"An Investigation of Multifaceted Relationship of Strength Based Approach"

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Abstract:

Strength based development approach is a new concept and not yet investigated vastly in the organization. In this paper the researcher has tried to identity some relationship between SBA and other variables like productivity, performance appraisal, turnover, job satisfaction etc. This is a literature review based paper which will help us to gain the knowledge of profound influence of SBA on numerous apsects of organization's development. Organizations need to use SBA to be more competitive in the market place and gain competitive advantage over its rivals.

Key Words: Strength Based Approach, Job satisfaction, Motivation, Productivity, Training.

Introduction:

Today's the organization's are facing increasingly complex and uncertain technological, economical, political and cultural changes. As a result to be competitive in the market, the organization has to change itself. The workforce is becoming more diverse, educated and contingent and thus people are increasingly treated the fundamental source for organizations to gain competitive advantages (Pfeffer, 1998) and discovering what makes people excel would help an organization to make more efficient use of their human resource (Linley, 2008). Peoples are the fundamental building block of the organizations. Only people can be appreciated but all other resources are depreciated. Since every organization and society is made up of people, acquiring their services, developing their skills and ensuring that they continue to maintain their commitment are essential to achieve organizational and societal objectives. Human Resource Development has been defined as "a process of developing and unleashing human expertise through organization development and personnel training and development for the purpose of

improving performance" (Swanson and Holton, 2001). HRM is concerned with the peoples dimension in management.

But the traditional view on developing human beings focuses on trying to repair deficits and thus our world seems naturally predisposed to tell us our areas of weakness (Clifton and Harter, 2003). Lack of effectiveness, efficiency, and profitability, challenges from turbulent environment both in local and international, intense competition, changing customer demands and constant challenges to maintain congruence among organizational dimensions such as technology, strategy, culture and process are some of the threat that our organizations are confronting. It is easy to say how people differ from each other on the basis of weakness. People can easily notice the weakness of others rather than strength because we are keen to find faults.

But the alternative approach to position people could be on the basis of their talent and hence strengths. So the greatest potential for improving human resource lies on strengths and talents of employees (Buckingham and Clifton, 2001). This approach has got concussed by theories supporting organizational goals influencing a new school of thought in Human Resource Management. It is true for every organization regardless of the type of organization-government, education, business, health or social action. Strength is the combination of talent, skills, knowledge, interest, creativity and culture. Strengths also include people's interpersonal and intellectual skills, the resources around them, and interests. Strength can be defined as "natural capacity for behaving, thinking or feeling in a way that allows optimal functioning and performance in the pursuit of valued outcomes" (Linley and Harrington, 2006). All people have strength which often unrecognized and foster motivation for growth. Strength based approach is a new dimension of management development though it is not still vastly empirically investigated but there are lots of research are going on.

The logic of focusing on people's strengths instead of their weaknesses comes from the work by Seligman and Csikszentmihalyi (2000) which states that emphasis on individual strength instead of fixes a person's weakness will contribute to increase higher individual and organizational performance. Individuals can get things more speedily if learning is related to strengths. Giving importance to develop individual based on personal strengths and talents might be even more

efficient approach (Buckingham and Clifton, 2001). Also strengths use goes side by side with feeling fulfilled, authentic, excited, intrinsically motivated and invigorated (Peterson and Seligman, 2004). People who are aware about their talents are in a strong position to view their potentials and can integrate their talents with knowledge and skills to develop strengths. The Gallup Organization found in their research that strength based approach leads to higher well-being, engagement and productivity and lower absenteeism and turnover (Page and Vella-Brodrick, 2009).

Thus SBA has the potential to be one of the most powerful drivers of success in an organization's today specifically when the task is complex, creativity is needed, more efficient use of resources is required, high commitment is desired and high-quality results are essentially looked-for. Since the strength based development approach is not very much investigated in scientific literature, this paper will help to understand the various relationship of strength based development approach with variables.

Definitions of Strength Based Development Approach:

Clifton and Harter (2003) said that strength based approach "can be seen as identification of positive personal and interpersonal traits (talents), in order to position and develop individuals to increase the frequency of positive subjective experience. It is related to enduring nature of positive emotions, which served to broaden and build the individuals thoughts and actions and produce enduring resource for the future". Linley and Harrington (2006) defined strength as "a natural capacity for behaving, thinking or feeling in a particular way that allows optimal functioning and performance in the pursuit of valued outcomes. When we use our strength, we feel good about ourselves, we are better able to achieve things and we are working toward fulfilling our potential." Govindji and Linley (2007) defined strength as "the natural capacitates that we learn to use, that enable authentic expression and that energize us".

There are basically four levels of Strength based approach. They are:

a) **Identification**: The first stage is to identify strength that means find out the talents. The managers can motivate and encourage an employee to do things what he is good at and

can point out to possible talents. The organization can use strength finder to get the top strengths of an employee. It is the responsibility of the employer to find out the strong attributes of the employees.

b) **Development**: The second stage is to develop these talents with skills and knowledge which will increase their capacity, explore their natural potential. It can be done through training and coaching. Training helps the employees to develop more knowledge and skills with talents which will in turn make it as strength.

c) **Use**: The third stage is to provide supportive environment to use these strengths for the organizational development in an optimum way. The organization should provide appropriate resources and all other necessary facilities to use this strength. One perspective of strength based development approach is to develop a learning culture through the organization.

d) **Appreciation**: The fourth or last stage is to providing appreciation and feedback to the employees by the immediate supervisor or manager or colleagues so that they will be more motivated to do their job using their strengths. Appreciation is an effective and efficient strategy to get the things done in an appropriate manner.

But a mere appreciation will not be adequate to motivate the employees to use their strength in the work place. According to "Reinforcement Theory of Learning", the employee will use those behaviors frequently which are reinforcing positively. Thus to make this practice as a continuous process, I am suggesting an additional level (5th level) and that is "Reinforcement and Reward" of Strength based approach. If the organization will provide re-enforcement and reward to those who are using their talents, skills and knowledge as strengths, they can be more productive and bring new concepts into the work place.

So many researchers define Strength based development approach in many ways. But I can define it as "SBA is an intervention which is identified through scientific recruitment and selection process and talent management and develop with training to be equipped with

knowledge and skills and practically use it to gain competitive advantage over its rivals and lastly, convert it into a culture through the use of reinforcement and reward."

Various Relationship of Strength Based Approach with Other Variables:

Studying various literatures, the researcher has found some links between strength based development approach and other variables. These are stated below:

a) Strength Based Approach and Employee Engagement, Job Satisfaction and Turnover:

Engaged employees are motivated, committed and interested in their work. It seeks to increase members input into decisions that affect organization performance and employee well-being. High employee engagement results in increased retention, discretionary effort, quality, customer satisfaction, profitability and business growth. People who are regularly using their strengths are more engaged at work (Hayes, 2002). More engagement leads to more job satisfaction. Organization that gives the employees an opportunity to use their strengths and thus more engaged in work, faces less job turn over and has more productivity. Business organizations that adopted a strengths-based approach to individual development have seen the greatest gains in employee engagement and hence productivity (Clifton and Harter, 2003) which may bring competitive advantage over its rivals. The organizations that use talent identification and strengths developmental interventions grew significantly in employee engagement in comparison to others (Black, 2001). So employee engagement through strength based development approach may aid to improve responsiveness and performance and increase employees' flexibility, commitment and satisfaction. It may improve communication, motivation and capacity and ultimately improve productivity of the employees. Strengths are also associated with job satisfaction (Peterson et.al. 2009) because if employees can use their strength, they can do their work more effectively and efficiently which will lead to more job contentment. Strength use leads to such desirable outcomes like happiness (Seligman, Steen, Park and Peterson, 2005) and a happy worker is more productive worker. Thus employee turnover fell with working employees using their strengths more frequently (Stefanyszyn, 2007). So there is an inverse relationship between strength based approach and turnover. People who identity and use their

strengths experienced higher levels of happiness and lower levels of depression (Seligman et.al. 2005). As a result strength based development approach takes on a new dimension in today's competitive market place and also it requires an overall understanding of corporate strategic goals to make a difference.

b) Strength Based Approach and Goals Achievements and Productivity:

Goal achievement is directly related to strength based development approach and people who use their strengths were more likely to achieve their goals (Linley, 2010). High performing managers spend more time with match talents to tasks and emphasize individual's strengths and as a result their likelihood of success is increased and hence achieves their goals (Clifton and Harter, 2003). So strength based development approach has a profound influence on goal achievement. When people use their strengths, they are more capable of achieving goals and exploiting full potentials (Buckingham and Clifton, 2001) which is very much needed to use the fullest capacity of the employees. According to research of Gallup, spending time building on strengths is far more productive for organization than focusing on weakness (Buckingham and Clifton, 2001). Individuals function at their best when they are working from out of their strengths (Liehmann, 2009) and as a result their productivity can reach to the optimum level. Overall strength based approach can help the employee's to get more productivity, develop better working conditions in the job place, gain rapid economic progress and significant contribution for the improvement of the conditions of the society as a whole. As a result there may be more job satisfaction which in turn results in productive employees joining and remaining with the organization. Strengths-based psychology helps to energizes people to peak performance, allowing them to be at their best and to be rewarded accordingly.

c) Strength Based Approach and Subjective Well-being:

People who used strengths more frequently experienced greater subjective and psychological well-being (Vovindji and Linley, 2007) which will encourage them do their work more productively. SBA helps to assign works with defines scope, authority and empowerment that are aligned with the overall organizational mission and business strategy which will result in goal

achievement and thus greater subjective well-being. Based on positive psychology, self determination theory and self concordant goal striving models, we can say that there is a positive correlation between strength based development approach and subjective well-being. Subject well-being is a positive state of mind that involves the whole life experience (Page and Villa-Brodrick, 2009). It also refers to what people believe and consider things about their lives (Seligman and Csikszentmihalyi, 2000). It contains lots of positive emotions and few negative emotions. The subjective well-being can be classified into three components. They are high level of positive effect, low level of negative and a cognitive evaluation of life satisfaction (Andrews and Withey, 1976). Diener (2000) states that people get greater subject well-being when they feel more pleasant and less unpleasant emotions. So there is a correlation between strength based approach and subjective well-being as because the use of strengths is a unique predictor for subjective well-being. Especially Seligman, Steen, Park and Peterson (2005) found that those who use their strengths experience an increase in their well-being. The strength based development approach can increase the frequency of positive subjective well-being (Clifton and Harter, 2003). According to the self determination theory by Deci and Ryan (1985) states that people's internal assets are the most important resource for personal development, supports the relation between strength based development approach and well-being and the self determination theory and self concordant goal striving model (Sheldon and Elliot, 1999) support a positive influence of strength based development approach on subjective well-being. These theories emphasis that if we use our strength which is in line of our goals, will the fulfillment of psychological needs and enhance subjective well-being. That means if a goal is self concordant a person will put continuous effort to achieve it. The employees experience subjective well-being for themselves and feel commitment for the organization when they receive support from the organization through exercising strength based development approach. So in reciprocity, they are putting forth greater effort for the company.

d) Strength Based Approach and Motivation and Task Performance:

Researchers have long been fascinated with employee motivation. The reason for this is caused by the belief that motivated employees are beneficial for the organization. Therefore, managers want their employees to perform as good as possible, and in that sense, they positively relate

performance to motivation. Motivated employees are more productive and therefore needed in our rapidly changing workplaces because they help organizations survive. But in order to motivate workers, manager's first need to know what motivates employees. Strength based development approach can create an environment that will foster engagement and motivation. Because research suggests that strengths-based approach is associated with intrinsic motivation (Louis, 2009). Strengths use is largely depend on motivation because everybody possesses a strong intrinsic motivation to do what he or she is doing best (Peterson and Seligman, 2004). SBA builds strong bondage among the employees and motivates them to achieve the common organizational goals. According to Self-Concordance Model (Sheldon and Elliot, 1999), people who pursue self-concordant goals put more sustained effort into achieving those goals, and hence are more motivated to attain them. So people are more motivated when goals are in line with their strength. Because it provides the opportunities to work with talents and strengths and thus the goals become more self-concordant. As a result the employees are more willing and motivated to achieve these goals and that will lead to more satisfaction. Thus using strengths contributes to goal progress, need satisfaction and greater well-being. People who actively developed their strengths experienced increased well-being and superior levels of self-esteems (Minhas, 2010). This is also supported by Wood et.al. (2010). Task performance can be defined as "the effectiveness with which job incumbents perform activities that contribute to the organization's technical core either directly by implementing a part of its technological process or indirectly by providing it with needed materials or services" (Borman and Motowidlo, 1993). The performance increased by 36.4% when managers emphasized performance strengths on the other hand performance decreased by 26.8% when managers emphasized performance weakness (Corporate Leadership Council 2002). Strength use leads to better task performance (Clifton and Harter, 2003). People's self concordant goals which are in line with their strengths can in turn help to fulfill their psychological need (Sheldon and Elliot, 1999) and when these needs are fulfilled at work this will directly lead to positive outcomes at work (Baard et.al, 2004) or in other words we can say that it will increase task performance. So the more the organization uses strength based development approach the more the employees show increase task performance.

e) Strength Based Approach and Talent and Innovation:

Creative thinking, collaborative effort and practical and systematic solution is needed for the organization to be ahead from its competitors. For this we need talents and shape those talents with strength based development approach. Talent can be defined as "naturally recurring patterns of thought, feeling or behavior that can be productively applied and based on this talents with skills and knowledge, strength can be created which means the ability to provide consistent, near-perfect performance" (Clifton and Harter, 2003). Identifiable dominant talents can become strengths when they are refined with knowledge and skills and these strengths will become an asset as long as they will be exercised. So talents can be transformed into strength with the utilization of knowledge and skills (Buckingham and Coffman, 2001).Thus when more employees can identify their talents and integrated it into their strength, the organization will have more potential. Thus demand for strength based development approach in talent management goes hand in hand in today's multicultural world. A strength based approaches involves identification of talent, integration into one's view of self and changed behavior (Clifton and Harter, 2003). Since identification and understanding of talents by individuals as well as organizations can be seen as positive turning points, they can trigger changes and get the optimum benefits from this (Clausen, 1998). So an individual's strength may be the employee's ability (talent) to perform several tasks at one point of time with accuracy. For this reason it is beneficial not to change human being and take the full advantage of use and develop its natural thoughts instead of trying to change it (Buckingham and Coffman, 1999).

Huhtala and Parcefall (2007) defined innovation as "complex behavior consisting of idea generation, idea promotion and idea realization with the aim of meeting organization goals in novel ways." There is a relationship between strength based development approach and employee innovation. A positive, informational feedback, which is an important feature of strength based development approach contributed to higher employee creativity (Zhou, 1998). Organizational innovativeness, creativity and knowledge can be generated by utilization of strength based development approach which can bring higher flow of knowledge and in turns this leads to higher rate of innovation, high-technological business formation, competitive innovative ideas and economic growth. To survive and growth, organizations strive for creativity

and innovation (Van Gundy, 1987). Also to gain competitive advantage, the organization has to enhance the creative performance of employees (Shalley, 1995). Innovation brings success to many organizations in the present rapid changing technologycal and global cometition (Mumford, 2000). He also brought theoretical citation for enhancing creativity by granting automony which is an important attribute of strength based development approach (Meyers, 2009). Meyers (2009) also found that many characteristics of Mumford's approach parallel to SBD approach. For example talents and training in Mumford approach is equivalent to identify and use approach in SBD. Employees are supposed to be more creative when they are excited about their work and hence engaged in that work (Shalley, 1991) which is a fundamental feature of SBA. Also the employees are more creative when the supervisor's are supportive, shows concern for employees feelings and needs, provide positive informational feedback and facilitate development of skills (Deci & Ryan, 1987) which are also parallel to development and appreciation stages of strength based development approach.

Zhou (1998) examined the connection between innovativeness and task autonomy, feedback style and feedback valence. He found the empirical support for positive and informational feedback which is an important feature of strength based development apporach, contributed to higher employee creativity (Meyer, 2009). In high task autonomy condition which can be defined as to the extent to which an individual has control over carry out a task (Hackman and Oldham, 19980), the employees are more creative because they can choose the method and procedure according to their strength to get the work done. Aslo Amabile and Gitomer (1984) showed that participants who had choice in regard to task materials exhibited higher creativity.
 So on the basis of above mentioned theoretical assumptions suggest that there is a direct link between SBA and innovation.

f) Strength Based Approach and Training and Coaching:

The second stage of Strength based development approach is development of strength and talents which is directly related to training and development. Talent should be developed into strengths, which is only possible by combining them with compatible knowledge and skills (Buckingham and Clifton, 2001) through training. This will support and help to build talents explicitly. On the

other hand coaching is a rapidly growing form of consultancy that is frequently used for leadership and career development, performance management issues and career transition. It involves working with organizational members, typically managers and executives, on a regular basis to help them clarify their goals, deal with potential stumbling blocks and improve their performance and this is highly personal and generally involves one-on-one relationship between the coach and clients. Cumming and Worley (2005) notes that coaching can be seen as a specialized form of organizational development, one that is focused on principles of applied behavioral science to increase the capacity and effectiveness of individuals. Coaching psychology literature said, "Strengths use has been shown to be associated with both subjective and psychological well-being, even controlling for the effects of self-efficacy and self-esteem" (Govindji and Linley, 2007). Strength coaching is one applied link between strengths and coaching psychology (Linley and Harrington, 2006). The coaching psychologist, coaches, therapists, organizational consultants and other practitioners are interested in use of strengths to get positive result (Lyons and Linley, 2008). A strengths-based approach focuses on the client's strengths not their deficits. It is an optimistic approach that finds the more you focus on an individual's strengths the greater they become. This approach to client work critiques the role of the worker as the 'expert' and places the client as the expert. Increase number of therapists, coaches and consultants are using strengths based interventions with their client (Seligman, Rashid and Parks, 2006). So the trainer and coach should concentrate on the strengths of the employees rather weakness to make them more proficient in the work place.

g) Strength Based Approach and Leadership:

Leaders are visionary persons. They formulate future strategies and manage the business with their profound knowledge and skills. There are lots of expections to the leaders and a leader has to meet the expectations or influence hir or her followers with their work, advice, examples and mentoring. A leader has to lead the organization from the front line and try to satisfy the need of the followers rather their needs. A leadership style of a manager can influence organizational strength based approach. Leadership styles are not something to be tried on like so many suits, to see which fits. Rather, they should be adapted to the particular demands of the situation, the particular requirements of the people involved and the particular challenges facing the

organization. Basically there are three types of leadership style. They are Transformational leaders, Transactional leaders and Laissez fair leaders. Transformational leaders inspire their subordinates, stimulate them in intellectual way and try to broaden the focus from self-interest to group and organization interests (Bass, 1985) and this leadership style is more supportive for the employees to use strength based approach. On the other hand Transactional leadership assumes an exchange relationship between the manager and the employee and creating good conditions in exchange for rewards (Bass, 1985) and Laissez faire is a passive leadership style in which a manager disassociates himself from the action and only interferes when things go wrong (Jones and Rudd, 2007). Both of these two leadership style do not give supportive feedback to employees and as a result they are less supportive for strength based approach. Also the line manager has an important role in the implementation of an organizational strength based approach (Buckingham and Coffman, 1999). A study by Gutteridge, Leibowitz and Shore (1993) found when organizational line managers support the development of their employees; it enhanced the employees' skills significantly. The solution of current interrelated challenges can be solved by a new knowledge based leadership which will benefit the society and business that can be achieved by diversity in talent identified through strength based development approaches.

h) Strength Based Development Approach and Team:

Teams are composed of individuals. The team members first know themselves and then others. Self-awareness means "having a deep understanding of one's emotions, as well as one's strengths and limitations and one's values and motives. People with self-awareness are realistic – neither overly self-critical nor naively hopeful. Rather, they are honest with themselves about themselves" (Goleman, Boyatzis, and McKee, 2002). Bandura's (1977) said that self-efficacy theory is rooted in the concept that self-reflective thought affects one's behavior. It means if you believe on your strength, there is more likelihood to be succeeded. Effective team-building is more than off-site sessions with ropes courses and "getting to know you exercise" (Henck & Hulme, 2007). Once the team members recognize their strength they began to understand other. Members need the ability to understand and emphasize others besides understanding of oneself. Thus according to Schutte, Malouff, Bobik, Coston, Greeson, Jedlicka, et al., (2001) "the related construct of emotional competence is a crucial component of social development and contributes

to the quality of interpersonal relationships". Bandura (1997) expanded the concept of self-efficacy to one of collective efficacy which "represents a group's shared belief in its conjoint capabilities to organize and execute the courses of action required to produce given levels of attainment". Once individual strengths are recognized within populations, skill sets within different teams can be analyzed. This information could be used to guide operational decisions such as how to allocate work to teams and tasks within teams. When the members of a team know themselves and their own strengths as well as have clear understanding about other's strengths, are more committed to achieve shared goals and vision and working cooperatively (Henck & Hulme, 2007).So a strengths perspective in a team provides an opportunity for individuals and groups to be self-aware and values differences through allowing each member of the team to focus on what they do best. Moral, productivity, team work, energy and commitment all improve when we are engage in work as a team through utilization of strengths. So strength based development approach can be applied to team level (Linley & Page, 2007). Teams are comprises of limited number of people and also are assigned some specific task, so there are lots of flexibility to allocate the task according to individual team member's strength profile.

i) Strength Based Approach and Performance Appraisal:

Performance management is an integrated process of defining, assessing and reinforcing employee work behavior and outcomes and performance appraisal is a feedback system that involves the direct evaluation of individual or work-group performance by a supervisor, manager or peers. It is an important link between goal setting and reward systems. To overcome the potential destructive elements of performance appraisal, a Strength-Based Performance Appraisal (SBPA) by capitalizing on positive psychology was developed (Seligman et al., 2005). According to BouskiYam and Kluger (2011), SBPA should serve the organization towards improving its performance and business result and also it focuses on employee's strength, yet without neglecting problems. "The strength-based approach to personal development assumes that progress toward excellence is not a function of improving on weaknesses, but is a function of building on one's strengths" (Roberts, Spreader, et al., 2005). According to the strength-based approach, weaknesses should not be ignored, but managed by finding someone else

to do the tasks one does poorly, or by developing weakness to an acceptable level of performance (BouskiYam and Kluger, 2011). Performance appraisal is essentially a negotiation process. Thus this field of negotiation highly recommends the effortful search for a creative win–win solution that demonstrates full dual concern (both for oneself and for the other) and this win–win principle was embedded in the SBPA in the goal setting procedure (BouskiYam and Kluger, 2011). So the organization should use SBA in performance appraisal system so that the employees can be assessed or evaluated on the basis of their strength not weakness.

j) Strength Based Approach and Organization Citizenship Behavior:

Organizational Citizenship Behavior is a unique aspect of individual activity at work. Organizational citizenship behaviors describe actions in which employees are willing to go above and beyond their prescribed role requirements. Organization citizenship behavior can be defined as "Individual behavior that is discretionary, not directly or explicitly recognized by formal reward system and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988). This also refers to those activities that are not included in the functional core but support the broader organizational context in a positive way (Motowidlo and Van Scotter, 1994). The self determination theory assumes that need fulfillment at work leads to positive outcomes at work and thus also enhances organization citizenship behavior. So there is an indirect relationship between strength based development approach and organization citizenship behavior. Because organization citizenship behavior has profound influence on employee's performances, its assessment and on organizational efficiency, effectiveness and success, so the more the organization uses strength based development approach the more the employees will be motivated show organization citizenship behavior like helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiatives, civic virtue and self development and it will in turn help the organization to better use of its human resource.

Conclusion:

Strength based approach is an important part of learning which leads to well-being and in turns motivates people to pursue their goals and leads to further progress. This is very important for coaches, therapists and others who work with clients on personal change or optimal performance. By aligning a person's talents with their job, there is a little need to spend energy on improving weakness which will improve the employee productivity, increase job satisfaction, develop participative decision making procedure, develop leadership qualities, motivating employees to do quality works. Employee engagement and motivation is said to be greatly enhanced when using the strengths-based development approach. Everyone has natural talents that can be developed to become key strengths, but not everyone understands what these talents are or how to use them within the workplace. Managers are unable to identify their staffs' strengths and are not always clear how to develop them. By focusing on and determining individuals' strengths the organization can significantly improve individuals' performance and business performance whilst increasing employee engagement and motivation. So organization can spend it's time on maximizing an employee's talents and strengths which will bring more benefits to the organization. A holistic strength based approach is the most efficient way to make to organization more productive. If the organization can harness the ability to identify and maximize talents and strengths of the employees, productivity could be increased significantly and hence reduce the cost, ultimately which will bring more profit. To manage multicultural workforce and creating organizational culture nurturing diverse talent is a fundamental challenge for the today's organizations. It is becoming a critical factor to survive for many organizations operating globally as because diversity of workforce and talent is becoming an imminent feature of today's business world. So through strength based development approach, the organization can help its employees to build employee commitment, manage employee's performance and also manage organizational diversity to be more competitive and productive in the world economy.

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