“Unpacking High-Performance Work Systems: The Role of Human Capital, Mindfulness, and Resilience in Fostering Thriving and Performance in the Bangladeshi Workforce”

Submitted To

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Submitted by

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Roll: 20 MGT 059
Exam Roll: MGT-044/8
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Research Project
On
"Unpacking High-Performance Work Systems: The Role of Human Capital, Mindfulness, and Resilience in Fostering Thriving and Performance in the Bangladeshi Workforce"

An Research Report Presented to the Faculty of Business Studies in Partial Fulfillment of the Requirements for the Degree of Bachelor of Business Administration

Supervised by

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Date of Submission: 06.08.2025

Letter of Transmittal

Date:

Dr. Md. Sohel Chowdhury

Associate Professor

Department of Management Studies

University of Barishal

Subject: Submission of Research Report titled *"*Unpacking High-Performance Work Systems: The Role of Human Capital, Mindfulness, and Resilience in Fostering Thriving and Performance in the Bangladeshi Workforce*"*

Dear Sir,

With due respect, I am pleased to submit my Research report entitled "Unpacking High-Performance Work Systems: The Role of Human Capital, Mindfulness, and Resilience in Fostering Thriving and Performance in the Bangladeshi Workforce" This report has been prepared as a partial requirement for the completion of the Bachelor of Business Administration (BBA) degree under the Department of Management Studies, University of Barishal.

Despite several challenges, I have put sincere effort into collecting relevant data, analyzing information, and presenting findings to prepare a comprehensive and meaningful report. This research project allowed me to explore an area of organizational importance with managerial implications, especially in the context of High-Performance Work Systems and employee outcomes in Bangladesh. I would like to express my heartfelt gratitude to you for your valuable guidance, continuous support, and encouragement throughout the process of completing this report.Yours Sincerely,

……..

Siam Bin Mesbah
Roll: 20 MGT 059
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Acknowledgment

Firstly, I would like to express my sincere gratitude to Allah Ta'ala, whose infinite mercy and blessings have given me the strength, patience, and determination to complete this research report within the scheduled time. I extend my heartfelt thanks to my supervisor, Dr. Md. Sohel Chowdhury, Associate Professor, Department of Management Studies, University of Barishal, for his unwavering guidance, valuable suggestions, and constant support throughout this academic journey. His insightful feedback and encouragement have greatly enhanced the quality of this report. I am deeply thankful to all the employees from the production and service sectors who participated in my study. Their cooperation and honest responses made this research possible and meaningful. I also appreciate the support of my peers, seniors, and well-wishers who continuously encouraged me during the entire process. Their motivation, feedback, and help at various stages made a significant contribution to the successful completion of this project. Finally, I am grateful to all those who have supported me directly or indirectly in conducting this research on a topic that holds deep social relevance and academic value.

Letter of Acceptance

To Whom It May Concern,

I am Siam Bin Mesbah delighted to confirm that the Research report titled "Unpacking High-Performance Work Systems: The Role of Human Capital, Mindfulness, and Resilience in Fostering Thriving and Performance in the Bangladeshi Workforce" conducted by Siam Bin Mesbah, BBA 9th Batch, Session: 2019–2020, ID No: 20 MGT 059, Exam Roll: MGT-044/8, Department of Management Studies, University of Barishal, has been accepted for both presentation and viva voce. He worked under my supervision during the preparation of this Research report as a partial requirement for the Bachelor of Business Administration (BBA) degree.

It gives me great pleasure to affirm that the findings and conclusions of this report are the result of original research carried out by Siam. I recommend that his report be considered for academic recognition during the viva voce session. Siam has demonstrated sincerity, dedication, and a strong ethical mindset throughout this process. I have thoroughly enjoyed working with him and guiding his efforts.

I wish him continued success and a prosperous future.

……

Dr. Md. Sohel Chowdhury
Associate Professor & Research Supervisor
Department of Management Studies
University of Barishal

Declaration

I, Siam Bin Mesbah, hereby declare that the Research report titled "Unpacking High-Performance Work Systems: The Role of Human Capital, Mindfulness, and Resilience in Fostering Thriving and Performance in the Bangladeshi Workforce" is my original work and has not been submitted to any other institution for academic purposes.

This report is entirely based on the knowledge, experiences, and academic insights I have gained during my Research and research process. I have prepared it independently, and all contents presented here reflect my own analysis and original effort without any form of plagiarism.

……

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UNPACKING HIGH-PERFORMANCE WORK SYSTEMS: THE ROLE OF HUMAN CAPITAL, MINDFULNESS, AND RESILIENCE IN FOSTERING THRIVING AND PERFORMANCE IN THE BANGLADESHI WORKFORCE

ABSTRACT

Inquiring how High-Performance Work Systems (HPWS) make an impression Employee Performance (EP) in Bangladesh's service and production sectors, with particular emphasis on the interposing roles of Human Capital (HC), Mindfulness (MF), Resilience at Work (RAW), and Thriving at Work (TAW). Guided by Social Exchange Theory (SET), the exploration employed a quantitative survey design and analyzed data from 218 full-time employees resorting Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reveal that both HC and TAW significantly enhance EP, while RAW demonstrates a negative impact—indicating that excessive resilience under adverse conditions may impair performance. Interestingly, the direct yielding of HPWS on HC and TAW, as well as the influence of MF on RAW and TAW, were not statistically significant, suggesting contextual limitations in the application of Western HRM frameworks within developing economies. The study contributes theoretically by making up psychological and organizational constructs into a unified model of employee performance, and empirically by offering evidence from a culturally distinct, under-researched context. Practically, the research highlights the gravity of aligning strategic HR practices with employees' psychological needs, recommending that organizations foster learning, vitality, and meaningful support systems rather than relying solely on resilience or isolated training initiatives. These insights are particularly relevant for HR practitioners and policymakers aiming to enhance workforce outcomes in resource-constrained sphere.

Keywords: High-Performance Work Systems, Employee Performance, Human Capital, Mindfulness, Resilience at Work, Thriving at Work

CHAPTER - ONE

INTRODUCTION

1.1 Background of the Study

Competitive and dynamic business ambience in today's globe , enhancing EP has befall a top priority for organizations striving for sustainability and growth(Wang et al., 2024). EP prescribes to the effectiveness with which employees fulfill their roles, contribute to organizational goals(Ijigu et al., 2022), and display both task and contextual behaviors(Imran & Atiya, 2020). A key determinant of EP is the implementation of HPWS a strategic intent of human resource management practices aimed at enhancing employee competencies, motivation, and opportunities to contribute(Ehrnrooth et al., 2021). HPWS commonly includes selective staffing, broad training, participative decision-making, and performance-based rewards(Sun & Mamman, 2022). These practices collectively serve to build HC—the knowledge, skills, and caliber that officiary bring to their work(Ehrnrooth et al., 2023a). Additionally, emerging research has emphasized the importance of MF, RAW, TAW in mediating or moderating the effects of HPWS on EP(Yun et al., 2022). While MF promotes a state of present-focused awareness, RAW refers to employees' capacity to adapt positively under pressure(Sweetman et al., 2022), and TAW encompasses a psychological state of vitality and continuous learning(Abid & Contreras, 2022). Together, these psychological resources help employees fully utilize the advantages offered by HPWS, ultimately leading to improved performance outcomes(Yoopetch et al., 2021). Nevertheless, the interplay of these constructs remains underexplored in developing economies, particularly in organizational contexts shaped by unique structural, cultural, and economic realities(Javed et al., 2023) such as Bangladesh.

1.2 Problem Statement

Although HPWS has been extensively studied in developed economies(Kim et al., 2022), there is finite empirical record on how it functions in developing countries like BD, peculiarly in the service and production sectors(Singh & Chand, 2020). Previous literature has vindicate positive links between HPWS and organizational outcomes, yet critical gaps remain regarding the psychological mechanisms through which HPWS exerts its influence on EP(Zhu et al., 2019).Several studies overlook the role of internal resources like MF, RAW, and TAW in enhancing or mediating this relationship(C. Li et al., 2023a). Moreover, contextual factors such as hierarchical organizational structures, low investment in employee development, and limited technological adoption in BD complicate the direct transferability of Western HRM model. These gaps highlight the need to explore whether and how HPWS contributes to employee

outcomes in a culturally distinct and resource-constrained environment(Ibrahim & Hussein, 2024). Accordingly, the present study addresses the consonant research questions.

RQ1: How does HPWS treat EP in the Bangladeshi service and production sectors?
RQ2: What are the roles of HC, MF, RAW, and TAW in this relationship?

1.3 Objectives of the Study

Our study affairs to investigate the influence of HPWS on EP within the service and production sectors of BD. Specifically, the research seeks to examine how HC, MF, RAW, and TAW function as mediating mechanisms in this relationship. The core objective is to provide a contextual understanding of whether HPWS practices can effectively enhance employee outcomes in a developing country(Javed et al., 2023). By evaluating the individual and combined effects of these variables, the study offers insight into how psychological and human capital resources shape the effectiveness of HPWS(Imran & Atiya, 2020). HC refers to the accumulated knowledge, skills, and expertise of employees(Sun & Mamman, 2022), MF is the capacity to maintain non-judgmental awareness in the present moment(Badham & King, 2021), RAW involves adaptive functioning under stress; and TAW includes employees' vitality and ongoing development(Rego et al., 2021). Examining these constructs as mediators, the study aims to offer a comprehensive explanation of how HPWS translates into improved EP outcomes, particularly in the socio-economic and cultural setting of Bangladesh.

1.4 Significance of the Study

Through this perusal avails to the existing frame of HRM and organizational demeanor literature in three significant modes. First, it extends the theoretical understanding of the HPWS and EP relationship by integrating psychological and HC factors and offering a more comprehensive model supported by SET(Imran & Atiya, 2020). Second, it fills an important research gap by contextualizing HPWS practices in BD, a developing country with distinct socio-cultural and economic characteristics often underrepresented in global HRM research. Third, the study offers applied adhesion for HR occupational and organizational leaders by identifying specific HPWS practices and psychological resources that can be leveraged to mark up EP, motivation, and overall well-being(Dorta-Afonso et al., 2023). These insights are exceptionally valuable for policymakers and organizations aiming to build resilient and high-performing workforces in outbound markets(Yun et al., 2022).

CHAPTER – TWO

LITERATURE REVIEW

To construct a comprehensive understanding of the key constructs and relationships investigated in this study, an profound review of relevant erudite literature was conducted(Chowdhury et al., 2021). This section synthesizes existing knowledge on HPWS and their impact on EP, while also exploring the theoretical and empirical foundations of HC, MF, RAW, and TAW drawing upon the principles of SET, the literature review further examines how these psychological and organizational resources may function as mediators in the HPWS–EP relationship.

2.1 Social Exchange Theory (SET)

Inseminated by Blau (1964) and rooted in the foundational work of Homans (1958), SET distributes as a critical theoretical framework for understanding the relational dynamics between employees and organizations(Yun et al., 2022). SET hang up that social seasoning in the workplace is the result of an interchange process wherein individuals ascertain to generating benefits and diminish costs(Ehrnrooth et al., 2023b). Within organizational contexts, when employees perceive favorable treatment—such as equitable rewards, support, and developmental opportunities—they are apparently to commute with increased commitment, discretionary effort, and positive action behaviors (Cropanzano & Mitchell, 2005; Rhoades & Eisenberger, 2002).

Without reference to HPWS, SET depositing a sturdy lens through which to interpret how bundled HR drills to influence employee attitudes and outcomes(Singh & Chand, 2020). Practices such as selective recruitment, performance-based stakes, empowerment, and continuous training signal organizational investment in employees (Awadh Aljuaid, 2025; Wang et al., 2024). In response, employees demonstrate higher levels of resilience, creativity, thriving, and performance, consistent with the provision of mutuality that underpins (Nadeem et al., 2019; Yun et al., 2022).

SET also elucidates the psychological exchange between organizations and employees(Rhoades & Eisenberger, 2002), emphasizing that not all exchanges are economic; many are socio-emotional and based on perceptions of fairness, trust, and support (Cropanzano & Mitchell, 2005). As such, the effectiveness of HPWS is highly contingent upon employee perceptions, highlighting the importance of consistent and sincere HRM implementation(Ijigu et al., 2022).Hence, employee perceptions play a pivotal role in determining whether HPWS practices are interpreted as genuine investments or strategic manipulations(Kim et al., 2022).

2.2 Human Capital (HC)

HC confers to the collective wisdom, nacks, luster and other attributes possessed by employees that contribute to organizational productivity and innovation (Sweetman et al., 2022). Developing HC is a central goal of HPWS and a critical fixer between HR practices and performance outcomes, especially in developing countries where skill enhancement is essential for competitiveness(Imran & Atiya, 2020).Selective hiring ensures that organizations acquire high-potential talent, while training and continuous development enhance skillsets and promote employee growth. These practices not only improve individual performance but also strengthen the collective capability of the workforce(Benítez-Núñez et al., 2024). Particularly in developing countries, where access to formal education and skill enhancement may be limited(Nadeem et al., 2019), HPWS can act as a transformative mechanism to build and leverage HC for sustained competitive advantage It conceptualized as both an outcome of strategic HR practices and a mediating factor in the pathway between HPWS and employee-level outcomes such as EP, RAW, and TAW(Weller et al., 2020).

2.3 Resilience at Work (RAW)

Depict as the capacity of employees to recuperate quickly from adversity, RAW adapt to changing conditions and maintain psychological well-being (Yun et al., 2022). Resilient workers are more capable of managing workplace stressors and sustaining performance in challenging environments. RAW is considered both a personal trait and a result of supportive organizational practices(C. Li et al., 2023b).HPWS practices, by offering a stable and empowering environment, can enhance employee confidence, reduce burnout, and create psychological safety—all of which contribute to improved RAW(C. Li et al., 2023a). Furthermore, resilient employees are more likely to engage in adaptive performance, innovation, and problem-solving—qualities essential for thriving in resource-constrained or high-pressure environments(Ibrahim & Hussein, 2024), such as those found in many Bangladeshi industries.

2.4 Thriving at Work (TAW)

Involves a psychological realm where employees experience both vitality and sense in their job roles (Rego et al., 2021). Thriving employees are energetic, curious, and continuously improving, contributing positively to innovation and productivity(Abid & Contreras, 2022). Organizational practices like HPWS and personal resources like MF can promote TAW by

creating an engaging and empowering work environment(Yun et al., 2022).TAW is fostered through both personal and organizational factors(Zhai & Tian, 2020). On the other hand, mindfulness and psychological capital promote thriving by enabling individuals to respond proactively to challenges.one the other hand, TAW serves as a bridge between employee capacity and motivation, thereby enhancing the overall effectiveness of HR practices(Ehrnrooth et al., 2021). So here, TAW as a mediator that connects HPWS and EP, emphasizing how both systemic practices and individual psychological readiness coalesce to create high-performing work environments.

2.5 High-Performance Work Systems (HPWS)

A cohesive set of HRM practices strategically designed to enhance employee skills, motivation, and performance which refers HPWS. These practices typically include selective staffing, extensive training, performance-based rewards, employee participation, and career development (Anakpo et al., 2023). HPWS are grounded in the belief that empowering and supporting employees through systematic HR practices enhances both individual and organizational outcomes(Anand & Vohra, 2022).The strength of HPWS lies in its configurational approach, where the collective effect of multiple HR practices exceeds the sum of their parts. HPWS stimulate a performance-oriented culture while also signaling to employees that their development and contributions are valued. These practices align well with the mutual gains perspective in SET, where both employees and organizations benefit from positive exchange relationships (Wang et al., 2024).In this study, HPWS are positioned as the primary antecedent influencing a chain of psychological and behavioral outcomes—HC, MF, RAW, TAW—that ultimately impact employee performance.

2.6 Mindfulness (MF)

MF depicts as psychological state of present-moment awareness characterized by non-judgmental attention to one's thoughts, emotions, and surroundings (Badham & King, 2021). In the organizational context, MF enables employees to manage stress, enhance focus, and improve emotional regulation. Recent scholarship point out that mindfulness plays a moderating and enabling role in the effectiveness of HRM practices It supports adaptive functioning and helps employees derive greater value from workplace systems such as HPWS(Chan & Chu, 2024).Moreover, MF helps buffer the negative effects of job stress, promotes self-regulation, and fosters engagement—all of which contribute to TAW and EP.

This erudition positions MF as a key psychological resource and potential moderator that strengthens the pathways between HPWS and downstream outcomes.

2.7 Employee Performance (EP)

The characteristic encompasses both rending performance execution of job-specific duties and contextual performance going beyond gala duties to support organizational goals(Wang et al., 2024). So this criterion remains the central dependent variable in most HRM studies, as it captures the tangible and intangible outputs of individual contributions. Factors influencing EP are multifaceted. It is the ultimate dependent variable in HRM studies, often influenced by systems-level factors like HPWS and individual-level psychological traits and states like HC, MF, RAW, and TAW(Edgar et al., 2021; Yun et al., 2022). For this, EP improves not only in terms of productivity but also in innovation, cooperation, and service quality

2.8 Integrated Framework & Research Gap

This study sakes an integrated framework that look into the impact HPWS and MF on EP through three key psychological and organizational mechanisms: HC, RAW, TAW(Imran & Atiya, 2020; Yun et al., 2022). While show onself literature widely acknowledges HPWS as a driver of employee capabilities and outcomes, limited research explores its interplay with psychological resources like mindfulness(Chan & Chu, 2024). Moreover, prior studies rarely consider the mediating roles of HC, RAW, and TAW in a single model, particularly within developing economies. In the context of BD, research remains scarce on how such integrated HRM and psychological constructs contribute to sustainable EP(Wang et al., 2024). By bridging this gap, the study offers a holistic perspective that combines strategic HR practices with individual psychological states to better understand performance dynamics in high-pressure and resource-constrained work environments(Zahoor et al., 2025).

CHAPTER – THREE

HYPOTHESIS DEVELOPMENT

3.1 Human Capital & Employee Performance

Represents the foundational knowledge and skills HC enable employees to perform effectively(Imran & Atiya, 2020; Zhai & Tian, 2020). When employees possess higher HC through training, experience, and education, they are more equipped to execute tasks efficiently and contribute innovative solutions(Anakpo et al., 2023). Prior research highlights that employees with strong HC not only perform better but also adapt quicker to new challenges(Imran & Atiya, 2020). Therefore, increased HC directly enhances individual productivity and overall job performance(Ibrahim & Hussein, 2024; Y. Li et al., 2021).

H1: HC has a positive effect on EP.

3.2 Resilience at Work & Employee Performance

Although resilience is generally viewed positively, in high-pressure work environments it can sometimes lead to emotional detachment or normalization of workplace adversity(C. Li et al., 2023b). Employees who are overly resilient may continue operating under harmful conditions without seeking change or support, potentially leading to burnout or reduced proactive behavior(Ibrahim & Hussein, 2024). This inverse relationship reflects the complex nature of RAW in specific contexts, such as BD's overburdened workforce, where resilience may suppress warning signs rather than foster sustainable performance.

H2: RAW has a negative effect on EP.

3.3 Thriving at Work & Employee Performance

Employees who blossom are not only more energetic and enthusiastic but are also continuously learning and improving(Kim et al., 2022). This dual state of vitality and growth encourages proactive problem-solving, collaboration, and innovation, all of which are key performance indicators(Rego et al., 2021). Thriving employees are more engaged and emotionally invested in their work, which leads to improved task execution and organizational citizenship behavior(Singh & Chand, 2020).

H3: TAW has a positive effect on EP.

3.4 High-Performance Work Systems

Practices such as extensive training, developmental feedback, and career advancement opportunities, HPWS directly contribute to building HC(Singh & Chand, 2020). These practices signal organizational support and investment in employee growth, which motivates

individuals to acquire and apply new skills(Awadh Aljuaid, 2025). This relationship is particularly vital in contexts like BD, where structured training and development are not always uniformly available.Supportive work environments fostered by HPWS can buffer the impact of job stressors, thereby promoting resilience(Abid & Contreras, 2022). Practices such as employee involvement, job security, and transparent communication create psychological safety and increase coping capacity(Yun et al., 2022). As a result, HPWS not only enhance technical competencies but also build psychological strength among employees(Nassani et al., 2023). HPWS create conditions that allow employees to feel empowered, supported, and challenged—all of which are critical to experiencing thriving at work(Zahoor et al., 2025). By providing autonomy, constructive feedback, and learning opportunities, HPWS fuel both vitality and continuous development(Rego et al., 2021). This positive climate nurtures an engaged workforce that feels competent and motivated(Y. Li et al., 2021).

H4: HPWS have a positive effect on HC.

H5: HPWS positively influences RAW.

H6: HPWS has a positive impact on TAW

3.5 Mindfulness (MF)

Supports self-awareness and self-regulation, MF are essential for learning and skill development(Badham & King, 2021). Mindful individuals are more open to feedback, better at managing emotional responses, and more focused in training sessions, thereby amplifying the effects of learning initiatives(Chan & Chu, 2024). Thus, MF enhances HC by helping individuals maximize their growth potential(Ehrnrooth et al., 2021). MF individuals exhibit greater emotional stability and acceptance, enabling them to cope better with stress and adversity(Badham & King, 2021). Through practices like non-reactivity and present-focused attention, MF builds psychological resilience, allowing employees to remain composed and effective under pressure(Javed et al., 2023). MF fosters present-moment engagement, which contributes to feelings of vitality(Wang et al., 2024). It also increases cognitive flexibility and curiosity, key drivers of learning and growth(Badham & King, 2021). When employees are mindful, they are more likely to interpret challenges as opportunities, thereby experiencing the dual dimensions of thriving—learning and vitality—more frequently.

H7: MF positively influences HC.

H8: MF has a positive effect on RAW.

H9: MF positively affects TAW.

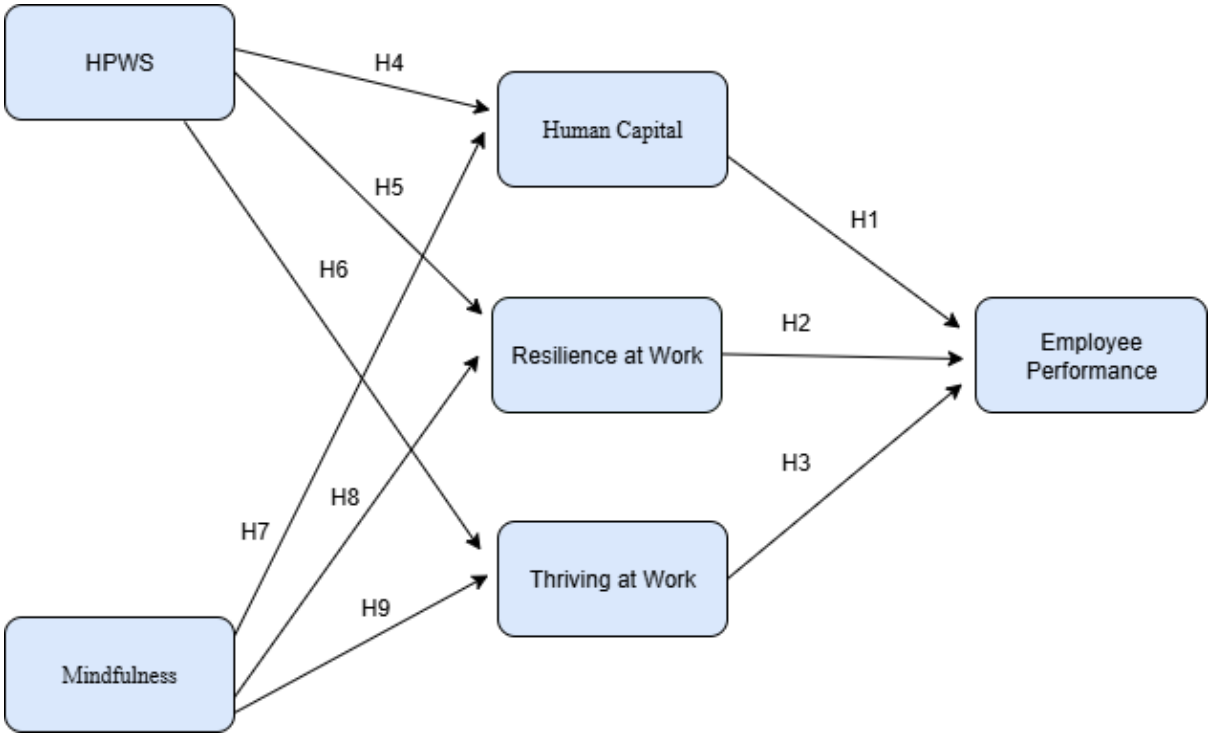

Figure 1. Conceptual Framework

CHAPTER - FOUR

RESEARCH METHODOLOGY

This section outlines the methodological approach employed to peruse the proposed research model. It includes a detailed explanation of the sampling strategy, data collection procedures, components and participant demographics.

4.1 Participants & Procedure

A quantitative survey designed to examine the relationships among HPWS, MF, HC, RAW, TAW, and EP. Data were collected from employees in both production and service sectors across Bangladesh. Of the 252 initial responses, 218 were retained after data screening for completeness and consistency. Participants were full-time employees in public or private organizations with at least one year of work experience, ensuring adequate familiarity with workplace practices(Chowdhury, 2024).

Data collection was conducted digitally in favor of Google Forms, distributed care of social media (Facebook, LinkedIn, WhatsApp) and mail. A combination of convenience and snowball sampling techniques was employed to reach a diverse and widespread sample(Baltar & Brunet, 2012). Participation was deliberate and anonymous, with informed consent obtained prior to survey completion. A pilot test was conducted to refine the instrument, ensuring clarity and reliability and ethical standards were strictly maintained throughout the research process(Chowdhury et al., 2021).

4.2 Measurement Instruments

All constructs used a five-point Likert scale ranging from 1 (“Strongly Disagree”) to 5 (“Strongly Agree”). The use of previously validated instruments ensures construct reliability and content validity, while the consistent response format simplifies analysis and interpretation.

4.2.1. High-Performance Work Systems (HPWS)

This attribute was assessed using five items adapted from(Edgar et al., 2021),which capture employee perceptions of strategic HR practices, including selective staffing, performance-based appraisal, employee participation, and training opportunities(Kim et al., 2022). The items reflect the tract to which organizations actively invest in practices that enhance workforce capability and engagement. Example item: “At work, I get lots of opportunities to participate in decision-making.’’ The Cronbach’s alpha for this factor was 0.90.

4.2.2. Mindfulness (MF)

The construct was measured using a five-item scale adapted from (Chan & Chu, 2024), focusing on present-moment awareness and attentiveness in the workplace. The items capture the psychological state of being focused, open-minded, and non-reactive in challenging work environments. MF is treated as a personal psychological resource that influences how individuals perceive and respond to work demands(Badham & King, 2021). Sample item: "In my rush to do things, I fail to pay attention to what I am doing." The Cronbach's alpha for this factor was 0.97.

4.2.3. Human Capital (HC)

Respondent of this variable was measured using five items based on(Imran & Atiya, 2020). The scale captures employee competencies, including knowledge, problem-solving ability, and domain-specific skills, which are crucial for organizational effectiveness and innovation. Item: "I have technical knowledge that is relevant to my responsibilities." The Cronbach's alpha for this factor was 0.88.

4.2.4. Resilience at Work (RAW)

It was evaluated using five items adopted from (Ibrahim & Hussein, 2024). The scale captures an individual's capacity to recover from stress, remain optimistic, and adapt positively to adversity in the workplace. This construct plays a mediating role in how employees respond to organizational challenges and high-performance expectations. Test item: "I can change my mood at work when I need to." The Cronbach's alpha for this factor was 0.89.

4.2.5. Thriving at Work (TAW)

Particularly this attribute was measured with five items adapted from(Rego et al., 2021), focusing on two core elements: vitality and learning. These items reflect the psychological experience of being energized and continuously growing at work. Thriving employees are more likely to contribute innovatively and persistently toward organizational goals(Abid & Contreras, 2022). Sample item: " I am experiencing considerable personal growth." The Cronbach's alpha for this factor was 0.92.

4.2.6. Employee Performance (EP)

This construct assessed using four items derived from (Yoopetch et al., 2021), targeting task-related performance indicators such as productivity, goal attainment, and quality of work(C. Li

et al., 2023a). This variable served as the ultimate dependent variable in the model, reflecting the output and effectiveness of employees in fulfilling their job responsibilities. Example item: “My supervisor believes that I can manage my work time more effectively compared to most of my colleagues.” The Cronbach’s alpha for this factor was 0.91.

4.3 Overview of Analysis

To examine the hypothesized relationships among variables, Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed using SmartPLS 4 software(Sarstedt et al., 2024). PLS-SEM is suitable for exploratory research and complex models with multiple constructs and paths, particularly when data distribution is non-normal or sample sizes are moderate(Hair et al., 2019). This method allowed for simultaneous assessment of both the measurement and structural models. Reliability and validity of the constructs were evaluated through composite reliability, average variance extracted (AVE), and factor loadings(Guenther et al., 2023). Structural relationships were tested using path coefficients, significance levels (p-values), t-statistics, and model fit indices(Hair et al., 2012). Prior to the PLS-SEM analysis, descriptive statistics and initial data screening, including checks for missing values and outliers, were conducted using IBM SPSS(Hair et al., 2017). This analytical strategy ensured robust evaluation of the conceptual framework based on empirical evidence.

CHAPTER – FIVE

RESULTS & ANALYSIS

However, demographic profile of the study participants (N = 218) reveals important insights into the composition of the swatch. The precedence of respondents were male (88.5%), indicating a gender imbalance that may gleam the male-dominated mold of the production and service sectors in Bangladesh. In terms of age distribution, the maximum proportion of participants fell within the 26–35 age range (52.7%), suggesting that the sample primarily comprises young to mid-career professionals. Educational attainment was notably high, with 60.6% holding postgraduate degrees and 26.1% holding undergraduate degrees, indicating a well-educated workforce. Regarding workplace affiliation, most participants were employed in non-government organizations, with 43.1% working in the service sector and 38.1% in production companies, highlighting the dominance of the private sector among respondents. Work experience varied, though a significant portion (63.3%) had between one and ten years of experience, demonstrating a workforce with practical exposure but still in the growth phase of their careers. Overall, the demographic data reflect a predominantly male, educated, and professionally active sample, largely employed in Bangladesh's non-governmental production and service sectors.

Table 1. Demographic Statistics

Demographic variable	**Frequency**	**Percentage**
Gender		
Male	193	88.5
Female	25	11.5
Total	218	100
Age		
21-25	35	16.1
26-30	58	26.6
31-35	57	26.1
36-40	40	18.3
40 above	28	12.8

Total	218	100
Education		
HSC	23	10.6
graduate	57	26.1
Post Graduate	132	60.6
others	6	2.8
Total	218	100
Work place		
Production Company (Government)	8	3.7
Production Company (Non - Government)	83	38.1
Service (Government)	8	3.7
Service (Non- Government)	94	43.1
Others	25	11.5
Total	218	100
Year		
Less than 1 year	21	9.6
1-5 Years	81	37.2
6-10 years	57	26.1
11-15 years	33	15.1
More than 15 years	26	11.9
Total	218	100

5.1 Reliability and Validity

To hold down internal consistency of the parameters was evaluated using Cronbach's alpha and Composite Reliability (CR)(Hair et al., 2019). All constructs showed Cronbach's alpha values

above the acceptable threshold of 0.70, ranging from 0.885 (HC) to 0.971 (MF), indicating potent internal consistency. Similarly, Composite Reliability (CR) values ranged from 0.915 to 0.977, exceeding the minimum required value of 0.70, confirming the reliability of the measurement model(Hair et al., 2019). To examine multicollinearity, Variance Inflation Factor (VIF) and Tolerance values were assessed, with all VIF values well below the critical limit of five and tolerance values above 0.2, suggesting no multicollinearity issues among the variables(Hair et al., 2017). All constructs were calculated in terms of convergent validity which is measured using Average Variance Extracted (AVE).showing an AVE of more than 0.50 - between 0.684 and 0.896 - which demonstrates that a significant each construct captured amount of variance. Discriminant validity was tested using both the Fornell-Larcker criterion and the HTMT ratio(Song et al., 2022). Obeying to the Fornell-Larcker criterion, the square roots of AVE for each construct were higher than their inter-construct correlations, ensuring construct distinctiveness(Sarstedt et al., 2024). The HTMT values also remained below the recommended threshold of 0.90, confirming discriminant validity(Hair et al., 2012). These combined outcome uphold that the measurement model is both reliable and valid, thus providing a solid foundation for structural path analysis in the study(Guenther et al., 2023).

Table 2. Construct Reliability & Validity

Construct	Cronbach's alpha	Composite reliability (rho_c)	Average variance extracted (AVE)
EP	0.918	0.942	0.802
HC	0.885	0.915	0.684
HPWS	0.907	0.930	0.727
MF	0.971	0.977	0.896
RAW	0.893	0.919	0.696
TAW	0.924	0.943	0.767

Table 3. VIF and Tolerance values

Path	VIF
HC -> EP	1.051

RAW -> EP	1.059
TAW -> EP	1.065
HPWS -> HC	1.148
HPWS -> RAW	1.148
HPWS -> TAW	1.148
MF -> HC	1.148
MF -> RAW	1.148
MF -> TAW	1.148

Table 4. Discriminant Validity (HTMT)

	EP	**HC**	**HPWS**	**MF**	**RAW**	**TAW**
EP						
HC	0.290					
HPWS	0.158	0.167				
MF	0.102	0.173	0.402			
RAW	0.108	0.167	0.228	0.179		
TAW	0.367	0.179	0.254	0.161	0.220	

Table 5. Discriminant Validity Fornell

	EP	**HC**	**HPWS**	**MF**	**RAW**	**TAW**
EP	**0.895**					
HC	0.268	**0.827**				
HPWS	0.156	0.156	**0.853**			
MF	0.095	0.176	0.359	**0.946**		
RAW	-0.094	0.168	0.228	0.170	**0.834**	
TAW	0.341	0.174	0.254	0.158	0.201	**0.876**

5.2 Model Fit

The SRMR values for both the saturated (0.060) and estimated model (0.072) are below the 0.08 threshold, indicating good fit(Hair et al., 2017). Although the d_ULS and Chi-square values are slightly higher in the estimated model, they remain acceptable(Hair et al., 2019). The NFI value (0.833) is close to the recommended level, It's shows an overall satisfactory model fit.

Table 7. Model Fit

	Saturated model	Estimated model
SRMR	0.060	0.072
d_ULS	1.576	2.267
d_G	0.739	0.755
Chi-square	922.805	944.125
NFI	0.837	0.833

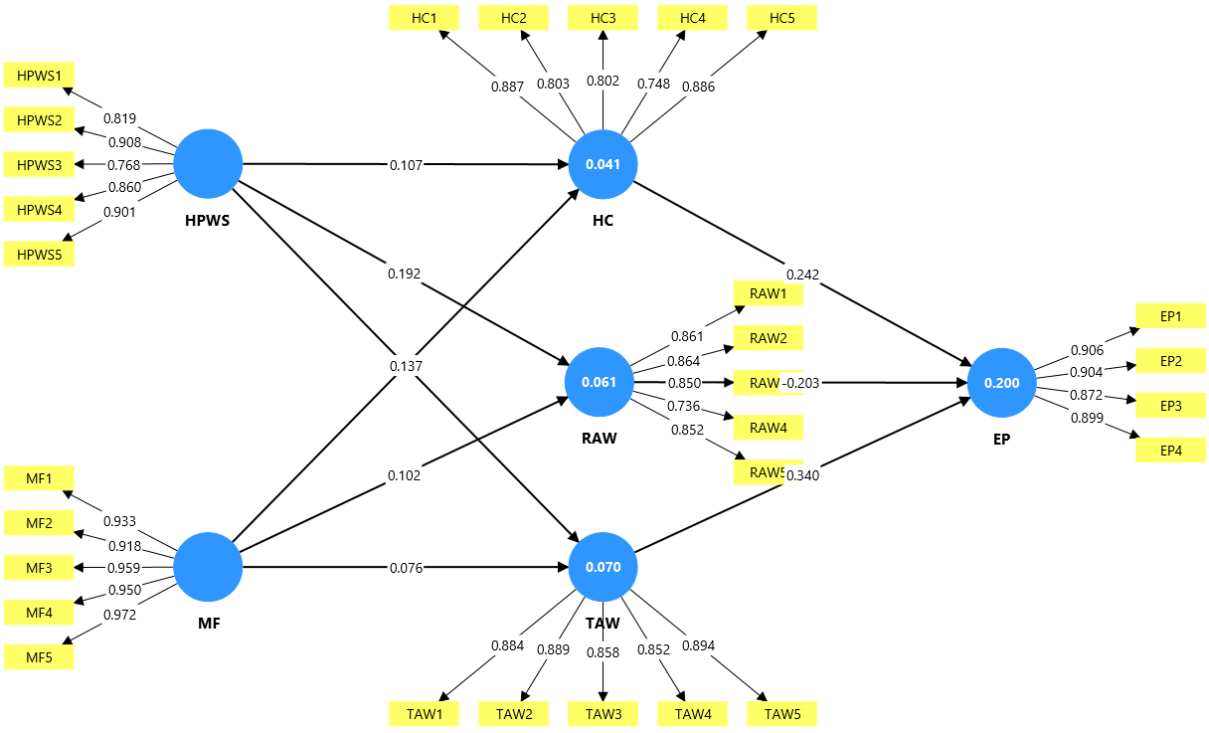

Figure 2. Structural Model Analysis

5.3 Hypothesis Testing

To testing the hypothesis results reveal several significant relationships among the core constructs in our study. HC, RAW and TAW were traced to have a statistically significant impact EP, supporting hypotheses H1, H2, and H3, respectively. Specifically, HC positively influenced EP ($\beta = 0.242$, $p < 0.001$), while RAW showed a negative but significant effect ($\beta = –0.203$, $p = 0.001$), indicating that higher resilience under certain workplace conditions may paradoxically correlate with reduced performance. TAW showed the strongest positive impact on EP ($\beta = 0.340$, $p < 0.001$), highlighting the importance of workplace vitality and learning for enhancing performance. These findings underscore the multidimensional nature of employee outcomes and the role of psychological and HC variables in shaping performance levels.

Table 6. Summary of the hypothesis test results

Path	Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Supported ?(Yes/No)
HC -> EP	H1	0.242	0.246	0.060	4.056	0.000	YES
RAW -> EP	H2	-0.203	-0.210	0.061	3.309	0.001	YES
TAW -> EP	H3	0.340	0.335	0.083	4.083	0.000	YES
HPWS -> HC	H4	0.107	0.109	0.085	1.259	0.208	NO
HPWS -> RAW	H5	0.192	0.197	0.095	2.010	0.045	YES

HPWS -> TAW	H6	0.227	0.223	0.122	1.859	0.063	NO
MF -> HC	H7	0.137	0.142	0.061	2.269	0.023	YES
MF -> RAW	H8	0.102	0.104	0.075	1.359	0.174	NO
MF -> TAW	H9	0.076	0.080	0.069	1.107	0.268	NO

In terms of antecedent relationships, HPWS significantly influenced RAW (β = 0.192, p = 0.045), but did not show statistically significant effects on HC or TAW, leading to partial support for the proposed framework. Similarly, MF significantly predicted HC (β = 0.137, p = 0.023), but did not show meaningful effects on RAW or TAW. Hypotheses H4, H6, H8, and H9 were therefore not supported, suggesting that while MF and HPWS are conceptually strong drivers of workplace resources, their direct influence may be context-dependent or mediated by other factors. These mixed results indicate the need for further exploration of contextual or moderating variables that may shape how strategic HR practices and psychological traits translate into performance outcomes. Overall, the supported paths provide strong evidence for the importance of HC and TAW as performance enablers, while the unsupported paths open avenues for deeper inquiry in future research.

CHAPTER – SIX

DISCUSSION AND CONCLUSION

6.1 Interpretation of Findings

Leading motive of this research was to examine how HPWS impact EP in Bangladesh's service and production sectors, moreover to explore the mediating roles of HC, MF, RAW, TAW The findings confirmed that HC and TAW positively influence EP, aligning with earlier studies by (Imran & Atiya, 2020; Rego et al., 2021), which emphasized the importance of employee competence and vitality in driving performance. Interestingly, RAW demonstrated a significant negative relationship with EP(Sweetman et al., 2022), reflecting the nuanced impact of resilience under challenging conditions, particularly within the context of Bangladesh's demanding and resource-constrained work environments.

Some expected relationships, however, did not hold true. For instance, the study found no significant effect of HPWS on HC or TAW, which contradicts findings by(Singh & Chand, 2020), who argued that structured HR practices foster both skill development and employee engagement. A plausible explanation may lie in inconsistent implementation of HR practices across Bangladeshi organizations or a disconnect between policy and perception among employees. Similarly, MF significantly influenced HC but had no notable effect on RAW and TAW. This diverges from studies like(Chan & Chu, 2024), which emphasized MF as a catalyst for both psychological resilience and vitality.

The rejection of hypotheses H4, H6, H8, and H9 signals potential contextual constraints. For instance, the lack of direct impact of HPWS on HC and TAW may indicate either insufficient exposure to training or a mismatch between training and job relevance. In addition, while MF might improve individual focus and learning, its broader impact on organizational outcomes like thriving or resilience may require organizational support systems that were perhaps missing in the sample organizations(Dorta-Afonso et al., 2023). These results suggest that strategic HR practices and personal psychological traits need to be complemented by a conducive organizational climate to produce expected outcomes.

Broadly, the findings reinforce the multidimensional and context-sensitive nature of HRM outcomes in developing economies. While some universal principles hold—such as the importance of HC and thriving for performance—others, such as the direct effects of HPWS or MF, may be shaped by socio-cultural and institutional realities. Therefore, the study contributes to the ongoing discourse about the contextual adaptability of Western HRM

frameworks, highlighting that in emerging markets, employee outcomes may hinge on both individual resources and systemic enablers.

6.2 Theoretical Contributions

This practice advances the theoretical understanding of HPWS by integrating psychological resources MF, RAW, TAW with traditional human capital theory, offering a more holistic and interdisciplinary framework(Chan & Chu, 2024; Javed et al., 2023). Drawing on SET the research validates that employees reciprocate developmental support with enhanced performance(Ibrahim & Hussein, 2024). However, it also problematizes this model by showing that not all exchanges yield positive outcomes especially in the case of RAW, which was negatively associated with performance, emphasizing that resilience may become maladaptive in the absence of systemic support.

Secondly, the study contributes to the emerging body of research on the psychological mechanisms that underlie HRM outcomes in non-Western contexts(Badham & King, 2021). By examining the mediating effects of MF, HC, RAW, and TAW, it illustrates the complexity of employee experiences in developing countries like Bangladesh. The results challenge the assumption of linear relationships in HRM frameworks and highlight how psychological and contextual moderators can shape these dynamics. This refines existing theories and suggests the need for cultural sensitivity in HRM models.

Lastly, the research extends SET by integrating emotional and cognitive resources as part of the exchange process between employees and organizations. Traditional SET applications tend to focus on tangible outcomes such as job satisfaction or turnover. This study, however, emphasizes that constructs like MF and thriving, which are inherently psychological and experiential, also play a critical role in shaping employee responses to organizational practices(Edgar et al., 2021). This broader interpretation enriches SET and invites future scholars to consider non-material exchanges when evaluating HRM systems.

6.3 Practical/Managerial Implications

For practitioners, the findings emphasize the critical role of nurturing HC and promoting TAW as key drivers of EP(Imran & Atiya, 2020). Organizations should invest not only in technical training but also in contextual learning opportunities that promote creativity, autonomy, and continuous development(Muduli & McLean, 2021). Given the strong positive relationship between TAW and EP, HR departments must create a work culture that encourages learning,

energy, and a sense of purpose. Practices such as job rotation, mentorship, and learning-based KPIs can foster this environment and elevate individual as well as organizational performance(Dorta-Afonso et al., 2023).

Second, the negative effect of RAW on performance calls for caution in overemphasizing resilience without addressing systemic issues. While resilience is often celebrated as a workplace virtue, this study reveals that excessive reliance on it, especially under poor working conditions, can diminish performance and employee well-being. Managers should thus not merely expect resilience from employees but should actively reduce unnecessary stressors, increase support systems, and foster a culture of psychological safety(Ibrahim & Hussein, 2024). Interventions such as mental health programs, flexible work policies, and supervisor training can address these concerns.

Finally, the mixed outcomes related to HPWS and MF suggest that strategic HR practices and psychological resources must be reinforced through consistent and transparent organizational support. Organizations should audit how their HR policies are perceived and experienced on the ground, especially in non-government sectors where implementation gaps may be wider. Moreover MF training alone is unlikely to yield desired performance outcomes unless it is coupled with structural support and leadership involvement. Thus, aligning employee development programs with strategic goals and work realities is essential for converting potential into performance.

6.4 Limitations and Future Research Directions

A pivotal limitation of this study lies in its cross-sectional design, which circumscribe causal inference. Trice the relationships among variables are statistically significant, their directional effects remain interpretive rather than definitive. Hereafter research should consider lenghtwise designs to assess changes over time and better capture the dynamic nature of psychological and performance-related constructs. Longitudinal studies can also help understand whether interventions like mindfulness training or HPWS adoption yield sustained improvements in performance.

Another abridgment is the reliance on self-reported data, which may inseminated common method bias despite the statistical controls in place. Responses might have been influenced by social desirability or misinterpretation of scale items, especially in the context of psychological constructs like MF and TAW. Future researchers could employ a mixed-method approach,

incorporating interviews or supervisor ratings to triangulate data and provide a more nuanced view of employee outcomes.

Eventually, the study's generalizability is limited to the Bangladeshi service and production sectors, which may not reflect conditions in other sectors or cultural contexts. Given the unique challenges of developing economies—such as resource constraints, hierarchical structures, and low investment in training—future studies should replicate the model across different industries and countries. Comparative studies between developing and developed economies could also reveal important insights about the contextual adaptability of HRM frameworks and the role of psychological resources in performance enhancement.

6.5 CONCLUSION

This research aimed to inspect the influence of HPWS on EP in the Bangladeshi service and production sectors, with a tangible focus on the mediating roles of HC, MF, RAW, TAW. The study revealed that both HC and TAW significantly enhance EP, reinforcing their value as critical enablers of workforce effectiveness. Interestingly, RAW exhibited a negative association with EP, suggesting that resilience, when overextended in challenging environments, may hinder rather than help performance. Moreover, not all hypothesized relationships—particularly those involving direct effects of HPWS and MF—were supported, emphasizing the magnitude of contextual and organizational factors in shaping HR outcomes. The study avails to the theoretical discourse by integrating psychological constructs within a SET framework and adapting Western HRM models to a developing economy context. It also offers practical insights for managers aiming to build more engaged, capable, and resilient workforces in resource-constrained settings.

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Appendices

Variable Items		
High-Performance Work System (HPWS)	**HPWS1:** When I'm at work, I also have the chance to make some calls. **HPWS2:** I have an excellent vocation of independence to perform my job. **HPWS3:** I get good job indemnity. **HPWS4:** I am remunerated well. **HPWS5:** My workplace is highly enviable and unique in its standards. In hiring employees it is also very recherche. **HPWS6:** My organization places a sublime importance on problem-solving skills	(Edgar et al., 2021)

	HPWS7: I think my organization's beliefs align nicely with mine.	
Employee Performance (EP)	**EP1:** My supervisor feels that I am able to manage my time in the job better than most of my fellow workers. **EP2:** My superior considers that I should be able to work with a significant level of efficiency and efficacy. **EP3:** My supervisor believes that I am an efficient employee. **EP4:** My supervisor is satisfied with the quality of my work. **EP5:** My supervisor feels like I am a competent worker. **EP6:** My supervisor thinks I produce plenty of work, good work.	(Yoopetch et al., 2021)
Human Capital (HC)	**HC1:** The industry that we are imitating is an area of knowledge that I have technical knowledge of. **HC2:** My technical knowledge is competent as pertaining to my duties.	(Imran & Atiya, 2020)

	HC3: I also have overall people drifting skills (planning, organizing, leading, judging, and motivating) **HC4**: I know the advantages and disadvantages of our firm. **HC5:** I am aware of the capabilities and product quality of our suppliers. **HC6:** I possess appropriate coordination skills that would enable me to form effective working relations with other departments within our firm.	
Mindfulness (MF)	**MF1**: It is difficult for me to stay focused in the present. **MF2:** In my rush to do things, I fail to pay attention to what I am doing. **MF3:** Tasks and jobs are redacted automatically without my conversance. **MF4:** In addition to listening to someone, I often do something else at the same time.	(Chan & Chu, 2024)

	MF5: I find it tenacious to avoid thinking about the future or the past. **MF6:** I am not even aware that I'm eating.	
Resilience at Work (RAW)	**RAW1:** I can change my mood at work when I need to. **RAW2:** I know my strengths and I use them orderly in my work. **RAW3:** My workplace is somewhere where I feel that I pertain. **RAW4:** I am painstaking to ensure that my work does not bring under control my personal life. **RAW5:** I often ask for feedback so that I can ameliorate my work performance. **RAW6**: I think it's important to provide and request cooperation from my colleagues. **RAW7:** My level of physical fitness is good. **RAW8:** At work, I have a solid and trustworthy	(Ibrahim & Hussein, 2024)

	network of helpful colleagues.	
Thriving at Work (TAW)	**TAW1:** I feel subsistent and exigent. **TAW2:** I feel so brisk. **TAW3:** I am experiencing considerable personal growth. **TAW4:** I am flourishing in positive ways. **TAW5:** I have elevated much recently. **TAW6:** As time passes, I continue to learn more	(Rego et al., 2021)

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Meeting Resolution

Title: Unpacking High-Performance Work Systems: The Role of Human Capital, Mindfulness, and Resilience in Fostering Thriving and Performance in the Bangladeshi Workforce

Supervisor: Dr. Md. Sohel Chowdhury

Student: Siam Bin Mesbah

I am Siam Bin Mesbah, a student of the Department of Management Studies, University of Barisal, and hereby declare the work presented in this report on " Unpacking High-Performance Work Systems: The Role of Human Capital, Mindfulness, and Resilience in Fostering Thriving and Performance in the Bangladeshi Workforce". In the completion of this research project report under my professor, Dr. Md. Sohel Chowdhury in (Associate Professor), we have conducted numerous meetings regarding some important issues of my research report. I am showing my gratitude toward my research supervisor for giving me his valuable time. Some of the report agendas discussed in these meetings are briefly mentioned below

Date of Meeting	Issues Discussed in the Meeting	Signature of Student
05.05.2025	Topic selection and title finalization, identifying research interest, narrowing the scope.	
29.05.2025	Formulating objectives and research questions, planning literature review, finalizing theoretical/conceptual framework.	
30.06.2025	Designing methodology, sampling technique, population determination, and instrument (questionnaire/interview guide) development.	
16.07.2025	Pilot testing instruments, planning and reviewing data collection, data entry, and cleaning procedures.	
20.07.2025	Data analysis techniques (PLS-SEM, SPSS, Excel), result interpretation, and comparison with literature.	

02.08.2025	Final report drafting, formatting, referencing, proofreading, plagiarism check, and submission preparation.	

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Dr. Md. Sohel Chowdhury
Associate Professor & Supervisor
Department of Management Studies
University of Barishal