



Factors Influencing Effective Communication in the Ready-Made Garment Sector of Bangladesh

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Abstract. Communication has emerged as one of the robust strategies in industries. Many industries have adopted it as an important aspect of business in their workplace. The pattern of business communication is rapidly changing as a result of technological advances. Effective communication is a necessary tool for achieving business success and reduction of workplace conflict. No matter what profession a person chooses, the ability to communicate is a necessary skill that employers look for when hiring new employees. Individual communication skills influence both personal and organizational effectiveness. The entire communication process is effective when the sender achieves the desired result from the receiver, i.e., the sender's goal in effective communication is to influence the receiver so that they correctly understand the message. An online survey was used to collect data from randomly selected respondents in Bangladesh's Readymade Garment (RMG) sector using a closed-ended questionnaire. The analysis of 120 responses from RMG's owners, managers, officers, and workers was done using PLS-SEM (Smart-PLS). Effective business communication produces productive interpersonal relationships among coworkers, according to the findings. The findings also show that the skills of using different types, processes, and components of communication are required by stakeholders in various situations for better outcomes. Besides, in the workplace, poor communication leads to poor performance and low morale. Moreover, the findings of the study will apprise the industry about the effects of trust and work ethics on the effective communication in the sector to overcome communication barriers successfully.

Keywords: Communication · Communication Barrier · Trust · Work Ethics

1 Introduction

Communication is one of the most effective strategies in today's industries. [1] It has become an essential component of business in the workplaces of many industries. [2] Business communication patterns are rapidly changing as a result of technological advancements. [3] Understanding the motivations and feelings underlying the information is an important aspect of communication. [4] It is not simply a matter of knowing

how to say something so that the recipient receives and understands it exactly as intended. [5] It is also about listening so that one can fully understand what the other person is saying and make them feel heard and understood by the rest of the room. [6, 7] It is an important aspect of business because it allows employers and employees to exchange vital information about the organization's operations. [8] Employees also communicate their grievances to management via communication. [8] Through communication, customers can also learn about any changes in the business. [8] Communication can be defined as the transfer of information, ideas, opinions, attitudes, and so on from a sender to a receiver in order for the latter to understand it. [9] Communication can also be defined as the process of transmitting information and establishing common ground from one person to another. [10] Business communication can be defined as the process by which employers and employees share information not only among themselves but also with people outside the company. [5] The communication process includes the following steps: thought, encoding, transmission, reception, decoding, comprehension, and feedback. [9, 11] However, the cycle is repeated when the original sender sends a new message using the same steps. [9] As a result, an organization's ability to share information across departments and with other organizations is critical to its success. [12] Communication is essential for total productive maintenance success (TPM). [12] A good communication bridge between departments is required for successful TPM implementation [12].

There are various modes of communication (verbal, non-verbal, cultural, and enhancer communication). [13] Effective communication requires active listening as well as the ability to recognize and understand one's own and others' emotions. [14] Effective communication holds people together and helps them improve their teamwork, decision-making, and problem-solving abilities. It allows for the communication of even negative or difficult messages without causing conflict or undermining trust. [14] While effective communication can be learned, spontaneous communication outperforms formulaic communication. [15] A read speech has far less impact than one that is delivered (or appears to be delivered) spontaneously [15].

Therefore, effective communication is the most important business concern. [5] Managers can also assist employees in improving their performance by clearly demonstrating how tasks should be completed as well as assisting them in doing so. [5] Communication is also important when making decisions. [5] Here, employers and employees exchange ideas and analyze various options in order to arrive at a logical, well-informed solution. This means that only effective communication enables a company to make sound business decisions. Typically, decision-making criteria are used to solve business problems. [16, 17] Furthermore, effective communication improves organizational teamwork. Employees assist one another in improving their skills, and teamwork eventually leads to success. As a result, the company's productivity increases and it achieves strategic growth. [16] Management in any business organization usually establishes fundamental principles to guide and control everyone's behavior. All members of the organization understand and follow the rules as a result of effective communication [18].

Effective communication is critical for stakeholders in an organization. [19] Communication effectiveness is determined by its process and communication barriers with stakeholders. [20, 21] Communication barriers are impediments to communication that

occur when messages received by receivers are misinterpreted. [20] A variety of factors influence the communication process, including “emotional,” “psychological,” “practical,” and “social” factors. [22] Language barriers (inappropriate words, variations in language, effort comprehending), physical barriers (large working spaces, environmental issues), emotional barriers (aggression, anger, resentfulness, and fear), and poor subject knowledge (ignorance, unrelated, and unconfirmed things) all contribute to poor communication regarding the successful delivery of messages between individuals. [22] It is critical for organizations to remove communication barriers that impede effective stakeholder relationships. With the right approach and tools, organizations can achieve seamless communication and foster a culture of knowledge-sharing, trust, and collaboration [23].

According to the definition of trust, it is a relationship characterized by mutual trust in the fulfillment of contractual responsibilities, open communication, expected competence, and the ability to engage in unguarded engagement. [24, 25] Trust is the polar opposite of betrayal. Betrayal is defined as “a willful or unintentional breach of trust, or the appearance of a breach of trust.” [25, 26] Organizational trust is essential in relationships between organizations and their stakeholders because it facilitates business transactions or improves customer satisfaction. [25, 27] Although scholars have discussed a variety of approaches to trust, the majority of them appear to emphasize the importance of positive expectations. [28] As a result, “trust” is defined as “a psychological state characterized by the willingness to accept vulnerability in the face of positive expectations or behavior from another” [28].

Work ethics is a term that describes one’s character or a society’s position and is derived from the Greek word “ethos,” which means “values and attitude.” [29] It is also described as a moral philosophy that recognizes the difference between right and wrong and encompasses societal customs and expectations. [30] The term ethics describes the traits, conduct, and deeds that some people exhibit in order to lead moral lives. [30] It can also be described as the set of guidelines for behavior that an organization imposes on its workers to make sure they uphold the established values. [31] According to Max Weber’s theory, a work’s intrinsic value as well as hard work, autonomy, fairness, wise and efficient time management, and deferred gratification are all highly valued. [32] As a result, work ethics has come to be defined as an attitude toward work-related values. [30] Work ethics is a broad term used to describe a person’s set of moral principles that she or he follows while performing her or his job. [34] Work ethics in one location are inextricably linked to the cultural ideology and religion practiced there [35].

It’s a set of moral principles that a person adheres to while performing their job. [35] Work ethics refers to professional or business codes of conduct that establish the standard for judging the values and moral actions of employers and employees in the course of business. [34] Ethics in the workplace, on the other hand, refers to the ethical issues that arise in organizational communication on a daily basis. [37] This includes effort, dedication, cooperation, responsibility, social relationships, and creativity. [38] However, it is clear from the preceding discussion that there is a close relationship between stakeholder trust and work ethics for improved organizational communication.

Trust and work ethics are critical for organizational communication in the RMG sector, as they are in all other industries. The truth is that developed countries prefer

to import readymade clothing because it is less expensive than manufacturing it in-house. [39] It is beneficial to Asian and African countries. [39] Asia has risen to the top of the global garment supply chain as a result. [40] Southeast Asia's RMG sector has steadily grown to become the world's hub. [39] RMG in particular has proven profitable for several South-East Asian economies. [41] In Bangladesh, the sector contributes roughly sixteen percent (16%) of the country's GDP. [42] It is the most important exporting industry in Bangladesh, with phenomenal growth over the last two decades. [42] Bangladesh's ready-made garment exports increased from \$13 billion in 2006 to \$34.1 billion in 2019, making it the world's second-largest exporter after China. [42] Unfortunately, labor unrest is an unavoidable component of the RMG industry. [39] As a result, the Bangladeshi RMG sector has been subjected to brutal conflict, significant labor unrest, and volatility almost every year, resulting in significant financial losses and countless working hours. [39, 43] 264 labor unrests occurred in the sector during the COVID-19 epidemic in 2020. [44] Furthermore, regardless of whether the strike is legal or not, it is resolved by the Judiciary System, which costs money and time. [45] It is discovered that they do not communicate well with one another. [46] Because factory owners and garment workers are two of the most important players in the RMG industry, a positive relationship between them is critical for the growth of the industry. [39] The root causes of massive labor unrest in Bangladesh's RMG industry are the owner-worker relationship gap, managers' blaming, poor communication, mistrust, and rude behavior. [47] Other cases of labor unrest occurred as a result of rumors of a coworker's death. [47] Furthermore, a lack of communication between workers and managers, rumors, pay raises, a lack of a proper training program, and other factors contribute to labor unrest in Bangladesh's RMG industry. [47, 48] Improved communication in the sector, on the other hand, can help to reduce conflict, ensure work ethics, and build trust among employees.

Despite the fact that Bangladesh's RMG sector contributes the most to the country's economy, there is a need for research on effective communication for workers' quality of life. [42, 52] Extensive research is required to analyze and determine a solution to labor unrest in Bangladesh's RMG sector. [47] However, academic research is required to make and keep Bangladesh's RMG exports competitive. Furthermore, to keep up with the global RMG industry's intensity, new research, such as this current study on how trust and work ethics affect effective communication, is required.

1.1 Objectives of the Study

The overall objectives of this study are to examine the effects of trust and work ethics on communication climate in Bangladesh's RMG industry. For this study, the following specific objectives have been developed:

- 1) To investigate the connection between trust and effective communication.
- 2) To investigate the connection between work ethics and effective communication.
- 3) To explore the impact of trust and work ethics on effective communication.

1.2 Significance

This research adds to the existing empirical knowledge about the general effect of business trust and work ethics on effective communication on business growth in Bangladesh's RMG sector.

2 Literature Review

The study conducts a literature review on the impact of trust and work ethics on effective communication. This section examines the study's theoretical and empirical perspectives.

2.1 Theoretical Review

Communication has been studied at various levels by scholars, ranging from micro to macro organizational levels. [54] According to Albert Bandura's [55] social cognitive theory and Prochaska and Velicer's [56] trans-theoretical model, societal and social environment viewpoints frequently shape an individual's general behavior.

[17] Researchers have tried to explain why most businesses continue to evolve. [57] The majority of early research concentrated on changes in employee behavior caused by poor workplace communication. [17] The majority of these studies discovered that a variety of factors influenced behavioral change, including the reliability of the evidence or knowledge source, anxiety, the essence of claims, and personality differences, among others. [8]. Most business studies have emphasized cognitive analysis of data or knowledge that contributes to persuasion since the 1960s. [49, 58] Therefore, this study used Albert Bandura's [55] social cognitive theory and Prochaska and Velicer's [56] trans-theoretical model [5] to investigate general behavior influenced by societal and social environment perspectives, indicating the effects of trust and work ethics on effective communication.

2.2 Empirical Review

Effective Communication

Communication effectiveness is determined by its process and communication barriers with stakeholders. [19] Effective communication can be achieved by avoiding the use of costly communication methods such as email. [59] In this case, the manager should use oral communication when assigning tasks to employees. [16] Another option is to refrain from using abusive language when communicating. A good and polite language must be used between parties for proper understanding. [16] Waylen believes that simple and clear language should be used to facilitate comprehension. [57] Furthermore, in order to improve effective communication, the message should be accompanied by various nonverbal aspects such as gestures to help the receiver understand more. [60] External and internal communication are both necessary for effective communication. [18] Internal and external communication also has an impact on business growth because it improves coordination and unity in carrying out activities. As a result, the company can meet its objectives [8].

Trust

Trust should exist between the business and its clients, partners, and vendors because it is a fundamental business value. [17] It has been demonstrated that the parties are united by their trust in one another. Each party owes it to trust to fulfill their part as required. [17] Suppliers leave a corrupt company, which eventually lowers productivity. The business falls short of its goals. [54] The same principle applies to clients who act as the company's sole suppliers. These two parties must have confidence in one another for the business to operate smoothly. If there is no trust, customers won't buy products, and the business could lose money. [61] Finally, it is evident that trust is necessary for a business to operate and accomplish its goals. [50] Honesty, self-assurance, and favorable attitudes toward upper management are the pillars on which employee trust in the company is based [25]. Another recent study looks into the connections between organizational crisis communication and trust, as well as the crisis response, negative behavioral intentions (such as avoidance and vengeance), and the crisis response. [63] Levels of team identification did not, however, moderate the association between the crisis response and trust in terms of the interaction effect of team identification.

Work Ethics

Poor job performance can be caused by low workplace morale. [30] Nearly 60% of American managers rank work ethics as the most important factor when hiring an administrative employee, even when candidates possess the fundamental skills required for the position. [30] Through the mediating effects of open communication and perceived relationship investment, employee advocacy practices and an ethical organizational culture are related. [64] Based on a quantitative survey of 350 employees from various organizations, the study's findings revealed that an ethical organizational culture is critical in cultivating transparent communication and perceived relationship investment, which in turn cultivates employee advocacy behaviors. [64] The study discovered an important relationship between commercial communication and trust. [17] The preceding discussion shows that there is a significant and positive relationship between business trust and work ethics and effective communication.

2.3 Research Hypotheses

- I. There is a significant relationship between trust and effective communication impacting business growth in Bangladesh's RMG sector.
- II. There is a significant relationship between work ethics and effective communication in Bangladesh's RMG sector.

3 Methodology

The study used a descriptive research design. The quantitative research method was used in this study, and the survey instrument was a questionnaire. The survey included 120 stakeholders (owners, managers, officers, and employees) from 10 Bangladeshi ready-made clothing manufacturing industries. The minimum sample size for this study is 118, with three (3) predictor variables having an effect size of .15 ($f^2 = .15$), a significance

level of .05 ($\alpha = .05$), and a power ($1 - \beta$) of .85, according to G-Power. The probability sampling technique was used throughout the study, and the participant selection method was simple random sampling. Data from the selected participants was collected using an online survey questionnaire in accordance with various ethical guidelines, such as obtaining their informed consent. The dependent and independent variables were measured using a Likert scale with the following response options: strongly disagree (1), disagree (2), undecided (3), agree (4), and strongly agree (5).

4 Data Analysis and Findings

PLS-SEM was used to analyze the data after it had been meticulously coded. The results, which were presented as tables and graphs, were interpreted using the key elements.

4.1 Demographic Characteristics

Figure 1 shows that 45% of the 120 RMG industries respondents were male and 55% percent were female.

According to Fig. 2, the group with the highest percentage of respondents was those who were between the ages of 21 and 30 (42.5%), followed by the group who were between the ages of less than 40 and more than 31 (40%).

Figure 3 shows that of those, more than half (48.3%) had worked for the companies for 1–3 years, 26.7% had done so for more than 10 years, 21.7% for 4–5 years, and 10.8% had done so for between 6 and 10 years.

4.2 The Model

The inner and outer models must be made during the model specification stage. [66] The inner model, also referred to as the structural model, shows how the constructs under evaluation interact. [66] Because they are used to evaluate the interactions between the indicator variables and their corresponding constructs, the outer models are also known as measurement models. [66] Making a path model that connects variables and constructs based on theory and logic is the first step in using PLS-SEM. [67] Identifying the location of the constructs and their interactions is the first step in developing the path

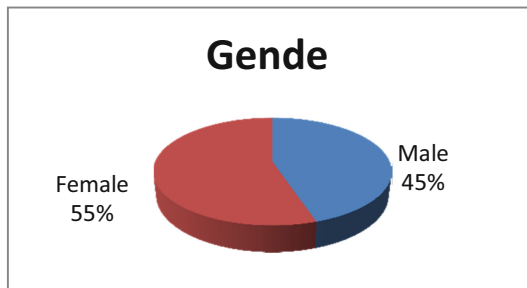


Fig. 1. Gender (male and female) ration of the respondents (Source: Survey, 2022)

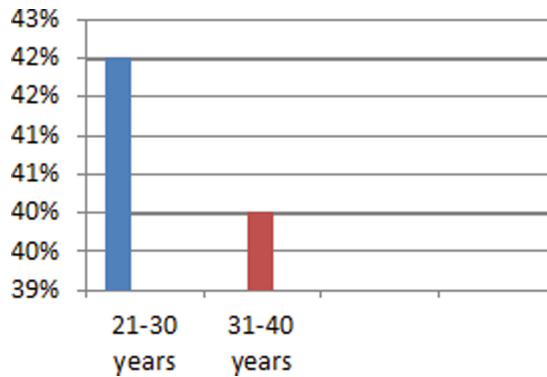


Fig. 2. Age distribution of the respondents (Source: Survey, 2022)

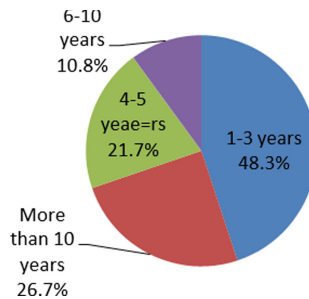


Fig. 3. Working experience of the respondents (Source: Survey, 2022)

model shown in Fig. 3. Exogenous or endogenous constructs are categorized. [66, 68] Exogenous constructs are independent variables that do not have an arrow pointing at them (trust and work ethics in Fig. 3), while endogenous constructs are explained by other constructs (effective communication in Fig. 3). This requirement would be violated if researchers reversed the relationship in Fig. 3 between trust and effective communication and work ethics and effective communication. Employee trust and work ethics would predict effective communication in this situation, and effective communication would predict trust and work ethics again, resulting in a circular loop (trust and work ethics \rightarrow effective communication). After designing the inner model, the researchers must identify the outer models. [67] Researchers must decide whether to use a multi-item or single-item scale at this stage, as well as whether to specify the outer model in a reflective or formative manner [69]. Because the inner model's relationships are only as valid and reliable as its outer models, accurate specification of the outer models is critical when hypothesizing the relationship [69]. Figure 3 contains no formative measurement items, and all constructs are concerned with having a reflective measurement specification.

4.3 Outer Model Evaluation

The validity and reliability of the construct measures in the outer models are then assessed using the PLS-SEM algorithm after the inner and outer models have been defined. [65] The researcher must make a distinction between constructs that are reflectively and formatively measured after learning about the external models. [71] The two measurement techniques serve as the basis for many ideas. [65] As a result, different evaluation criteria must be considered in this study. Therefore, in order to assess these two categories of models, the researchers make a distinction between them. [72] Since there are no items appropriate for formative measurement, this study only focuses on using the reflective measurement model. Reflective indicators represent every potential item in the conceptual range of a construct [69].

Researchers should confirm the validity and reliability of the reflective outer models when evaluating them. Analyzing the construct measures' internal consistency reliability is the first step in calculating composite reliability. Although Cronbach's alpha [72] is frequently used, composite reliability is at least twice as good of a gauge of internal consistency reliability. By utilizing composite reliability (i.e., variations in indicator loadings) and avoiding underestimation caused by Cronbach's alpha, Table 1 demonstrates that PLS-SEM is capable of accommodating a range of indicator reliabilities [66].

Construct's convergent and discriminant validity puts validity to the test through observation. Convergent validity is supported when the average variance extracted (AVE) for each construct is 0.50 or higher and each item's outer loadings are greater than 0.70. [67, 73] The squared loadings of a group of indicators are added to form the AVE, which assesses a construct's communality [67]. Simply put, an AVE of 0.50 means that the construct accounts for more than half of the variance in its indicators (Table 1). Thus, convergent validity, construct reliability, Cronbach's alpha or internal reliability, and communality have all been satisfied.

The three criteria used in Smart PLS to study discriminant validity are cross loading, Fornell and Larcker, and HTMT. [73] The Fornell and Larcker criterion is a method for determining whether discriminant validity is present. [74] This methodology states that the construct that deviates most from its indicators in comparison to all other constructs is the one. Each construct's AVE should exceed its highest squared correlation with any other construct in order to meet the requirement (Table 2).

4.4 Inner Model Evaluation

A number of steps are needed to evaluate the relationship that is hypothesized in the inner model after the validity and dependability of the outer models have been established. [66] However, there are no strict common factor-related assumptions imposed by the factor-based approach in PLS-SEM. [75] PLS-SEM also makes no distributional assumptions and is a non-parametric bootstrap method that can be estimated from small sample sizes. [76] The following criteria: effect size (f square), cross-validated redundancy (r square), path coefficients, and coefficient of determination, make this evaluation simpler. [77] The values and significances of the inner model's effect estimates from sets of regression analyses may be biased if the constructs are highly correlated. [78] Table 2 shows that

Table 1. Composite reliability and Validity

Item	Outer Loadings	CA	CR	AVE
Effective Communication		0.876	0.906	0.617
EC1	0.740			
EC2	0.842			
EC3	0.764			
EC4	0.777			
EC5	0.761			
EC6	0.823			
Trust		0.775	0.855	0.596
T1	0.802			
T2	0.780			
T3	0.793			
T4	0.711			
Work Ethics		0.718	0.823	0.539
WE1	0.677			
WE4	0.736			
WE5	0.768			
WE6	0.751			

Table 2. Fornell and Larcker criterion, Inner VIF, f Square

Variable	Fornell & Larcker			Inner VIF	f Square
	Y1	Y2	Y3	Y1	Y1
Effective Communication (Y1)	0.785				
Trust (Y2)	0.613	0.772		1.338	0.327
Work Ethics (Y3)	0.463	0.503	0.734	1.338	0.054

the inner VIF values of each construct are within the predefined range of 5. This implies that the PLS-SEM can execute the tests that follow.

The Fornell-Larcker criterion typically expresses collinearity limitations in the inner model earlier in the model evaluation process, which is not the case when formatively measured constructs are involved. This is true because the Fornell-Larcker evaluation, which is built upon the AVE, is ineffective for identifying formative indicators. Therefore, it is critical to assess collinearity in the inner model when the model is related to constructs that are formatively measured.

Table 3. R Square and Q Square

Variable	R Square		Construct Cross Validated Redundancy		
	R Square	R Square Adjusted	SSO	SSE	Q ² (=1-SSE/SSO)
Effective Communication	0.408	0.398	720.000	549.606	0.237

4.5 Effect Size (F Square)

One can estimate the size of the effect for each path model by computing Cohen’s f square. The size of an effect for a specific endogenous construct is calculated as 0.327 and 0.054 based on the f square value [79].

4.6 R Square

How well a model forecasts the future is determined by its R square (coefficient of determination). [72] The combined effect of the exogenous and endogenous variables is explained by R square, though (s). Because an average R square encompasses a variety of disciplines, academics rely on a “rough” rule of thumb with values of 0.75, 0.50, and 0.25, respectively. The level of predictive accuracy is displayed as being high, average, or low. [72] Effective communication in this study has a R square of 0.408, indicating that exogenous factors affect endogenous factors (Table 3).

4.7 Q Square

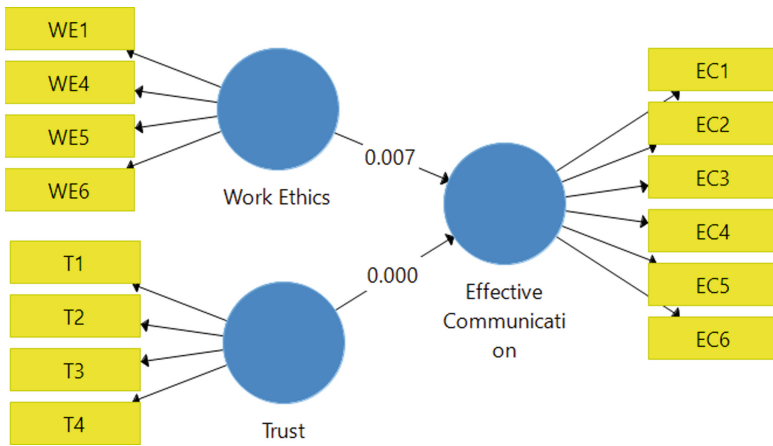
The Q square (cross-validated redundancy) is a method for determining the predictive relevance of an inner model. While comparing Q square to zero is useful for determining whether an endogenous construct can be predicted, it says nothing about the prediction’s accuracy. [66] More specifically, the value of Q square is greater than zero for a specific endogenous construct, demonstrating the path model’s predictive relevance for this construct (Table 3).

4.8 Path Coefficient

The PLS model, which depicts the hypothesized relationships between the constructs, is used to estimate path coefficients. [66] In a nutshell, are the structural coefficient sizes significant? Many studies, theorists claim, skip this step and instead rely solely on the significance of effects. [67] If this critical step is skipped, researchers may focus on a relationship that, while significant, may be too insignificant to warrant managerial attention. At a 95 percent confidence level, the effect is significant if the p value is less than 0.05 and the t-value is greater than 1.96. Trust (b = 0.509, t = 6.451, p = 0.000) and work ethics (b = 0.207, t = 2.720, p = 0.007) have a significant positive effect on effective communication, according to Table 4 and Fig. 4.

Table 4. Path coefficient

Path Coefficient	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Trust -> Effective Communication	0.509	0.510	0.079	6.451	0.000
Work Ethics -> Effective Communication	0.207	0.222	0.076	2.720	0.007

**Fig. 4.** Structural Model

5 Discussion

The PLS-SEM analysis results clearly demonstrate that trust and work ethics have a significant impact on effective business communication. These findings are consistent with the majority of scholars' findings, which have consistently linked effective communication and trust with business growth. [18, 62] Scholars have continued to argue that effective communication and business trust influence customer loyalty and employee motivation, which leads to business growth. Many academics consider communication to be a managerial function. [8] As a result, communication has been defined as the process of developing and transmitting ideas, opinions, facts, and feelings from one person to another, either within or outside of an organization. [50] Only effective communication allows everyone in an organization to understand the overall objectives and goals to be met. Effective communication, trust, and business ethics, according to the literature, are also important for business growth [61].

Trust, work ethics, and communication, according to the study's findings, are critical in the development of RMG business growth in Bangladesh. [30, 63, 64] Communication has the greatest influence on business growth. [61] As a result, a company must be able

to establish trust, have effective communication strategies, and please its customers in order to solidify its market position, retain customers, and grow more profitably.

6 Limitations

One of the study's major flaws was the use of a judgmental sample. As a result, it is recommended that this research be replicated in other Bangladeshi businesses. The limitations of the study suggest that future research in a variety of dimensions, such as in-depth quantitative and/or qualitative studies, can be conducted, and there is also room for causal research to investigate the relationships between conflict management and job satisfaction, work ethics, social compliance, employee motivation, organizational climate, and other factors.

7 Conclusion and Recommendations

To summarize, both trust and work ethics lead to effective communication, which has an impact on business growth. As a result, it is critical for a company to implement measures that can improve effective communication by gaining employee trust and ensuring work ethics in the industry. The investigation of the impact of trust and work ethics on effective communication and business growth in Bangladesh's RMG sector adds to the body of knowledge in human resource management.

Knowing that contentment is a critical outcome of trust and work ethics influencing effective communication between employees, employers, and other stakeholders including buyers in Bangladesh's RMG sector, for example, would benefit employers, human resource managers, marketing managers, and employees in general. The current study advances our comprehensive understanding of communication by demonstrating how trust and work ethics can be used to thwart harmful behavioral intentions.

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Authors' Contributions. The investigation of the relationship between trust and work ethics impacts on effective communication is an important addition to the literature in the study topic. This study makes a theoretical and practical contribution to the fields of human resource management, relationship marketing, and so on.

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