Primary Research

Employment Management in Transition: The Roles of Leadership, Work–Life Balance, and High-Performance Practices

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Abstract: Employment management has experienced a substantial transformation as organizations navigate competitive challenges, workforce expectations, and institutional limitations. This study explores the impact of leadership, work-life balance, and high-performance methods on employment management results in Bangladesh. A convergent mixed-methods design was employed, utilizing the ability motivation opportunity (AMO) framework and the resource-based view. Primary data were gathered from 200 employees in corporate, financial, and educational organizations in Sylhet and Dhaka, supplemented by 15 key informant interviews with senior HR officials and 10 focus group sessions with employees. Supplementary policy and institutional papers provided more context for the findings. Quantitative research utilizing structural equation modeling revealed that high-performance practices significantly elevated job satisfaction and commitment, which subsequently facilitated reductions in turnover intentions and improvements in perceived performance. The quality of leadership enhanced these impacts by reinforcing psychological safety and perceptions of fairness, while supportive work-life balance policies alleviated conflict and improved employee retention. Qualitative findings substantiate that leadership behaviors and adaptable work arrangements are becoming increasingly vital in industries undergoing swift technological and demographic transformations. The amalgamation of survey, interview, and group data underscores that employment management is most efficacious when cohesive practice bundles are synchronized with employee requirements and contextual circumstances. This study enhances HRM literature by providing a multilevel, mixed methods perspective on employment management transitions, delivering theoretical insights and practical recommendations for managers and policymakers. We consider the implications for designing robust human resource systems in emerging economies.

Keywords: Employment management, leadership, work-life balance, high-performance practices, employee commitment

1. Introduction

Employment management is currently experiencing significant changes globally due to globalization, technological advancements, and demographic shifts that are redefining the work relationship. Organizations now prioritize the strategic alignment of leadership behavior, human resource systems, and employee well-being, rather than focusing exclusively on administrative staffing and payroll tasks, to ensure long-term sustainability **(Allen et al., 2014; Aycan & Cinli, 2025).** Organizations in both advanced and developing countries encounter escalating competition for talent, greater mobility of skilled labor, and rising employee expectations for purposeful work and work-life balance **(Basile & Beauregard, 2020).** These problems highlight the necessity of reconceptualizing employment management not merely as a collection of procedures but as a dynamic process influenced by leadership, culture, and institutional context.

Two predominant theoretical approaches in modern literature are the ability-motivation-opportunity (AMO) framework and the resource-based view (RBV). The AMO framework posits that employee performance is optimized when firms develop capabilities via staffing and training, boost motivation through rewards and recognition, and provide opportunities for participation and autonomy **(Shockley, 2018; Piszczek & Yestrepsky, 2024).** The Resource-Based View (RBV) enhances this rationale by positing that employee knowledge, skills, and relationships are distinctive resources that, when administered through high-performance practices, can yield enduring competitive advantage **(Capitano et al., 2017).** These theories collectively establish a basis for examining the impact of leadership, work-life balance, and systemic HR practices on employment outcomes in transitional circumstances.

Leadership has consistently been recognized as a critical factor affecting employee attitudes and performance. Leaders create the framework for understanding and implementing HR practices. Transformational and ethical leadership methodologies enhance psychological safety, foster equity, and build trust, thereby increasing job satisfaction and organizational commitment **(Bogaerts et al., 2018; Capitano & Greenhaus, 2018).** In industries like banking and corporate business, characterized by stringent compliance requirements and significant workload pressures, leadership signals influence employees' perceptions of HR activities as either supportive or punitive **(Gardner et al., 2021).** Educational institutions, while less economically oriented, rely significantly on leadership to manage workloads, offer recognition, and maintain teacher involvement.

Work-life balance (WLB) has emerged as a crucial aspect of modern job management. Employees expect that companies will recognize their non-work obligations and provide structural or cultural support to help them balance work and family life. Flexible scheduling, supportive management, and equitable leave policies have demonstrated efficacy in mitigating work-family conflict while enhancing retention and productivity **(Ryan et al., 2020; Allen et al., 2021).** In developing economies such as Bangladesh, the importance of work-life balance is amplified by challenges in urban commuting, gender-specific caregiving duties, and cultural expectations regarding family involvement **(Babic et al., 2019).** In the absence of authentic work-life balance supports, firms experience increased attrition and disengagement, particularly among female employees and younger professionals.

High-performance work practices (HPWP), such as selected employment, ongoing training, performance-based evaluations, and participatory decision-making, are commonly linked to improved performance results **(Amstad et al., 2011).** Implementing these techniques as cohesive bundles, rather than standalone projects, maximizes their effectiveness. Nonetheless, their effectiveness is contingent upon institutional alignment and employee perception. In contexts like Bangladesh, the adoption of HPWP is inconsistent: while large financial organizations may codify these processes, employees could perceive disparities in fairness or opportunity if leadership or culture is unsupportive. When integrated with leadership quality and work-life balance policies, High-Performance Work Practices (HPWPs) generate synergies that enhance happiness, commitment, and retention **(Ammons, 2013; Tiva et al., 2025a).**

Bangladesh offers a significant context for analyzing workforce management during periods of transition. Dhaka, the national capital, serves as a center for corporate offices and financial institutions, while Sylhet integrates burgeoning service sectors with educational establishments. Together, they exemplify both intensely competitive labor markets and varied employment frameworks. Corporate entities prioritize agility and innovation; financial institutions focus on compliance and customer service; academic institutions must reconcile teaching, research, and student engagement. Every industry encounters distinct issues; however, all must adjust to changing workforce expectations and institutional demands. Despite the rapid economic expansion of the nation, there is a dearth of empirical studies on employment management that integrate leadership, work-life balance, and high-performance work practices.

Despite a considerable amount of foreign literature on leadership, work-life balance, and high-performance techniques, notable deficiencies persist within the Bangladeshi context. Research primarily concentrates on individual variables in isolation instead of analyzing the interactions among these factors that influence job outcomes **(Russell et al., 2017; Ogbonnaya & Messersmith, 2019).** Secondly, contemporary research is often sector-specific, predominantly focusing on banking or industry, and lacking cross-sectoral comparisons that could reveal contextual disparities. Third, the majority of existing studies depend exclusively on quantitative surveys, lacking qualitative triangulation to elucidate the mechanisms and lived experiences that underlie statistical correlations. Addressing these gaps necessitates a multi-sectoral, mixed-methods study capable of testing postulated links while gathering nuanced perspectives of employees and managers.

This study aims to cultivate a comprehensive understanding of employment management during transitions in Bangladesh, emphasizing the roles of leadership, work-life balance, and high-performance techniques. The study seeks to achieve four objectives. The primary aim is to assess the degree to which leadership quality, work-life balance initiatives, and high-performance practices affect employees' job satisfaction and organizational commitment. The second purpose is to ascertain if satisfaction and commitment serve as mediating mechanisms that connect these employment management elements to essential outcomes, including turnover intention and perceived performance. The third purpose is to examine how sectoral (business, banking, education) and locational (Dhaka versus Sylhet) factors influence these linkages and generate variances in outcomes. The study seeks to amalgamate quantitative results with qualitative insights derived from key informant interviews and focus group discussions to offer a comprehensive, contextually informed elucidation of mechanisms and boundary conditions.

This study contributes to both theoretical and practical domains by meeting these objectives. It conceptually expands HRM and organizational behavior literature by incorporating various employment management strategies within the context of an emerging economy. It empirically presents evidence from several sectors in Bangladesh, employing a convergent mixed-methods methodology that enhances validity and interpretation. It provides direction to managers and politicians aiming to create employment systems that retain competent workers, improve performance, and promote sustainable development objectives.

2. Review Methodology

2.1 Study Design

This study utilized a convergent mixed-methods strategy, collecting quantitative and qualitative data concurrently and integrating them throughout analysis. The quantitative component utilized standardized questionnaires distributed to employees, whereas the qualitative component employed key informant interviews (KIIs), focus group discussions (FGDs), and documentary evidence. The utilization of diverse data sources and methodological triangulation aimed to improve both internal and external validity, allowing for the explanation and contextualization of statistical findings through comprehensive narratives.

2.2 Research Setting

The study was conducted in two major metropolitan regions of Bangladesh: Dhaka, the capital and commercial hub, and Sylhet, a burgeoning regional center with evolving service and educational sectors. Collectively, these cities encapsulate varied labor market characteristics and institutional frameworks. Three categories of organizations were targeted: business entities, financial institutions, and educational establishments. This selection enabled the study to identify sectoral disparities in employment management methods, as these industries significantly vary in regulatory oversight, organizational culture, and workforce composition.

2.3 Sample and Participants

A total of 200 employees were surveyed for the quantitative component, ensuring proportional participation from Dhaka and Sylhet across the three industries. The participants comprised managers, professionals, and staff-level employees to guarantee a variety of viewpoints. The sample size aligns with the prerequisites for factor analysis and structural equation modelling while also being practical for comprehensive contextual research.

The qualitative component comprised 15 key informant interviews with top HR managers, organizational leaders, and policy influencers, intentionally chosen for their expertise and decision-making authority. Furthermore, ten focus group discussions were conducted, each consisting of 6–8 employees, to gather collective insights on leadership, work-life balance, and high-performance methods. Focus group discussions were conducted by the sector to gather collective experiences and facilitate comparisons among different organizational models.

2.4 Development of Instruments

The questionnaire was created utilizing recognized scales from the HRM and organizational behavior literature, modified for the Bangladeshi setting via translation and back-translation. The construct of high-performance practices was informed by previous research on staffing, training, evaluation, remuneration, and engagement. Leadership quality was assessed using questions derived from supportive and ethical leadership scales. The evaluation of work-life balance encompassed both the accessibility of supportive policies and the perceived simplicity of their utilization. Job satisfaction was assessed using both global and facet-specific items, while organizational commitment was evaluated using items related to affective commitment. The outcomes encompassed turnover intention and perceived performance. All items employed five-point Likert scales ranging from strongly disagree to strongly agree. Semi-structured instructions were created for the qualitative instruments. Key informant interviews concentrated on strategic viewpoints, institutional limitations, and leadership methodologies. Focus group discussions examined employees lived experiences with human resources systems, leadership interactions, and work-life balance. All guides underwent pretesting to guarantee clarity and cultural suitability.

2.5 Data Collection Procedures

Data were gathered over the period of January to April 2025. Surveys were conducted both in person and electronically, contingent upon institutional access and respondent preference. To mitigate social desirability bias, respondents were guaranteed anonymity and secrecy, and supervisors were absent during the completion process. Key informant interviews were conducted at participants' workplaces or via secure online platforms, while focus group discussions took place in neutral locations with qualified facilitators. All interviews and discussions were audio-recorded with consent and subsequently transcribed for analysis.

2.6 Ethical Considerations

Ethical permission was secured from the relevant authority. Participation was optional, and all participants granted informed consent. Data were anonymized and securely stored on password-protected platforms, with IDs eliminated from transcripts. Particular emphasis was placed on guaranteeing that employees felt no coercion to participate and that corporate confidentiality was upheld.

2.7 Data Analysis

Quantitative Analysis

The survey data was analyzed utilizing SPSS and AMOS/PLS-SEM. Reliability was assessed using Cronbach's alpha and composite reliability, with a threshold of 0.70 deemed satisfactory. Construct validity was evaluated by confirmatory factor analysis (CFA), utilizing fit indices such as the Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR). Discriminant validity was assessed using the average variance extracted (AVE) and the heterotrait-monotrait (HTMT) ratio. Hypotheses were evaluated by structural equation modelling utilizing bootstrapped confidence intervals for indirect effects.

Qualitative Examination

Thematic analysis was employed to assess the transcripts of interviews and focus group discussions. Initial codes were produced deductively from the research framework, whilst supplementary themes were generated inductively during open coding. Two independent coders analyzed a portion of transcripts to establish reliability, and conflicts were reconciled through conversation. Codes were further categorized into overarching themes encompassing leadership, work-life balance, high-performance techniques, employee attitudes, and contextual effects.

3. Results and Discussions

3.1 Respondent Characteristics

The study includes 200 employees from businesses, financial institutions, and educational organizations situated in Dhaka and Sylhet. This composition offered the requisite variability to discern sectoral and locational patterns in employment management. Men constituted 55 percent of the whole sample, with the banking sector exhibiting the highest male participation, while women were more prevalent in the education sector. Almost fifty percent of respondents were under 35 years old, reflecting the youthful demographic of Bangladesh's urban labor force. Educational attainment was notably elevated, with 62 percent of respondents possessing a master's degree or higher, indicating the human capital intensity of the examined sectors. The tenure distribution was equitable, with 46 percent possessing less than five years of service and 54 percent having five years or more, which is crucial for obtaining perspectives from both early-career and older personnel.

Table 1: Demographic and Organizational Profile of Survey Respondents

Variable	Corporate (%)	Banking (%)	Education (%)	Total (%)
Male	55	62	47	55
Female	45	38	53	45
Age < 35 years	48	51	44	48
Age ≥ 35 years	52	49	56	52
Bachelor's degree	42	38	35	38
Master's degree or higher	58	62	65	62
Job tenure < 5 years	46	53	39	46
Job tenure ≥ 5 years	54	47	61	54

This composition matters theoretically and practically. Younger employees often value developmental opportunities and flexible work arrangements more strongly than older cohorts, while senior employees

frequently prioritize procedural fairness, recognition, and stability. Gendered experiences also shape perceptions of leadership credibility and work-life balance usability in Bangladesh, where women face distinctive barriers in advancement and caregiving responsibilities **(Alqudah et al., 2022).** These contextual considerations frame the interpretation of results that follow.

3.2 Measurement Reliability and Validity

The measurement model demonstrated strong psychometric quality. Cronbach's alpha values ranged between 0.82 and 0.89, composite reliabilities exceeded 0.85, and average variance extracted values were above 0.50 for all constructs, indicating good convergent validity. Discriminant validity, assessed via HTMT ratios, remained below 0.85 for all construct pairs, suggesting that the latent variables are empirically distinct.

Table 2: Reliability and Validity Statistics for Constructs

Construct	Cronbach's α	Composite Reliability	AVE	HTMT Range
High-performance practices	0.89	0.92	0.61	0.42-0.74
Leadership quality	0.87	0.91	0.64	0.38-0.70
Work-life balance	0.85	0.90	0.59	0.41-0.69
Job satisfaction	0.86	0.90	0.62	0.45-0.72
Organizational commitment	0.88	0.91	0.65	0.40-0.71
Turnover intention	0.83	0.87	0.60	0.43-0.66
Perceived performance	0.82	0.86	0.58	0.39-0.64

3.3 Structural Model Findings

The structural equation model demonstrated a satisfactory fit, with a χ^2 to degrees of freedom ratio close to two, CFI and TLI beyond 0.90, and RMSEA and SRMR below 0.08. High-performance practices, leadership, and work-life balance each showed favorable, statistically significant impacts on job satisfaction and organizational commitment. Satisfaction and commitment were inversely correlated with turnover intentions and positively correlated with perceived performance **(Appelbaum & Batt, 1994; Anwar et al., 2022)**.

Table 3: Structural Path Estimates

Hypothesized Path	Standardized β	p-value	Supported?
HPWS → Job satisfaction	0.32	<0.001	Yes
HPWS → Organizational commitment	0.28	<0.001	Yes
Leadership → Job satisfaction	0.36	<0.001	Yes

Hypothesized Path	Standardized β	p-value	Supported?
Leadership → Organizational commitment	0.30	<0.001	Yes
Work-life balance → Job satisfaction	0.27	<0.01	Yes
Work-life balance → Organizational commitment	0.25	<0.01	Yes
Job satisfaction → Turnover intention	−0.29	<0.001	Yes
Job satisfaction → Performance	0.24	<0.01	Yes
Organizational commitment → Turnover intention	−0.33	<0.001	Yes
Organizational commitment → Performance	0.27	<0.01	Yes

Leadership emerged as the most significant predictor of job satisfaction and organizational commitment, succeeded by high-performance practices and subsequently work-life balance. This ranking aligns with the assertion that line managers function as interpreters and gatekeepers of HR systems, influencing employees' perceptions of procedural fairness, recognition, voice, and flexibility **(Antony et al., 2024).** The substantial connections between satisfaction and commitment to both aims are supported by strong evidence that attitudes are immediate factors influencing retention and performance **(Boxall, 2012; Mathur et al., 2024)**

The pattern supports the ability-motivation-opportunity framework. High-performance practices augment capabilities through training and selection, while cultivating motivation via rewards and opportunities for involvement. Leadership fosters motivation and purpose, while work-life balance provides avenues for expectation management and recovery. These levers collectively promote satisfaction and dedication, resulting in decreased turnover intention and improved performance **(Chen et al., 2009; Nader et al., 2024).**

3.4 Leadership as the Dominant Driver

Qualitative studies showed that leadership is the most important factor in shaping attitudes. Interviews with HR executives and unit leaders highlighted that even meticulously crafted HR policies diminish in credibility when daily leadership practices are autocratic or punitive. According to a banking key informant interview, "We possess equitable evaluation forms and criteria; however, when managers convey results in a severe manner, employees become disengaged instead of learning." Personnel from educational institutions emphasized the significance of acknowledgment, collaboration, and task adjustment. These narratives demonstrate how leadership serves as the interpretive framework that either enhances or diminishes the significance of formal systems.

Three mechanisms were consistently identified in transcripts and talks. Initially, psychological safety, the assurance that individuals can express ideas or concerns without fear of humiliation or retribution, empowered employees to utilize developmental opportunities and articulate schedule requirements. Secondly, perceived equity, encompassing both distributive and procedural dimensions, was crucial for the acceptability of

performance assessments and award determinations. Third, opportunities for engagement and expression created a sense of independence and importance at work. These factors elucidate why leadership exerts significant influence over satisfaction and commitment, especially in environments characterized by substantial compliance demands and hierarchical customs **(Postmes et al., 2013; Cho et al., 2025).**

3.5 Work-Life Balance, Policy and Climate

Work-life balance exhibited significant positive effects on satisfaction and commitment. Nevertheless, the qualitative component exposed a disparity between policy accessibility and the prevailing usage environment. Employees, particularly women in banking, expressed reluctance to request flexible hours or remote work arrangements due to concerns about implying diminished commitment. Supervisors who overtly supported flexibility diminished this stigma. The distinction between legal regulations and cultural acceptance is essential, aligning with recent analyses that differentiate between WLB policies and WLB climate and usability **(Ammons, 2008; Adisa et al., 2021)**.
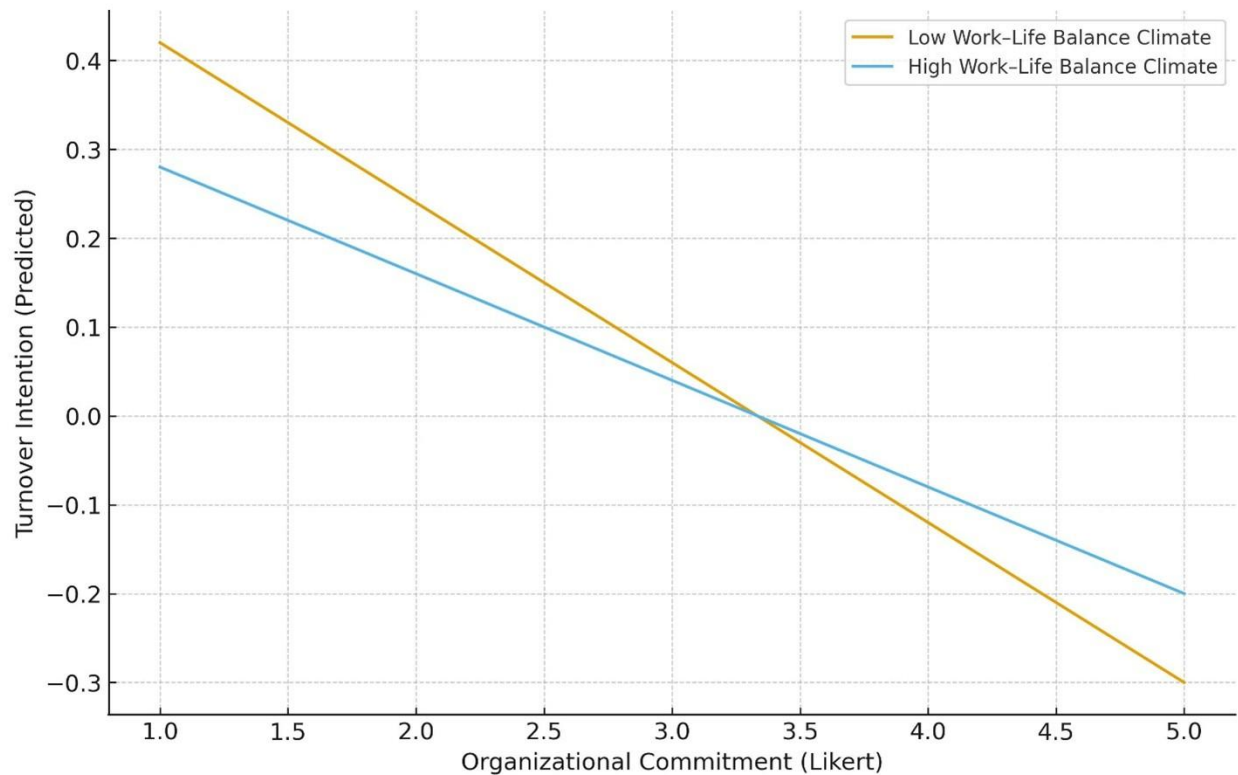

Figure 1: WLB as a Buffer of Commitment → Turnover Intention

A supportive work-life balance milieu modifies the relationship between commitment and turnover intention. In a robust WLB climate, equivalent levels of commitment correlate with reduced anticipated turnover intention compared to low-climate environments.

This pattern possesses practical consequences. Organizations that use flexible leave or scheduling must also educate managers to mainstream the utilization of these alternatives without stigma. In Bangladesh, where

presenteeism is still valued in numerous workplaces, authentic supervisory endorsement seems to transform policy from mere documentation into enhanced well-being and retention in practice.

3.6 High-Performance Practices, Capability and Credibility

High-performance practices impacted attitudes using several channels. Employees appreciated training for skill enhancement and career progression, as well as involvement in decision-making for a sense of agency and ownership. These results exemplify traditional AMO pathways, wherein talent is cultivated through development, motivation is enhanced through acknowledgment, and opportunity is generated through discretion and engagement **(Spieler et al., 2018; Urbi et al., 2025).** The qualitative analysis identified the credibility of the performance ratings as a significant weakness. Participants recounted instances where the criteria appeared subjective or inadequately elucidated. This undermines motivation and may diminish the beneficial impacts of other practice components. It also illustrates why leadership style and communication skill are vital complements to formal systems.

Secondary institutional reports and policy documents in Bangladesh confirm that the implementation of performance management is inconsistent among organizations, with larger enterprises and banks exhibiting more formal structures compared to smaller or newer institutions. Even in the presence of structure, the caliber of implementation distinguishes success from failure. These contextual realities underscore that practice bundles require both design integrity and credible enactment to produce sustained gains in satisfaction, commitment, and performance **(Hoch et al., 2018; Sazzad et al., 2025).**

3.7 Mediation through Job Satisfaction and Organizational Commitment

Job satisfaction and organizational commitment mediated the effects of leadership, work-life balance, and high-performance practices on turnover intention and perceived performance, as expected. Employees who experienced job satisfaction and organizational attachment were consistently less inclined to disclose plans to leave and more likely to demonstrate high performance. Participants in the focus group consistently referred to respect and acknowledgment as critical factors. A business respondent stated, "I will not remain solely for compensation; I stay when I feel valued and supported." This observation is consistent with meta-analytic findings indicating that employment attitudes are among the most potent proximal determinants of disengagement and performance behaviours **(Fisher, 2001; Chillakuri & Vanka, 2021).**

The mediation evidence enhances theoretical precision. Instead of presuming that procedures and leadership directly influence retention and performance, the findings indicate that attitudes serve as the principal conduits. This suggests that managers should implement techniques that enhance satisfaction and commitment, such as equitable treatment, acknowledgment, employee input, and practical flexibility, as these are likely to produce lasting enhancements in retention and performance **(Meyer et al., 2013; Tiva et al., 2025).**

3.8 Sectoral Differences

Sectoral investigations generated insightful distinctions that correspond with the characteristics of work in each environment. Leadership effects in schooling were the most pronounced. Interviews and discussions

emphasized that acknowledgment of teaching and service, awareness of workload fluctuations, and collegial support were critical for faculty and staff involvement. In corporate entities, where performance evaluation, objectives, and skill enhancement are paramount, high-performance methods exerted the most significant impact. Employees at these organizations esteemed clear career trajectories, systematic growth, and collaborative decision-making processes. In banking, the requirements of client interaction, regulatory compliance, and extended hours rendered work-life balance prominent, with WLB demonstrating the most significant relative impact **(Posthuma et al., 2013 Meyer).**
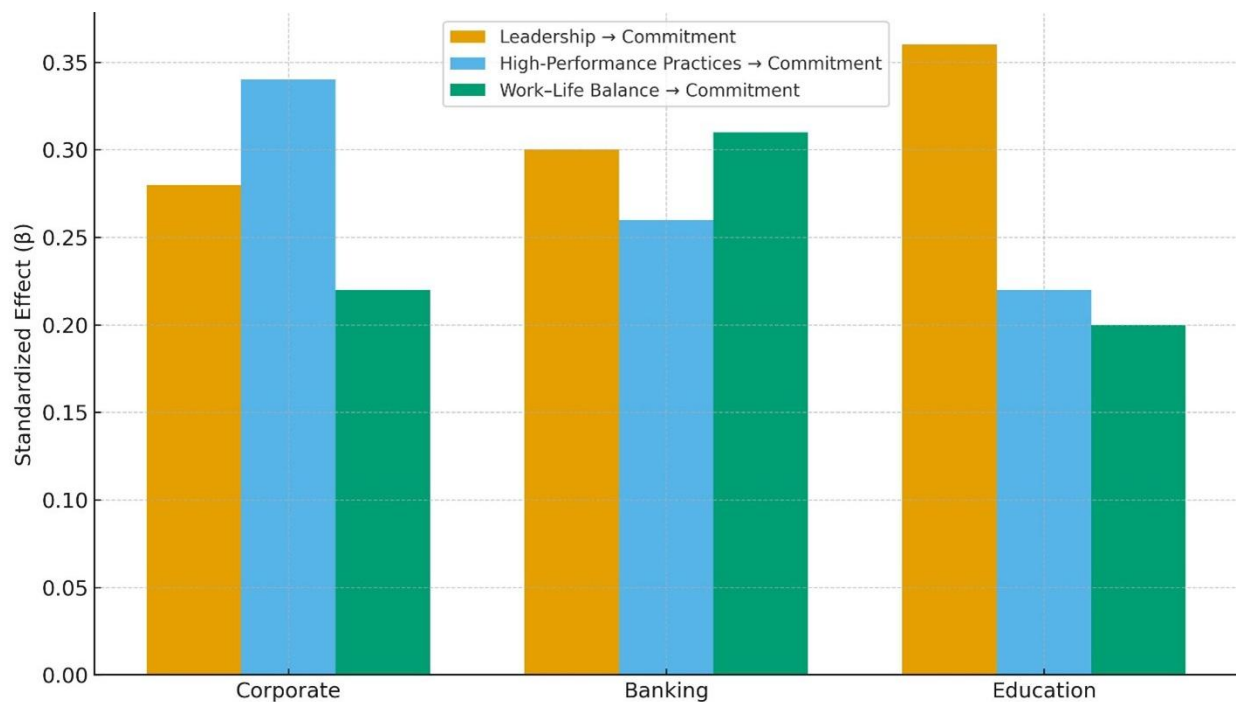

Figure 2: Sector-wise differences in the strength of effects on commitment

These differences indicate the necessity for sector-specific interventions. Institutions of higher education will gain from leadership development that prioritizes inclusive communication, acknowledgment, and equitable workload distribution. Corporate entities should prioritize enhancing the internal coherence and transparency of human resource systems, particularly with appraisal equity and career advancement. Financial institutions can experience prompt benefits from enhancing schedule flexibility, recuperation duration, and managerial backing of work-life balance initiatives. These customized pathways illustrate the overarching assertion that HRM's efficacy is dependent on institutional and task contexts within Asia-Pacific environments **(King et al., 2017; Akhter et al., 2025).**

3.9 City-Level Differences

Comparisons between Dhaka and Sylhet indicated subtle yet significant distinctions. Respondents from Dhaka indicated elevated turnover intentions, aligning with the city's more dynamic and competitive labor market that enhances external opportunities. Respondents from Sylhet exhibited increased organizational commitment, likely attributable to constrained alternatives and more integrated community networks. Despite the structural

path strengths being largely comparable throughout cities, the initial turnover intention rates varied, indicating that retention in Dhaka necessitates heightened focus on engagement, growth possibilities, and equitable recognition.
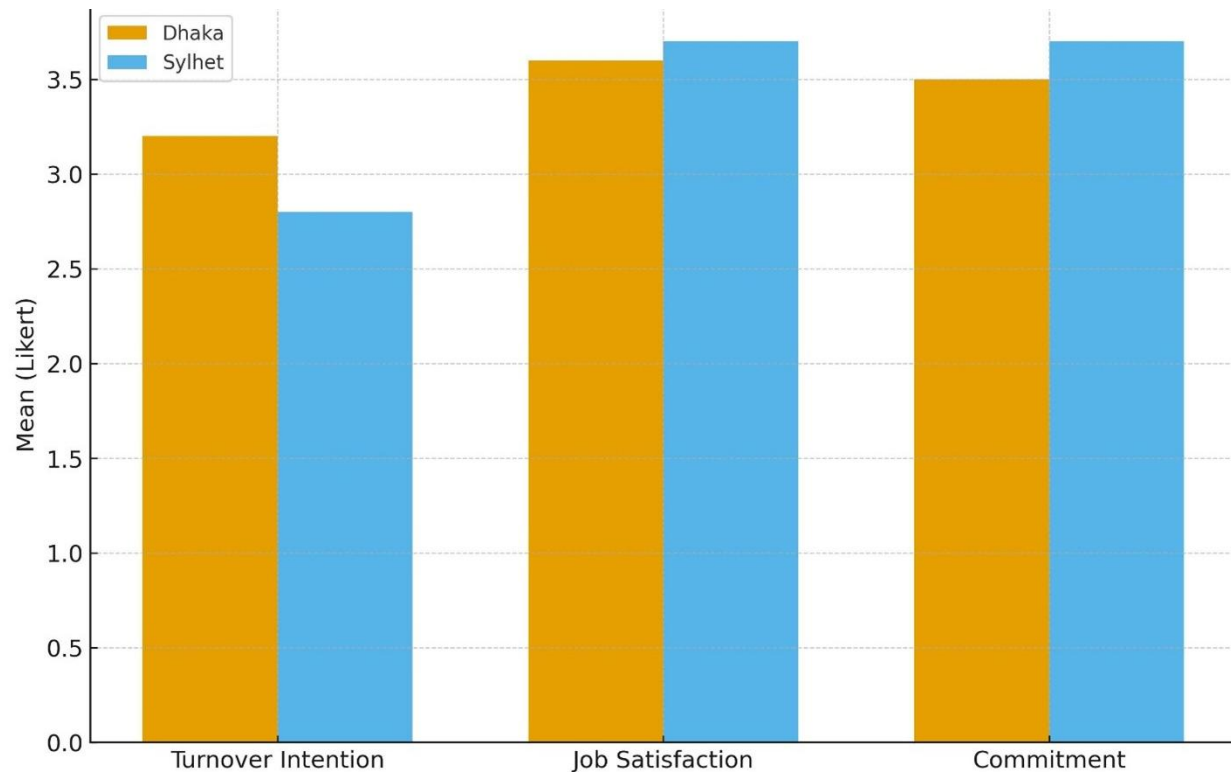

Figure 3: City-wise differences in turnover intentions, satisfaction, and commitment.

These findings underscore the importance of considering local labor market variables when modifying HR initiatives. In Dhaka, firms should prioritize career advancement, equitable yet competitive compensation, and evident supervisory support for flexibility. In Sylhet, companies can cultivate enhanced baseline loyalty by providing organized development and internal mobility to keep workers as the city's opportunities grow.

3.10 Robustness, Invariance and Common Method Considerations

A coordinated set of robustness assessments enhances confidence in the stability of the findings. The measuring model was initially assessed for invariance across sectors and cities. Configural and metric invariance were affirmed for fundamental conceptions, signifying analogous factor structures and loadings across groups. Scalar invariance was deemed acceptable for the majority of notions, thereby facilitating meaningful comparisons of latent means. Secondly, various estimating methodologies produced the same outcomes. Ordinary least squares models with clustered standard errors by institution, along with variance-based estimation for sensitivity analysis of non-normal indicators, yielded the same rank order of effects. Third, common method variance was evaluated by contrasting a single-factor model with the proposed model, which demonstrated much poorer fit, and by incorporating a marker variable, which did not noticeably affect the primary associations. These

verifications alleviate apprehension that the results are mere artifacts of measurement or estimation instead of genuine patterns **(Kossek et al., 2014; Bjärntoft et al., 2020).**

3.11 Triangulation with Qualitative and Secondary Evidence

The convergent mixed-methods design enhanced interpretation. Qualitative themes clarified the preeminence of leadership, the imperative of cultural support for WLB policies, and the rise of evaluation fairness as a continual cornerstone for the credibility of HPWS. Secondary policy documents elucidated the disparities in performance systems and scheduling regulations in Bangladesh. The convergence of data from many methodologies enhances reliability and corresponds with suggestions that HRM research in emerging economies should integrate statistical analyses with experiential mechanisms to guide theory and practice **(Judge & Zapata, 2015; Agarwal, 2022).**

3.12 Practical Implications for Managers and Policymakers

Three priorities arise for managers. Initially, prioritize investment in leadership development that underscores respectful communication, equity, and psychological safety. Line managers serve as the mechanisms that confer credibility to systems. Secondly, ensure that high-performance processes operate as cohesive bundles. Training devoid of equitable evaluation diminishes motivation, whereas evaluation lacking input undermines trust. Third, cultivate a climate that promotes work-life balance, rather than merely implementing policies. Supervisors must institutionalize flexibility by providing express encouragement, exemplifying its application, and adopting non-punitive attitudes towards caring and health requirements.

Two issues are prominent for policymakers and institutional leaders. The capacity for implementation is as significant as the formulation of policy. Investing in supervisor training and verifying appraisal equity can produce systemic benefits. Moreover, disparities in labor markets at the city level indicate that incentive design and talent programs must be attuned to the mobility and opportunity frameworks in Dhaka compared to Sylhet.

3.13. Theoretical Integration and Contribution

The results enhance the theory in three distinct ways. Initially, they illustrate that leadership, HR systems, and work-life balance are complementary rather than substitutive mechanisms. Their combined impact on satisfaction and commitment is greater and more consistent than any individual factor alone. Secondly, they elucidate the mechanisms linking leadership to outcomes via psychological safety, equity, and engagement, thus enhancing the motivation and opportunity dimensions within AMO theory. Third, they demonstrate how sectoral and urban contexts influence the magnitude and relevance of effects in a developing economy, thereby reinforcing the demand for more contextually informed HRM research **(Liao et al., 2019; Kossek & Lautsch, 2018).** Nonetheless, the findings suggest that employment management in Bangladesh is undergoing transformation. Formal human resources systems are proliferating, leadership competencies are advancing, and work-life expectations are increasing. To transform these shifts into enduring performance and retention, businesses must synchronize practice packages with credible leadership and practical flexibility, as attitudes continue to be the immediate driver of employment outcomes.

4. Conclusion and Recommendations

This study investigates employment management transitions in Bangladesh, focusing on leadership, work-life balance, and high-performance techniques. Utilizing a mixed-methods approach, it analyzed survey data from 200 employees, alongside interviews and focus group discussions across corporate, financial, and educational sectors in Dhaka and Sylhet. Key findings reveal that leadership is the strongest predictor of work satisfaction and organizational commitment, highlighting the importance of supportive managerial practices. The study underscores that work-life balance significantly enhances employee well-being and retention, although its effectiveness is influenced by cultural acceptance and supervisor support. High-performance practices improve employee engagement and competence but require fairness and openness in implementation.

The study contributes to HRM theory by refining the ability-motivation-opportunity (AMO) framework through demonstrating the interplay of leadership, HR practices, and work-life balance in affecting employee attitudes. It also supports the resource-based view (RBV) by showing that human capital is a competitive advantage when backed by effective systems. Geographically, the study emphasizes the need to adapt employment management strategies to local contexts, advocating for tailored practices in different sectors. Recommendations include fostering leadership in educational settings, enhancing high-performance work systems in corporations, and establishing authentic work-life balance cultures in finance.

Despite its robust methodology, the study has limitations, such as the cross-sectional design of the survey, which risks causal inference. Expanding research to include other sectors like manufacturing and healthcare could improve generalizability. Furthermore, a deeper exploration of distinct leadership styles could elucidate their specific effects on employee outcomes. The findings indicate that successful employment management involves the integration of cohesive HR practices and reliable leadership, suggesting that organizations recognize employees as strategic assets whose satisfaction and performance hinge on leadership credibility and trust. Enhancing these elements is crucial for fostering resilient and high-performing organizations in emerging economies.

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Author Contribution

The authors were involved in the creation of the study design, data analysis, and execution stages. Every writer gave their consent after seeing the final work.

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A statement of conflicting interests

The authors declare that none of the work reported in this study could have been impacted by any known competing financial interests or personal relationships.

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