

Leadership and Team Effectiveness
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Lecture - 54
Fostering Followers' Satisfaction

In earlier sessions, we talked about leadership and team-building members' attitudes and how the leaders are to be effective. Now significantly less work has been done on this; it is a on the side of the followers that is precisely what is the foremost important factor which is affecting the followers' reason to follow the leaders and therefore in that case in this context, this particular important session has been introduced that is the fostering the follower's satisfaction is done right.

So, first, we will try to understand what follower satisfaction is? Then, how the satisfaction is linked among the leaders and the performance.

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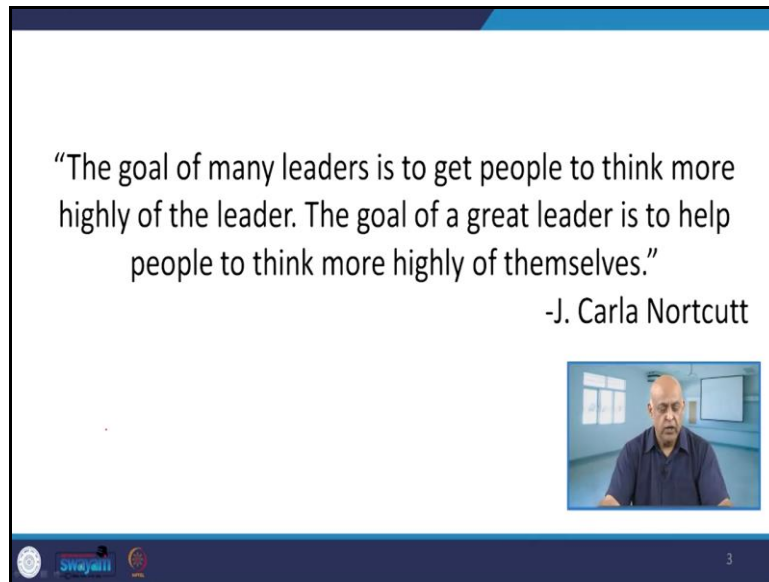
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Then we will talk about what followers want to get satisfied, the personal traits followers look for in their leader and the theories of follower satisfaction, that as the affectivity theory, Herzberg 2 factor theory and organizational justice. Then we will talk about the global facet and

life satisfaction outcome of followers and, as usual, the research paper, case study and book recommendations.

We will also suggest specific references for this particular study material and additional readings.

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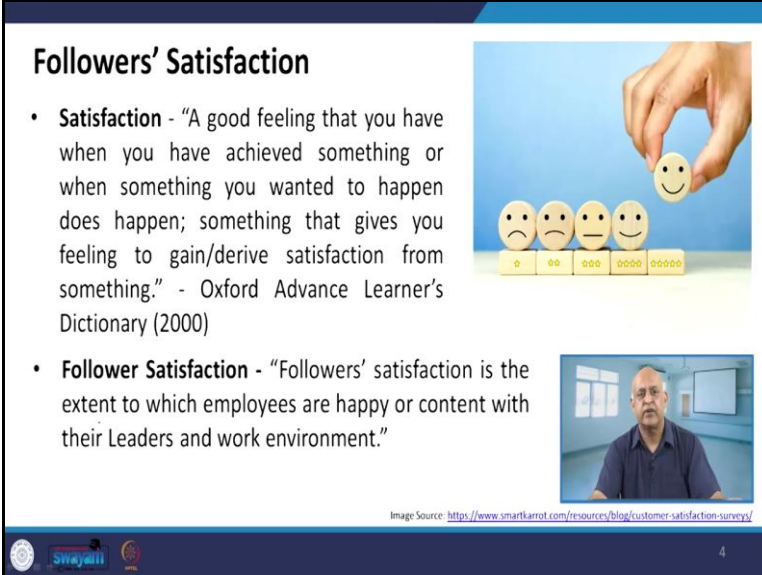
So, whenever we are talking about follower satisfaction, the goal of many leaders is to get them to think more highly of the leader is there right. So therefore, in that case, it is influenced because we understand the definition of these leaders; that is, they influence the behaviour of others. Whenever we are talking about the influence on the behaviour of others, then definitely more and more people are getting influenced, and when they are getting influenced, they are thinking, thinking more highly of the leader is there.

So, therefore the goal of a great leader is to help people think more highly of themselves. So, here is a thought process. Now you see that is the way the follower thinks it is igniting the brain, right. Furthermore, therefore, in that case, if people think highly of themselves, they identify their self-awareness about their potential, they get the knowledge about their career goals to know about what they can do what is the future career planning and related to all.

So, whenever we are talking about igniting the brain to know oneself highly of themselves, then definitely, in that case, that will be the goal of a leader. So, in ancient Indian literature, also we

find that it has been mentioned that it is the know yourself. It is who are you, what are you, why you are born, and what is your contribution to this world, right. Furthermore, therefore, that leader is helping. Helping in the exploring, exploring oneself by thinking more and more about themselves is there.

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Followers' Satisfaction

- **Satisfaction** - "A good feeling that you have when you have achieved something or when something you wanted to happen does happen; something that gives you feeling to gain/derive satisfaction from something." - Oxford Advance Learner's Dictionary (2000)
- **Follower Satisfaction** - "Followers' satisfaction is the extent to which employees are happy or content with their Leaders and work environment."

Image Source: <https://www.smartkarrot.com/resources/blog/customer-satisfaction-survey/>

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So, whenever we talk about follower satisfaction, it is necessary first to understand what satisfaction is there. So, we have a good feeling when we have achieved something or when something we wanted to happen does happen. Now, whenever we talk about satisfaction. So, satisfaction is the feeling that arises for any achievement of the individual.

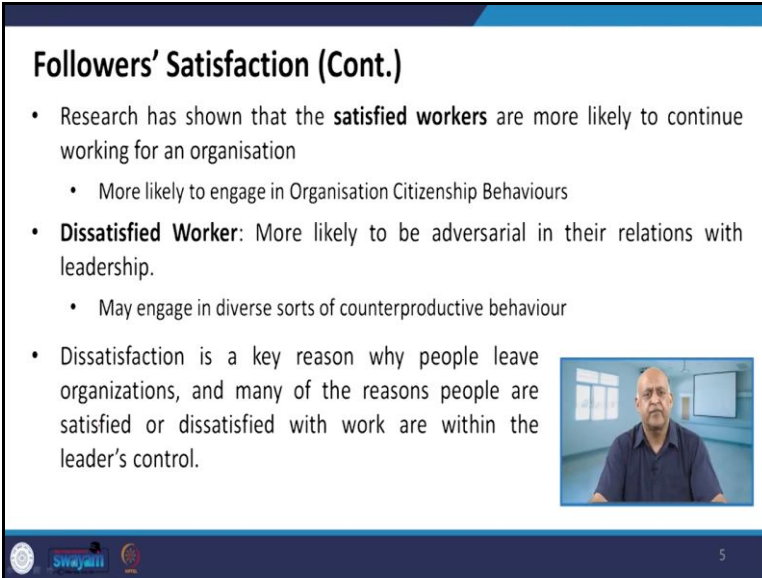
So, whatever the one targets to achieve and when he can achieve that particular target, he will be satisfied that I did it right. So therefore, in that case, it might be possible that it is not of his performance. However, he wishes there would be a sure thing that will happen, and that happens. So, his wish will be to have that particular occurrence of these happenings.

Moreover, as a result, that is what this person is expecting to gain, and again, he is deriving the satisfaction. Second, it is then when we connect satisfaction with the follower. So, employees are happy to be content with their leaders, and the work environment is concerned. Now here usually what is the concerns of these employees are. Whenever we are talking about the follower, we are

talking in the context of the organization, and that is why we are using here what is the employees are there.


So, therefore the leader-follower relationship, which is the employer-employee relationship or the superior-subordinate relationship, is there and in this context when we talk to what will be the factors. Moreover, the first and foremost is the leader. Whether the follower is getting satisfaction from the leader, and that leader is giving this particular satisfaction based on what knowledge or gain is there.


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Followers' Satisfaction (Cont.)

- Research has shown that the **satisfied workers** are more likely to continue working for an organisation
 - More likely to engage in Organisation Citizenship Behaviours
- **Dissatisfied Worker:** More likely to be adversarial in their relations with leadership.
 - May engage in diverse sorts of counterproductive behaviour
- Dissatisfaction is a key reason why people leave organizations, and many of the reasons people are satisfied or dissatisfied with work are within the leader's control.





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The second one is that it is a work environment. So, what is the work environment is there. Now we talk about freedom, flexibility, autonomy and delegation empowerment. So, all these are the mechanisms. So, when we are in the work environment, this type of opportunity is available to the follower, then definitely, in that case, there will be the follower's satisfaction. Some researchers have shown that satisfied workers are more likely to continue working for an organization.

Here I would also like to mention the satisfaction we are talking about, the self-satisfaction and the job satisfaction. So, therefore when we are talking about it is a satisfied worker ah. So, as soon as we connect the satisfaction with the worker or employees, it is related to the job. So,

whatever the job an individual is doing, then definitely, in that case, he is having that particular the satisfaction of contributing to the organization is there right.

So, this is to engage in organizational citizenship behaviour. Is there an OCB? Moreover, we have talked earlier also about the OCB, which is about the rights and duties of the citizen? The citizen who follows the constitution and we usually talk in the context of the nation who follows the nation's constitution, but when we talk about in the context of the organization, it is there is a following the citizenship of the organization is there.

There will be dissatisfied workers in their relationship with the leadership is there, and many times, this is a diverse sort of this counterproductive behaviour will be there when there is a mismatch between the leadership style of the leader and the followers is there. As dissatisfaction is a key reason why people live in organizations right that is the imposing factor to leave the organization, and that is about the dissatisfaction of the worker of himself from the job itself is there.

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Followers' Satisfaction (Cont.)

Why People Leave or stay with organizations

Why Do People Leave Organizations?	Why Do People Stay with Organizations?
Limited recognition and praise	Promises of long-term employment
Compensation	Exciting work and challenge
Limited authority	Fair pay
Poor organizational culture	Encourages fun, collegial relationships
Repetitive work	Supportive management









Image Source: <https://partnerhope.com/stay-go-complicated-question/>




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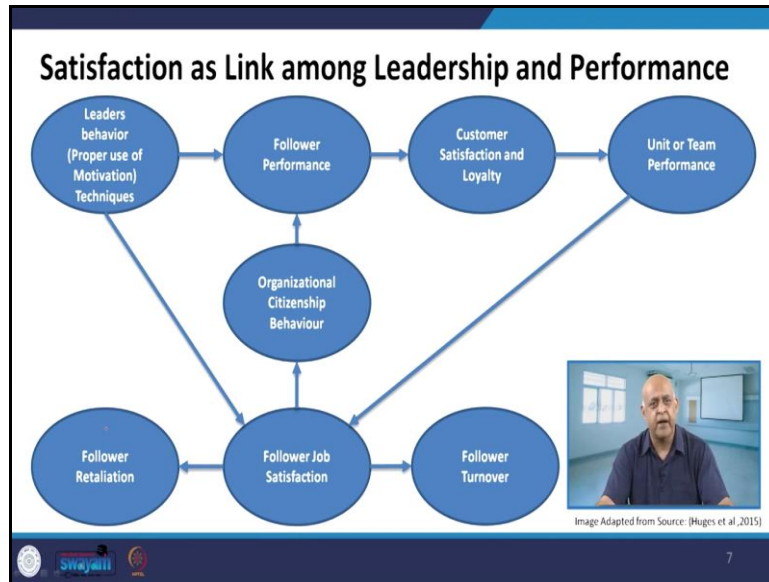
Moreover, we keep on talking about how whenever you want to create your knowledge base organization, your followers must have that particular satisfaction. However, as I mentioned, that is in the following satisfaction, here we will talk about why the people leave the organization because of this dissatisfaction.

Now every employee who contributes right so, there are the stars employees are there those who perform the best and then there is limited recognition, and the praise is there the opportunities. So, whenever the employees feel that is there is a lack of opportunity for the growth, and then, in that case, they start searching the other organizations, then there will be the company compensation will be there that is about the whatever the rewards perk they are getting from the organization whether they are satisfactory or not.

Now here, in this case, we have also to see that is the whenever we are talking about the compensation, compensation can be monetary or non-monetary, both are there then the, as I was mentioning about the empowerment, delegation, and use of authority, but whenever there is the limited authority then definitely the people will like to leave the organization is there. Then the poor organizational culture influences the performance of the employee.

Furthermore, when any star performer when finds it is because of organizational culture that he is not able to deliver, then, in that case, he will leave the organization is there, or the nature of work is the repetitive work is there. Now here, why do people this state the employee retention strategies are there? So, therefore long-term employment is their exciting work, and the challenges are their fair pay; here, they encourage fun, collegial relationships, and supportive management.

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In both the columns, you will find that the employee does not need to have all the reasons. There might be some the reasons there. Like when we talk about that is why do they stay, and the long-term employment is there not necessary nowadays in the young generation that may be the reason of their satisfaction is there too long stay is there. But for some of them, yes it.

So, therefore why the person stays or why the person lives in the organization depends on the individual's priority is there and accordingly, he will decide to continue or not to continue in the organization. Satisfaction is linked to leadership, and performance is concerned whenever we talk about it. So, naturally, leaders' behaviour proper use of motivation techniques are there always talk about monetary motivation and non-monetary motivation is there.

Moreover, in the case that is the whether we are providing cultural opportunities, rewards incentives, or there will be the monetary benefits related to the parks related to the different facilities, that will be the motivation techniques that will make those followers perform. When the follower is performing, customer satisfaction and loyalty will also increase.

Furthermore, as a result of which, there will be team performance. However, when we talk about the follower's job satisfaction is concerned then in that case, he can match his personality with the organization's citizenship is there. Followers' retaliation is there then; in that case, when the job satisfaction is not there, there might be retaliation, or the following turnover will be there. So,


that follows job dissatisfaction they might cause that is the how he will be able to perform whether in favour of the organization or against the organization is concerned.

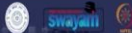
Moreover, these are the indicators whenever we find it is the employee's leaving turnover is increasing may be related to a specific department section or with the particular boss then definitely in that case that will be the indicator, indicator of the job dissatisfaction. Moreover, therefore, the organization should take care of this.

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What Followers want to get satisfied?

Job Characteristics	Group & Organizational Characteristics
<ul style="list-style-type: none">• Variety in Work• Task Significance• Autonomy• Role Specificity• Worktime Flexibility• Reward• Recognition• Career Growth	<ul style="list-style-type: none">• Participative Involvement• Group Integration & Cohesiveness• Organization Climate & Structure• Communication Practices Leader Characteristics <ul style="list-style-type: none">• Leader- Reward behaviour• Leader- Punishment behaviour• Leader-Member Exchange



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So, there is a purpose for discussing this issue is that it. We have to see that is the what is the factor of satisfaction, but we have also to be careful that is if the employee is dissatisfied and especially those who are these just performers then. In that case, the organization has to face many problems. Now what followers want to get satisfied variety in work task significance autonomy role specificity work time flexibility reward recognition career growth is there.

Now, these are the norm. These are the typical job characteristics where the individual wants to get the satisfaction is there, but with the period, you will find that easy. Now the organizations are more towards the service organizations, and when we talk about the service organization, this group and organizational characteristics are increasing. Now the activities are not only the individual based activities whether you take the hospital or you take the hotels, but you also take the IT industries and therefore the most even in the manufacturing.


Now that is because of the change in your manufacturing process and system; it is becoming more and more over the group characteristics. So, whenever we talk about the group and organizational characteristics, that environment is essential. For example, participative involvement in group integration and cohesiveness organization climate and structure is concerned with communication practices.

Furthermore, another side is what the leader's characteristics are required. Now here, this relationship leader rewards behaviour. In the previous slide, we have seen that one of the significant reasons for satisfaction is motivational techniques. So, what are the rewards and that matching the leader-member reward behaviour is significant? Alternatively, now the leader's punishment behaviour is there.

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Personal Traits Followers look for in their Leader

- **Fairness & Honest** Be fair & Honest with all followers
- **Respect & Trust** Followers want to respect & trust and be respected & trusted by their manager.
- **Dependability** Followers wish ability to count on their manager when needed.
- **Collaboration** Followers want to be a part of their manager's team and be asked to contribute ideas and solutions.
- **Genuineness** Employees sometimes spend more time with their boss than with their families-they don't want a phony.
- **Appreciation** Followers desire to be appreciated for who they are and what they do
- **Responsiveness** Follower wish manager to listen, understand and respond. Be a sponge, not a brick wall.



Now we know the punishment theory through the reinforcement of behaviour. Whenever we are talking about the reinforcement of behaviour, it is essential whether it is appropriate or not and therefore, that is the justice you know the justice of equity. Moreover, in that case, whatever type of misconduct is done by the follower and then whatever the punishment is given, that has to be the appropriateness.

If there is appropriateness, then definitely in we will say it is following the principle of natural justice. Now personal traits followers look for in their leader are fairness and honesty and being fair and honest with all followers. Moreover, in this case, as I was talking about, that is the reinforcement of behaviour. So, whatever you do, whatever the rewards you share, you are followed in the performance of these.


Moreover, therefore, in that case, the leader often has the non-verifiable goals and whenever there are the non-verifiable goals, remaining to be the fairness and honesty that will be a challenge for a leader is there. Now then, respect and trust are there, which is a very the evergreen trait which has been the followers look for in their leaders. The dependability is there. Now, naturally, why the; the follower follow the leader? Because he is dependent on specific dimensions and those dimensions to be taken care of by the leaders.

He should be having that particular fulfilment of those dimensions then the collaboration it is team building is there and therefore in that case working together that contributes ideas and solution generation more solutions brainstorming sessions all these will be creating the more collaborative approaches there. Genuineness is there when we talk about fairness and honesty, and therefore, with their bosses and their families, they do not want a phoney.

So, employees sometimes spend more time with their boss than without their families right. So therefore, in that case, they must be getting the leader's influence.

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Theories of Satisfaction	
Theory or Approach	How Leaders Can Improve Job Satisfaction
Maslow's hierarchy of needs	Helping ensure people's needs are satisfied
Achievement orientation	Securing needed resources, clearing obstacles, and allowing people to work on activities that matter to them
Goal setting	Setting high goals and helping people to accomplish them
Empowerment	Giving people needed training and more decision-making authority
Operant approach	Administering rewards.
Affectivity	Hiring happier people
Herzberg's 2-factor theory	Giving people more meaningful work
Organizational justice	Treating people fairly



Appreciation is there, which we have talked about; we should always have this the appropriateness right, and therefore, in that case, that appreciation is there. So, we learn that is the thank you and sorry. So, therefore in that case, when we; talk about the appreciation and the way you say thank you, that itself will be a satisfaction to the follower. Here much theoretical work has been done.

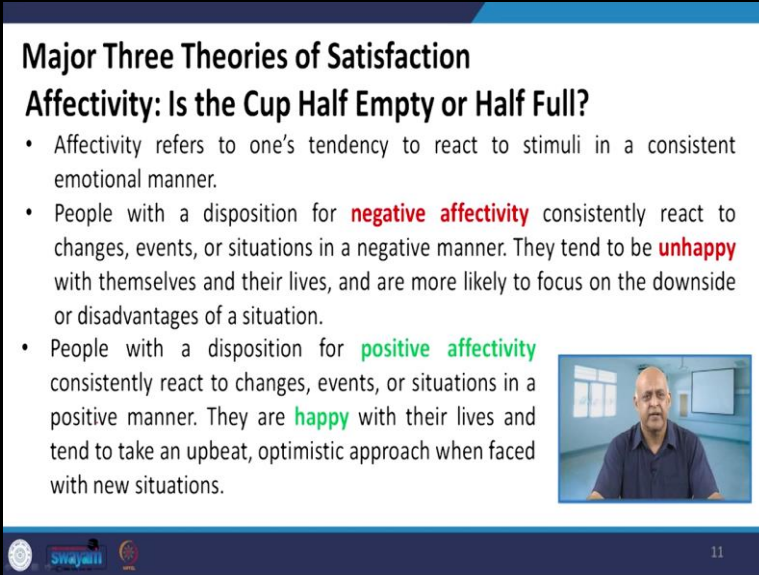
So, I will share with you the theories of the satisfaction that is Maslow's hierarchy of needs achievement, orientation, goal setting theory and empowerment and the operant approach is there. These are some of the theories already discussed in leadership and motivation, and here, I would like to talk about the affectivity of hiring happier people. It is an exciting point, and I would like to highlight this point that whenever we are talking about hiring the followers, right the employees.

Thus, I will suggest that it identifies their happiness index, and I will tell you that this is a significant factor when recruitment is concerned. Your employees are not happy they are forceful. Often, you find it is the employee selecting a job not because of his choice because that is the only way of his bread and butter and then, in that case, that will not be a happy employee.

Furthermore, when the employee happiness we have talked about the happiness and performance, and when there is no happiness, then there will be no contribution is there. Related

to this, Herzberg has also done much work that is this two-factor theory and interestingly, it talks about the satisfaction, dissatisfaction and no dissatisfaction, which is very interesting. So, whenever we are talking about the no dissatisfaction, then in that case, what will be the performance of that follower and what will be the level of satisfaction of that follower.


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Major Three Theories of Satisfaction

Affectivity: Is the Cup Half Empty or Half Full?

- Affectivity refers to one's tendency to react to stimuli in a consistent emotional manner.
- People with a disposition for **negative affectivity** consistently react to changes, events, or situations in a negative manner. They tend to be **unhappy** with themselves and their lives, and are more likely to focus on the downside or disadvantages of a situation.
- People with a disposition for **positive affectivity** consistently react to changes, events, or situations in a positive manner. They are **happy** with their lives and tend to take an upbeat, optimistic approach when faced with new situations.



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And then you will find that is the under these theories whenever we are talking about this herb theory or this affectivity theory that is it is an approach. The approach of these you are that follower, right. Now you see that many people are satisfied with the little gains, and many are dissatisfied with the significant gains. So, that is an approach is there. So, effectivity refers to one's tendency to react to stimuli.

So, I always give the examples that whenever we travel and at the platform, we find it is these children coming from the low-income families, laughing, playing and happy, and the child who is sitting in the first AC and then he is not happy. So, it is what it means that it is a tendency to react to stimuli in a consistent emotional manner. Furthermore, therefore, that approach that talks about whether the person will be satisfied or not, this affectivity will be a crucial factor.

So, it will be the negative effectivity unhappiness will be there and therefore likely to focus on the downside or disadvantages of a situation he will never be happy with. So, whatever the situation, he will find certain lacunas, and therefore, that is called the FFO Fault Finding

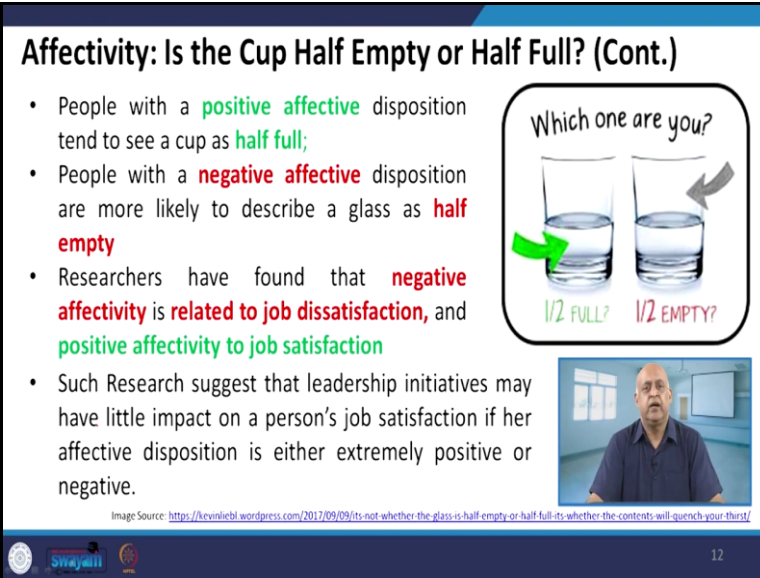
Officers. So, fault finding offices focus on those activities where the person is weak and, therefore, as a result of which, the person is demoralized and dissatisfied.

Nevertheless, when we talk about this creation, that is what is to be created at the workplace: positive affectivity and the happiness index. So, I will always suggest identifying those dimensions at your workplace. How you are followers will be happy about what their need is there because you see it is a team-building ultimately in the organization. So, unless and until they do not match there, leaders and followers will be no output.

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Affectivity: Is the Cup Half Empty or Half Full? (Cont.)

- People with a **positive affective** disposition tend to see a cup as **half full**;
- People with a **negative affective** disposition are more likely to describe a glass as **half empty**
- Researchers have found that **negative affectivity is related to job dissatisfaction**, and **positive affectivity to job satisfaction**
- Such Research suggest that leadership initiatives may have little impact on a person's job satisfaction if her affective disposition is either extremely positive or negative.



The slide contains a diagram with two glasses. The left glass is labeled '1/2 FULL?' with a green arrow pointing to it. The right glass is labeled '1/2 EMPTY?' with a grey arrow pointing to it. Above the glasses is the text 'Which one are you?'. Below the glasses is a small video inset showing a man in a blue shirt speaking.

Image Source: <https://kevinlieb1.wordpress.com/2017/09/09/its-not-whether-the-glass-is-half-empty-or-half-full-its-whether-the-contents-will-quench-your-thirst/>

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So, they must be happy, and that happiness index creation is the leader's responsibility. So, these indices of forwarding satisfaction will be increasing. Now I will advise it is they always try to identify, and that is the happiness index of their follower, and as a result, you can imagine the satisfaction index also. The people with a cheerful, effective disposition tend to see a cup as half entire people with a negative effective disposition are more likely to describe glass as the half-empty is there.

Here I would like to say that the half-full glass and half-filled with the air are there. So, whenever we say it is not empty, it is not an empty glass it is a filled glass that is there because there is water also and there is an air also again, this is a question of your approach that is how

what approach do you have and accordingly based on the approach whether you how do you look at a given situation is there.

Furthermore, if positive effectiveness is there, you will be happy with that also. However, it is an ancient saying, but it is efficient, and therefore, in that case, now can we have this negative of activity related to the job satisfaction and vigorous activity in which job satisfaction is there. Now, what is our responsibility? Our role is to convert this negative affectivity into positive activities there.

Furthermore, a leader's role is there and therefore, in that case, as we have seen the leadership style leadership theories earlier for building the team effectiveness and those practices if we adopt then definitely, we will have the job satisfaction. Such research suggests that leadership initiatives may have little impact on a person's job satisfaction if our affective disposition is either highly positive or negative is there naturally whenever we are talking about the initiative by the leader.

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Herzberg's Two-Factor Theory: Does Meaningful Work Make People Happy?

- Herzberg labeled the factors that led to **satisfaction** at work **motivators**, and he labeled the factors that led to **dissatisfaction** at work **hygiene factors**

Hygiene Factors	Motivators
Supervision	Achievement
Working conditions	Recognition
Co-workers	The work itself
Pay	Responsibility
Policies/procedures	Advancement and growth
Job security	

Hygiene Factors

Absence → Presence

High Dissatisfaction No Dissatisfaction

Motivation Factors

Absence → Presence

No Satisfaction High Satisfaction




Image adapted from Source: <https://www.businessmanagementideas.com/motivation/herzbergs-two-factor-theory-of-motivation/7780>

So, how much leader will be influential? A leader will be influential up to a certain extent only because of the original approach of that particular follower; if it is a negative approach of the follower is there, the leader will not be able to influence much more as far as the affectivity

theory is concerned. Now, so similar research was done by Herzberg, and then he proposed the two-factor theory, which is called the hygiene factors theory.

The hygiene factors theory is the absence and presence right. So, high dissatisfaction and no dissatisfaction, an example is a salary. So, for the first month, the person is motivated by the salary, but the next month, it is repetitive. So, therefore, in that case, that salary will have no dissatisfaction because if there is no salary, then there will be higher dissatisfaction.

Nevertheless, giving the salary is not creating the motivational factor right, and that is why you see that the employees keep saying that he deserves that it is his right. Furthermore, therefore, in that case, that is not becoming the motivational factor. So, these are the specific examples that have been given, and it is supervision, working conditions, co-workers, pay policies, procedures, and job security that is a concern.

Moreover, motivators are the achievement, recognition of the work itself, advancement, and growth. Now here you can compare this theory with Maslow's theory also, and then you will find in the neat theories of achievement find it is I hygiene factors are concerned with the physiological needs, safety needs, and some parts of the self-esteem needs are concerned. Nevertheless, whenever we talk about this, some part of the self-esteem and self-actualization needs are there, becoming the motivators factor.

A leader has to continuously evaluate the strategies, policies, motivational practices, and whether they are giving and challenging.

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Organizational Justice: Does Fairness Matter?

- Organizational justice is based on the premise that people who are treated unfairly are less productive, satisfied, and committed to their organizations.
- Organizational justice is made up of **three** components. (Trevino, 1992)
 - ❖ **Interactional justice** reflects the degree to which people are given information about different reward procedures and are treated with dignity and respect.
 - ❖ **Distributive justice** concerns followers' perceptions of whether the level of reward or punishment is commensurate with an individual's performance or infraction.
Dissatisfaction occurs when followers believe someone has received too little or too much reward or punishment.



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Moreover, as we have seen in the previous slide, the challenging task is what followers need. The follower needs with the continuous challenging task are there, and when you can provide that continuous changing task, they will be successful. So, organizational justice is based on the premise that mistreated people are less productive, and the satisfied and committed to their organizations are there.

So therefore, in that case, you see that it is a mechanism. So, organizational justice will be done only when the organizations are heavily mistreated, other less product productive, or their debt premises are there. So, here first, we will talk about the out of these three justices, there is an interactional justice. People are given information about different reward procedures and are treated with dignity, and respect is there.

So, definitely, in that case, it is the international justice, and people are looking forward to their rewards; therefore, it is always is the goals which you decide will go they will be going to achieve that, the particular goal when distributive justice is their followers' perceptions of whether the level of reward or punishment is commensurate with an individual's performance or inter infraction is concerned.

So, it is always preferred to know the perceptions in that case. Perceptions of that you follow whether it is what level of the perception is there and then accordingly he has to decide. This

satisfaction occurs when followers believe someone has received too little or too much reward or punishment, and in this case, whenever we are talking about this, distributive justice is there.

Furthermore, now it will depend on the leader that many times he may share the too much with someone or it will be the two lesser with the someone is there that balancing between these the distribution of these reward distribution of that empowerment or delegations is concerned and that that has to be normalized.

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Organizational Justice: Does Fairness Matter? (Cont.)

- ❖ Perceptions of **procedural justice** involve the process by which rewards or punishments are administered.
If someone is to be punished, followers will be more satisfied if the person being punished has been given **adequate warnings** and has had the **opportunity to explain** his or her actions, and if the punishment has been administered in a **timely and consistent manner**.
- Research has shown that these different components of organizational justice are related to:
 - Satisfaction with the leader
 - organizational citizenship behaviors
 - counterproductive work behaviors
 - Pay,
 - Promotion
 - The job itself





Image Source: <https://www.marketing91.com/organizational-justice/>

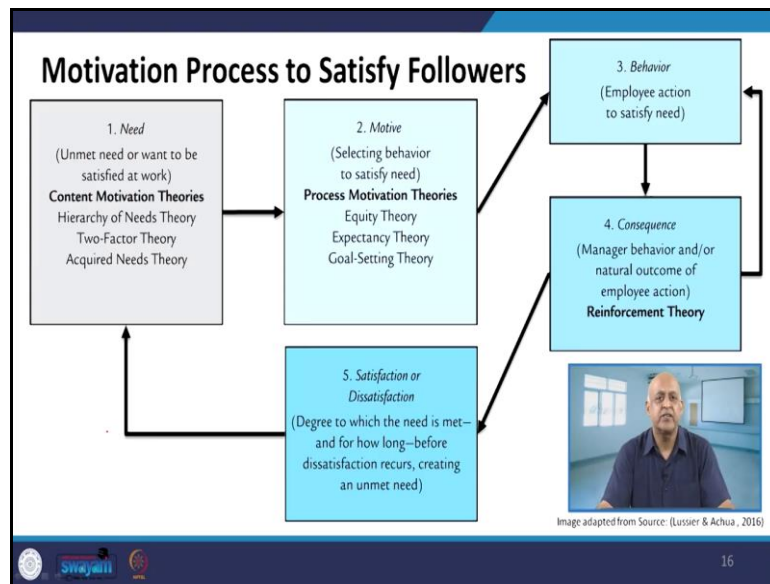
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Moreover, therefore, in that case, whenever there is an appropriate, and the job satisfaction is there, they will be the having these particular aspects. Organizational injustice does fairness matter; the perceptions of the independent procedural justice involve the process by which rewards or punishments are administered, and if someone is to be punished, followers will be more satisfied if the person being punished has been given adequate warnings and therefore, in that case, the opportunity to explain his or her actions are there.

Furthermore, if the punishment has been administered in a timely and consistent manner, then definitely, in that case, that is the procedural justice they will create the solutions to that particular the follower's behaviour is there. Moreover, if these three justices, when we talk about distribution to the followers, are concerned and it is judiciously done, and justice is followed, then definitely, in that case, we will find it is the follower satisfaction that is become the higher.

So, research has shown that these three different components of organizational justice are related to satisfaction with the leader, organizational citizenship behaviour, counterproductive work behaviour is there if it is not their pay promotion, and the job itself is there.

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When we talk about the motivation process to satisfy followers as a concern, we have talked about the need is concern that is a need motive behaviour is there. Moreover, whenever we identify the need for this, we have talked about motivation and leadership. Also, there is how this need leads to the motive being there, and once that motive has been achieved, then there will be the behaviour will be reflected accordingly.

As a result, we will find that it is a natural occurrence of employee action reinforcement theory, which will decide the follower's satisfaction. And then again, but it will be applicable for some time as after a certain period, suppose a person is into the A1 category then he goes to the A2 category then again in that category this whole process of motivation will change.

Because of the A2 category they will, the need to change motive will change behaviourally, consequences will be changed, and satisfaction levels will change.

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Global, Facet, and Life Satisfaction

- Three different types of items typically found on job satisfaction survey:
 - ❖ **Global satisfaction** assesses the overall degree to which employees are satisfied with their organization and their job
 - ❖ **Facet satisfaction** assess the degree to which employees are satisfied with different aspects of work, such as pay, benefits, promotion policies, working hours and conditions, and the like. People may be relatively satisfied overall but still dissatisfied with certain aspects of work.
 - ❖ **Life satisfaction** concerns one's attitudes about life in general
- **Hierarchy effect:** People with longer tenure or in higher positions tend to have higher global and facet satisfaction than those newer or lower in organization.



So, when we talk about these particular job satisfaction concepts, we talk about the global satisfaction facet satisfaction, and the life satisfaction is concerned. So, global satisfaction is the overall degree to which employees are satisfied with their organization and jobs. So, therefore definitely, in that case, it is the total satisfaction there in the facility satisfaction is the degree to which the employees are satisfied with the different aspects of work means.

They are the partially somewhere they pay benefits promotion policies working hours and conditions all they are satisfied while the people may be relatively satisfied overall but still disappeared with certain aspects of work is there. So, and the life satisfaction is concerned that is the concerned attitude about the life, in general. Is there an ultimate goal? What should be the leader's goal whenever we discuss satisfaction?

So, it has to be this in the life satisfaction and that that should be the major the consideration by the leader. So that the employees will be able to perform. Here we also have to see that the people with a longer tenure in higher positions tend to have a higher global and facet satisfaction than those newer lower in organizations concerned.

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Outcomes of Satisfaction/Dissatisfaction of Followers

❖ Summary of Different Variables Correlated to Job Satisfaction

Variables related to job satisfaction	Direction of relationship	Strength of relationship
Motivation	Positive	Moderate
Organisational citizenship behaviour	Positive	Moderate
Absenteeism	Negative	Weak
Tardiness	Negative	Weak
Withdrawal cognitions	Negative	Strong
Turnover	Negative	Moderate
Heart disease	Negative	Moderate
Perceived stress	Negative	Strong
Pro-union voting	Negative	Moderate
Job performance	Positive	Moderate
Life satisfaction	Positive	Moderate
Mental health	Positive	Moderate



Source: [Sinding et. al., 2018]



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So, therefore ultimately when, the sum when we are making the summary of different variables correlated with job satisfaction is there. So, these are the variables related to job satisfaction. In that case, we will find that if this motivation is becoming positive, the strength of a relationship is that is the that has been found the moderate is there. So, here we see different variables related to job satisfaction.

And then if the relationship is positive, we can identify the strength of the leadership is there and if it is this in the direction of the relationship is the negative is there then in most of the cases, it is a moderate or like. Now here to also understand that is how the follower perceives and then if he is perceiving that the variable later job satisfaction which is negative then definitely that will be having the decisive influence on the follower's satisfaction.

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Outcomes of Satisfaction/Dissatisfaction of Followers (Cont.)

- ❖ **Satisfaction and Motivation**
 - A recent meta-analysis of 9 studies and 2,237 workers revealed significant positive relationship b/w motivation and job satisfaction. (Kinicki et. al., 2002)
 - Because satisfaction with supervision also was significantly correlated with motivation, managers are advised to consider how their behavior affects employee satisfaction.
 - Managers can potentially enhance employees' motivation through various attempts to increase job satisfaction.






Image Source: <https://www.researchgate.net/publication/349097860> Interdependence between Professional Motivation and Satisfaction of the Nursing Staff


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So, the satisfaction and motivation are significantly correlated because the reflection with supervision was also significantly correlated with motivation managers being advised to consider how their behaviour affects the employee satisfaction. So, managers can potentially enhance employees' motivation through various attempts to increase job satisfaction.

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Outcomes of Satisfaction/Dissatisfaction of Followers (Cont.)

- ❖ **Satisfaction and Organizational Citizenship Behaviour**
 - Organizational citizenship behaviors consist of employee behaviors that are beyond the call of duty & Managers certainly would like employees to exhibit these behaviors.
 - A meta-analysis covering 6,746 people and 28 separate studies revealed a significant and moderately positive correlation between organizational citizenship behaviors and job satisfaction. (Podsakoff et. al.,2000)
 - Moreover, additional research demonstrated that employees' citizenship behaviors were determined more by leadership and characteristics of the work environment than by an employee's personality.



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Furthermore, this satisfaction in organizational citizenship behaviour is the. Now, what is the OCB also is following the rights and duties are concerned. And then when there is satisfaction is there my beyond the call of the duty and manager certainly would like employees to exhibit this behaviour is there. So, therefore it is showing employee engagement also. So, this is a meta-

analysis covering 6746 people, and 28 separate studies revealed a significant and moderately positive correlation.

So, between organizational citizenship behaviour and the jobs, job satisfaction is concerned because, as we have seen, the other variables are there, and some are positive. At the same time, some of them are getting a negative impact on their motivational level. Additional research demonstrates that the employee citizenship behaviour was determined more by leadership and characteristics of the work environment by the employee's personalities are concerned.

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Research Paper

frontiers in Psychology

ORIGINAL RESEARCH
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Mindfulness and Leadership: Communication as a Behavioral Correlate of Leader Mindfulness and Its Effect on Follower Satisfaction

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Purpose

In recent years, the construct of mindfulness has gained growing attention in psychological research. However, little is known about the effects of mindfulness on interpersonal interactions and social relationships at work. Addressing this gap, the purpose of this study was to investigate the role of mindfulness in leader–follower relationships.

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These are additional studies; for example, here is the research paper; mindfulness and leadership communication are behavioural correlations of leader mindfulness, and their effect on the follower's satisfaction is there. I am sure that this particular paper will give you a dimension to think about the leadership relationship is concerned.

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Research Paper

Design/methodology/approach

Building on prior research, we hypothesize that leaders' mindfulness is reflected in a specific communication style ("mindfulness in communication"), which is positively related to followers' satisfaction with their leaders. We used nested survey data from 34 leaders and 98 followers from various organizations and tested mediation hypotheses using hierarchical linear modeling.

Findings

Our hypotheses were confirmed by our data in that leaders' self-reported mindfulness showed a positive relationship with several aspects of followers' satisfaction. This relationship was fully mediated by leaders' mindfulness in communication as perceived by their followers




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So, this is about this paper, and this will be the findings of this paper.
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Case Study : Consolidated Products

- Consolidated Products is a medium-sized manufacturer of consumer products with nonunionized production workers. Ben Samuels was a plant manager for Consolidated Products for 10 years, and he was well liked by the employees.
- They were grateful for the fitness center he built for employees, and they enjoyed the social activities sponsored by the plant several times a year, including company picnics and holiday parties.
- He knew most of the workers by name, & spent part of each day walking in the plant to visit with them & ask about their families/hobbies.
- Ben believed that it was important to treat employees properly so they would have a sense of loyalty to the company.



Case Source: (Gary Yukl, 2020)

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Moreover, this is a case study. Kindly refer to this particular case study, and then you will understand how in the practical aspects when we have to identify, and that is the type of this satisfaction that the follower requires is concerned. Moreover, here you will find the parameters that managers should introduce for the satisfaction and the increase the performance of the employees concerned.

(Refer to Slide Time: 31:54)

Book Recommendation

The Art of Followership:
How Great Followers Create Great Leaders and Organizations

Authors: Ronald E Riggio, Ira Chaleff and Jean Lipman-Blumen

Publisher: Jossey Bass (A Wiley Imprint)
(January, 2008)

Language: English

Paperback: 416 Pages

ISBN-10: 1955655170

ISBN-13: 978-0787996659

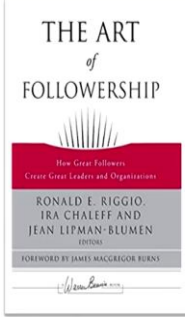




Image Source: <https://www.amazon.com/Art-Followership-Followers-Leaders-Organizations/dp/0787996653>

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This is the book, the art of followership, and it is about how great followers create great leaders and organizations are concerned.

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Book Recommendation

- *The Art of Followership* puts dynamic leader-follower interaction at the forefront of discussion. It examines the multiple roles followers play and their often complex relationship to leaders.
- Book outlines how followers contribute to effective leadership and to organizations overall. And defines followership and its myriad meanings.
- *The Art of Followership* explores the practice and research that promote positive followership and reveals the part that followers play in setting the standards and formulating the culture and policies of the group.

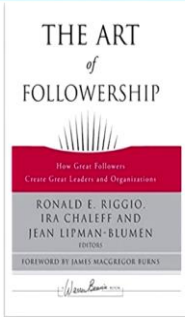




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Furthermore, these are the different references you will be able to refer to for this particular study and suggest for your further studies. Moreover, you will be getting all ideas about the follower satisfaction and dimensions to be taken care of by the leader.