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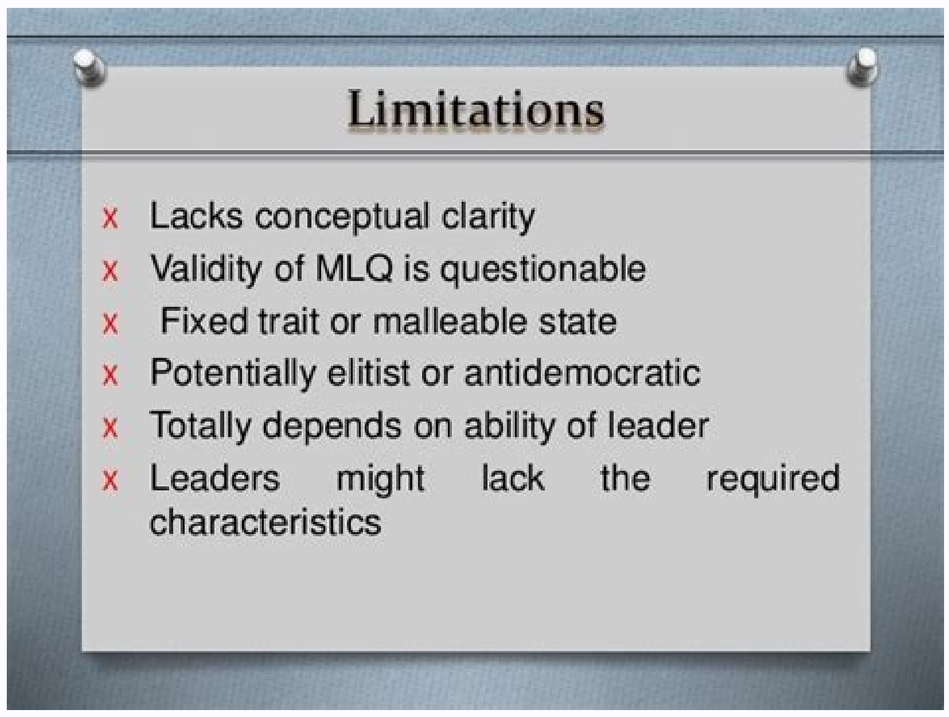
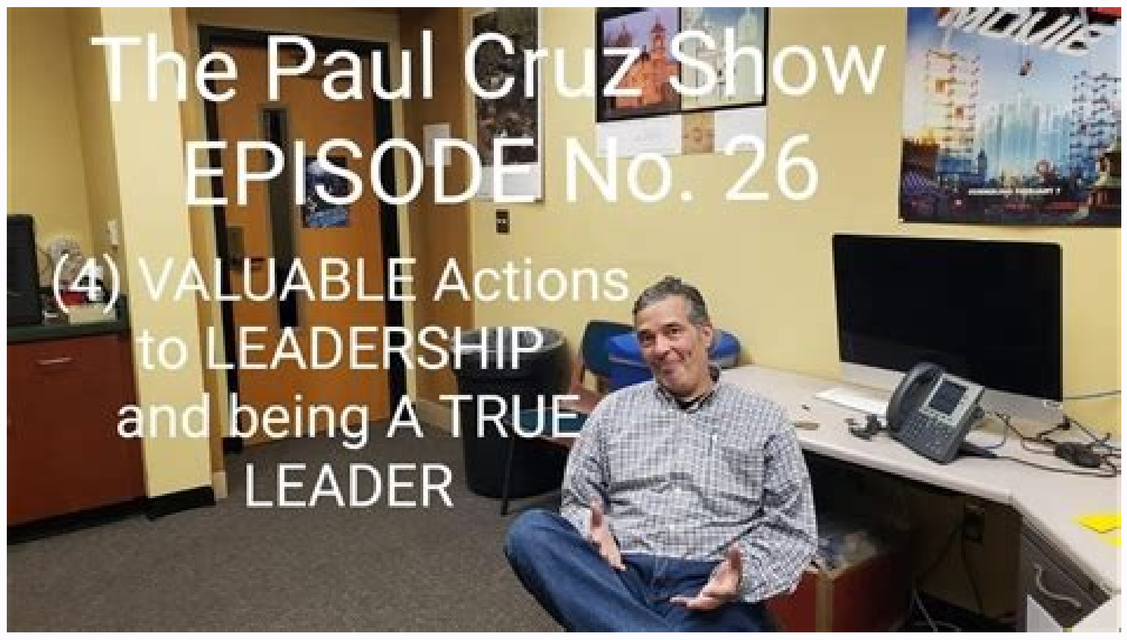
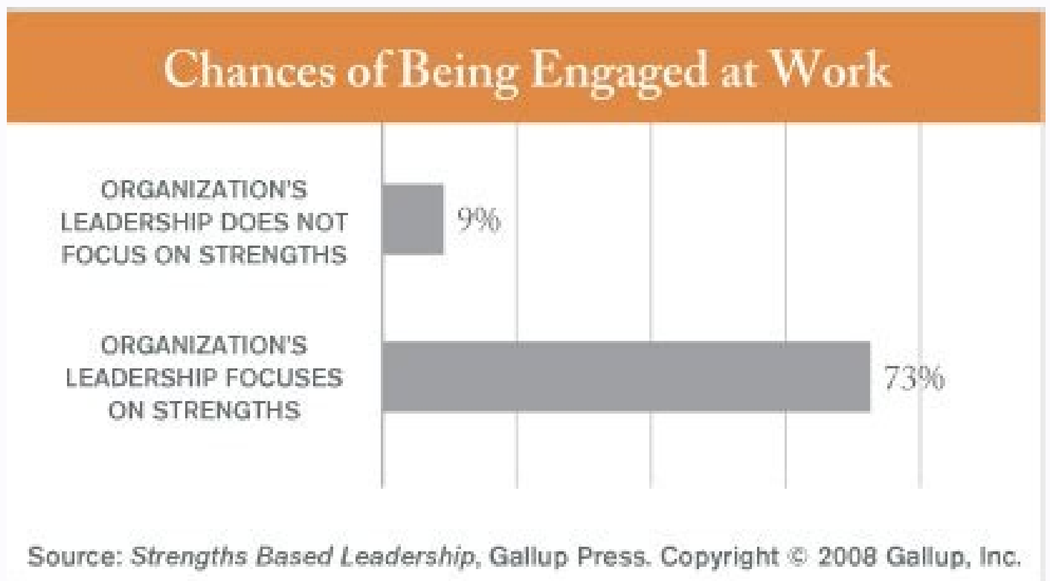
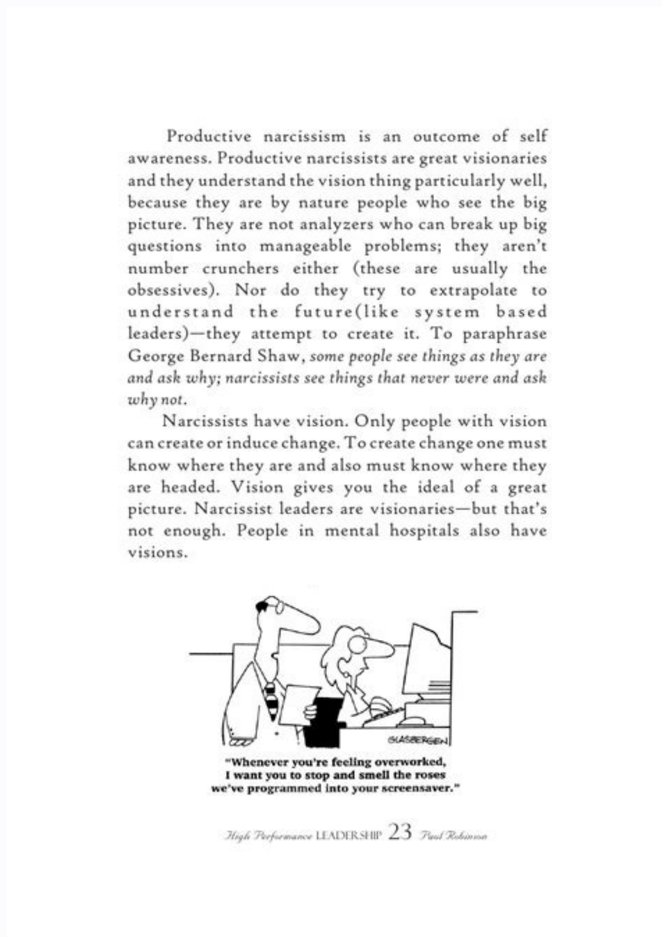
# Strengths based leadership pdf full movie hd full





Productive narcissism is an outcome of self awareness. Productive narcissists are great visionaries and they understand the vision thing particularly well, because they are by nature people who see the big picture. They are not analyzers who can break up big questions into manageable problems; they aren't number crunchers either (these are usually the obsessives). Nor do they try to extrapolate to understand the future(like system based leaders)—they attempt to create it. To paraphrase George Bernard Shaw, *some people see things as they are and ask why; narcissists see things that never were and ask why not.*

Narcissists have vision. Only people with vision can create or induce change. To create change one must know where they are and also must know where they are headed. Vision gives you the ideal of a great picture. Narcissist leaders are visionaries—but that's not enough. People in mental hospitals also have visions.

"Whenever you're feeling overworked, I want you to stop and smell the roses we've programmed into your screensaver."

*High Performance* LEADERSHIP 23 *Paul Robinson*

Publisher's Note All claims expressed in this article are solely those of the authors and do not necessarily represent those of their affiliated organizations, or those of the publisher, the editors and the reviewers. In response to this call, this study has advanced our understanding of strengths-based leadership through the substitutes for leadership theory by providing insights into job control as a substitute of strengths-based leadership and highlighting the importance of understanding the boundary conditions of the strengths-based leadership. Job Control Job control was measured with 11-item scale developed by Wall et al. Hurrell Jr. (Chichester: Wiley), 97–103. Causes and consequences of collective turnover: a meta-analytic review. Our inclusion criteria were as follows: (a) participants should work as a full-time in their organizations and (b) participants should take part in this survey voluntarily. Figure 1. 25, 384–397. With respect to this study, age ($r = -0.25$, $p < 0.01$), educational level ($r = 0.11$, $p < 0.05$), and tenure ($r = -0.26$, $p < 0.01$) were significantly related to turnover intention. doi: 10.1037/0021-9010.87.3.454 PubMed Abstract | CrossRef Full Text | Google Scholar Doef, M., and Maes, S. Health J. 58, 289–297. As such, age, gender, and educational and tenure levels were considered as control variables in this study. H., Horner, S. Leadersh. First, Fuller and Hester (2010) pointed out that employees who possess more work resources are more likely to feel personal obligation for constructive change. Additionally, the direct effect between strengths-based leadership and turnover intention was also significant [direct effect = −0.23, CI: (−0.35, −0.12)]. All the items of scales were rated on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). As predicted, all the hypotheses are supported by the study data. Autonomy as a core job characteristic can foster feelings of obligation for constructive change (Hackman and Oldham, 1980; Fuller and Hester, 2010). D. The role of job control and job social support. Eur. Employees in high-quality leader–member exchange relationship will feel responsible for initiating constructive change in the organization (Carnevale et al., 2019). (2002) demonstrated that job control moderates the association of perceived intensity with well-being. W., and Phelps, C. Results of process analysis (N = 317). On the contrary, in the absence of control over work, employees rely more on their leaders to provide autonomy to utilize their strengths at work and employees' need for autonomy can be satisfied (Ding and Yu, 2020a), thus driving felt obligation for constructive change. Motivation through the design of work: test of a theory. Results are shown in Table 4. doi: 10.1108/LODJ-12-2020-0548 CrossRef Full Text | Google Scholar Oi, L. doi: 10.5465/AMR.1986.4282632 CrossRef Full Text | Google Scholar Hu, L. However, little is known about the relationship between strengths-based leadership and employee turnover intention. 51:a1832. Participants in this study were Chinese employees working in diverse organizations. In summary, drawing on the substitutes for leadership theory, this study extends prior study on strengths-based leadership by demonstrating the importance of job control on the effects of leaders' behaviors. Job control as an important work characteristic is defined as the extent to which a job gives employees substantial freedom, independence, and discretion in scheduling and performing their job (Hackman, 1976). One sample item was "My leader is good at using my strengths." The Cronbach's α was 0.918. Cooper, and J. According to Rath and Conchie (2008), strengths-based leadership has three basic tenants: (1) invest their time and energy in their followers' strengths; (2) build well-rounded teams to meet the requirements for strengths in executing, influencing, relationship building, and strategic thinking; and (3) understand followers' need to build trust, hope, and optimism. Soc. Second, this study only analyzed strengths-based leadership approach without controlling other competing leadership approaches. More importantly, strengths-based leaders do not ignore their own and followers' weaknesses, but rather focus on building their own and team members' strengths and minimizing the negative effects of weaknesses (Burkus, 2011; Van Woerkom et al., 2016). First, regardless of job control, leaders who exhibit strengths-based leadership behaviors would generally elicit higher levels of felt obligation for constructive change and lower levels of turnover intention among their employees. Qual. However, single-resource data were suitable for this study because the outcome variable was employee's work attitude (i.e., turnover intention), which cannot be measured by other resources, except self-report (Mobley et al., 1978). doi: 10.5093/jwop2020a8 CrossRef Full Text | Google Scholar Ding, H., and Yu, E. (1978). Funding This study was supported by the Outstanding Innovative Talents Cultivation Funded Programs 2019 of Renmin University of China. The proposed conceptual model was depicted in Figure 1. Do high job demands increase intrinsic motivation or fatigue or both? Third, one of the key criticisms of strengths-based leadership study has been the lack of boundary conditions in explaining its effects (Ding and Yu, 2020b). Author Contributions XC collected the research data, designed the research, and wrote the manuscript. How and when does follower's strengths-based leadership relate to follower innovative behavior: the roles of self-efficacy and emotional exhaustion. doi: 10.1080/1359432X.2015.1089862 CrossRef Full Text | Google Scholar Wall, T. We used a Chinese social network mobile application called Wechat to distribute online questionnaires. How career orientation shapes the job satisfaction–turnover intention link. doi: 10.1016/S1479-3555(03)03003-8 CrossRef Full Text | Google Scholar Liden, R. As such, we argue that a higher level of job control, which is viewed as an important work characteristic (Hackman, 1976), may act as a substitute for strengths-based leadership. With the help of these alumni, we recruited 584 employees who met our requirements and volunteered to take part in the survey. doi: 10.1080/1359432X.2018.1470088 CrossRef Full Text | Google Scholar Oh, J., and Chhinzer, N. Transformational leadership moderates the relationship between emotional exhaustion and turnover intention among community mental health providers. 46, 339–348. doi: 10.1002/jocb.473 CrossRef Full Text | Google Scholar Ding, H., and Yu, E. Therefore, this study offers a new piece of empirical evidence for the relationship between strengths-based leadership and employee turnover intention. Discussion This study conducts a survey of 317 employees working in various organizations and investigates the relationship between strengths-based leadership and employee turnover intention and the mediating role of employee felt obligation for constructive change as well as the moderating role of job control in this relationship. Hypothesis 1 postulated that strengths-based leadership was negatively related to employee turnover intention. 88, 879–903. Work Stress 13, 87–114. B., Lee, J. Follower strengths-based leadership and follower innovative behavior: the roles of core self-evaluations and psychological well-being. Cutoff criteria for fit indexes in covariance structure analysis: conventional criteria versus new alternatives. doi: 10.1016/j.jbusres.2021.02.023 CrossRef Full Text | Google Scholar Frank, W. Struct. However, there remains a dearth of literature on the relationship between strengths-based leadership and employee turnover intention. doi: 10.1023/A:1015194108376 CrossRef Full Text | Google Scholar Hom, P. HD analyzed and interpreted the data, and together with LZ and ZL amended the manuscript. Hypothesis 3: Job control acts as a substitute for strengths-based leadership, such that the magnitude of the positive relationship between strengths-based leadership and felt obligation for constructive change will be weaker under higher, rather than lower, levels of job control. However, these leadership styles were not considered as control variables in this study. Importantly, employees with a strong sense of obligation for constructive change can also experience higher levels of personal accomplishment and satisfaction (Morrison and Phelps, 1999) because when employees feel obligation for constructive change at work, they will experience greater intrinsic work motivation and are more likely to engage in work as "responsible citizens" (Jian et al., 2012). doi: 10.1037/1076-8998.6.4.290 CrossRef Full Text | Google Scholar Frese, M. D., and Jackson, P. C. Motiv. 55, 591–603. Pers. doi: 10.1016/j.leaqua.2010.07.006 CrossRef Full Text | Google Scholar Wang, A. A substantial body of studies have found that felt obligation for constructive change cannot only effectively stimulate both the promotive (Carnevale et al., 2019) and prohibitive voices (Jian et al., 2012), but also improve proactive role performance, such as change-oriented organizational citizenship behavior (Lopez-Dominguez et al., 2013) and innovation (Parker and Collins, 2010). doi: 10.5465/amj.2013.0034 CrossRef Full Text | Google Scholar Lopez-Dominguez, M., Enache, M., Sallan, J. The specific strategies of nurturing employees' felt obligation for constructive change can follow the suggestions proposed by Fuller and Hester (2010), namely, job autonomy, position in organization hierarchy, accessing to resource, and accessing to information. D., Yammarino, F. (2003). Hypothesis 2 supposed that felt obligation for constructive change mediated the relationship between strengths-based leadership and turnover intention. 21, 187–197. doi: 10.1007/s10551-014-2196-6 CrossRef Full Text | Google Scholar Ding, H., and Quan, G. doi: 10.1037/a0027983 PubMed Abstract | CrossRef Full Text | Google Scholar Howell, J. 57, 1434–1452. They recommend comparing CFI

to choose the model. One sample item was “I feel a personal obligation to produce constructive suggestions to help the organization achieve its goals.” The Cronbach’s α was 0.919. This study postulates that strengths-based leadership contributes to increased employee felt obligation for constructive change. Third, by extending the substitutes for leadership theory to the field of strengths-based leadership and substantiating its relevance, we address the concern of overreliance of prior strengths-based leadership research on the conservation of resources, self-determination, and job demands-resources theories. 55, 71–92. Higher levels of job control positively affect employee felt obligation for constructive change in that job control provides freedom, independence, and discretion to employees on their day-to-day job, leading to a greater satisfaction with the need for autonomy and job experience (Frank and David, 2001), which helps shape their feeling of obligation (Hackman and Oldham, 1980). Servant leadership and serving culture: influence on individual and unit performance. The moderating role of creative role identity and job autonomy. (1996). Resour. Extant study has demonstrated that strengths-based leadership encourages employees to use their own strengths at work (Ding and Yu, 2021a), so as to improve their task performance (Ding et al., 2020) and innovative behaviors (Ding and Yu, 2020a) and contribute to employee psychological well-being (Ding and Yu, 2021b). Conflict of Interest The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest. (2011). E., Miller, E. First, this study is the first study to empirically examine the linkage between strengths-based leadership and employee turnover intention. Our findings indicate that employee felt obligation for constructive change acting as a substitute of strengths-based leadership partially mediates the relationship between strengths-based leadership and employee turnover intention. Hypothesis 1 is supported. Limitations and Future Study Directions This study is not without limitations. 21, 765–782. According to the suggestion of Tschopp et al. Employees with higher job control are apt to experience higher creative self-efficacy (Du et al., 2018), positive mental health (Crown, 2007), and lower levels of workload and burnout (Leiter and Maslach, 2004). According to a report released by 51JOBS, China’s largest human resource service provider, the overall Chinese employee turnover rate in 2021 was 18.8% and the voluntary turnover rate reached 14.1%, which are much higher than other countries. On one hand, individuals who have opportunities to regularly leverage their strengths at work are more likely to have higher life satisfaction and are more engaged in work (Winseman, 2002). Furthermore, we conducted the difference test of the indirect effects. Google Scholar Demirtas, O., and Akdogan, A. Taken together, this study offers three contributions to previous literature on the strengths-based leadership and turnover intention. 22, 375–403. We chose to collect the second wave data after 1 month according to a study by Podsakoff et al. In a state of high job control, employees have the substantial freedom, independence, and discretion in scheduling and performing their work (Hackman and Oldham, 1980), such as autonomously introducing their own strengths to the work. Hence, future study needs to investigate the proposed theoretical model in a cross-organizational and cultural background. Strengths-Based Leadership We used 10 items of strength-based leadership scale developed by Ding and Yu (2021b). R. Nankai Bus. Ethical leadership and organizational citizenship behaviors: the moderating role of organizational identification. Practical Implications This study has three overarching recommendations for organizations. References Antonakis, J. Table 4. Theory and Hypotheses Strengths-Based Leadership and Turnover Intention Strengths-based leadership, as an innovative and positive leadership style, brings about greater gains of efficiency, productivity, and organizational success by continuously building the strengths of leaders and their followers (Burkus, 2011). Boston, MA: Harvard Business Publishing. 42, 403–419. All authors contributed to the article and approved the submitted version. M., and Simo, P. Specifically, the positive relationship between strengths-based leadership and felt obligation for constructive change was weaker for employees with a higher level of job control [β = 0.17, CI: (0.05, 0.23)] than for employees with a lower level of job control [β = 0.38, CI: (0.25, 0.51)], which further supported Hypothesis 3. (1997). Accordingly, we further expect that job control as a substitute of strengths-based leadership negatively moderates the mediational effect of felt obligation for constructive change on the relationship between strengths-based leadership and employee turnover intention. Does organizational structure render leadership unnecessary? Q. For future studies, it is recommended that longitudinal study design or experimental study should be conducted to capture the fluctuation of leaders’ approach over a period of time commensurate with the changing context. Acknowledgments The authors are grateful to the employees who participated in this study. Res. Neutralizing substitutes for leadership theory: leadership effects and common-source bias. In this sense, strengths-based leadership as a crucial work resource (Ding and Yu, 2021a) might positively influence employees’ felt obligation for constructive change. One sample item was “Do you decide on the order in which you do things.” The Cronbach’s α was 0.895. First, by presenting felt obligation for constructive change as a mediator of strengths-based leadership, we extend the works by Ding and Yu (2020a) and Ding and Quan (2021) on how individual characteristics transmit the influence or importance of strengths-based leadership behaviors on some performance or consequence, providing a new insight into the psychological mechanism underlying the relationship between strengths-based leadership and turnover intention. Substitutes for leadership theory argue that certain organizational characteristics (i.e., characteristics of the organization, the subordinate, and the task) can substitute or neutralize the effects of the leader’s behaviors (Kerr and Jermier, 1978). Linking job control to employee creativity: the roles of creative self-efficacy and regulatory focus. In addition, Cheung and Rensvold (2002) pointed that $\chi 2$ is easily influenced by the sample size and is overly sensitive to the sample when the sample size is greater than 200. M. B. V., and Hagedoorn, M. As shown in model 5 in Table 4, coefficient of felt obligation for constructive change was significant ($\beta = -0.17$, $p < 0.01$). doi: 10.1002/job.1857 CrossRef Full Text | Google Scholar Van Woerkom, M., Oerlemans, W., and Bakker, A. A. Manage. Cell phone numbers were used to match data from three phases. W., and Kerr, S. Third, since job control is found to be a substitute for strengths-based leadership in the direct relationship of strengths-based leadership and employee felt obligation for constructive change and the indirect relationship of strengths-based leadership and employee turnover intention through felt obligation for constructive change, it is recommended that organizations provide employees with freedom, independence, and discretion in their daily work to positively impact job control. To reciprocate supervisors, subordinates make more effort to fulfill job responsibilities and achieve a wide range of positive outcomes (Ding and Yu, 2020b), such as lower turnover intention. PROCESS (model 4) was applied to further examine the indirect effect. Hence, the following hypothesis is offered: Hypothesis 4: Job control acts as a substitute for strengths-based leadership, such that the magnitude of the indirect relationship between strengths-based leadership and employee turnover intention through felt obligation for constructive change will be weaker under higher, rather than lower, levels of job control. Although this study collected data at three time points, self-report questionnaire may bring about CMV. 36, 633–662. 63, 408–414. L. This study utilized Harman’s single factor test and CFA to test the degree of common method bias (Podsakoff et al., 2003). doi: 10.1037/0021-9010.88.5.879 PubMed Abstract | CrossRef Full Text | Google Scholar Rath, T., and Conchie, B. The demands—control model of job strain: a more specific test. P. Furthermore, considering that the substitutes for leadership theory suggest that individual characteristics can transmit the influence or importance of the leader behavior on some performance or consequence (Dionne et al., 2002), it is reasonable to assume that strengths-based leadership contributes to employee felt obligation for constructive change and in turn to reduced employee turnover intention. G. Harman’s single factor test showed that 33.58% of the variance could be explained by the first principal factor, which was less than 40%. 93, 505–529. 11, 88–102. J., Liao, C., and Meuser, J. Howell et al. Second, in contrast to other leadership theories, substitutes for leadership theory recognize the role of followers in the leadership process (Mostafa, 2018). Results of confirmatory factor analyses (CFAs): comparison of measurement models (N = 317). Organ. Rev. Therefore, the CMV of this study was not serious. Hypothesis 4 assumed that job control could weaken the mediating effect of felt obligation for constructive change on the relationship between strengths-based leadership and turnover intention. Taken together, we postulate that since job control acts as a substitute for strengths-based leadership, the relationship between strengths-based leadership and felt obligation for constructive change should be weaker under the condition of higher levels of job control. Previous studies focused not only on the consequences of job control, but also on the moderating role of job control (Doef and Maes, 1999). (2003), we constructed an unmeasured method factor and loaded the method factor on all the indices of strengths-based leadership, job control, felt obligation for constructive change, and turnover intention. Occup. A recent meta-analysis argued that leaders are particularly valuable to employee retention (Rubenstein et al., 2018). 168:110300. 26, 57–81. R., Lee, T. 10) argued that failing “to control for these competing constructs will engender omitted variable bias and does not inform us of the incremental validity of the construct.” Prior studies have shown the positive relationships of servant leadership (Liden et al., 2014), ethical leadership (Elci et al., 2012), and transformational leadership (Green et al., 2013) with employee turnover intention. 1, 185–216. This finding is consistent with previous study suggesting that strengths-based leadership has a negative relationship with employee turnover (Burkus, 2011). (2003), the time intervals between measurements for job attitudes are at least 2–3 months and we chose to collect the third wave data after 3 months. Posit. 129, 43–56. On the contrary, there may be cases in which employee turnover intention is reduced, but this is not related to the direct contribution of strengths-based leadership. 71, 23–65. Table 3. Strengths-based leadership and job control were standardized before conducting the analysis. (2008). A., and Hausknecht, J. (2021a). doi: 10.1007/s10597-011-9463-0 PubMed Abstract | CrossRef Full Text | Google Scholar Hackman, J. Intermediate linkages in the relationship between job satisfaction and employee turnover. One sample item was “I will probably leave this company in a year.” The Cronbach’s α was 0.833. doi: 10.1080/10686967.2010.11918263 CrossRef Full Text | Google Scholar Rigoni, B., and Asplund, J. (2002). doi: 10.1016/j.sbspro.2012.09.1003 CrossRef Full Text | Google Scholar Eva, N., Sendjaya, S., Prajogo, D., and Madison, K. Sample distribution (N = 317). doi: 10.1037/0021-9010.62.2.237 CrossRef Full Text | Google Scholar Mobley, W. Any product that may be evaluated in this article, or claim that may be made by its manufacturer, is not guaranteed or endorsed by the publisher. This scale referred to a study by Mobley et al. Hum. Descriptive Statistics Table 3 reports the mean, SD, and correlations for study variables. The original strengths-based leadership scale, felt obligation for constructive change scale, and job control scales were in English. Strategic Leadersh. Therefore, it is possible to expect that strengths-based leadership is positively related to employees’ felt obligation for constructive change. By assessing whether employees’ job control may substitute the role of strengths-based leadership in the relationships among strengths-based leadership, felt obligation for constructive change, and turnover intention, this study attempts to expand the literature on substitutes for leadership theory, highlights the potential role of job control as an important boundary condition of strengths-based leadership, and helps to find a way through which organization can enhance the effectiveness of strengths-based leadership in terms of increased felt obligation for constructive change and reduced turnover intention. 11, 54–66. doi: 10.14195/1647-8606_62-1_6 CrossRef Full Text | Google Scholar When does benevolent leadership lead to creativity? Moderator variables in leadership research. doi: 10.1016/j.jbusres.2013.02.041 CrossRef Full Text | Google Scholar Mobley, W. doi: 10.5465/amj.2010.0176 CrossRef Full Text | Google Scholar Kerr, S., and Jermier, J. This study posits that strengths-based leadership negatively relates to employee turnover intention. 13, 119–131. The sample size of this study was 317, which was greater than 200. S., Francis, C., and Steve, L. Thus, when strengths-based leadership is lower, the autonomy provided by higher levels of job control can still provide opportunities for employees to work on their strengths (Kong and Ho, 2016), thereby fostering employees’ felt obligation for constructive change (Parker et al., 1997; Parker, 2003). 88, 620–634. Acad. (2013). 16, 367–380. (1980). Turnover Intention Turnover intention was assessed by the 4-item scale developed by Weng (2010). Substitutes for leadership theory are a theoretical framework developed on the basis of path-goal theory to explain the contingency relationship between leadership behaviors and outcome variables, which are distinguished from other leadership contingency theories by highlighting the importance of situational factors (Kerr and Jermier, 1978). (1986). Substitutes for leadership: their meaning and measurement. 17, 61–62. Manag. Feeling obligated yet hesitant to speak up: investigating the curvilinear relationship between LMX and employee promotive voice. doi: 10.1080/10705519909540118 CrossRef Full Text | Google Scholar Itzchakov, G., Weinstein, N., and Cheshin, A. As shown in Table 2, the results of CFA showed that the four-factor measurement model exhibited the best fit to the data ($\chi 2 = 307.35$, df = 113, $\chi 2/\text{df} = 2.72$, SRMR = 0.07, CFI = 0.95, TLI = 0.94, and RMSEA = 0.04). Transformational leadership and innovation adoption: is there a moderation role of personal initiative and job control? Back-translation for cross-cultural research. D., Jackson, P. Community Ment. Thus, future studies need to examine the incremental predictive validity of strengths-based leadership in terms of employee turnover intention after controlling for these competing leadership approaches. Linking positive emotions to work well-being and turnover intention among Hong Kong police officers: the role of psychological capital. P., Dorfman, P. 138, 831–858. (2016). Appl. Equat. Surveying the forest: a meta-analysis, moderator investigation, and future-oriented discussion of the antecedents of voluntary employee turnover. (2002) to advance the substitutes for leadership theory by examining indirect leader effects that may be mediated by substitutes such as individual characteristic. We gathered study data at three points in time and paid 5 renminbi (RMB) as a reward for each questionnaire. Indeed, a 2-year case study of St Lucie Medical Center in Florida indicated that properly leveraging top leaders’ and employees’ strengths can significantly reduce attrition rate and increase employee engagement and job satisfaction (Burkus, 2011). The increased job autonomy can lead individuals to believe that their work product is a function of their own decisions and efforts, thus enhancing their feeling of obligation for their work product (Hackman and Oldham, 1980; Ding and Yu, 2021b) and ultimately forming greater intrinsic work motivation, greater job satisfaction, and greater concern about the quality of their work (Fuller and Hester, 2010). Frequent staff turnover entails costs to organizations, increases loss of tacit knowledge and social capital, and can trigger other employees’ emotional instability and turnover contagion within the organization (Heavey et al., 2013; Itzchakov et al., 2022). Sci. Control Variables Prior studies have shown that age, education, and tenure were correlated with turnover intention (Tschopp et al., 2014). According to the substitutes for leadership theory, certain individual, task, and organizational characteristics, acting as “substitutes for leadership,” can impact the influence of the leaders’ behaviors (Kerr and Jermier, 1978). These findings provide promising evidence for the relationship between strengths-based leadership and employee turnover intention. Therefore, we aim to redress these gaps by proposing a moderated mediation model regarding strengths-based leadership and turnover intention. Common method biases in behavioral research: a critical review of the literature and recommended remedies. Data Availability Statement The original contributions presented in the study are included in the article/supplementary material, further inquiries can be directed to the corresponding author. This study offers several theoretical contributions and practical implications. 87, 454–464. On the other hand, strengths-based leadership behaviors, such as aligning employees’ strengths with work tasks and devoting more time and energy to their strengths (Rath and Conchie, 2008), can create a positive climate to improve employees’ task performance (Ding et al., 2020) and innovative behaviors (Ding and Yu, 2020a) and even psychological well-being (Ding and Yu, 2021b), which have a negative effect on employee turnover intention (Oi et al., 2015). 6, 1–55. T. The above propositions involve an integrative framework in which employee felt obligation for constructive change mediates the relationship of strengths-based leadership with employee turnover intention and the association of strengths-based leadership with employee felt obligation for constructive change is contingent on job control. Work Redesign. The effect of ethical leadership behavior on ethical climate, turnover intention, and affective commitment. Second, based on the finding about the mediational effect of felt obligation for constructive change on the relationship between strengths-based leadership and employee turnover intention, organizations can reduce employees’ turnover intention by facilitating employees’ felt obligation for constructive change. doi: 10.1016/j.leaqua.2017.01.006 CrossRef Full Text | Google Scholar Brislin, R. Google Scholar Fuller, J. In doing so, we address the call from Dionne et al. Psychological antecedents of promotive and prohibitive voice: a two-wave examination. Besides, CFA revealed that the $\chi 2$ was significantly improved ($\Delta\chi 2 = 1736.23$, $p < 0.05$) compared to the four-factor measurement model. As such, we expect job control to act as a moderator of the relationship between strengths-based leadership and felt obligation for constructive change. doi: 10.1177/0894845321101880 7 CrossRef Full Text | Google Scholar Ding, H., and Yu, E. Third, employees will experience higher leader–member exchange relationship when leaders help them to identify, develop, and leverage their strengths at work (Ding and Yu, 2020b). Future study could broaden it to include organizational context, organizational strategy, to name just a few. H. Taking stock: integrating and differentiating multiple proactive behaviors. Psychol. Areas of worklife: a structured approach to organizational predictors of job burnout. Turnover intention, defined as the possibility that an employee will leave the employing institution and seek other job opportunities (Mobley, 1977), is the strongest single predictor of actual turnover (Hom et al., 2012). In fact, our findings indirectly validate the study of Zappalà and Toscano (2019) that the significant correlation between transformational leadership and innovative behaviors is not more significant when job control is introduced as a moderator. Thus, strengths-based leadership focusing on the identification, development, and deployment of strengths in leaders and followers may negatively relate to employee turnover intention. 6, 290–302. (1989). Google Scholar Yperen, N. doi: 10.1111/j.2044-8325.1996.tb00607.x CrossRef Full Text | Google Scholar Walter, F., and Bruch, H. The results showed that the mediation effect of felt obligation for constructive change was significantly different at high (M + SD) and low (M − SD) level of job control [difference estimate = 0.04, CI: (0.003, 0.08)]. K., Wall, T. R., and Oldham, G. (2004). (1976). 16, 250–279. (2021b). Dev. Third, we posit that the positive relationship between strengths-based leadership and felt obligation for constructive change will be weaker under higher levels of job control as job control substitutes the strengths-based leadership. Doing what they do best. (1996), including timing control items and method control items. Gallup Manag. B., Huang, L., Uhl-Bien, M., and Harris, S. These results provided preliminary evidence for our hypotheses. Strengths use and work engagement: a weekly diary study. 98, 412–453. (2014), although studies focusing on turnover intentions did not show a significant effect between gender and turnover intention, we decided to control for gender as well. (2002) to advance the substitutes for leadership theory by examining indirect leader effects that may be mediated by substitutes. doi: 10.1111/joop.12302 CrossRef Full Text | Google Scholar Crown, S. To minimize common method variance (CMV), we used a three-wave longitudinal data. An evaluation of precursors of hospital employee turnover. Sauter, C. Job Control as a Moderator Job control, sometimes called decision latitude (Doef and Maes, 1999), refers to the influence of employees on their actions and work conditions (Frese, 1989). B., and David, B. doi: 10.1177/135910457000100301 CrossRef Full Text | Google Scholar Burkus, D. In alignment with these three standards, first, strengths-based leadership (Ding and Yu, 2021a) and job control (Crown, 2007), respectively, meet employees’ needs for autonomy, which is a key antecedent of felt obligation for constructive change (Fuller and Hester, 2010), thus felt obligation for constructive change may be positively predicted by strengths-based leadership and job control. Job control is an important work contextual factor (Holman et al., 2002; Oi et al., 2015). 41, 1107–1118. (2001). (1999). In addition, a study based on 7 industries in 45 countries showed that strengths interventions can reduce turnover by 26- to 72-point in high-turnover organizations and by 6- to 16-point in low-turnover organizations (Rigoni and Asplund, 2016). The proposed conceptual model. Happiness Stud. Longitudinal effects of lean production on employee outcomes and the mediating role of work characteristics. 66, 2147–2152. The first author of this study contacted 75 alumni working in a variety of enterprises (e.g., financial industry) in China to freely participate in this study and requested them to invite their colleagues to join this study. Model. Moderating effect of self-efficacy on the relationship between strengths use and job crafting. The data analysis showed that job control satisfies the three criteria for acting as a substitute of strengths-based leadership, which supported Hypothesis 3. More impressively, a study of St Lucie Medical Center in Florida noted that building teams that properly use employees’ strengths can significantly reduce employee attrition rate and dramatically increase the satisfaction of both the physicians and patients (Burkus, 2011). According to Yperen and Hagedoorn (2003), enhancing job control cannot only reduce work stress, but also increase employee intrinsic work motivation. In sum, the four-factor measurement model had a better fit to the data than alternative models. Ethics 130, 59–67. Promoting felt responsibility for constructive change and proactive behavior: exploring aspects of an elaborated model of work design. 11, 15–25. Prior studies have demonstrated that strengths-based leadership has a conducive effect on employee work engagement (Burkus, 2011) and psychological well-being (Ding and Yu, 2020a). O., and Hollingsworth, A. S. Additionally, study has also pointed that the effectiveness of leadership depends on work characteristics (Wang and Cheng, 2010; Ding and Yu, 2020a). For example, Lopez-Dominguez et al. doi: 10.1002/job.634 CrossRef Full Text | Google Scholar Weng, Q. Prior studies have shown that many leadership styles, such as ethical leadership (Demirtas and Akdogan, 2015) and transformational leadership (Oh and Chhinzer, 2021), can effectively reduce employee turnover intention. doi: 10.1080/17439760.2015.1004555 CrossRef Full Text | Google Scholar Leiter, M. Structural Equation Modeling with Mplus: Basic Concepts, Applications, and Programming. Antonakis (2017, p. C., and Cheng, B. Psychologica 1, 119–130. Furthermore, we expect that job control would moderate the linkage of strengths-based leadership with other employee outcomes such as job satisfaction, trust, and thriving at work. (2015). (2020b). Work Organ. These positive outcomes induced by felt obligation for constructive change are negatively correlated with turnover intention (Mobley, 1977). 2, 1–4. Google Scholar Rubenstein, A. Building the strong organization: exploring the role of organizational design in strengths-based leadership. doi: 10.1037/0021-9010.88.4.620 PubMed Abstract | CrossRef Full Text | Google Scholar Parker, S. The results showed that the moderated mediation effect was significant [β = 0.02, CI: (0.002, 0.04)], supporting hypothesis 4. Therefore, we expect that job control will act as a substitute for strengths-based leadership, such that the direct relationship of strengths-based leadership with felt obligation for constructive change and the indirect relationship of strengths-based leadership with turnover intention via felt obligation for constructive change will be weaker under higher, rather than lower, levels of job control. Strengths-based leadership represents a positive leadership style that leaders seek to promote the identification, development, and deployment of strengths in their own and their followers in order to improve individual and organizational performance (Ding and Yu, 2021b). Second, Fuller and Hester (2010) indicated that employees who have greater control over their jobs are more likely to have feelings of obligation for constructive change, which provides promising evidence for the positive relationship between job control and felt obligation for constructive change. 31, 106–121. PROCESS (model 1) was used to test this hypothesis. Reading, MA: Addison-Wesley. Emot. In addition, this study has only started to reveal how the work characteristics impact the influence of strengths-based leadership. Figure 2. (2012). For organizations, it is necessary to foster, accelerate, and reinforce strengths-based leadership behaviors and provide strengths-based leadership development programs for their managers. Extant study has found that when job control is introduced as a moderator, the significant relationship between transformational leadership and followers’ innovative behaviors will become insignificant (Lopez-Dominguez et al., 2013). doi: 10.1111/peps.12226 CrossRef Full Text | Google Scholar Tschopp, C., Grote, G., and Gerber, M. Google Scholar Heavey, A. T., and Bentler, P. Second, strengths-based leaders provide employees more autonomy to use strengths at work, which satisfy employees’ need for autonomy (Ding and Yu, 2021a). A greater understanding of how the work characteristics might act as substitutes for strengths-based leadership and its subsequent effects on the individual, team, and organizational outcomes will make strengths-based leadership more credible. Afr. 28, 5–21. M., Mackenzie, S. Health Psychol. Results showed that the indirect effect of strengths-based leadership on turnover intention through felt obligation for constructive change was significant [indirect effect = −0.08, CI: (−0.14, −0.03)]. Asian J. K., and Collins, C. (1970). At time 2, we sent the link of the questionnaire concerning felt obligation for constructive change, job control scales, and cell phone numbers and received 425 questionnaires, demonstrating 72.77% response rate relative to T1. We translated these scales into Chinese following the translation and back translation procedures suggested by Brislin (1970). As in Figure 2, we conducted the interaction slope analyses to show the relationship of strengths-based leadership and felt obligation for constructive change when the level of job control was low (M − SD) and high (M + SD) to further elaborate on this interaction effect. 62, 237–240. To examine our hypotheses, the multiple regression analyses was carried out in SPSS version 22.0, which was combined with bootstrapping analyses with bias-corrected CI based on 5,000 bootstrap samples. doi: 10.1002/job.408 CrossRef Full Text | Google Scholar Green, A. J., Atwater, L. Model 2 in Table 4 indicated that strengths-based leadership positively related to felt obligation for constructive change ($\beta = 0.28$, $p < 0.001$), job control positively related to felt obligation for constructive change ($\beta = 0.35$, $p < 0.001$), and the interaction term of strengths-based leadership and job control was negatively related to felt obligation for constructive change ($\beta = -0.13$, $p < 0.01$). New York, NY: Routledge. Based on the substitutes for leadership theory, individual characteristics affected by leader behavior (e.g., subordinate professional orientation) can transmit the influence or importance of the leader behavior on some performance or consequence (Dionne et al., 2002). Creat. On doing better science: from thrill of discovery to policy implications. Career Dev. E., and James, L. It can be considered as such an individual characteristic (Fuller and Hester, 2010). Accordingly, we could conclude that felt obligation for constructive change partially mediated the relationship of strengths-based leadership with turnover intention. Unfortunately, few empirical studies have examined whether strengths-based leadership can affect employee turnover intention and the potential mechanisms accounting for this relationship are underdeveloped. Hence, it is feasible to expect that strengths-based leadership has a negative association with employee turnover intention via felt obligation for constructive change. Given the importance of felt obligation for constructive change to organizations and employees, many researchers have attempted to identify the antecedents of felt obligation for constructive change. R., Mullarkey, S., and Parker, S. First, we collected study data from a single source. Bull. T., and Ho, V. Structural impacts on the occurrence and effectiveness of transformational leadership: an empirical study at the organizational level of analysis. Felt obligation for constructive change is an individual proactive psychological state, which reflects a willingness to put more effort into the work, as well as bring about improvement and new procedures and correct broader problems (Fuller and Hester, 2010). Google Scholar Byrne, B. Results Confirmatory Factor Analysis We conducted confirmatory factor analysis (CFA) to examine the discriminant validity between strengths-based leadership, felt obligation for constructive change, job control, and turnover intention before testing our predictions. Halifax, NS: Saint Marys University. (2021). Stress Well Being 3, 91–134. doi: 10.2307/257011 CrossRef Full Text | Google Scholar Mostafa, S. 40, 899–929. 35, 151–171. Accordingly, the CMV was not a big concern for influencing the accuracy of our results. In order to address the CMV concerns related to self-report data, we have taken multiple remedies and the statistical tests showed that CMV was unlikely to be a problem. Cross Cult. Hence, it is important to clarify the factors influencing Chinese employee turnover and reduce their turnover intention. Reviewing employee turnover: focusing on proximal withdrawal states and an expanded criterion. 27, 441–449. Transformational leadership as an antecedent of change-oriented organizational citizenship behavior. Third, this study focused on employees working in various organizations in China, which might limit the generalizability of our findings. doi: 10.1037/0021-9010.63.4.408 CrossRef Full Text | Google Scholar Morrison, E. 69, 153–166. doi: 10.2307/256952 CrossRef Full Text | Google Scholar Podsakoff, P. The results demonstrate that strengths-based leadership is negatively related to employee turnover intention. B., and Lee, T. Google Scholar Carnevale, J. doi: 10.1016/0030-5073(76)90016-7 CrossRef Full Text | Google Scholar Hackman, J. A., and Aarons, G. The Effects of Employee Perceptions of Organizational Change on Health and Well-Being. Felt Obligation for Constructive Change as a Mediator Felt obligation for constructive change, a malleable psychological state, has been defined as “an individual’s belief that he or she is personally obligated to bring about constructive change” (Morrison and Phelps, 1999, p. Taking charge at work: extrarole efforts to initiate workplace change. Table 2. At time 3, we invited participants who responded in the second phase to complete a questionnaire about turnover intention scale and cell phone numbers. C., Wayne, S. B., and Hester, M. (2013) found that resource availability can effectively enhance employees’ felt obligation for constructive change. 27, 1089–1120. (1977). Felt Obligation for Constructive Change We measured felt obligation for constructive change with 5 items from a study by Jian et al. L., Holwerda, J. doi: 10.4102/sajbm.v51i1.1832 CrossRef Full Text | Google Scholar Dionne, S. doi: 10.1177/0149206308321554 CrossRef Full Text | Google Scholar Parker, S. Behav. Perform. doi: 10.1007/s10902-014-9513-8 CrossRef Full Text | Google Scholar Parker, S. 36, 103–110. At time 1, 584 participants completed questionnaire regarding demographic characteristics, strengths-based leadership scale, and cell phone numbers. Bus. The negative relationship of strengths-based leadership with employee turnover intention can be elaborated by the fact that strengths-based leaders can build a positive climate contributing to employees’ task performance (Ding et al., 2020), innovative behavior (Ding and Yu, 2020a), and even psychological well-being (Ding and Yu, 2021b), thereby increasing employees’ work engagement and reducing their turnover intention (Burkus, 2011). W., and Griffeth, R. (2018). For leaders, there is a need to improve the ability to identify, develop, and utilize their won and employees’ strengths in the workplace. In the process of data collection, we promised that information related to participants would be treated as confidential strictly. Strengths-based leadership and its impact on task performance: a preliminary study. doi: 10.1080/026783799296084 CrossRef Full Text | Google Scholar Du, Y., Ping, L., and Li, Z. We chose fit indexes of $\chi 2/\text{df}$ (should be less than 3), standardized root mean square residual (SRMR) (should be less than 0.08), comparative fit index (CFI) (should be more than 0.09), Tucker–Lewis index (TLI) (should be more than 0.09), and root mean square error of approximation (RMSEA) (should be less than 0.08) to evaluate the fit of the model, as recommended by previous studies (Hu and Bentler, 1999; Byrne, 2013). Therefore, similar to previous studies that servant leadership (Eva et al., 2021) and transformational leadership (Walter and Bruch, 2010) are not equally applicable to all the situations, we argue that although strengths-based leadership is beneficial for both the employees and organizations, this may not be the case for any organizational context. doi: 10.1002/hrm.22103 CrossRef Full Text | Google Scholar Jian, L., Farh, C., and Farh, J. Taken together, the following hypothesis is offered: Hypothesis 2: Felt obligation for constructive change mediates the relationship between strengths-based leadership and turnover intention. doi: 10.3724/SP.J.1087.2010.02828 CrossRef Full Text | Google Scholar Winseman, A. Theoretical Contributions This study offers three contributions to previous literature on the strengths-based leadership and employee turnover intention theories and study. Is turnover contagious? (2010). This phenomenon is aligned to the theoretical notion that strengths-based leaders help subordinates to identify, develop, and leverage their strengths at work, which can build better relationship between supervisors and subordinates. Strengths based leadership: great leaders, teams, and why people follow. “Theoretical models of control and health,” in Job Control and Worker Health, eds S. The effects of performance monitoring on emotional labor and well-being in call centers. doi: 10.1016/0030-5073(78)90023-5 CrossRef Full Text | Google Scholar Kong, D. Specifically, the mediating effect of felt obligation for constructive change was weaker for employees with a higher level of job control [β = −0.02, CI: (−0.07, −0.004)] than for employees with a lower level of job control [β = −0.06, CI: (−0.12, −0.02)], which further supported hypothesis 4. W. Therefore, it was necessary to test the degree of common method bias by comparing CFI. Given that, this study helps to better understand the potential psychological mechanism underlying the linkage of strengths-based leadership and employee turnover intention. 49, 373–379. Table 1 shows the sample distribution. Analytical results showed that CFI index of this five-factor measurement model ($\chi 2 = 227.66$, df = 97, $\chi 2/\text{df} = 2.35$, SRMR = 0.07, CFI = 0.96, TLI = 0.95, and RMSEA = 0.04) has no significant change, exhibiting no better fit to the data than the four-factor measurement model. Eventually, 317 valid matched data were obtained, indicating 54.28% response rate relative to T1 and 74.59% response rate relative to T2. PROCESS (model 7) was utilized to test the moderated mediation effect. Allowing employees freedom, independence, and discretion in organizing work and procedures help to protect the organization from lower levels of felt obligation for constructive change and higher levels of employee turnover intention, if strengths-based leadership behaviors are not embedded within the organization. L., Eberly, M. The impact mechanism of career growth on turnover intention: the mediated role of career commitment and perceived opportunities. “That’s not my job”: developing flexible employee work orientations. (1986) proposed three criteria for acting as a substitute: (1) the leadership and substitute variables must be related to the outcome variable; (2) the substitute must have a significant positive impact on the outcome variable; and (3) at different levels of the substitute (i.e., higher or lower), the relationship between the leadership and the outcome variable must be weakened. Learning to listen: downstream effects of listening training on employees’ relatedness, burnout, and turnover intentions. Second, by investigating the potential mediating role of employee felt obligation for constructive change in the relationship between strengths-based leadership and employee turnover intention, this study contributes to a better understanding of why strengths-based leadership is related to employee turnover intention. Hypothesis 3 expected that job control could weaken the positive relationship between strengths-based leadership and felt obligation for constructive change. The impact of transformational leadership and collective turnover on employee turnover decisions. Descriptive statistics and correlations (N = 317). 407). 42, 1089–1103. J. 1–14. Importantly, this study also addresses the call from a study by Dionne et al. (2019). Individ. The impact of ethical leadership and leadership effectiveness on employees’ turnover intention: the mediating role of work related stress. Followers’ strengths-based leadership and strengths use of followers: the roles of trait emotional intelligence and role overload. (2007). (2020a). P., and Maslach, C. As shown in model 3 in Table 4, the relationship between strengths-based leadership and turnover intention was significant ($\beta = -0.32$, $p < 0.001$), indicating that strengths-based leadership negatively relates to employee turnover intention. Subordinate-oriented strengths-based leadership and subordinate job performance: the mediating effect of supervisor–subordinate guanxi. (2014). A self-determination perspective of strengths use at work: examining its determinant and performance implications. doi: 10.1108/LODJ-09-2019-0414 CrossRef Full Text | Google Scholar Ding, H., and Yu, E. (2022). (2020). Harvard Business Review Digital Articles. Differ. For instance, Holman et al. Job control mediates change in a work reorganization intervention for stress reduction. Procedia Soc. Specifically, when employees perceive that their leaders give them more autonomy to deploy their strengths at work, their need for autonomy can be fulfilled (Kong and Ho, 2016). Developing Employees’ Strengths Boosts Sales, Profit, and Engagement. W., Mitchell, T. In Table 3, the results indicated that the study variables (i.e., strengths-based leadership, job control, felt obligation for constructive change, and turnover intention) were all significantly related with each other. According to a study by Podsakoff et al. Configurations of formalization and centralization as a substitute and neutralizer of servant leadership. (2017). doi: 10.1037/a0032380 PubMed Abstract | CrossRef Full Text | Google Scholar Holman, D., Chissick, C., and Totterdell, P. The job demand-control(-support) model and psychological well-being: a review of 20 years of empirical research. Y., and Podsakoff, N. doi: 10.5465/30040627 PubMed Abstract | CrossRef Full Text | Google Scholar Zappalà, S., and Toscano, F. The authors also thank two reviewers and the editor for their sincere and sound suggestions for the original manuscript. doi: 10.1016/j.paid.2020.110300 CrossRef Full Text | Google Scholar Ding, H., Yu, E., and Li, Y. Table 1. Strengths-based leadership and employee psychological well-being: a moderated mediation model. K. doi: 10.1111/ajsp.12219 CrossRef Full Text | Google Scholar Elci, M., Sener, I., Aksoy, S., and Alpkan, L. Among them, 44.50% were male, 93.70% had Bachelor’s degree or above, 84.5% had worked in current organization for more than 7 years, and 80.04% were 30–50 years old. N. Therefore, based on the above reasoning, the following hypothesis was derived: Hypothesis 1: Strengths-based leadership negatively relates to turnover intention.

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