



IIT ROORKEE



NPTEL ONLINE
CERTIFICATION COURSE

LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE – 54

FOSTERING FOLLOWERS SATISFACTION

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DEPARTMENT OF MANAGEMENT STUDIES



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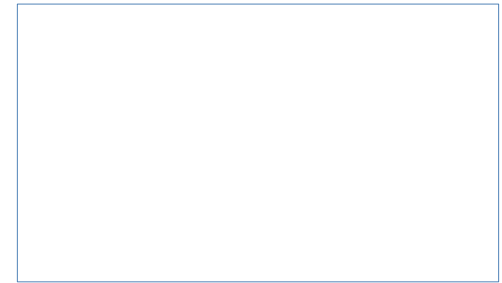
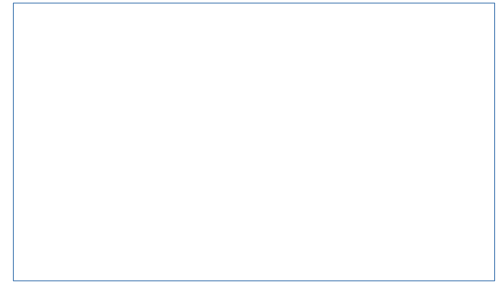


Image Source: <https://in.pinterest.com/pin/231935449549039938/>

“The goal of many leaders is to get people to think more highly of the leader. The goal of a great leader is to help people to think more highly of themselves.”

-J. Carla Nortcutt

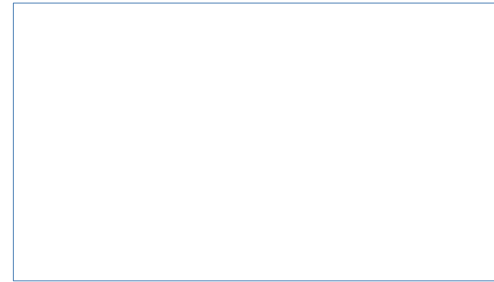


Followers' Satisfaction

- **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-surveys/>



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.



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/>

Satisfaction as Link among Leadership and Performance

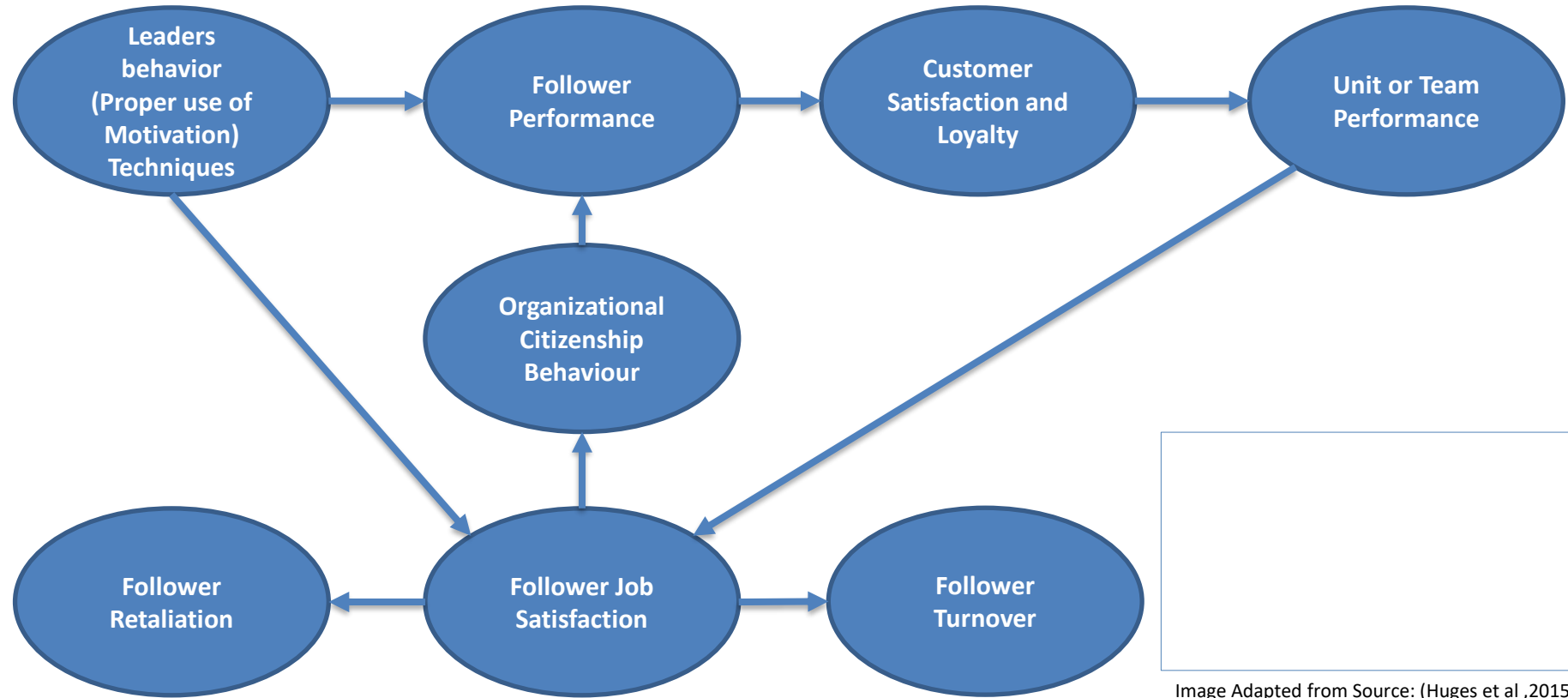


Image Adapted from Source: (Huges et al ,2015)

What Followers want to get satisfied?

Job Characteristics

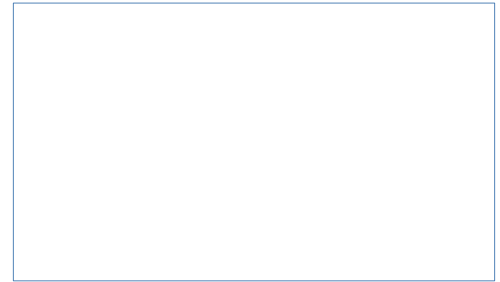
- Variety in Work
- Task Significance
- Autonomy
- Role Specificity
- Worktime Flexibility
- Reward
- Recognition
- Career Growth

Group & Organizational Characteristics

- Participative Involvement
- Group Integration & Cohesiveness
- Organization Climate & Structure
- Communication Practices

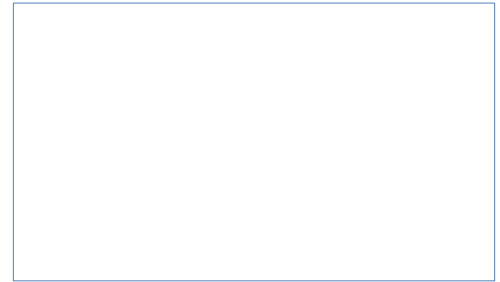
Leader Characteristics

- Leader- Reward behaviour
- Leader- Punishment behaviour
- Leader-Member Exchange



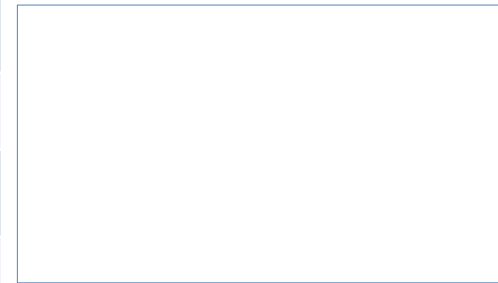
Personal Traits Followers look for in their Leader

- **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.



Theories of Satisfaction

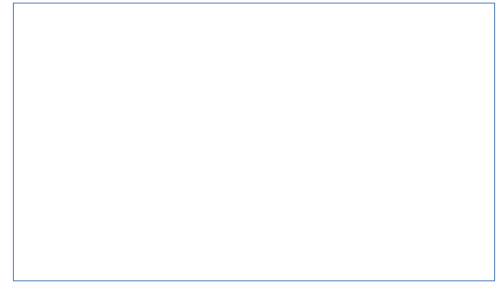
Theory or Approach	How Leaders Can Improve Job Satisfaction
Maslow's hierarchy of needs	Helping ensure people's needs are satisfied
Achievement orientation	Securing needed resources, clearing obstacles, and allowing people to work on activities that matter to them
Goal setting	Setting high goals and 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



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.



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.

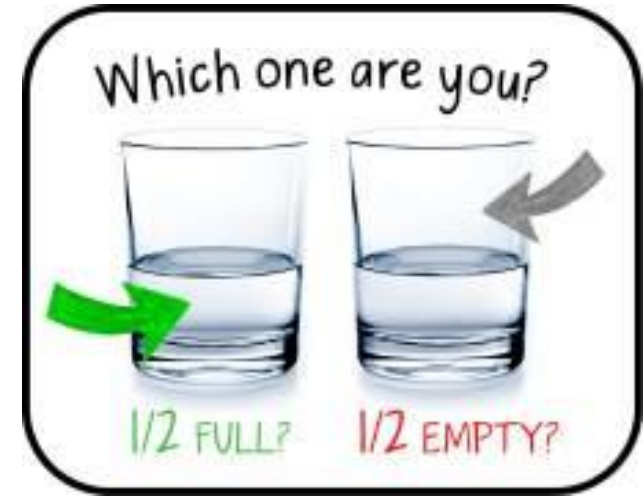


Image Source: <https://keviniebl.wordpress.com/2017/09/09/its-not-whether-the-glass-is-half-empty-or-half-full-its-whether-the-contents-will-quench-your-thirst/>

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	

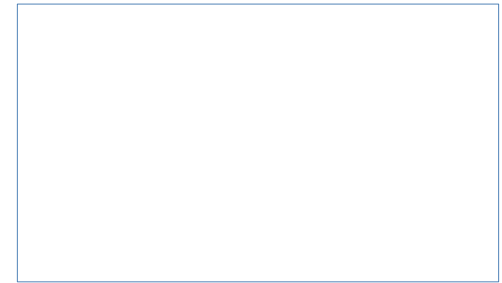
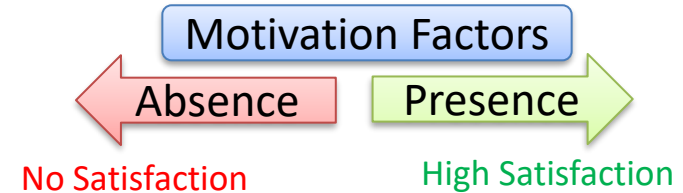
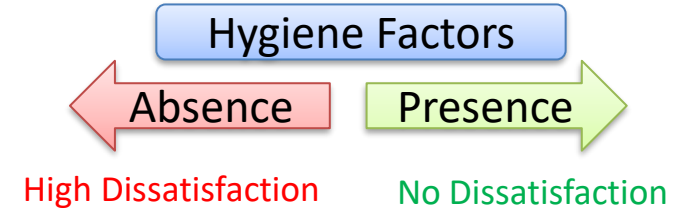


Image adapted from Source: <https://www.businessmanagementideas.com/motivation/herzbergs-two-factor-theory-of-motivation/7780>

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.



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

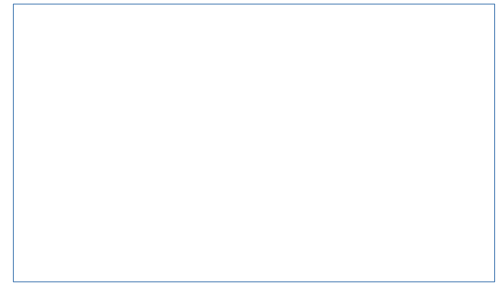


Image Source: <https://www.marketing91.com/organizational-justice/>

Motivation Process to Satisfy Followers

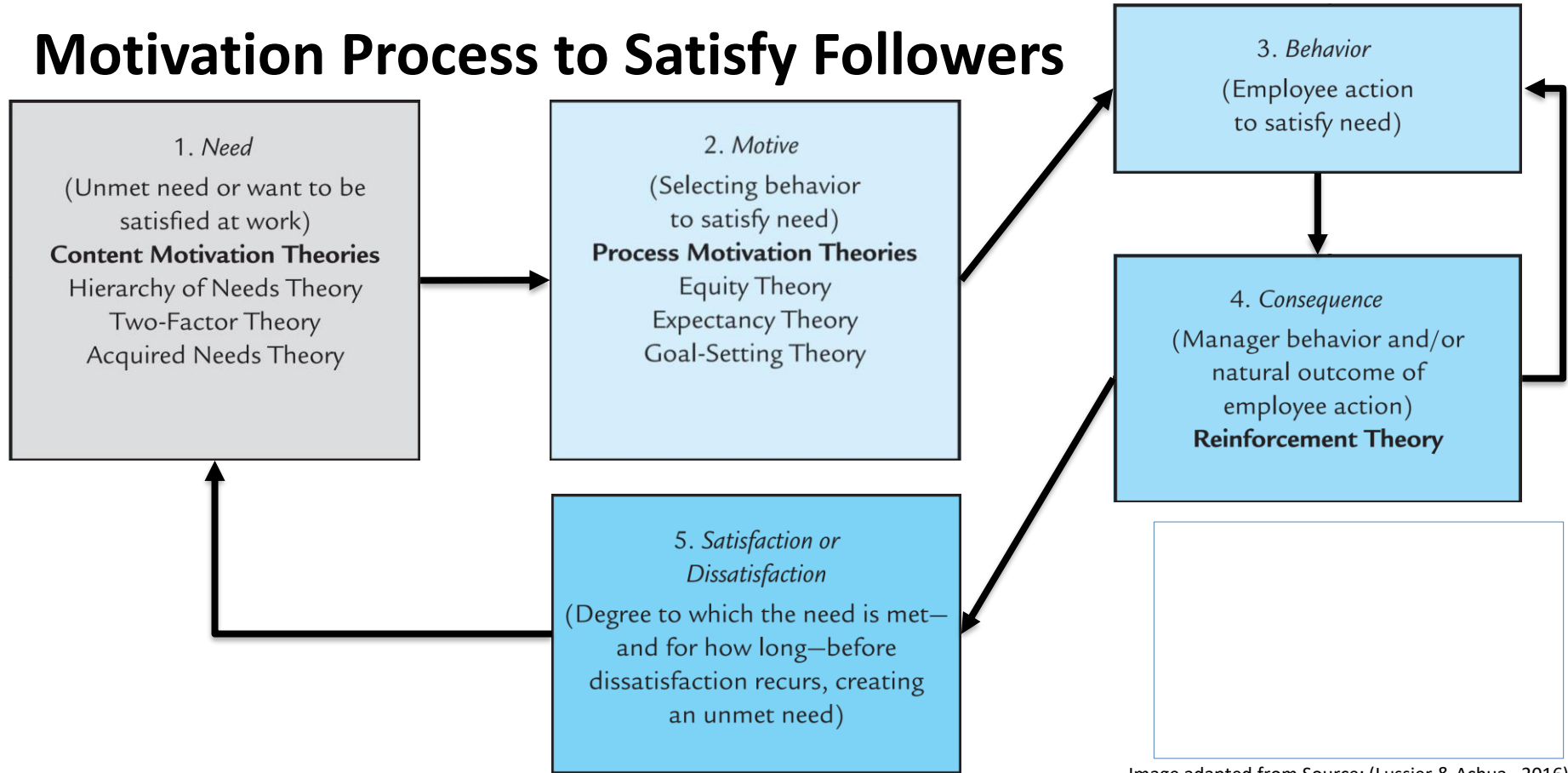
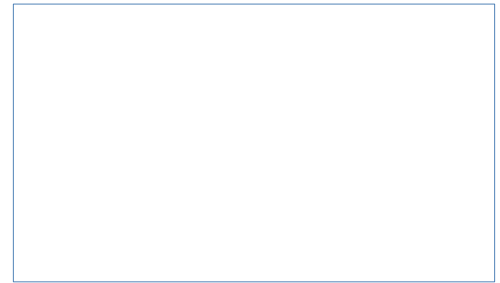


Image adapted from Source: (Lussier & Achua, 2016)

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.

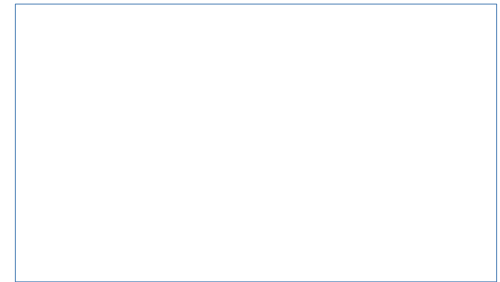


Outcomes of Satisfaction/Dissatisfaction of Followers

❖ 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)



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.**

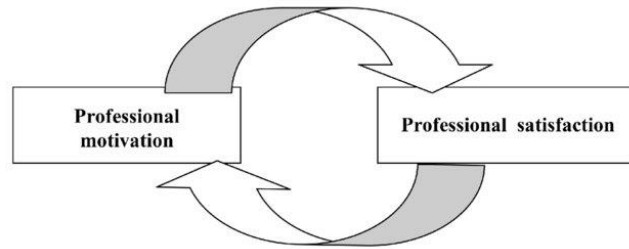
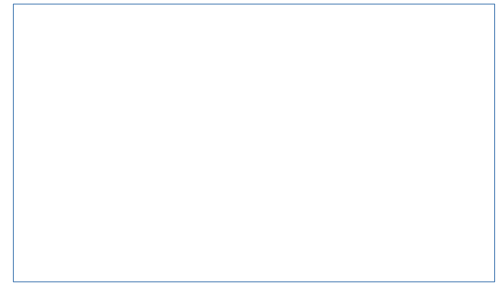


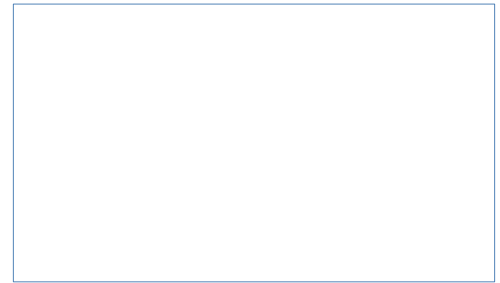
Image Source: <https://www.researchgate.net/publication/349097860> Interdependence between Professional Motivation and Satisfaction of the Nursing Staff



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.



Research Paper



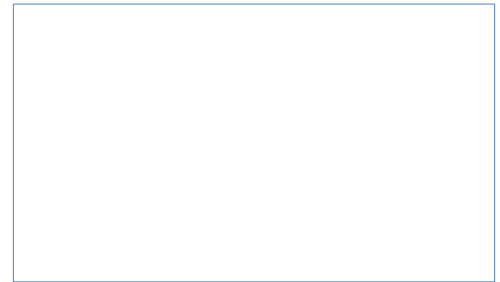
Mindfulness and Leadership: Communication as a Behavioral Correlate of Leader Mindfulness and Its Effect on Follower Satisfaction

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¹ Department of Psychology, Ludwig-Maximilians-Universität München, Munich, Germany, ² TUM School of Management, Technical University of Munich, Munich, Germany

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.



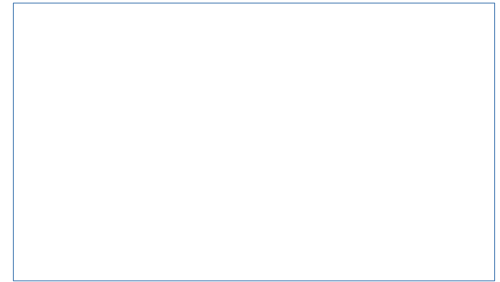
Research Paper

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

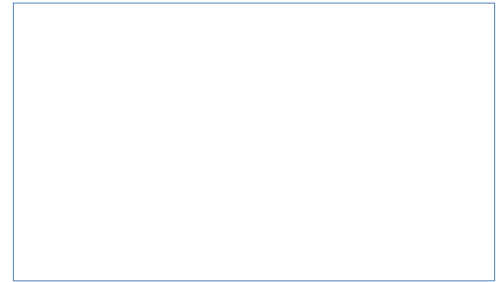
Our hypotheses were confirmed by our data in that leaders' self-reported mindfulness showed a positive relationship with several aspects of followers' satisfaction. This relationship was fully mediated by leaders' mindfulness in communication as perceived by their followers



Research Paper

Practical implications

Our findings emphasize the potential value of mindfulness in workplace settings. They provide empirical evidence for a positive link between leaders' dispositional mindfulness and the wellbeing of their followers, indicating that mindfulness is not solely an individual resource but also fosters interpersonal skills. By examining leaders' mindfulness in communication as an explanatory process, we created additional clarification about how leaders' mindfulness relates to followers' perceptions, offering a promising starting point for measuring behavioral correlates of leader mindfulness.



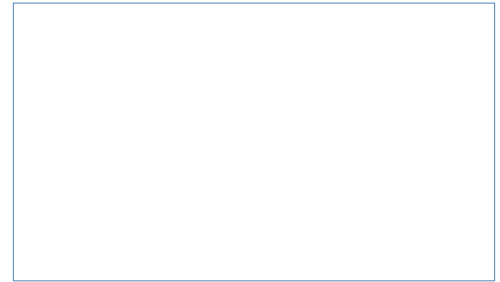
Research Paper

Research limitations/implications

Due to the cross-sectional design, causal conclusions cannot be drawn from our data. Secondly the researchers were able to recruit, on average, only a few followers per leader. Furthermore, the research exclusively referred to the regulation of unpleasant emotions, while ignoring positive emotions.

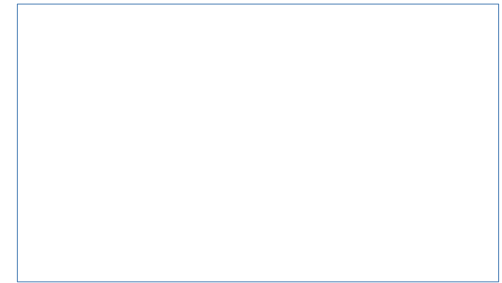
Originality/value

This research tries to add to the growing body of knowledge in terms of assessing relationship between mindfulness, follower satisfaction and communication



Case Study : Consolidated Products

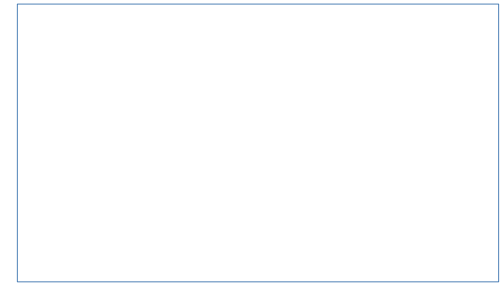
- Consolidated Products is a medium-sized manufacturer of consumer products with nonunionized production workers. Ben Samuels was a plant manager for Consolidated Products for 10 years, and he was well liked by the employees.
- They were grateful for the fitness center he built for employees, and they 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)

Case Study : Consolidated Products (Cont.)

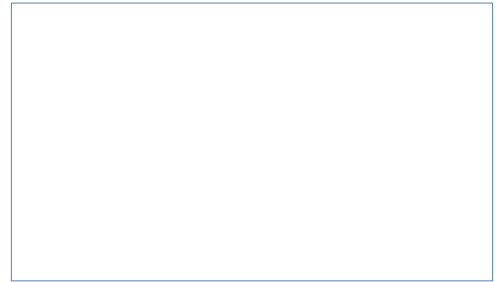
- He tried to avoid any layoffs when production demand was slack, figuring that the company could not afford to lose skilled workers who are so difficult to replace.
- The workers knew that if they had a special problem, Ben would try to help them. Ben believed that if you treat people right, they will do a good job for you without close supervision or prodding.
- Ben applied the same principle to his supervisors, and he mostly left them alone to run their departments as they saw fit.
- He did not set objectives and standards for the plant, and he never asked the supervisors to develop plans for improving productivity and product quality.



Case Source: (Gary Yukl, 2020)

Case Study : Consolidated Products (Cont.)

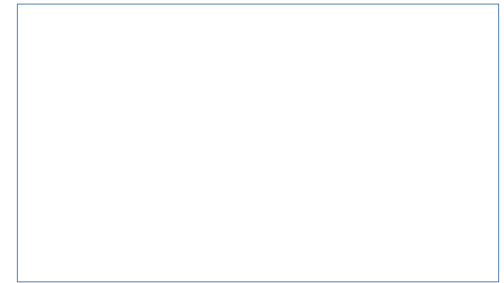
- Under Ben, the plant had the lowest turnover among the company's five plants, but the second-worst record for costs and production levels. When the company was acquired by another firm, Ben was asked to take early retirement, and Phil Jones was brought in to replace him.
- Phil had a growing reputation as a manager who could get things done, and he quickly began making changes. Costs were cut by trimming a number of activities such as the fitness center at the plant, company picnics and parties, and the human relations training programs for supervisors.
- Phil believed that training supervisors to be supportive was a waste of time. His motto was: "If employees don't want to do the work, get rid of them and find somebody else who does."



Case Source: (Gary Yukl, 2020)

Case Study : Consolidated Products (Cont.)

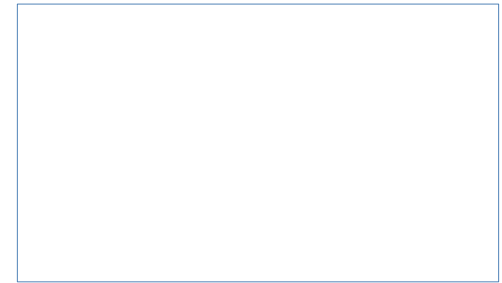
- Supervisors were instructed to establish high-performance standards for their departments and insist that people achieve them. A computer monitoring system was introduced so that the output of each worker could be checked closely against the standards.
- Phil told his supervisors to give any worker who had substandard performance one warning, and then if performance did not improve within two weeks, to fire the person.
- Phil believed that workers don't respect a supervisor who is weak and passive. When Phil observed a worker wasting time or making a mistake, he would reprimand the person right on the spot to set an example.



Case Source: (Gary Yukl, 2020)

Case Study : Consolidated Products (Cont.)

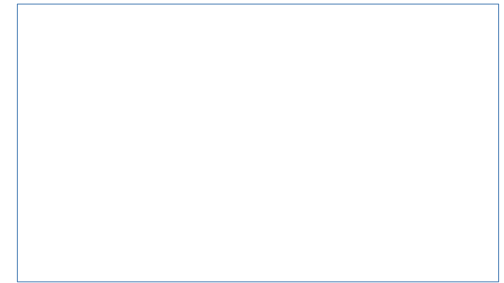
- Phil also checked closely on the performance of his supervisors. Demanding objectives were set for each department, and weekly meetings were held with each supervisor to review department performance.
- Finally, Phil insisted that supervisors check with him first before taking any significant actions that deviated from established plans and policies.
- As another cost-cutting move, Phil reduced the frequency of equipment maintenance, which required machines to be idled when they could be productive.
- Because the machines had a good record of reliable operation, Phil believed that the current maintenance schedule was excessive and was cutting into production.



Case Source: (Gary Yukl, 2020)

Case Study : Consolidated Products (Cont.)

- Finally, when business was slow for one of the product lines, Phil laid off workers rather than finding something else for them to do.
- By the end of Phil's first year as plant manager, production costs were reduced by 20 percent and production output was up by 10 percent.
- However, three of his seven supervisors left to take other jobs, and turnover was also high among the machine operators.
- Some of the turnover was due to workers who were fired, but competent machine operators were also quitting, and it was becoming increasingly difficult to find any replacements for them. Finally, talk of unionizing was increasing among the workers.



Case Source: (Gary Yukl, 2020)

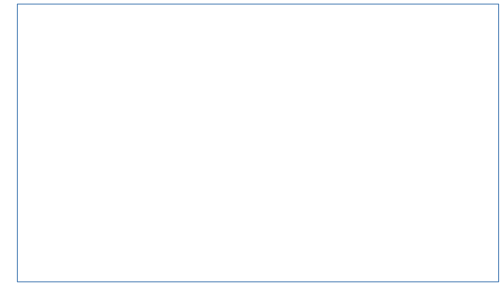
Case Study : Consolidated Products (Cont.)

Questions

Q1) Describe and compare the managerial behavior of Ben and Phil. To what extent does each manager display specific relations behaviors (supporting, developing, recognizing) and specific task behaviors (clarifying, planning, monitoring)?

Q2) Compare Ben and Phil in terms of their influence on employee attitudes, short-term performance, and long-term plant performance, and explain the reasons for the differences.

Q3) If you were selected to be the manager of this plant, what would you do to achieve both high employee satisfaction and performance?



Case Source: (Gary Yukl, 2020)

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

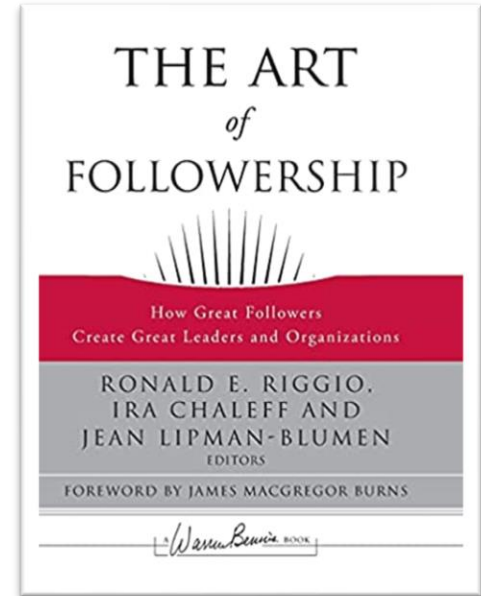


Image Source: <https://www.amazon.com/Art-Followership-Followers-Leaders-Organizations/dp/0787996653>

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.

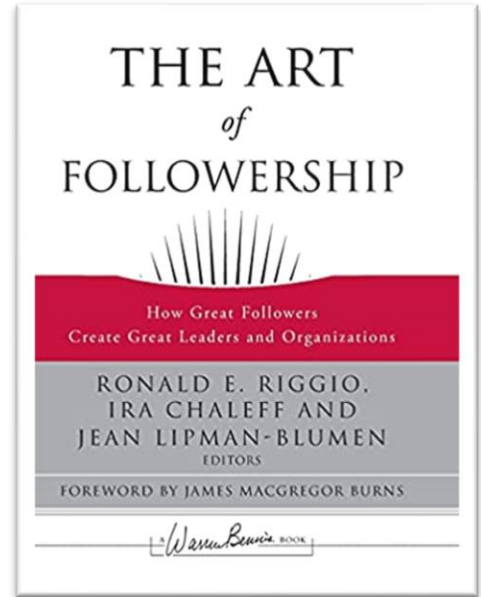
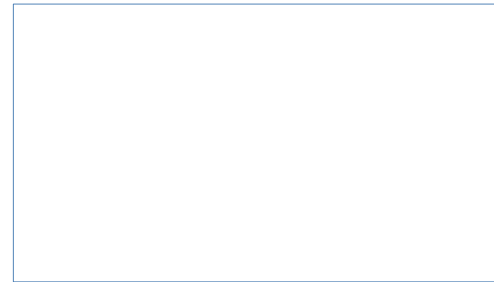


Image Source: <https://www.amazon.com/Art-Followership-Followers-Leaders-Organizations/dp/0787996653>

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Thank You

