based women entrepreneurship entry model through small business orientation (SBO). *JWEE*, (1-2), 117-136.
- Khan, M. R., Shobikah, N., & Kaium, M. A. (2020). Managing workforce diversity in the organization a case study on Aetna health care service. *KHATULISTIWA Journal of Islamic Studies*, 10(1), 56-88.
- Khan, R. A. G., Khan, F. A., & Khan, M. A. (2011). Impact of training and development on organizational performance. *Global journal of management and business research*, 11(7), 63-68.
- Khan, R., Roy, M. K., & Chowdhury, S. H. (2022a). The impact of work-family balance on manufacturing employees? Mental health during the pandemic. *Организационная психология*, 12(4), 29-40.
- Khatun, R., & Shamshuzzaman, M. (2017). Job satisfaction of RMG sectors in Bangladesh: A study on female workers of AKH group. *International Journal of Humanities & Social Science Studies (IJHSSS)*, 3(6), 97-106.
- Muzaffar, S., & Javed, U. (2021). Training and development opportunities and turnover intentions post saoudization. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 18(14), 521-531.
- Nandi, V. T. N., Khan, S., Qureshi, M. A., & Ghias, S. (2020). Training & development, organizational commitment and turnover intentions in SMEs. *Market Forces*, 15(2), 24-24.
- Osman, A. R., Hossain, M. M., & AL Mumun, A. (2022). Are job satisfaction and employee commitment beneficial to organization? A new look of organizational performance. *Bank Parikrama*, 47(1-2), 113-139.
- Pankhurst, A., Collins, D., & Macnamara, Á. (2013). Talent development: linking the stakeholders to the process. *Journal of sports sciences*, 31(4), 370-380.
- Pervin, M. T., & Begum, R. (2022). Engaging employees in management and decision-making process: A case study on ""Vision Garments Limited"". *Annals of Human Resource Management Research*, 2(1), 71-85.
- Pervin, T., & Khan, R. (2022). The Impact of Organisational Career Management and Supporting System on Generation Y Employees' Career Satisfaction and Intention to Stay in the Textile Industry. *SCMS Journal of Indian Management*, 19(3), 34-50.
- Pinky, A. (2020). An Overview of the Readymade Garment (RMG) Sector of Bangladesh: From Origin to the Current State of Pinnacle. *経済論究*, 167, 1-18.
- Raharjo, K., & Fernandes, A. R. (2018). The influence of organizational culture and job design on job commitment and human resource performance. *Journal of Organizational Change Management*, 31(7), 1346-1367.
- Rahayu, M., Rasid, F., & Tannady, H. (2019). The effect of career training and development on job satisfaction and its implications for the organizational commitment of regional secretariat (SETDA) employees of Jambi provincial government. *International Review of Management and Marketing*, 9(1), 79.

- Rahman, K. M., & Chowdhury, E. H. (2020). Growth trajectory and developmental impact of readymade garments industry in Bangladesh. *Bangladesh's Economic and Social Progress: From a Basket Case to a Development Model*, 267-297.
- Rahman, M. (2016). Contemporary analysis and progression of fashion industry: the instance of Bangladesh history. *Journal of Economics and Sustainable Development*, 7(9), 12-17.
- Riyanto, S., Endri, E., & Hamid, A. (2021). The Influence Of Transformational Leadership And The Work Environment On Employee Performance: Mediating Role Of. *Academy of Entrepreneurship Journal*, 27(6), 1-11.
- Roy, S. K. (2023a). E-learning Portal Success in higher education organizations: A multi-group comparison. *Journal of Social, Humanity, and Education*, 3(3), 197-218.
- Roy, S. K. (2023b). Impact of SMS advertising on purchase intention for young consumers. *International Journal of Financial, Accounting, and Management*, 4(4), 427-447.
- Roy, S. K., Khan, M. R., & Hossain, S. K. (2016). Determinants of users' satisfaction regarding mobile operators in Bangladesh: An exploratory factor analysis approach on university students. *European Journal of Business and Management*, 8(26), 31-39.
- Roy, S. K., Khan, M. R., & Shanto, N. I. (2023). Bankers' job stress, job performance, and job commitment trajectories during the COVID-19 pandemic. *Journal of Entrepreneurship, Management & Innovation*, 19(3), 203-228.
- Saluy, A. B., Armansyah, S., Djamil, M., Mulyana, B., Pramudena, S. M., Rinda, R. T., & Endri, E. (2022). Motivation Moderating the Influence of Organizational Culture and Leadership on Employment Performance. *WSEAS Transactions on Environment and Development*, 18, 662-670.
- Saputra, F., & Mahaputra, M. R. (2022). Effect of job satisfaction, employee loyalty and employee commitment on leadership style (human resource literature study). *Dinasti International Journal of Management Science*, 3(4), 762-772.
- Setyorini, T., Manafe, J. D., & Nino, I. J. (2022). The Role of Organizational Commitment and Organization Culture Toward Job Performance. *Jurnal Riset dan Aplikasi: Akuntansi dan Manajemen*, 5(3).
- Singh, R., & Mohanty, M. (2012). Impact of training practices on employee productivity: A comparative study. *Inter-science Management Review (IMR)*, 2(2), 74.
- Sok, J., Blomme, R. J., De Ruiter, M., Tromp, D., & Lub, X. D. (2018). Home to work spillover and turnover intentions: The mediating role of training and development practices. *European Journal of Training and Development*, 42(3/4), 246-265.
- Talapatra, S., & Uddin, M. K. (2017, December). Understanding the difficulties of implementing TQM in garments sector: a case study of some RMG industries in Bangladesh. In *2017 International Conference on Mechanical, Industrial and Materials Engineering, Rajshahi* (pp. 28-30).
- Torraco, R. J. (2016). Early history of the fields of practice of training and development and organization development. *Advances in Developing Human Resources*, 18(4), 439-453.
- Yan, J., Luo, J., Jia, J., & Zhong, J. (2019). High-commitment organization and employees' job performance: The roles of the strength of the HRM system and taking charge. *International Journal of Manpower*, 40(7), 1305-1318.