

# Nexus Among Subordinate Strength-Based Leadership, Sustainable Employment & Employee Wellbeing

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## Abstract

*This study explores the influence of subordinate strength-based leadership on employee well-being and sustainable employment, with a focus on the mediating role of high-performance work systems in these relationships. Data were collected from 252 Bangladeshi employees across the manufacturing, distribution, and service industries to test the proposed analytical model and its assumptions. Structural equation modeling was applied to evaluate the hypothesis. The results of the empirical analysis indicate the following outcome. First, it was discovered that SSBL impacted on employee well-being and sustainable employment. Second, it was also determined that high-performance work systems significantly mediated the impact between the SSBL with EW and SE. These results suggest that SSBL fosters sustainable employment and employee well-being. We propose that firms look into the benefits of the SSBL approach and fully utilize critical functions that link them to employee well-being and sustainable employment.*

**Key Words:** Subordinate strength-based leadership (SSBL), Sustainable employment (SE), Employee Wellbeing (EW), High performance work system (HPWS).



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## **Introduction**

Researchers have made attempt to incorporate the strength-based approach into leadership theory since leadership has the ability to have a significant impact on how people behave (Ding & Yu, 2020a, 2020b, 2021, 2022; Ding, Yu, & Li, 2020). The strength-based approach has aroused the curiosity of many academics in recent years (Ding & Yu, 2020a, 2020b, 2021, 2022; Ding et al., 2020). The strength-based approach of a leader demonstrates genuine concern for the subordinate and places more emphasis on that person's strengths than their faults, according to an investigation by the Gallup organization (Rath & Conchie, 2008). Employees have strengths and weaknesses, and leaders who are strength-based identify the employee's strengths and build on them to increase organizational success (Ding & Yu, 2021). This study attempts to explore the significant relationship between subordinate strength-based leadership with sustainable employment as well as employee wellbeing in the context of leader-member exchange theory, taking into account the limitations of prior research and the direction of future research on strength-based leadership. The idea that a certain leadership style creates an exchange mechanism to guarantee desired conduct from subordinates is supported by the leader-member exchange hypothesis (Liden, Sparrowe, & Wayne, 1997). The high performance work system is also brought into consideration in this research as a potential mediator of the association between SSBL and EW and SE. HPWS are a collection of complimentary HR practices (Riana, Aristana, Rihayana, Wiagustini, & Abbas, 2020; Russell et al., 2018; Tang, Yu, Cooke, & Chen, 2017; Wang, Zhang, & Wan, 2022; Weller, Süß, Evanschitzky, & von Wangenheim, 2020). Pay for performance, intensive training, selective hiring, employee participation, and flexible work arrangements are all HR strategies that are frequently combined within HPWS (Riana et al., 2020; Russell et al., 2018; Tang et al., 2017; Wang et al., 2022; Weller et al., 2020). The HR department helps the leader establish HPWS, and HPWS's successful mediating role ensures employee wellbeing and most effectively creates sustainable employment (Weller et al., 2020). Therefore, it is reasonable to assume that HPWS will mediate the interaction between SSBL and SE and EW. In three

different ways, the current study advances the body of knowledge on SSBL. It is the first to experimentally explore how SSBL affects employee well-being and sustainable employment in the setting of Bangladesh. Second, SSBL's effectiveness is better understood as a result of research into its interactions with SE and EW. Thirdly, by examining HPWS's potential role as a mediator in the connection between SSBL and SE and EW. As a result, this work can greatly aid our understanding of the fundamental mechanisms underlying the connection among SSBL and SE and EW.

## **Theoretical background**

The nexus among subordinate strength-based leadership, sustainable employment, and employee well-being can be effectively analyzed using the Resource-Based View (RBV) theory. The RBV theory, developed by Barney (1991), posits that an organization's competitive advantage is derived from its ability to manage valuable, rare, inimitable, and non-substitutable resources (Mahoney & Pandian, 1992; Miller, 2019). Applying Resource-Based View to the context of strength-based leadership, sustainable employment, and employee well-being can provide a robust framework for understanding how these elements interact and contribute to organizational success (Ployhart, 2021). From the RBV perspective, the strengths of employees can be viewed as valuable and rare resources (Matsuo, 2024; Rasheed, Rashid, & Ngah, 2024). When leaders emphasize and cultivate these strengths, they are effectively enhancing the organization's human capital (Razzaque, Lee, & Mangalaraj, 2024). This unique development of employee strengths can lead to superior performance, innovation, and adaptability, which are difficult for competitors to replicate (P.-C. Chang, Sun, & Wu, 2022). Sustainable employment practices can be considered as investments in the organizational resources that contribute to long-term stability and growth (Mokbel Al Koliby, Abdullah, & Mohd Suki, 2024). By providing sustainable employment, organizations can retain valuable talent, reduce turnover costs, and enhance employee loyalty (Ybema, van Vuuren, & van Dam, 2020). These practices are often unique to the organization and difficult for competitors to imitate (Rasheed et al., 2024). Employee well-being is a critical intangible resource that influences productivity, creativity, and overall organizational performance (Li, Fu, Chadwick, & Harney, 2024). Organizations that prioritize employee well-being can benefit from a more

engaged and efficient workforce (Azila-Gbetteor, Honyenuga, Atatsi, Laryea, & Quarshie, 2024). Moreover, well-being initiatives are often tailored to the specific needs of the workforce, making them unique and valuable (Zhong, Zhang, Li, & Zhang, 2020). In the light of the Resource-Based View (RBV), a High Performance Work System (HPWS) can be seen as a strategic resource that provides organizations with a sustained competitive advantage (Mahoney & Pandian, 1992). By enhancing employee capabilities, motivation, and engagement through selective staffing, extensive training, performance-based compensation, employee involvement, and rigorous performance management, HPWS fosters a workforce that is valuable, rare, inimitable, and non-substitutable (Afrin et al., 2023; Al-Ajlouni, 2021; Arefin, Faroque, Zhang, & Long, 2023; Ehrnrooth, Koveshnikov, Wechtler, & Hauff, 2023; Hauff, Krick, Klebe, & Felfe, 2022; Imran, Shabbir, & Mahmood, 2020). This strategic alignment of HR practices with organizational goals ensures that HPWS contributes significantly to long-term organizational success and competitiveness (Ybema et al., 2020). The Resource-Based View theory provides a compelling framework for understanding the interplay among strength-based leadership, sustainable employment, and employee well-being (Miller, 2019). By viewing employees' strengths, sustainable employment practices, and well-being initiatives as critical organizational resources, leaders can develop strategies that not only enhance individual and organizational performance but also create a sustainable competitive advantage (Afrin et al., 2023; Al-Ajlouni, 2021; P.-C. Chang et al., 2022; Li et al., 2024; Razzaque et al., 2024; Ybema et al., 2020; Zhong et al., 2020).

## **Literature Review and Hypothesis Development**

### **SSBL and EW**

Leadership is an essential factor in determining employee well-being, as leaders have the power to create and sustain healthy work environments that promote physical, emotional, and psychological wellness (Detert & Burris, 2007; Ellemers, De Gilder, & Haslam, 2004; Grant, Christianson, & Price, 2007). Previous leadership studies which emphasizes the development of followers' skills and abilities, has been found to be positively associated with employee well-being (Gregersen, Vincent-Höper, & Nienhaus, 2016; Hauff, Felfe, &



Klug, 2022; Huang, Ahlstrom, Lee, Chen, & Hsieh, 2016; Inceoglu, Thomas, Chu, Plans, & Gerbasi, 2018; Liu, Siu, & Shi, 2010). Leaders create a supportive and empowering work environment that promotes employee autonomy and decision-making, which can lead to greater job satisfaction and higher levels of engagement (Detert & Burris, 2007). These leadership styles have been found to have a positive impact on various aspects of employee well-being, including job satisfaction, work-life balance, and mental health (Janssen & Van Yperen, 2004). By an analysis of pertinent studies and theoretical frameworks, this overview of the literature explores the connection between subordinate-oriented strength based leadership and employee wellbeing. Subordinate-oriented strengths-based leadership has been found to be positively associated with various organizational outcomes, including employee engagement, job satisfaction, and performance (Ding & Yu, 2020a, 2020b; Ding et al., 2020). Subordinate-oriented strengths-based leadership is a leadership approach that focuses on identifying and developing the strengths of individual team members (Ding & Yu, 2020b). This approach emphasizes the individuality of each employee and tailors leadership practices to support their strengths and potential (Ding & Yu, 2021). Research has also shown that subordinate-oriented strength-based leadership can contribute to employee resilience and coping strategies (Ding & Yu, 2022). By focusing on employees' strengths and helping them to develop their potential, leaders can enhance their sense of self-efficacy and confidence in their abilities to overcome challenges (Ding & Yu, 2021). This approach can also contribute to employee development and career growth, which can increase job satisfaction and well-being (Ding & Yu, 2021). We put out the following hypothesis based on the references and meta-analysis mentioned above:

### ***H1: SSBL influence EW***

#### **SSBL and SE**

Ensuring sustainability is a long term view of an organization that enables a company to sustain in the long run (Shrivastava, 1995). In this literature review, we examine the relationship between leadership and sustainable employment

by reviewing relevant research and theoretical frameworks. Previous leadership studies which emphasizes the development of followers' skills and abilities, has been found to be positively associated with employee well-being, job satisfaction, and organizational commitment (Bateman & Strasser, 1984; Inceoglu et al., 2018; Janssen & Van Yperen, 2004). These outcomes are important for sustainable employment as they contribute to employee retention and productivity, as well as the overall sustainability of the organization (Bateman & Strasser, 1984; Janssen & Van Yperen, 2004). Relating the term sustainability with employment refers fostering human resources rather than exploitation, nurturing human resource for future deployment and retaining skilled and competent employee for longer period (Allen & Meyer, 1990; Ashford & Cummings, 1983; Bateman & Strasser, 1984; Van Dam, Van Vuuren, & Kemps, 2017). (Akter, Hossain, Al-Amin, Alam, & Uddin, 2021), according to this study found that SSBL has significant influence on sustainable employment. Strengths-based leadership can contribute to sustainable employment by promoting employee development and innovation (Ding & Yu, 2020a, 2021). By encouraging employees to use their strengths to tackle challenges and solve problems, leaders can foster a culture of innovation that promotes long-term sustainability (Ding & Yu, 2021). This approach can also contribute to employee development and career growth, which can increase job satisfaction and retention (Ding & Yu, 2020b, 2022). SSBL develop a conducive environment to foster employee's psychological wellbeing (Ding & Yu, 2022), job performance (Ding & Yu, 2020b), task performance (Ding et al., 2020), followers' innovative behavior (Ding & Yu, 2020a) and employee wellbeing (Akter et al., 2021). Previous research showed leadership has a great impact on sustainable employment (Clipa, Clipa, Danileț, & Andrei, 2019; Martin, Flanagan, Vogus, & Chênevert, 2022; McCollum, 2012; Van Dam et al., 2017). Leaders ensure sustainable employment relationships, engagement, retaining talent, intrinsic job value, supportive climate to maintain long-term relationship with employees (Clipa et al., 2019; Martin et al., 2022; McCollum, 2012; Van Dam et al., 2017). SSBL relate with followers innovative behavior through capitalizing the followers' innovative strength (Ding and Yu, 2020). Innovation and creativity are key factors to increase sustainable employability

of an employee (Akter et al., 2021). If leader can play a significant role to ensure sustainable employment, we can predict the hypothesis:

***H2: SSBL predicts SE***

**SSBL and HPWS:**

Organizational performance is significantly influenced by two key factors: leadership and high-performance work systems (HPWS) (Delery & Doty, 1996; Huselid & Becker, 1997; Wright & McMahan, 2011). A collection of interconnected human resource procedures known as HPWS are intended to improve employee motivation, skills, and engagement (Huselid & Becker, 1997). According to research, leadership is essential for developing and maintaining HPWS (Weller et al., 2020). Setting specific goals, offering feedback, and encouraging employee participation in decision-making are all ways that effective leaders may foster an environment that fosters innovation and continual development (Datta, Guthrie, & Wright, 2005). Also, leaders who can foster an atmosphere of trust and cooperation among their team members can foster employee engagement and job satisfaction (Detert & Burris, 2007). It's crucial to remember that HPWS cannot be established and maintained by leadership alone (Weller et al., 2020). To support HPWS, a number of human resource procedures are required, including employee involvement, training and development, and performance management (Huselid & Becker, 1997). Leaders must also have the tools and resources needed to put these principles into effect and keep them going (Wang et al., 2022). By evaluating pertinent studies and theoretical frameworks, we analyze the connection between SSBL and HPWS in this literature review. According to studies, SSBL can improve HPWS by encouraging worker involvement, motivation, and job satisfaction (Ding & Yu, 2020b, 2021, 2022). Leaders may foster an environment where employees are more productive and innovative by concentrating on each person's abilities and potential (Ding & Yu, 2021). The use of this strategy can also result in higher levels of employee retention because people are more willing to stick with a company that appreciates and builds on their abilities

(Delery & Doty, 1996). So, we can anticipate the following if a leader can play a key part in ensuring a high performance work system:

### ***H3: SSBL influence HPWS***

#### **HPWS and EW:**

Understanding the connection between employee wellbeing and high performance work systems has drawn more attention in recent years (Hauff, Felfe, et al., 2022; Huang et al., 2016; Russell et al., 2018; Wood & De Menezes, 2011). Employee wellness is characterized as the entire standard of an employee's working environment, taking into account the employee's physical, emotional, and mental health (Ding & Yu, 2020a). A group of HR procedures known as HPWS are intended to improve employee engagement, motivation, and skill levels (Tang et al., 2017). By reviewing pertinent studies and theoretical frameworks, we analyze the connection between employee well-being and HPWS in this literature review. Research has consistently shown that HPWS can improve worker wellbeing by encouraging engagement, job satisfaction, and a feeling of autonomy and control (Huselid & Becker, 1997). HPWS may offer staff member's possibilities for career growth and promotion while also assisting them in the development of their skills, knowledge, and talents (Evans & Davis, 2005; Huang et al., 2016; Riana et al., 2020; Tang et al., 2017; Wood & De Menezes, 2011). HPWS can promote employee motivation, engagement, and dedication to their work by promoting these elements, which may ultimately result in better wellbeing (Tang et al., 2017). HPWS can help create a productive work environment that promotes employee welfare (Russell et al., 2018). HPWS may establish a positive work environment where employees feel appreciated and respected by fostering a culture of open communication, collaboration, and trust (Y.-Y. Chang, 2016). This strategy may result in more job satisfaction, reduced stress and burnout, and improved wellbeing (Huang et al., 2016).

#### ***H4: HPWS influence EW***

##### **HPWS and SE**

As it encompasses fostering long-term job security, professional growth opportunities, and a healthy work environment for employees, sustainable employment is a key idea in modern enterprises (Van Dam et al., 2017). HPWS activities are favorably related to sustainable employment practices, as per research (Mariappanadar & Kramar, 2014). Studies have shown that firms that use HPWS methods typically see reduced levels of employee churn and absenteeism, which can support long-term job security (Mariappanadar & Kramar, 2014). Moreover, HPWS practices like opportunities for skill-enhancing training and development can give workers the abilities they need to adapt to shifting job requirements, fostering prospects for long-term career progression (Mariappanadar & Kramar, 2014). The efficacy of HPWS procedures can be enhanced by sustainable employment practices (McCollum, 2012). For instance, workers who feel like their jobs are secure are more likely to take part in training and development programs and are more likely to be driven to deliver excellent performance (Mariappanadar & Kramar, 2014). This in turn may enhance the overall ability of HPWS methods to improve organizational performance (Martin et al., 2022). The development of a healthy work environment, a crucial element of sustainable employment practices, can be facilitated by HPWS techniques (McCollum, 2012). Job autonomy and participative decision-making are two HPWS practices that can foster a feeling of ownership and control over one's work, enhancing job satisfaction and general wellness (Mariappanadar & Kramar, 2014). We put out the following hypothesis based on the references and meta-analysis mentioned above:

#### ***H5: HPWS influence SE***

##### **HPWS Mediates SSBL and SE**

There have been a great number of research found that the significant relationship between different leadership styles and behavior with HPWS (Chumphong & Potipiroon, 2019; Hauff, Felfe, et al., 2022; Russell et al., 2018;

Weller et al., 2020). According to current study, the connection between SSBL and sustainable employment may be more nuanced than previously believed, and HPWS may function as a mediating factor (Y.-Y. Chang, 2016). In particular, HPWS may act as a link between SSBL and sustainable employment by offering the tools, chances, and assistance required to put SSBL practices into practice and promote a positive workplace culture (Evans & Davis, 2005). According to the LMX theory, consider leadership styles and behavior as LMX antecedents, HPWS is one of the key components of Leader-Member dyadic relationship which result in realizing a greater outcome (Gerstner & Day, 1997; Liden et al., 1997). Leader set HPWS which increase the leadership capability to reduce turnover and gain employees' sustainable advantage (Tang et al., 2017). Few studies showed mediating relationship of HPWS between leadership and SE. The precise mechanisms underlying this association and the most effective way for organizations to use these practices to support sustainable employment, however, require more study. So, we can predict the hypothesis following:

***H6: HPWS Mediates SSBL and SE***

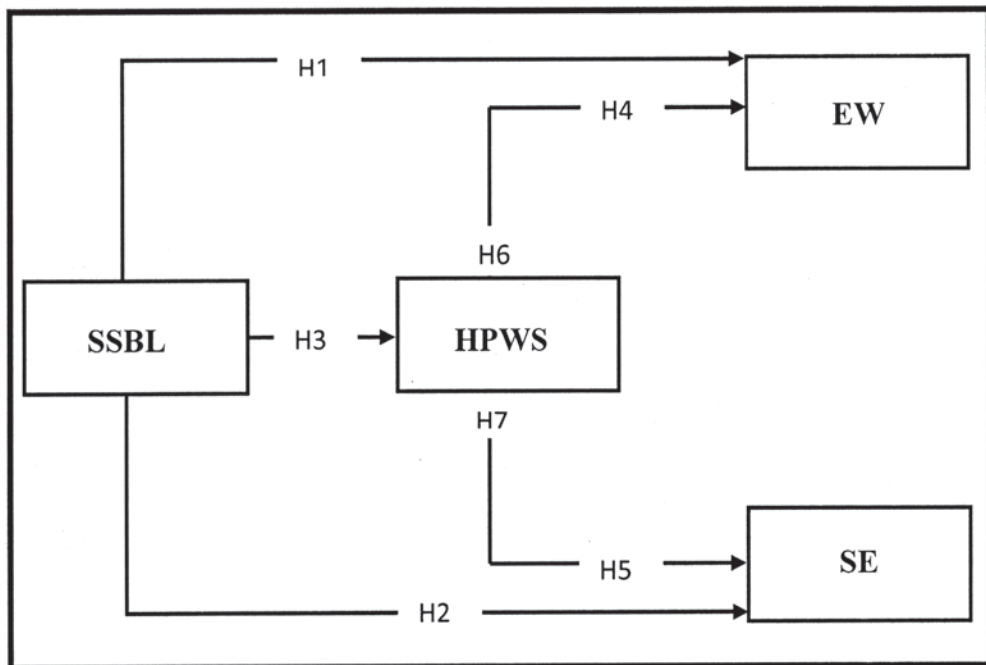
**HPWS Mediates SSBL and EW**

There are numerous leadership literature suggest that a leader to find a couple of strengths of a follower and leverage those strength for high performance and SSBL focus on the employees' strength rather than weakness to improve (Ding & Yu, 2020a, 2020b, 2021, 2022; Ding et al., 2020). Leader build a High performance work system aim to effectively use the strength of followers, firstly, increase psychological empowerment and safety to foster creativity and innovation, secondly, ensure safe and conducive work environment, thirdly, develop positive work culture, feedback mechanism and giving taste of success to cultivate ownership, initiative and feeling of significance of followers, at last establish effective reward system which ensure transparency, fairness, pay for performance and increase productivity, thus, strength-based leader be successful to boost the employee wellbeing through the intermediary role of High-performance work system (Chumphong & Potipiroon, 2019; Ding & Yu, 2020a, 2020b, 2021, 2022;



Ding et al., 2020; Ehrnrooth, Barner-Rasmussen, Koveshnikov, & Törnroos, 2021; Hauff, Felfe, et al., 2022; Riana et al., 2020; Weller et al., 2020). The research indicates that HPWS may operate as an intermediary between SSBL and employee well-being by fostering employee engagement and motivation while also offering the tools and assistance required to successfully adopt SSBL practices (Chumphong & Potipiroon, 2019; Hauff, Felfe, et al., 2022; Huang et al., 2016; Tang et al., 2017). To determine how firms might most effectively use these strategies to increase employee well-being, more research is required to better understand the precise mechanisms underlying this link (Ding & Yu, 2022). Our hypothesis is the following, and it is based on the references and meta-analysis mentioned above:

***H7: HPWS Mediates SSBL and EW***



**Figure 1:** The proposed conceptual model.

(Notes: **SSBL**= Subordinate-oriented strength-based leadership, **HPWS**= High-performance work system, **SE**= Sustainable employment, **EW**= Employee well-being)

## **Research Methods:**

### **Sampling design and data collection:**

To accurately acquire generalized results taking into account the diverse nature of the organizations, respondents' data were gathered from various organizations in Chattogram, including small, medium, and large organizations. Additionally, when gathering data, both manufacturing and service firms were taken into account. In this study, a self-administered survey approach was employed. Respondents approached in data collection through online questionnaires. Because Chattogram has a significant number of diverse businesses and is regarded as Bangladesh's economic and financial hub, it was chosen as the location for gathering data (Azim, Fan, Uddin, Abdul Kader Jilani, & Begum, 2019). Convenience sampling was considered appropriate due to the respondents' homogeneous makeup (Saunders, Lewis, & Thornhill, 2007). A survey was circulated to the relevant departments and we gave the respondents a brief explanation of how to complete the questionnaire. Each company was viewed as a whole. We guaranteed secrecy so that the responses from the respondents would remain accurate. We distributed 302 surveys, and 252 people completed them, yielding an 83.44% response rate. For performing multivariate data analysis, the estimated response rate (83.44%) and sample size (252) were both sufficient (Fan, Mahmood, & Uddin, 2019; Uddin, Priyankara, & Mahmood, 2019).

### **Participant Information:**

Table 1 shows the demographic information of the respondents, showing that 14.29% of them were women and 85.71% were men. A total of 8.33% of the respondents have a bachelor's degree, 88.49% have earned a master's degree, and the remaining 3.17% have completed various types of education. Approximately 48.02% of respondents were between the ages of 30 and 40, 25.79% were over 40, and the remaining employees (26.19%) were between the ages of 20 and 30. The majority of respondents had 10 to 15 years of work experience, 39.29% had 5 to 10 years of experience, and the remaining

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respondents had 1 to 5 years of experience. Organizations were divided into small, medium, and large categories according to the amount of workers. Maximum data were gathered from large (50.79%) and small (36.51%) firms, but just 12.70% from medium-sized firms.

<b>Table 1: Participant's Information</b>			
Variable	Classification	Frequencies	Percentage
Gender	Male	216	85.71
	Female	36	14.29
Education	Bachelor	21	8.33
	Master	223	88.49
	Other	8	3.17
Age	20 to 30 years	66	26.19
	30 to 40 years	121	48.02
	40 years and above	65	25.79
Experience	1 to 5 years	68	26.98
	5 to 10 years	85	33.73
	10 to 15 years	99	39.29
Firms' Size	Small	92	36.51
	Medium	32	12.70
	Large	128	50.79

### **Measurement Tools:**

The authors used a multi-item scale from previous studies. Notably, all these scales had reflective properties.

### **Subordinate Strength based leadership**

The five item scale of SSBL was resorted from the study of (Ding & Yu, 2020a). A sample item includes “My leader provides me with the opportunity to let me know what I am good at”.

### **Sustainable Employment**

Sustainable employment was quantified by three scales consisting of work engagement, employability, and affective commitment (Van Dam et al., 2017). The (B. Schaufeli & B. Bakker, 2004) nine-item UBES scale was used to measure work engagement. To measure employability (Berntson, Sverke, & Marklund, 2006) seven-item scale has been used. Affective commitment was computed with five items scale (Allen & Meyer, 1990).

### **Employee Wellbeing**

The Psychological Well-Being Scale of (Diener & Wirtz, 2009) consisted of eight-item was used to measure employee well-being. Sample items include: “I lead a purposeful and meaningful life”.

### **High performance work system**

High performance work system scale of (Huselid, 1995) consisted of thirteen-items was used to measure high performance work system. Sample items include: “receive formal individual performance appraisals”

### **Response Bias:**

In cross-sectional data collection, response bias is a common concerns limit the generalization of result. Response bias refers to the same Feedback or reactions are intended to please researchers or topics to which the answer were collected (Kock, Berbekova, & Assaf, 2021; Min, Park, & Kim, 2016). For an honest answer, we provide assurance to respondents about privacy and security. First, we confirm that all data will remain private and only used as general and not on defined companies (Mahmood, Uddin, & Fan, 2019; Uddin et al., 2019). Then, Harman's single-factor test was used to find any variable that explains more than 50% of variance. As a result, the expected result less than 50% of the total variance. The Correlation test is evaluated to check correlations are exceeded by 0.90.

## **Findings:**

### **Analytical Tools:**

The authors have applied structural equation modeling (SEM) instead of traditional regression tools. The Reason behind is its predominance and vigor to deliver Comprehensive results through the integration of measurement and structural modeling (Joseph F Hair Jr, Hult, Ringle, & Sarstedt, 2021). The Partial least square based, SmartPLS4, SEM was used instead of SEM-based covariance for the purposes of the study is to make sure to predict that the development of a theory (Joe F Hair Jr, Howard, & Nitzl, 2020; Joseph F Hair Jr et al., 2021).

### **Measurement Model:**

Each construct's item was checked for measurement purposes to see if it could be used to measure that particular construct. To make sure the constructs' elements are appropriate, internal consistency, convergent validity, and discriminant validity have all been used (Joe F Hair Jr et al., 2020; Joseph F Hair Jr et al., 2021). Internal consistency has been assessed using composite reliability. All items are regarded as reliable because the composite reliability of all variables is anticipated to be higher than the cut-off value (0.70). The average extracted variance (AVE) of each concept in Table 2 is greater than the minimum permissible threshold limit of 0.50, supporting the convergent validity (Joseph F Hair Jr et al., 2021). Once more, the square root of the average variance for each construct is higher than the correlation with other constructs, satisfying the criteria for discriminant validity (Fornell & Larcker, 1981) Additionally, confirmatory factor analysis (CFA) was also examined through the cross-loading table (see Table 3) to test if any item loads highly in other constructs(s) than its corresponding scale. Subsequently, we observed that items of the scale loaded highly to their own scale than other scales.

**Table 2: Reliability and validity measurement**

Variables	EW	SSBL	HPWS	SE	Age	Years	Size	Education	Firms' size	Gender
EW	1									
SSBL	.360**	1								
HPWS	.303**	.537**	1							
SE	.585**	.462**	.505**	1						
Age	.096	-.037	.143*	.117	1					
Years	.048	-.043	.102	.053	.617**	1				
Size	.086	.030	.051	.006	-.097	-.113	1			
Education	-.008	.034	.029	.075	-.033	-.019	-.001	1		
Firms' size	-.004	-.072	.029	-.092	-.002	-.069	.209**	.132*	1	
Gender	-.046	-.046	-.070	-.093	-.099	-.003	-.033	.040	-.066	1
Average variance extracted	0.558	0.711	0.511	0.501						
Cronbach's alpha	0.734	0.899	0.909	0.880						
Composite Reliability	0.755	0.904	0.911	0.884						
R-square	0.169		0.291	0.290						

**Table 3: Confirmatory factor analysis**

	EW	HPWS	SE	SSBL
EW1	<b>0.837</b>	0.302	0.544	0.329
EW2	<b>0.729</b>	0.213	0.307	0.323
EW3	<b>0.768</b>	0.219	0.461	0.300
EW7	<b>0.639</b>	0.207	0.374	0.198
HPWS1	0.245	<b>0.636</b>	0.387	0.427
HPWS10	0.227	<b>0.694</b>	0.273	0.436



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HPWS11	0.252	<b>0.706</b>	0.376	0.395
HPWS12	0.165	<b>0.701</b>	0.344	0.355
HPWS2	0.277	<b>0.641</b>	0.318	0.340
HPWS3	0.200	<b>0.709</b>	0.311	0.381
HPWS4	0.188	<b>0.624</b>	0.261	0.281
HPWS5	0.224	<b>0.741</b>	0.328	0.373
HPWS6	0.184	<b>0.796</b>	0.357	0.470
HPWS7	0.200	<b>0.720</b>	0.324	0.312
HPWS8	0.248	<b>0.760</b>	0.333	0.392
HPWS9	0.277	<b>0.743</b>	0.367	0.372
SE18	0.390	0.305	<b>0.630</b>	0.251
SE19	0.442	0.329	<b>0.713</b>	0.326
SE2	0.440	0.328	<b>0.685</b>	0.376
SE20	0.389	0.427	<b>0.722</b>	0.399
SE3	0.455	0.336	<b>0.688</b>	0.310
SE5	0.344	0.293	<b>0.695</b>	0.318
SE6	0.377	0.291	<b>0.757</b>	0.350
SE7	0.421	0.304	<b>0.751</b>	0.291
SE8	0.406	0.386	<b>0.777</b>	0.375
SSBL1	0.349	0.441	0.401	<b>0.856</b>
SSBL2	0.323	0.409	0.369	<b>0.859</b>
SSBL3	0.274	0.407	0.312	<b>0.807</b>
SSBL4	0.332	0.503	0.449	<b>0.818</b>
SSBL5	0.361	0.499	0.437	<b>0.876</b>

### Hypothesis Testing:

Both direct effects (independent variables on dependent variables) and the effects of mediating variables on the relationship between independent variables and dependent variables can be used to assess the current study's hypotheses (Uddin, Mahmood, & Fan, 2018; Uddin et al., 2019).

### **Direct Effect:**

Table 3 shows the subsequent the relationship between HPWS and EW ( $\beta=0.152$ ,  $t=2.345$ ,  $p<0.019$ ), HPWS and SE ( $\beta=0.307$ ,  $t=4.878$ ,  $p<0.000$ ), SSBL and EW ( $\beta=0.309$ ,  $t=4.149$ ,  $p=0.000$ ), SSBL and HPWS ( $\beta=0.540$ ,  $t=11.034$ ,  $p=0.000$ ), SSBL and SE ( $\beta=0.306$ ,  $t=4.704$ ,  $p=0.000$ ) are significant. So, this study end up to be successful to show that all the independent variable mentioned in table 3 significantly influence their dependent variable. Thus, each hypothesis shown in table 3 are supported.

**Table 4: Hypothesis Testing**

Hypothesis	Path coefficient	$\beta$	Standard Deviation	T-value	P-Value	Result
H1	SSBL -> EW	0.309	0.075	4.149	0.000	Supported
H2	SSBL -> SE	0.306	0.065	4.704	0.000	Supported
H3	SSBL -> HPWS	0.540	0.049	11.034	0.000	Supported
H4	HPWS -> EW	0.152	0.065	2.345	0.019	Supported
H5	HPWS -> SE	0.307	0.063	4.878	0.000	Supported

### **Mediation Analysis:**

Mediation Analysis was performed to assess the mediating role of High Performance Work System (HPWS) on the linkage between Subordinate Strength Based Leadership (SSBL) and Employee wellbeing (EW). In Table 5 shows the result of mediating relationship of HPWS on SSBL and EW. The total effect of SSBL on EW was significant ( $\beta=0.392$ ,  $t=6.133$ ,  $p<0.001$ ). With the inclusion of the mediating variable, the impact of SSBL on EW found significant ( $\beta=.310$ ,  $t=4.077$ ,  $p<0.001$ ). The indirect effect of SSBL on EW through HPWS found again with significant result ( $\beta=0.081$ ,  $t=2.039$ ,  $p<0.05$ ). This shows that the relationship between SSBL and EW is Partially Mediated.

**Table 5: Mediating Effect of HPWS on EW**

Similarly, the result (see table 5) revealed the total effect of SSBL on SE was significant ( $\beta=0.472$ ,  $t=8.751$ ,  $p<0.001$ ). With the inclusion

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of the mediating variable, the impact of SSBL on SE became significant ( $\beta=.307$ ,  $t=4.662$ ,  $p<0.001$ ). The indirect effect of SSBL on SE through HPWS was found significant ( $\beta=0.166$ ,  $t=4.290$ ,  $p<0.001$ ). This shows that the relationship between SSBL and SE is partially mediated by HPWS.

**Table 6: Mediating Effect of HPWS on SE**

Total Effect SSBL -> SE		Direct Effect SSBL -> SE		Indirect Effect of SSBL on SE						
Coefficient	P value	Coefficient	P value	H7: SSBL>HPWS>SE	Coefficient	SD	T value	P value	BI (2.5%- 97.5%)	Result
0.472	0.000	0.307	0.000		0.166	0.039	4.290	0.000	0.097- 0.250	Partially Mediated

## Discussion:

The importance of SSBL on employee outcomes and organizational utility has been discussed in existing research, but few instances of SSBL benefits have been offered (Akter et al., 2021). This study explored to search the effects of SSBL on sustainable employment and employee wellbeing with the mediation effect of High-performance work system. At first H4 result showed favorable relationship between High performance work system and Employee wellbeing ( $\beta= 0.152$ ,  $p< 0.05$ ). HPWS develop an effective HR system that nourish the subordinates and improve the positive psychology (Huang et al., 2016). In H5, HPWS effect on SE showed the positive relationship ( $\beta= 0.307$ ,  $p< 0.001$ ). Human Resource Management develops High Performance Work System that ensure the sustainable employment in an organization (Fareed, Noor, Isa, & Salleh, 2016). Next H1, hypothesize the effect between subordinate strength-based leadership and employee wellbeing and was

Total Effect SSBL -> EW	Direct Effect SSBL -> EW	Indirect Effect of SSBL on EW
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successful to show the positive relationship between SSBL and EW ( $\beta= 0.309$ ,

Coefficient	P value	Coefficient	P value	H6:SSBL>HPWS>EW	Coefficient	SD	T value	P value	BI (2.5%-97.5%)	Result
0.392	0.000	0.310	0.000		0.081	0.040	2.039	0.042	0.008-0.162	Partially Mediated

$p < 0.001$ ). Strengths-based leaders encourage people to use their strengths for work related tasks and devote more time and effort to their areas of strength can foster an environment that is favorable and that environment leads to higher psychological health of workers (Ding & Yu, 2021). H3 is also showed positive correlation between Subordinate strength-based leadership and High-performance work system ( $\beta = 0.540$ ,  $p < 0.001$ ). Strength based leader capitalize the strength of subordinates' with developing High performance work system to ensure subordinates' motivation, creativity and Performance (Ding & Yu, 2020a, 2021). At last, H2 that the SBL of subordinates is positively correlated with SE ( $\beta = 0.306$ ,  $p < 0.001$ ). Strength is the key to a subordinate's growth and development, and SSBL cultivate healthy psychological attitudes in leadership that support SE (Aker et al., 2021). Furthermore, this study found a partial mediation effect of HPWS on the relationship between SSBL and EW. High performance work system enable a leader to increase the employee wellbeing (Ding & Yu, 2022). Another mediation effect of HPWS on the relationship between SSBL and SE found partial mediation. High performance work system increase the capability of a leader to retain skilled and competent employee (Ding et al., 2020). Therefore, the current study confirms that if the organization or the concerned management can magnify HPWS, the influence of subordinates' SBL on SE and EW is facilitated.

## Limitation and Future Research Direction

This paper has some limitations, despite some encouraging implications. Although data were gathered from different sectors of employees to decrease the impact of common method bias. The cross-sectional research design

prevented us from establishing a causal link. The long-term link between SSBL and HPWS and SSBL and SE must be explained using a longitudinal analysis spanning several time periods. This study also looked at how a particular leadership style and HPWS interacted to affect long-term employment. Other forms of leadership may be considered in future studies as a moderating factor to broaden the study scope. The fact that this study concentrated on workers from different Bangladeshi organizations may have limited the generalizability of its results. Therefore, further research must a cross-organizational and cultural backdrop investigation of the suggested theoretical model.

## **Theoretical and Managerial Implication**

### ***Academic implication:***

The present article is the first to empirically investigate the SSBL-SE- EW linkage with HPWS mediating variables. Research in connection with the role of strength in enhancing employee performance has become an important topic amongst researchers in the area of organizational psychology. The findings of the study can contribute to the growing body of research on the impact of leadership styles and practices on employee outcomes. Specifically, the study highlights the importance of adopting a subordinate-oriented strength-based leadership approach that focuses on employee strengths, empowerment, and development, and its positive impact on employee well-being and sustainable employment outcomes. Secondly, the study highlights the mediating role of a high-performance work system in the relationship between SSBL, sustainable employment, and employee well-being. This finding suggests that the implementation of HR practices such as selective hiring, extensive training and development, and performance-based rewards can help foster a high-quality LMX relationship between leaders and subordinates, leading to improved employee outcomes. Finally, the study can inform the development of evidence-based HR practices and policies aimed at enhancing employee well-

being and sustainable employment outcomes. For example, organizations can adopt SSBL practices, such as personalized development plans, coaching, and mentoring, to enhance employee strengths and promote sustainable employment. Moreover, the study highlights the importance of implementing HPWS practices, such as flexible work arrangements, employee involvement, and performance-based rewards, to improve employee well-being and sustainable employment outcomes.

### ***Managerial implication:***

The study's emphasis on the relative effects of SSBL in organizational contexts has been acknowledged as making a significant contribution to leadership. Based on the study's findings, it is advised that managers and other organizational leaders support their staff members in doing their best work within the limits of their abilities. According to the research, there is a positive correlation between SSBL and SE which means that firms should use a number of managerial strategies and policies to create SSBL that will increase employees' motivation, ability, and commitment to the company and ensure SE. Given the mediational role played by HPWS in the link between SSBL and SE, we further suggest that in order to maximize subordinates' performance, leaders should prioritize building positive relationships with their workforce.

### **Conclusion**

SSBL has a significant impact on long-term employment. We found evidence in this study that HPWS facilitates the process by which leaders activate HPWS to boost leadership potential. As a result, planning and implementing HPWS that can produce the necessary adaptive capability to ensure sustained employment becomes more important. An organization needs to lead based on employee strengths and continuously develop these strengths to achieve the effective outcome in order to deal with the changing environment. According to the study's findings, SE can be achieved by using SSBL in employee skill development and focusing on HPWS and EW which lower employee turnover.



For the purpose of generating long-term employment, HPWS promotes a work environment where professionals can experience high levels of job satisfaction.

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