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**| RESEARCH ARTICLE****The Mediation Effect of Affective Organizational Commitment on the Relationship between HRM Practices and Turnover Intention in the RMG Industry****Md. Ashraful Islam<sup>1</sup>** ✉ and **Amer Hamzah Bin Jantan<sup>2</sup>**<sup>1,2</sup>*Faculty of Business Administration, City University Malaysia***Corresponding Author:** Md. Ashraful Islam, **E-mail:** [ashraf.cma4066@gmail.com](mailto:ashraf.cma4066@gmail.com)

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**| ABSTRACT**

The aim of this study was to identify the relationship between Human Resource Management (HRM) practices (promotion opportunities, employee relations), affective organizational commitment and employees' turnover intention. This study engaged a quantitative research approach by conducting a survey to collect data. By using simple random sampling, 413 supervisors from the RMG industry in Bangladesh were sampled for the study. This study investigated the mediating effect of affective organizational commitment on HRM practices and turnover intention. By using SPSS version 29.0, Pearson's correlation coefficient analysis showed that HRM practices (promotion opportunities, employee relations) and affective organizational commitment were significantly negatively correlated with turnover intention. Multiple regression analyses were used to test the hypotheses of the study. The limitations and suggestions for future research are evolved.

**| KEYWORDS**

HRM; Promotion opportunities; Employee Relations; Affective organizational commitment; Turnover intention.

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**1. Introduction & Background of the Study**

The present study explores the turnover intention to be reduced through HRM practices (promotion opportunities and employee relations) and affective organizational commitment (AOC) of the ready-made garment of Bangladesh. Previous researchers conducted another meta-analytical assessment of employee turnover and found that organizational commitment, job search, comparison of alternatives, withdrawal cognition, and turnover intention are among the best predictors of turnover. In a multivariate study, turnover intention is looked at as a significant predictor of proper turnover. Recent research confirms previous findings by identifying turnover intention as an important predictor of proper turnover. Turnover intention is an ongoing issue for researchers and organizations in the context of business organizations, where this issue is still a concern for many organizations nowadays (Li et al., 2019).

The first readymade garment factory was established in New York in 1831. Therefore, the readymade garments industry acts as a catalyst for the development of Bangladesh. The RMG industry began its journey in the early 1980s as a small non-traditional export sector but gradually appeared to be a promising source of foreign exchange earnings and an employment-generating sector involving almost 4 million employees (BGMEA, 2020). The "Made in Bangladesh" tag has also brought glory to the country, making it a prestigious brand across the globe. Bangladesh, which was once termed by cynics a "bottomless basket", has now become a "basket full of wonders."

Numerous research articles have looked into the impact of various HRM approaches on employee turnover intention. This research focuses on the impact of two key HRM practices (promotion opportunities and employee relations) on employees' propensity to leave. The findings of this study will assist HR practitioners in identifying key HRM practices that influence employee turnover intention and developing policies and strategies to retain personnel who can contribute to the RMG industry's success.

The present research aims to uncover HRM practices (promotion opportunities and employee relations) the role of the RMG industry in Bangladesh, and how it affects employees' affective organizational commitment, which influences the reduction of their turnover intention.

## **2. Problem Statement**

The desire to turnover is an increasingly prevalent issue in Bangladesh lately. The tendency of turnover indicates that there is a serious problem for an organization in terms of losing talent, creating additional promotion opportunities, and paying for training. Additionally, an organization's efficiency and results might be impacted due to an excessive intention to leave the organization.

Employee turnover can be either a permanent voluntary resignation (when individuals quit their job) or involuntary (the organization initiated the turnover) from an organization and a major threat to the sustainability of the growth trend of this industry and its position in the global market (Mayora et al.,2019; Chowdhury&Ullah,2010). Turnover intention is a position where employees have the desire or intention to find another job as an alternative at a different organization, and frequent employee turnover decreases the productivity and performance of employees of the organization (Lubis and Rodhiyah,2018; Parwati, 2015). Furthermore, promotion opportunities and employee relations and development can have an impact on employee satisfaction and organizational commitment. At the end of the day, employee retention can be influenced in a variety of ways (Sinniah & Kamil, 2017).

Numerous studies have reported that affective organizational commitment is negatively related to turnover intention (Hadi &Tentama,2020; Meyer & Allen,1991). Hence, employees with a high level of affective commitment will stay because of a strong emotional attachment to the organization (Low et al.,2017).

HRM practices are more important in the financial sector since the industry operates in a global scenario and is highly vulnerable to competition in its nature. This calls for the industry to maintain HRM policies and practices that can attract and retain skilled manpower (Jiru &Tadesse,2019).

Researchers in the RMG industry suggested several strategies, including proper HRM practices, that can minimize employee turnover intention (Al-Maaitah et al.,2018; Al-Hamdan et al.,2017). Besides that, we also mentioned testing the relationship between turnover intention and HRM practices.

## **3. Research objectives**

1. To investigate the direct relationship between HRM practices (promotion opportunities and employee relations) and turnover intention.
2. To explore the relationship between HRM practices (promotion opportunities and employee relations) and affective organizational commitment.
3. To investigate affective organizational commitment and its impacts on employee turnover intention.
4. To examine the mediating effect of both affective organizational commitment between HRM practices (promotion opportunities and employee relations) and turnover intention.

## **4. Literature Review**

### **4.1. Turnover intention**

Turnover intention is a very dominant determinant that influences an organization's operational activities. Turnover intention is formed from desires that exist within an employee's individual, which arise within him desire to leave the organization, related to discrepancies with his work, environment, leadership, and or matters related to his work that make him already feel uncomfortable at being at the organization (Wiliyanto et al.,2020). Turnover intention could occur when there is a lack of motivation, promotion and performance in the workplace, which results in the

employee quitting the job and leaving the organization (Bhayo et al.,2017). The inability of companies to retain employees will lead to turnover intention (Kurniawaty et al.,2019).

Employee turnover intention is the ability of the employee to quit the work, which is classified as voluntary and involuntary discrimination, in addition to its dysfunction in the job that led to quitting the work, and each type of employee turnover affects the organization to varying and different degrees (Long et al.,2012), where employee turnover intention is formed when the individuals feel their job does not meet their ambitions and expectations (Zeffane & Melhem,2017).

Kee (2016) also argued that the main goal of HRM practices is to retain and motivate employees. According to this researcher, if employees are pleased with specific HRM practices, they will be less likely to have the intention to quit their organization.

#### **4.2. HRM Practices**

HRM practices that aim to develop employees' abilities, opportunities, and motivation and which balance their lives and work are considered effective practices and widely accepted by employees and organizations (Blom et al.,2020). HRM practices contribute to developing and raising the level of skills, knowledge, and commitment of employees; thus, employees are empowered to work and motivate themselves to continue their careers and increase their desire to stay longer at work (Yousaf et al.,2018). Human resource management activities of any organization can support decreased turnover and increase employee productivity (Reynolds,2018).

Human Resources (HR) is one of the important assets for an organization. Primarily for companies engaged in services, HR or employees who work for the organization are factors that can become the blade of the organization itself (Ahmad et al.,2018). In addition to creating maximum performance, HR management is also expected to provide satisfaction to employees so that they feel comfortable at work and do not have a turnover intention (Suryawan et al.,2021).

##### **4.2.1. Promotion opportunities**

Promotion is evidence of recognition of employee performance. Someone who is promoted will be considered to have a good performance on the job. Promotion opportunities are very important for the organization because the promotion means the stability of the organization and employee morale will be more assured (Olawale et al.,2021). Employees who are aware that they will never be promoted will degrade their performance until they think there will be opportunities to be promoted in the future. Therefore, an employee's perception of a promotional prospect within an organization is one of the very important factors that influence an employee's intention to remain or quit an organization. This is because employees feel more motivated to work in organizations which provide them with promotional prospects for new, challenging positions (Ekabu et al.,2018).

An organization's job promotion program is implemented by making adjustments to the organization's needs related to planning in order to get the right person in the right position (right man in the right place) (Mulida,2020). Numerous organizations or institutions use promotion as a reward for high productivity among their employees, which motivates them to work more. If the employee places a high value on promotion, it is only good as a form of remuneration; if not, cash or a salary increase is the best reward for extra effort (Sujatha et al.,2022). Employees' moral is heightened as a result of sound promotion policy, and the heightened moral is conducive to both self-development and organizational development (Chukwu,2019; Kim,2012).

##### **4.2.2. Employee Relations**

Employee relations refer to the relationship between an employer and its employees, supervisors, subordinates, and co-workers (Bacong & Encio,2017). An organization with a good employee relations program provides fair and consistent treatment to all employees so they will be committed to their jobs and loyal to the organization (Andrea & Joseph,2021). Effective employee relations practices involve creating and cultivating a motivated and productive workforce.

Employee relations are a broad term that encompasses issues like collective bargaining, dialogues, workplace legislation, work-life balance, equal opportunity, and diversity management. It also encompasses attempts to ensure worker happiness and productivity by allowing for employee recognition, policy development, interpretation, and dispute resolution. (Omolabi,2021).

#### **4.3 Affective Organizational Commitment**

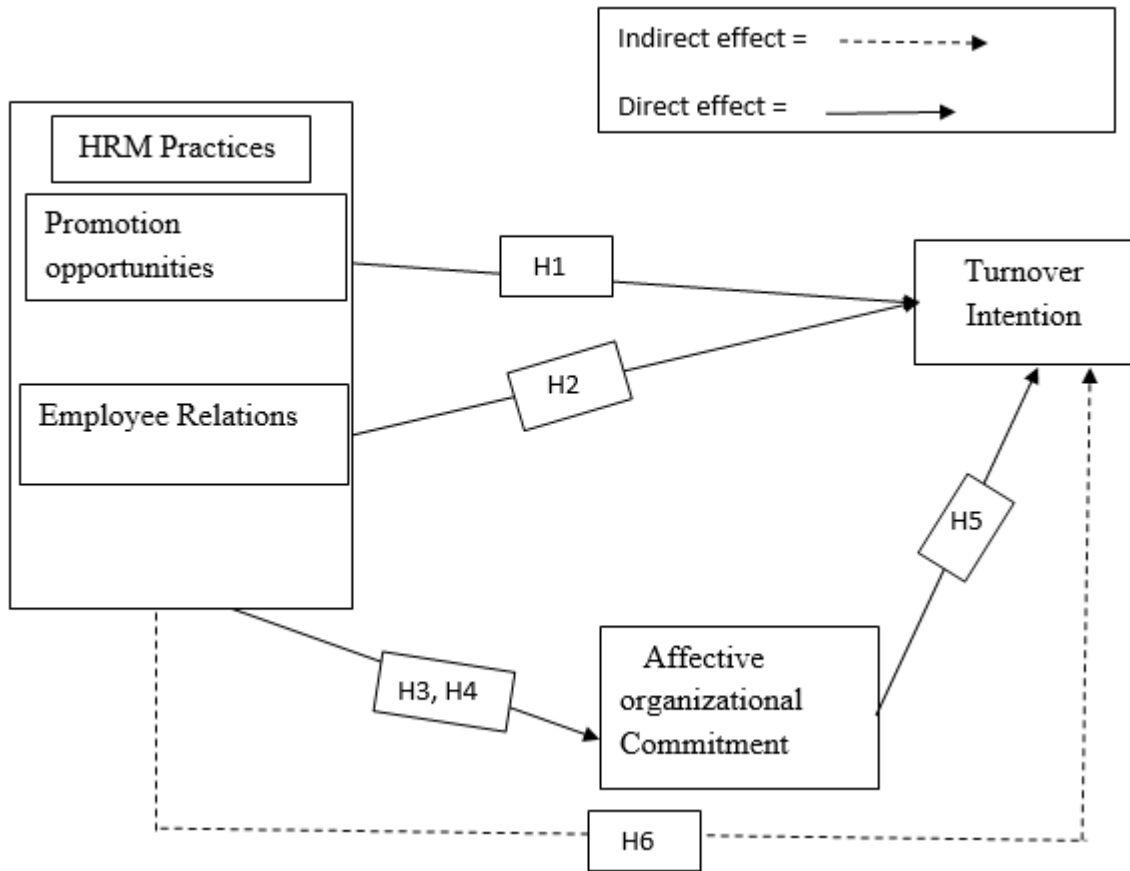
Organizational commitment to employees must be built and created so that employees are able to complete their tasks effectively and efficiently. This must be done in the organization so that employees have a high commitment to the organization, loyalty will arise, and relationships will be formed that support each other in achieving organizational goals. Low levels of employee commitment will hinder the achievement of organizational goals. Without the support of highly committed employees, the organization will find it difficult to develop and progress (Hadi & Tentama,2020).

Affective organizational commitment (AOC) is described as the degree of employees' identification with the organization, which is based on a sense of shared values with and features a strong emotional attachment to the organization and, as such, is the commitment component that most strongly fosters the desire to contribute to the organization's success ( Song & Yang,2020; Dhiman & Mohanty,2010). Affective commitment is also called attitudinal commitment (commitment as attitude), which is a condition when individuals consider the extent to which their values and goals are in accordance with the values and objectives of the organization (Ratina et al.,2021). According to the logic of social exchange theory, positive perceptions of HRM signaling should boost affective commitment as a 'relational reciprocating response' (Cropanzano et al.,2017, p. 489).

#### **4.4. Research Framework and Hypotheses Development**

The proposed framework of research suggests that the employees' perceptions regarding the practices of human resource management within organizations will directly impact their affective commitment to the organization. This proposition aligns with the previous findings of Allen et al. (2003), who argued that positive perceptions of human resource management practices will result in an increase in affective commitment to the organization. Additionally, they proposed that this affective commitment will have a negative impact on employees' decision to leave the organization, also known as turnover intention (Wayne et al., 1997).

**4.4.1 Conceptual Framework:**



The proposed hypotheses are as follows:

- H1. Promotion opportunities are negatively related to employee turnover intention
- H2 Employee relations are negatively related to employee turnover intention.
- H3. Promotion opportunities are positively related to affective organizational commitment
- H4. Employee relations are positively related to affective organizational commitment
- H5. Affective organizational commitment is negatively related to turnover intention.
- H6. Affective organizational commitment mediates the relationship between promotion opportunities & employee relations, and turnover intention.

**5. Research Methods**

**5.1 Sample**

Population refer to the entire group of people, events or things of interest that the researchers wish to investigate (Sekaran & Bougie,2010,p.262). By getting the right sample, the researcher was able to draw a conclusion that would be generalized to the population of interest (Cavana et al.,2001). The target population of the study would be all the supervising employees (supervisors) working in RMG organizations enlisted by BGMEA.

This study focuses on the supervisors in the registered RMG organization in Bangladesh because they are the majority group of employees in this industry. In this study, the researcher did their own survey because there is no specific total number of supervisors in the RMG, and they comprised an average of 34-38 % of the total labor force of the RMG industry. Supervisors are those who perform their tasks within the industry.

A simple random sampling method is used in the current research because of its accessibility to the RMG industry located in Dhaka, Bangladesh. Therefore, employees who are employed in these organizations are considered as respondents. Simple random sampling is a specific type of probability sampling method that relies on data collection from population members who are available to participate in the study.

Besides, simple random sampling is suitable in the present research as it provides a springboard for further research and allows possible links to be forged with existing findings in the area of promotion opportunities and employee relations at Dhaka in Bangladesh.

## 5.2. Data Collection

Data collection is the systematic procedure of amassing and quantifying data pertaining to variables of interest in a predefined and methodical manner that permits the researcher to respond to specified research inquiries, conduct hypotheses testing, and assess outcomes. The selection of the survey questionnaire approach was made based on the consideration of a substantial sample size for the investigation. Additionally, the employment of the questionnaire survey technique can be argued as the most prevalent method in the realm of management research (Veal, 2005). Then, after a week or two, according to the respondents' convenience, the researcher called the respondents to make sure that they had filled in the survey document. A total of 430 survey questionnaires were distributed. The researcher received 413 usable questionnaires for final data analysis. The response rate for this study was 45.8 %. The majority of the sample was male (65.4%), whereas the sample (34.6%) was represented by female respondents. Most of the respondents were married (73.8%), while the highest of the respondents were relatively 31-40 years of age (36.3%), and fewer respondents were relatively more than 50 years of age (8.5%).

## 5.3 Research Instruments

This section describes the measures to be used in this study. The independent variable of this study is (promotion opportunities and employee relations) whereas affective organizational commitment is the mediator. Turnover intention is the dependent variable as well. There were two sections in the questionnaire, including the demographic section.

Section two covers all the study variables of promotion opportunities and employee relations; affective organizational commitment and turnover intention comprised a total of 48 items; section two finally includes demographic information of the respondents with 6 items. All the study variables items were adopted from previous researchers with little modification. The Cronbach alpha values were within 0.703 to 0.861, which was considered sufficient because it was higher than the acceptable value of 0.7 (Hair et al.,2006; Nunnally,1978). The scales for measuring the variables were adapted from past literature. The response considers Likert 5 points-scale measurement scaling ranging from 1 to 5 scale (1= 'strongly disagree' and 5= 'strongly agree') for measuring both the independent, mediating variable and dependent variable (Likert,1932). Several analytical techniques, such as correlation analyses and multiple regression analyses, have been used to measure the relationship between promotion opportunities, employee relations, affective commitment and turnover intention of the supervisors of the RMG industry in Bangladesh.

**Table 5.3: Research Measurement Instruments**

Variables	No. of Items	Adapted From
Promotion opportunities	11	Nelson, B. (1995); Wickramasinghe, & Samaratunga, (2016).
Employee Relations	11	Sequeira, A.H., (2015); Cuatro, A., (2014)
Turnover intention	16	Wayne et al. (1997); Michaels and Spector (1982); Mobley, Horner and Hollingsworth (1978)
Affective organizational Commitment	10	Mowday, Steers and Porter (Mowday et al., 1979), Allen and Meyer (1990); Allen and Meyer's (1996)

**6. Results and Discussions**

**6.1. Reliability Analysis**

**Table 1:** Cronbach Alpha

Variables	Cronbach’s Alpha Coefficients	Number of Items
Turnover Intention	0.761	16
Promotion opportunities	0.838	11
Employee Relations	0.884	11
Affective organizational Commitment	0.810	10

Cronbach Alpha analysis is used to measure the reliability of the variables. According to Table 1, a reliability test was carried out to determine the reliability of four variables. If the alpha is greater than 0.8, it is considered very strong. The values of Cronbach Alpha of turnover intention, promotion opportunities, employee relations, and affective organizational commitment are 0.761, 0.838, 0.884 and 0.810, respectively. All the alpha values for the four variables are greater than 0.6, which means that these variables are strong, reliable and consistent in measuring the reliability of the data research. Based on the table, all four variables (turnover intention, promotion opportunities, employee relations and affective organizational commitment) have strong coefficients.

**6.2. Descriptive Statistics**

**Table 2:** Descriptive Statistics

Constructs	N	Mean	Std. Deviation	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Promotion opportunities	413	3.34	0.656	-0.488	0.120	0.040	0.240
Employee Relations	413	3.38	0.702	-0.627	0.120	0.017	0.240
Affective organizational commitment	413	3.62	0.555	-1.642	0.120	4.776	0.240
Turnover Intention	413	2.7587	0.37395	0.041	0.120	-1.016	0.240
Valid N (listwise)	413						

Table 2 shows that the mean items measuring promotion opportunities were 3.34. Almost all the items measuring promotion opportunities have standard deviations of more than 0.656. The means of employee relations of the items were 3.38. Almost all the items measuring employee relations have standard deviations of more than 0.7.

The respondents had mediately high levels of affective organizational commitment. The means of the items measuring were 3.62 above the midpoint of the scale (i.e., 3). This indicates that, on average, the respondents have positive perceptions of their organization’s affective organizational commitment. However, the items measuring affective organizational commitment, where all the items have standard deviation values of above .55. The findings also show that the means of the intention to quit items were 2.75 less than the average point (i.e., 3). However, the standard deviations show that there are variations in the answers to all the items measuring employee attitudes, where all the items have standard deviation values of almost .373 or above.

When both skewness and kurtosis are zero (a situation that researchers are very unlikely to ever encounter), the pattern of responses is considered a normal distribution. A general guideline for skewness is that if the number is greater than +1 or lower than -1, this is an indication of a substantially skewed distribution. For kurtosis, the general guideline is that if the number is greater than +1, the distribution is too peaked. Likewise, a kurtosis of less than -1

indicates a distribution that is too flat. Distributions exhibiting skewness and/or kurtosis that exceed these guidelines are considered nonnormal (Hair et al., 2017, p. 61).

Table 2 shows the skewness and kurtosis for the study items. The results show that all the items in the current study do not have extreme skewness or kurtosis values, where all the items show skewness values ranging from  $-0.1642$  to  $.041$  and kurtosis values ranging from  $-1.016$  to  $4.776$ . Therefore, overall multivariate normality can be assumed. Additionally, according to Hair et al. (2010) and De Vaus (2002), the negative effects of non-normality decrease with larger sample sizes. Thus, when sample sizes exceed 384, significant departures from normality may be negligible and have no severe impact on results (De Vaus, 2002; Hair et al., 2010).

### 6.3. Pearson's Correlation Coefficient

Pearson's Correlation Coefficient is suitable for Likert scale variables and is employed to explore the connection and orientation between the autonomous variable and the reliant variable. It demonstrates the potency of the variables towards the reliant variable, which is the intention to quit one's job in this investigation. According to Sekaran & Bougie (2010), the outcome can either be positively connected (plus 1) or negatively connected (minus 1).

Table 3: Correlation between Promotion opportunities and Turnover Intention

Constructs	Pearson Correlation Coefficient toward Turnover Intention	Significance Level
Promotion Opportunities	-.207	.001
Employee Relations	-.194	.001
Affective Organizational Commitment	-.188	.001
N	413	

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

Table 3 above illustrates that promotion opportunities, which have a coefficient of  $-0.207$ , have the second strongest negative relationship with turnover intention. Employee relations have a coefficient of  $-0.194$ , and it shows a negative relationship toward job turnover intention. It is then followed by affective organizational commitment, which has a coefficient of  $-0.188$  respectively.

The p-value is  $0.001$ , which is less than the alpha value of  $0.01$ ; thus, there are negative significant relationships among promotion opportunities, employee relations, affective organizational commitment and turnover intentions. From this finding, it was concluded that promotion opportunities and employee relations increase, and their intent to turnover decreases. As a result, null hypotheses are rejected while alternative hypotheses are accepted.

### 6.4. Regression Results

Regression analysis was conducted to examine the extent to which independent variables affect the dependent variable, as well as the full or partial mediating effect of affective organizational commitment. According to Baron & Kenny (1986), several conditions must be satisfied in order to test the mediating effect of a specific variable. Firstly, there should be a significant relationship between the independent and mediating variables. Secondly, a significant relationship is required between the independent variable and the dependent variable. Lastly, the introduction of the mediating variable should result in a significant decrease in the impact of the independent variable on the dependent variable.

**Testing Hypothesis 1:** (Relation between promotion opportunities and turnover intention)

Table 4: Multiple Regression Analysis Results for Hypothesis 1

Variable	Standardized Coefficient $\beta$ value	t-value	Significant Level
Promotion Opportunities	-.207	-4.280	.001
R <sup>2</sup>	.043		
Adj. R <sup>2</sup>	.040		
F-value	18.31		

N= 413

To test the relationship between promotion opportunities and turnover intention, i.e., hypothesis 1, promotion opportunities were regressed onto turnover intention. Table 4 summarizes the regression results for testing this hypothesis. It can be viewed from Table 4 that promotion opportunities ( $\beta = -.207$ ,  $p < .01$ ) are negatively and significantly related to turnover intention. Table 4 also explains that promotion opportunities alone can explain 4.3 percent of the turnover variation. The model is highly significant at the .001 level. Thus, hypothesis 1 is fully supported.

**Testing Hypothesis 2:** (Relationship between employee relations & Turnover intention)

Table 5: Multiple Regression Analysis Results for Hypothesis 2

Variable	Standardized Coefficient $\beta$ value	t-value	Significant Level
Employee Relations	-.194	-4.015	.001
R <sup>2</sup>	.038		
Adj. R <sup>2</sup>	.035		
F-value	16.21		

N= 413

To test hypothesis 2, employee relations were regressed on turnover intention. The regression results of the relationship between employee relations and turnover intention are tabulated in Table 5. It shows that employee relations are highly significant and negatively related to turnover intention. However, it can be noticed that employee relations ( $\beta = -.194$ ,  $p < .01$ ) were found to have a negative influence on turnover intention. Employee relations explained 3.8 percent of the total variation in turnover intention, and the regression model is significant at a .001 level ( $F = 16.21$ ,  $P < .01$ ). Therefore, hypothesis 2 is also supported.

**Testing Hypothesis 3:** (Relationship between promotion opportunities & affective organizational commitment)

Table 6: Multiple Regression Analysis Results for Hypothesis 3

Variable	Standardized Coefficient $\beta$ value	t-value	Significant Level
Promotion opportunities	.062	1.269	.205
R <sup>2</sup>			
Adj. R <sup>2</sup>	.004		
F-value	.001		
	1.611		

N= 413,  $p < .01$ ;  $p < .05$

To test hypothesis 3, promotion opportunities were regressed to affective commitment. Table 6 depicts the regression results of this analysis. From Table 6, it can be seen that promotion opportunities used in this study are positively related to affective commitment. However, promotion opportunities ( $\beta = .062$ ,  $p < .01$ ) were found statistically insignificant. Promotions opportunities are able to explain 0.4 percent of the total variation in affective commitment. Therefore, hypothesis 3 is not supported.

**Testing Hypothesis 4:** (Relationship between employee relations & affective organizational commitment)

Table 7: Multiple Regression Analysis Results for Hypothesis 4

Variable	Standardized Coefficient $\beta$ value	t-value	Significant Level
Employee Relations	.092	1.870	.062
R <sup>2</sup>	.008		
Adj. R <sup>2</sup>	.006		
F-value	3.495		

N= 413,  $p < .01$ ;  $p < .05$

To test hypothesis 4, employee relations were regressed on to affective organizational commitment. Table 7 depicts the regression results of this analysis. From Table 7, it can be seen that employee relations used in this study are positively related to affective commitment. However, employee relations ( $\beta = .092$ ,  $p < .01$ ) were found statistically insignificant. Employee relations are able to explain 0.8 percent of the total variation in affective commitment. The model is insignificant at the .062 level. Therefore, hypothesis 4 is not supported.

**Testing Hypothesis 5:** (Relationship between affective organizational commitment & Turnover Intention)

Table 8: Multiple Regression Analysis Results for Hypothesis 5

Variable	Standardized Coefficient β value	t-value	Significant Level
Affective organizational commitment	-.188	-3.875	.001
R <sup>2</sup>	.035		
Adj. R <sup>2</sup>	.033		
F-value	15.014		

To test the relationship between affective organizational commitment and turnover intention, i.e., hypothesis 5, affective organizational commitment was regressed on to turnover intention. Table 8 summarizes the regression results for testing this hypothesis. It can be viewed from Table 8 that affective organizational commitment ( $\beta = -.188$ ,  $p < .01$ ) is negatively and significantly related to turnover intention. Table 9 also explains that affective organizational commitment alone can explain 3.5 percent of the turnover variation. The model is highly significant at .001 levels. Thus, hypothesis 5 is fully supported.

**Testing Hypothesis: 6** (The mediation effect of affective organizational commitment on promotions opportunities, employee relations & turnover intention)

Table 9: Multiple Regression Analysis Results for Hypothesis 6

Variables	Turnover Intention (without AC)	Turnover Intention (with AC)
Promotion opportunities	-.207	-.159 Partial mediation
Employee Relations	-.194	
Affective organizational commitment		-.043 Full mediation
R <sup>2</sup>	----	
Adj. R <sup>2</sup>	.044	-.174
F-value	.039	.074
	9.41	.067
		13.22

N= 413,  $p < .01$ ;  $p < .05$

To test the mediation effect on affective organizational commitment on promotion opportunities, employee relations and turnover intention relationship (Hypothesis 6), a four-step procedure suggested by Baron and Kenny (1986) was undertaken. Table 9 provides the summary of regression results to ascertain the mediation effect of AOC on the relationship between promotion opportunities, employee relations practices and turnover intention. From Table 9, it can be observed that promotion opportunities and employee relations were able to meet the conditions for mediation, as suggested by Baron and Kenny (1986). The effects of promotion opportunities ( $\beta = -.159$ ,  $p < .01$ ) and employee relations ( $\beta = -.043$ ,  $p < .01$ ) became a little weaker but remained significant in the presence of AOC in the regression equation (refer to Table 9). This implies that the relationship between promotion opportunities, employee relations and turnover intention are fully and partially mediated by affective organizational commitment. Thus, the hypothesis is also fully supported.

### **6.5. Discussion**

Promotion opportunities have a significantly negative relationship with the measure of turnover intentions. This finding resulted from the findings of the statistical test of hypothesis 1, where the null hypothesis was rejected while its alternative was accepted. In testing H1, promotion opportunities attracted a significant correlation coefficient ( $r = -0.207$ ,  $p\text{-value} < 0.01$ ). Thus, the organization that increases its use of promotion as a reward strategy will satisfy the employees and experience a decrease in employee turnover intention.

Hypothesis 2, which investigates the relationship between employee relations and turnover intention, was supported by the study. It shows that there is a significant relationship between employee relations and turnover intention. Employees will be more motivated to leave the organization if there are other better employee relations for them. The result of the study indicated that employee relations ( $\beta = -.194$ ,  $p > .01$ ) influence negatively and significantly on turnover intention. This means that the higher the perceptions of employee relations, the lower the intention to leave the organization.

Hypothesis 5, which investigates the relationship between affective organizational commitment ( $\beta = -.188$ ,  $p > .01$ ) with turnover intention, was supported by the study. It shows that there is a significant relationship between affective organizational commitment and turnover intention. This is supported by several researchers who stated that employees prefer to continue working in the organization if they fit with the jobs and organization.

When employees have positive attitudes about the organization, they are likely to remain loyal and committed, resulting in lower turnover intention. In social exchange (Blau, 1964), promotion opportunities and employee relations are bound to create an obligation for employees to reciprocate by displaying a higher level of affective commitment, which in turn results in lower turnover intention. The findings of the study also highlighted the importance of indirect influences of employees' promotion opportunities and employee relations on turnover intention through their affective commitment. This indicates that affective commitment plays a significant role in predicting the relationship between promotion opportunities and employee relations and turnover intention apart from the direct relationship. The results indicated that AOC fully mediated the relationship between employee relations and turnover intention (refer to Table 9), while it partially mediated the relationship between promotion opportunities and turnover intention. In other words, employee relations have a strong indirect effect on turnover intention besides the direct effect, while promotion opportunities have relatively lower indirect effects on turnover intention apart from their direct effects.

### **6.6. Implications of the Study**

Based on the result analyses, there are some implications for employers in the RMG industry to better retain employees who are their superiors in the RMG industry so that the retention ratio in their organization is higher. The findings from this study are crucial for the management of the ready-made garment industry to understand supervisors' turnover intention. The study explored how RMG perceive the importance of HRM practices such as promotion opportunities and employee relations when they make decisions to have turnover intention. Promotion opportunities and employee relations are essential tools that are used by organizations nowadays to facilitate their strategic management. The organization could offer a better job in terms of commitment and to make the job for employees. In the study, it is shown that organisational fit plays a significant role in preventing employees from having a turnover intention.

The management in RMG has to pay attention to supervisors in the workplace in order to find a solution to reduce the turnover intention in the RMG industry. The management may hold meetings or discussions with the supervisors in order to allow management to design and set specific, reasonable and attainable goals for the supervisor's retention.

The study found with supervisors in the RMG industry that affective organizational commitment (AOC) mediated the relationship between promotion opportunities, employee relations and turnover intention that AOC was related to turnover intention. These results suggest that employees' belief that the organization values their contributions and cares about their well-being increases AOC, which, in turn, reduces turnover intention.

### **6.7. Limitations**

The research design was adjusted to address the research objectives, which focused on the crucial components of this study. However, it is important to note that this research is not completely devoid of its limitations. These limitations were duly considered in order to carry out a comprehensive study. The study was designed as a cross-sectional study to investigate Bangladesh RMG industry employees, and other studies are applicable for the investigation regarding the field, such as longitudinal studies. The study only took into account the present state of turnover intention among RMG supervisors, thereby preventing an examination of the impact of turnover intention on the organization's overall short-term and long-term performance. Furthermore, this research solely surveyed respondents in the Dhaka region, thus failing to represent the entirety of RMG organizations in Bangladesh. The data was collected by questionnaires and can be applied to other methods to collect data. For example, interviews, focus groups, and so on.

### **6.8. Directions of Future Research**

Despite the limitations confronted by this study, there are a number of opportunities for further investigation. It is highly recommended for future researchers to delve into the ever-changing nature of knowledge over time through a longitudinal study.

Additionally, it would prove intriguing to assess the model's applicability from a global perspective, comparing it across various countries and cultural contexts. In light of this, it is suggested that future researchers focus on the model's acceptability within the manufacturing organizations of both developing and developed nations.

In this study, the male population exceeded the female population among the participants. Therefore, it is recommended that future scholars focus their attention on female supervisors in the RMG organization and assess their inclination to leave the job in a separate investigation.

### **7. Conclusion**

The importance of reducing employee turnover in competitive organizations has been widely acknowledged through extensive research. In this respect, the effective strategy of minimizing actual turnover by reducing employee turnover intention has garnered considerable attention from researchers. In this study, promotion opportunities and employee relations practices were found to have a significant negative relationship with turnover intention. On the other side, the study examines the impact of promotion opportunities and employee relations within the context of the RMG industry in Bangladesh. Moreover, this study investigates how promotion opportunities and employee relations can be utilized through AOC to minimize turnover intention among RMG supervisors.

Therefore, this study explains as a testimony to that belief and also stands as a reminder that promotion opportunities and employee relations are fundamental constituents that can facilitate both the supervisors' commitment to the organization and satisfaction through reducing their turnover intention, which will ultimately determine the competitiveness, success and position of the Bangladeshi RMG industry in the global marketplace.

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