

Influence of Subordinates' Strength-based Leadership and Employee Wellbeing on Employee Engagement

Mohammed Akbar Hossain¹

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Abstract

Considering the influence of Leadership style to ensure employee engagement of employees, the study aims to investigate the relationship between Strength-based Leadership and employee engagement using the lens of the Leader-Member-Exchange (LMX) theory. This study is quantitative in nature. The objective of this study is to determine the influence of subordinates' strength-based leadership and employee wellbeing on employee engagement. This quantitative study aims to obtain generalized results by collecting 253 questionnaires from divergent manufacturing and service organizations. The collected data were analyzed using correlation and regression analysis to test the hypotheses and evaluate the relationship among the variables. The results exhibited a notable influence of strength-based Leadership on employee engagement. The study encloses practical implications and notes for upcoming research.

Keywords: Strength-based Leadership, Employee engagement, Employee wellbeing.

1. Introduction

Recently, it has been observed that there are huge calls for academic research on employee engagement (EE). In the millennial age of business, a strong EE is essential for an organization's sustainability and effectiveness (Sahni, 2021). To increase their growth, organizations currently focus on EE to motivate employees for a long time (Miawati et al., 2020). Scholars described EE as an additional hardworking, desire to work hard, increased dedication, and employee inventiveness, connected with upper-level employee satisfaction and greater confidence. Increased EE in a firm makes enough room for talented employees, and it assists an organization in keeping pace smoothly with upcoming market dynamics (Caldwell et al., 2021). Furthermore, many researchers describe EE as emotional devotion to the organization and employee experience of dynamic involvement in the job. Consequently, EE is widely used in organizations due to

¹ Assistant Professor, Department of Management, Satkania Government College Chattogram, Bangladesh email: akbar.shipon77@gmail.com

its positive results in business, service, and operations (Chawla, 2019; Turner, 2019).

Nowadays, many researchers focus on the strength-based approach and apply this approach in the organization because the strength-based approach has a great role in lessening absenteeism and unhappiness at work (Ding et al., 2020; Mackie, 2020; Chu et al., 2022; Ding & Yu, 2020; Liu & Tong, 2022; Glance et al., 2023). Positive psychology suggests that employees perform better when focusing on their strengths rather than their weaknesses. Leaders help employees to perform their best abilities by developing their strengths (Wang et al., 2023). Subordinates' strength-based leadership (SSBL) refers to the competency, capacity, and enterprise achievement influenced by the strengths of its employees (Burkus, 2011). SSBL presents a stable success by involving employees in frequent improvement, knowledge-based, innovative, and constructive changing world (Sylvia, 2015).

Employee well-being (EW), which is regarded as intellectual capital, is a very useful organizational asset for employee productivity. In the changing labor market conditions, a conducive working environment in an organization helps employees shape culture in a way that they can face personal and family needs with high performance and integrate EW as a catalyst to foster healthy minds and healthy families (Khatri & Gupta, 2019). Organizations are more interested in developing employee health and wellbeing through individual strength which has a natural power to do the best job with superior performance (Meyers & Woerkom, 2016). In a conducive working environment, employees with higher wellbeing give their best efforts to play an important role in achieving the organization's target (Basu, 2019). EW has an impact on employees' productivity and work performance which leads to EE (Ibrahim, 2020). Due to increasing the intensity of depression levels in organizations, thus organizations must play a significant role in enhancing EW to stimulate employees' EE at the workplace (Thapa et al., 2023). In the light of LMX theory, it can be said that high-quality interpersonal relationships among leaders and subordinates have crucial implications for EE.

In the area of leadership literature, a significant number of studies have been done to expand the role of different leadership styles on the EE and EW (Cheng et al., 2022; Wang et al., 2018; Ashfaq et al., 2021; Thisera & Sewwandi, 2018; Jones, 2020; Arnold, 2017; Chughtai & Flood, 2015; Rahimnia & Sharifrad, 2014). However, a few studies were noticed on SSBL and EE. Thus, there is still great scope for conducting further study on SSBL and EE relationships. Researchers intend to design an empirical investigation into the correlation

between SSBL and EE in mediated mechanisms. The results are designed to provide the following: First, whereas numerous studies have been conducted on the relationship between leadership and EE, studies on SSBL and EE have yet to be explored. Second, the study findings are crucial for HR and business leaders to boost employee performance and better organizational outcomes in today's business environment. Finally, the study proposes a unique model in a mediation mechanism, which advances the understanding of how SSBL contributes to EE. No study has yet been found in any context using a similar model. Thus, the study introduces a new area to the SSBL literature.

The rest of the paper is structured as follows: Section two presents the literature review through the empirical and theoretical background, and section three displays hypotheses development that establishes the potential relationship between the variables, leading to a hypothetical model. Section four demonstrates the research method. Sample design, data collection procedure, and demographic sketches. Section five delineates analytic tools, measurement issues, and estimates on hypothesized relationships. Section six provides an analysis of the results based on empirical observations. Finally, discussions and conclusions are made emphasizing future research implications.

2. Literature Review

2.1. Employee Engagement

Employee engagement is firstly connected to Khan's (1990) research on personal engagement as "the harnessing of organization members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". Schaufeli et al. (2002) define engagement 'as a positive, fulfilling, work-related state of mind characterized by vigor, dedication and absorption'. Sacks (2019) described engagement as a particular job done by an individual, and most people play their role by performing their job as members of the organization. Miawati et al. (2020) described seven features of employee engagement: Professional development, productivity, possession, obedience, strength, commitment, and engrossment. Strong EE stimulates employees to perform better jobs, which helps companies to get a competitive advantage (Zyl et al., 2019). Engagement in an organization begins with employee induction, followed by learning and development opportunities, job assignments, and leadership support (Jena et al., 2018). Engaged employees are more emotionally involved, devoted, and productive, while disengagement leads to absenteeism and poor collaboration. So, leaders must foster an ethical culture emphasizing service and teamwork to achieve organizational goals (Canavesi & Minelli, 2021).

2.2. Employee Wellbeing

Employee well-being narrates the employee's satisfaction and feelings in their workplace, which relates to psychological and physical health (Cheng et al., 2022). Well-being consists of two major principles. One is the hedonism principle, which is called subjective well-being (SWB) and is regarded as the individuals' judgment about their slandered life and emotional experience. Another is the eudaimonism principle, which is known as psychological wellbeing (PWB), which includes psychological activities and individual development, self-acceptance, individual freedom, and positive attitudes towards others, etc. (Camgoz & Ekmekci, 2019). EW exhibits three-dimensional approaches. The first approach is subjective experience and work performance, of which the main elements are pleasure at work and loyalty to the organization. The second dimension explains employee well-being from physical and mental health, which includes pressure and physical and psychological tiredness. The third dimension considers social relationships related to employees' interaction with coworkers and positive relations with management and the organization. The JD-R (Job Demands and Resource) theory assists in perceiving the factors that promote employee well-being, which analyzes employees' particular demands and the available resources to face them. The JD-R theory is effective in comprehending satisfactory employee attitude, behavior, and well-being (Pagan-Castano, 2019). Over the past decade, studies have shown that effective leadership styles, including supportive, relationship-oriented, and transformational leadership, significantly impact employee happiness and job satisfaction (Nielsen & Taris, 2019; Janne et al., 2010; Daniel et al., 2022).

2.3. Subordinate's Strength-based Leadership (SSBL)

Strength is an arrangement of a person's natural and distinctive abilities that gives attention to individual behaviors, attitudes, and feelings to bring about flawless performance and donate to a humanizing organization (Bhatnagar et al., 2020). The strength shows that people get more results by expanding effort on building talents which includes natural thinking, affection, and behavior rather than applying the same effort to solve their weaknesses (Rath & Conchie, 2008) A culture that emphasizes and nurtures strengths could potentially produce positive outcomes for staff members in terms of their overall happiness and well-being. At the same time, this same culture may also lead to beneficial effects for organizations toward their overall performance and productivity (Van Woerkom & Meyers, 2015). Ding and Enhai (2020) first demonstrated a positive correlation between SSBL and task performance, which developed SSBL. Highly individually focused leaders consider each subordinate independently and

execute programs to increase subordinates' knowledge as per their abilities and requirements, which help subordinates to work on their strengths by involving themselves in a good position and get more results by using their skills (Ding & Lin, 2020). Strength-based performance assessment helps employees' motivation to improve and makes them feel supported by supervisors (Van Woerkom & Kroon, 2020). Ding and Yu (2021) revealed a positive relationship between SSBL and followers' strength use (FSU). The strength-based approach assists the constructive emotional state of employees by marking off individuals' capability to improve their instinctive experience, which also helps Strength-based leaders to hold employee impairment by re-designing work for the weak employees and making a suitable environment for the proficient employees (Akter et al., 2021).

3. Theoretical Background of the Study

The study explores SSBL's effects on EE and EW using a model based on the Leader-Member-Exchange (LMX) theory. The Leader-Member-Exchange (LMX) theory developed by Graen and his colleagues in the 1970s views leadership as a dynamic communication between leaders and followers, focusing on a bilateral relationship between both. (Van Breukelen et al.2006). Followers are motivated to follow because they gain something from the leader. Similarly, leaders guide their followers in exchange for what they receive from them (Messick 2004). Low LMX relationships are characterized by unidirectional influence, economic exchange behaviors, formal relations, and loosely coupled goals, with leaders relying on formal employment contracts. High-quality LMX relationships are characterized by mutual trust, respect, influence, and obligation, with leaders relying on followers for responsible activities. Followers interact frequently, take on additional duties, and exceed contractual expectations. (Homel and Hall-Merenda, 1999). Studies have demonstrated that leaders with high-quality LMX relationships prioritize employee needs, support their growth and assign roles based on their strengths which helps employees to foster a communication channel with their leaders and increase work engagement (wang et al.2023). Thus, in LMX theory, the leader-subordinator relationship is the basic part of the analysis (Sobral & Furtado, 2024). Drawing on the essence of LMX theory, the study aims to examine the influence of subordinate strength-based leadership on Employee Engagement and Employee well-being.

4. Hypotheses Development and Conceptual Framework

4.1. Subordinate's Strength-based Leadership (SSBL) and Employee Engagement (EE)

There is a notable consequence between the subordinate's strength-based leadership (SSBL) & employees in a workplace, which leads to positive outcomes (Ding & Yu, 2022). Workers' advanced direction toward strength use has a constructive connection with employee engagement (Botha & Mostert, 2014). A leader's cordial supervision makes the subordinates feel positive about their work and fosters a safe space for employees to share their ideas without hesitation in the workplace, which leads to employee engagement (Quadrata & Gul, 2022). Wang et al. (2023) showed that employees who use their strength in the organization can be excited and invigorated which are related to EE and a high-quality relation between leaders and employees helps employees to be connected with their leaders through high LMX relation which supports leaders to use employee's strength for their wellbeing and job performance. Based on the discussions, SSBL is expected to be positively related to EE at the workplace. The first hypothesis is as follows:

H1: Subordinates' strength-based leadership has a significant influence on employee engagement.

4.2. Subordinate's Strength-based Leadership & Employee Wellbeing

Organizations are more interested in developing employee health and wellbeing through individual strength, which has a natural power to do the best job with the highest performance. The positive-activity model suggests that engagement in constructive functions, for instance, strength-based activities, promotes employee wellbeing (Mayers & Woerkm, 2016). Forgiveness, applause, recognition, and feelings of respect are factors that elevate employee well-being by adopting leadership at the workplace (Cvenkel, 2018). SSBL helps subordinates to increase their strength, which improves subordinates' task performance and wellbeing at work (Ding & Yu, 2020). Akther et al. (2021) performed a study to examine the consequence of SSBL and employee well-being, which found a significant positive relationship between SSBL and EW. Embedding LMX theory into the organization leaders facilitates employee job satisfaction with strong trustee relations among team members (Ali, 2014). Based on the above discussions, it could be deduced that strength-based leaders provide their employees related to their expertise and competency so they can feel more confident, which can play a great role in their wellbeing. Therefore, the following hypothesis has been developed:

H2: Subordinates' strength-based leadership has a significant influence on employee well-being.

4.3. Employee Wellbeing (EW) and Employee Engagement (EE)

Employees are more fascinated by their work when they feel interested and motivated, which makes them innovative and, in return, results in less turnover (Siddique, 2023). It is also cited by Alkahtani et al. (2020) that PsyCap organizations are the source of enjoyment, satisfaction, and comfort which leads to employee engagement. Employees with high LMX relations enable EE (Aggarwal, 2020). Therefore, the following hypothesis has been developed.

H3: Employee well-being influences employee engagement.

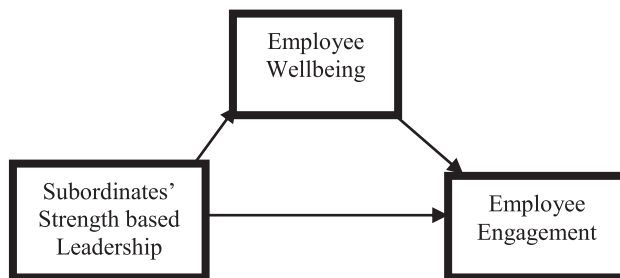


Figure 1: Hypothetical Model

5. Methodology of the Study

5.1. Study Design

Study design is the framework that guides the achievement of objectives. According to Akanda (2023), it serves as the overall research structure, enabling the delivery of evidence required to address the research problem. It involves a step-by-step process that includes selecting the appropriate methods, determining the sampling strategy, collecting data, ensuring reliability and validity, and conducting analysis to meet the objectives. A questionnaire survey was utilized for this purpose. The survey items were retranslated into the native language using Brislin's back-translation method. (Brislin, 1970). The study used a quantitative method related to collecting primary numerical data, and analysis is conducted using the statistical method SPSS (Mohajan, 2020).

5.2. Sample Design and Data Collection

Data were gathered from different manufacturing and service organizations placed in Chittagong to gather exact, generalized results considering the heterogeneous nature of the enterprises. For collecting data, Chittagong was chosen because it consists of a sufficient number of diversified organizations, which is also important for commercial and financial institutions in Bangladesh (Azim et al., 2019). The convenience sampling method was used to collect data. The research associates distributed 302 questionnaires in the Chittagong region of Bangladesh. The response rate of 84.11% out of 302 participants, along with the sample size of 253, was enough for analyzing the data.

5.3. Demographic Information

The respondents were requested to furnish their demographic information (i.e., age, gender, educational background, job experience, firm size). All respondents filled out the questionnaires independently.

Table 1: Demographic information of the respondents.

Variables	Classifications	Frequencies	Percentage
Gender	Male	218	86.2
	Female	35	13.8
Education	Bachelor	20	7.9
	Master	223	88.1
	Other	10	4.0
Age	20 to 30 years	44	17.39
	30 to 40 years	125	49.41
	40 years & above	84	33.30
Experience	1 to 5 years	17	6.72
	5 to 10 years	84	33.20
	10 to 15 years	64	25.30
	15 to 20 years	59	23.32
	20 years & above	29	11.46
Firm's size	Small	34	13.4
	Medium	93	36.8
	Large	126	49.8

Table 1 provides a comprehensive overview of the demographic information of the respondents. Among them, 218 (86.2%) were male while 35 (13.8%) were female. The respondents were highly educated as 223 (88.1%) completed master's degrees, 20 (7.9%) completed bachelor's degrees, and the others 10 (4%)

had different methods of studying. Around 49.41% of the respondents were in the range of 30 to 40 years old. Most respondents held 5 to 10 years of work experience, 25.30% of the respondents had 10 to 15 years of experience, 6.72% possessed 1 to 5 years, and the rest 11.46% of the respondents had experience of 20 years & above. Organizations were categorized as small, medium, and large based on the number of employees. The study categorized organizations into small, medium and large based on employee size. The highest amount of data came from medium-sized firms (36.8%) and large firms (49.8%), while only 13.4% of the data was gathered from small-sized firms.

5.4. Measurement Tools

The author utilized multi-item scales from previous studies. Notably, all of those scale were reflective in nature.

5.4.1. Subordinates' Strength-based Leadership

The SSBL scale with five items was taken from Ding & Yu's study in 2020a. This is a sample item "My leader provides me with the opportunity to let me know what I am good at".

5.4.2. Employee Engagement

Employee Engagement was measured through the 6-item scale developed by Saks (2006). A sample item includes, "Sometimes I am so into my job that I lose track of time".

5.4.3. Employee Wellbeing

The eight-item Psychological Wellbeing Scale of Diener et al. (2009) was utilized to assess employee wellbeing. A Sample item includes, "I lead a purposeful and meaningful life".

6. Findings

6.1. Correlation Analysis

Table 2: Correlation analysis

Variables	Employee Wellbeing	Strength based Leadership	Employee Engagement
Employee Wellbeing	1		
Strength based Leadership	0.166	1	
Employee Engagement	0.017	-0.035	1

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

Correlation analysis has been carried out to find the association between the dependent variable (EE) and independent variable SSBL. The regression results indicate a positive correlation between SSBL and EW, although the degree of relationship is a bit lower ($r=0.166$, $p<0.01$). There is also a significant positive correlation between EW and EE ($r=0.017$, $p<0.01$) while SSBL is unfavorably correlated with EE ($r=0.035$, $p<0.01$). Thus, it indicates that EW & SSBL are not significantly correlated with EE. The negative coefficient ($r=-0.035$) implies that EE gradually declines when SSBL increases.

6.2. Regression Analysis

Table 3: Regression result of Subordinates' Strength-based leadership and Employee Wellbeing on Employee Engagement

Hypotheses	Independent variable	Beta (β)	T value	Sig.	Results
1	SSBL	-0.037	-0.562	0.576	Not supported
3	EW	0.032	0.274	0.784	Not supported

Dependent variable: Employee Engagement

Table-4: Regression result of Subordinate's Strength-based leadership on Employee Wellbeing

Hypothesis	Independent variable	Beta (β)	T value	sig.	Results
2	SSBL	0.094	2.662	0.008	Supported

Dependent variable: Employee Wellbeing

Table 3 shows the linear regression of SSBL and EW on EE. The table explains that SSBL and EW have negative effects on EE. The results of regression analysis indicate that there is a strong negative relationship between SSBL and EE (Beta=-0.037, $t=-0.562$, $p>0.05$). Similarly, regression analysis displays a significant negative relationship between EW and EE (Beta=0.032, $t=0.274$, $p>0.05$). By implication, SSBL and EW have been found to have no influence on the EE of the organization.

In Table 4, it is indicated that the statistical significance of the regression model is 0.008, which is less than 0.05. This means that the independent variable SSBL can significantly predict the dependent variable EW. The regression results indicate a positive correlation between SSBL and EW. Therefore, the higher the SSBL measures taken by the organization, the more will be the EW. The regression coefficient of SSBL was found to be positive (0.094) which implies that an increase in the SSBL by one is associated with an increase in EW by 0.094. By this result, it is understood that an organization with a more effective SSBL can significantly improve the EW.

6.3. Hypothesis Testing

The 1st hypothesis predicts that SSBL is approvingly related to EE. The findings of the current study do not endorse the assertion. Analysis reveals a negative connection between SSBL and EE ($r=-0.035$, $p<0.05$). Additionally, regression analysis also demonstrates a significant negative relationship between SSBL and EE (Beta=-0.037, $t=-0.562$, $p>0.05$). So, the 1st hypothesis is repudiated.

The 2nd hypothesis predicts that SSBL is positively related to EW. Analysis reveals that there is a consequential positive relation between SSBL and EW ($r=0.166$, $p<0.01$). Regression analysis shows a notable positive connection between SSBL and EW (Beta=0.094, $t=2.662$, $p<0.01$). The study confirms the hypothesized relationship. Thus, the 2nd hypothesis is accepted.

The 3rd hypothesis predicts that EW is positively related to EE. The outcome of the study reveals that there is a negative relationship between EW and EE

($r=0.017$, $p<0.05$). Additionally, regression analysis shows a significant negative relationship between EW and EE (Beta=0.032, $t=0.274$, $p<0.05$). Thus, the 3rd hypothesis is rejected.

6.4. Common Method Bias (CMB)

When all data in a study come from one source and are collected at the same time, there might be an issue known as Common Method Bias (CMB), which may impact the reliability of the results. In this study, the researcher used Hermann's one-factor test to check for the existence of CMB. The test showed that the collected data could be grouped into four factors. The first factor only accounted for 23.36% of the variance, which is less than 50%. Therefore, the results indicate that Common Method Bias (CMB) was not a significant concern in this study.

7. Discussion

In the field of leadership style, a widespread contribution is made by different researchers in the conceptualizations of different predictors of EE, but very few studies have shed light on exploring the combined effort of SSBL and EW on EE. The study surveyed 253 employees across various organizations to examine the correlation between SSBL and EE and the mediating role of EW. Although the findings do not support a direct effect of SSBL on EE, the study finds an indirect effect through increased EW.

The preliminary aim of the study was to explore the relationship between SSBL and EE.

The result ($r=-0.035$, $p<0.05$) of the current study does not support the 1st hypothesis of the study. Previous cross-sectional research indicated that SBL was linked to task performance through work engagement (Wang et al., 2023). Previous research works found that leaders connecting, facilitating, and strengthening their subordinates increase engagement by providing freedom and empowerment and delegating tasks to followers (Schaufeli W., 2021). The study reveals that SSBL fails to predict employee engagement, possibly due to factors like organizational culture, national culture, or overall quality of the workplace.

The 2nd Objective of the study was to analyze the association between SSBL and EW. The relationship between SSBL and EW was found to be positively significant ($r=0.188$, $p<0.01$), as perceived by the respondents. It supports the theoretical assumption that strength-based leaders influence employees to improve their wellbeing by emphasizing their own and employees' strengths. SSBL has a collaborative relationship with psychological well-being (Ding &

Yu, 2021). Based on self-determination theory (SDT), mental health and well-being are the outcomes of motivation (Deci and Ryan, 2008), which is the foundation of SSBL. Therefore, the study offers a fresh perspective on the factors that contribute to employee well-being.

The study aimed to analyze the relationship between EW and EE. The results ($r=0.017$, $p<0.05$) of the study do not support this assertion. These results are not in accordance with the research done by Sudibjo and Sutarji (2020), which stated that the existence of employee well-being positively affects employee engagement. The findings are also not supported the same as the study done by Bruetto et al. (2012). Rasool et al. (2021) showed EW as a mediator that mediates positively and significantly between a toxic environment and EE. Socio-economic stratum and family responsibilities are some variables that can influence EE.

7.1. Theoretical Implications

The study offers important theoretical insights into existing literature. It explores how SSBL affects EE and EW. Employee engagement is extracted by numerous theoretical frameworks such as strength-based leadership and followership and LMX theory that concentrate on two-way communication among strength-based leaders and subordinates to make mutual respect. The study showed that SSBL has a positive association with EW while it has a negative relationship with EE. The findings fit in previous research suggesting that SSBL has a positive connection with subordinates' psychological well-being (Ding & Yu, 2021). Furthermore, the study discovered that EW serves as a mediator in the relationship between SSBL and EE. This extends the theory by demonstrating that SSBL positively impacts work outcomes, including EE, by enhancing their overall EW.

7.2. Managerial Implications

This study emphasizes different employee skills and career development programs that engage employees in the workplace. Based on the study, it is suggested that managers and leaders influence their subordinates according to their strengths and abilities and can encourage employees to engage in work through an improved reward system and employee participation program. Organizations can enhance their current leaders' quality by offering leadership training programs to identify, develop, and utilize the strengths of their subordinates, which supports organizations to have a committed and engaged workforce. For example, leaders in manufacturing and service organizations can take strength-based HR practices and employee development programs to increase productivity and decrease turnover. Leaders and managers should strive

to create a psychological workplace climate that promotes employee well-being due to growing concerns about harmful activities and anxiety among employees. HR managers need to focus on high-quality LMX relationships with all their subordinates to strengthen the positive effects of SSBL on EE and EW.

7.3. Limitations and Future Direction

Although the study contributes scientifically, it has limitations. Firstly, the study has been conducted in the context of Bangladesh. Different results may arise in developed and developing countries, which future scholars may investigate. Secondly, the use of cross-sectional data for sample data collection raises the issue of the generalizability of the results. Hence, future researchers can conduct longitudinal studies to lessen the generalizability matter. The present study is subject to limitations concerning the sample size. The study has limitations due to the small size of 253 participants. This smaller size reduces the statistical power of the analyses compared to larger cross-sectional or longitudinal studies. The present study recommends using mixed methods instead of using the quantitative method alone for addressing the generalizability issues. We only measure the strength-based leadership style. Future researchers may include other leadership styles such as transformational leadership, empowering leadership, servant leadership, or humble leadership to support the incremental value of Strength-based leadership.

8. Conclusion

The paper aims to provide insights into employee engagement and to identify the role of SSBL and EW that influence the EE to achieve the organization's results. In this study, we investigated the impact of SSBL on EE and EW, which shows that SSBL and EW do not affect the EE of employees in the organization. The study provides initial evidence that SSBL can play an integral role in improving employee well-being. For the continuous improvement of the organization, EE and EW must be established to have dedicated, trusted, productive, and innovative employees in the workplace. According to the findings, the study suggests that leaders' leadership associated with subordinates' strengths can help their employees identify, develop, and grasp strengths, which increases EW in the organization. Increased EW resulting from SSBL can further lead to EE in stressful and risky environments, as happy employees tend to be engaged in the firm. In the study, although there is a gap between SSBL and EE, EE can be desired by practicing SSBL in the organization.

Annexure-1

Research Instrument (Questionnaires)

Part A: Constructs and items' information.

(N.B. Strongly Agree = 5, Agree = 4, neutral = 3, Disagree = 2 and Strongly Disagree =1)

DSIs	Statements of Agreement and Disagreement	(5)	(4)	(3)	(2)	(1)
	Employee Wellbeing (EW)					
EW01	I lead a purposeful and meaningful life.	(5)	(4)	(3)	(2)	(1)
EW02	My social relationships are supportive and rewarding.	(5)	(4)	(3)	(2)	(1)
EW03	I am engaged and interested in my daily activities.	(5)	(4)	(3)	(2)	(1)
EW04	I actively contribute to the happiness and well-being of others.	(5)	(4)	(3)	(2)	(1)
EW05	I am competent and capable in the activities that are important to me	(5)	(4)	(3)	(2)	(1)
EW06	I am a good person and live a good life	(5)	(4)	(3)	(2)	(1)
EW07	I am optimistic about my future	(5)	(4)	(3)	(2)	(1)
EW08	People respect me	(5)	(4)	(3)	(2)	(1)
	Subordinates' strength-based Leadership (SSBL)					
SSBL09	My leader provides me with the opportunity to let me know what I am good at	(5)	(4)	(3)	(2)	(1)
SSBL10	My leader encourages me to further develop my potential	(5)	(4)	(3)	(2)	(1)
SSBL11	My leader is good at using my strengths	(5)	(4)	(3)	(2)	(1)
SSBL12	My leader gives me more autonomy to use my strengths at work	(5)	(4)	(3)	(2)	(1)
SSBL13	My leader discusses with me how I can improve my strengths	(5)	(4)	(3)	(2)	(1)
	Employee Engagement (EE)					
EE14	At my work, I feel energetic	(5)	(4)	(3)	(2)	(1)
EE15	Sometimes I am so into my job that I lose track of time.	(5)	(4)	(3)	(2)	(1)

EE16	This job is all-consuming; I am totally into it.	(5)	(4)	(3)	(2)	(1)		
EE17	My mind often wanders and I think of other things when doing my job.	(5)	(4)	(3)	(2)	(1)		
EE18	I am highly engaged in this job.	(5)	(4)	(3)	(2)	(1)		
EE19	My job inspires me	(5)	(4)	(3)	(2)	(1)		
Part B: Demographic Information								
20. Age of Respondent	21. Year(s) of job Experience	22. Emplo yees Size	23. Level of Education		24. Size of the firm		25. Gender	
			Bachelor	O	Small	O	Male	O
			Master	O	Medium	O	Female	O
			Others	O	Large	O	Not Mention	O

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