

## Followership behavior, team performance and employee satisfaction: Inputs to employee satisfaction model

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### *Abstract*

Using a combination of theoretical constructs and empirical analysis, this study follows the logical line of "followership behavior - team performance - employee satisfaction" and conducts an in-depth analysis and discussion of the mechanisms of employee followership and employee satisfaction respectively. Through the empirical analysis of the questionnaire data from 318 full-time employees of the company, using statistical analysis software such as SPSS22.0 and AMOS22.0, and strictly following the basic paradigm of empirical research, this study obtained the following findings: (1) The respondents have negative followership behavior in terms of supporting leader decision, solving problems for leader and upward influence behavior. (2) The team have poor performance in terms of cost efficiency, project quality and task completion. (3) The employees have low level of employee satisfaction in terms of salary and benefits, working condition and promotion and recognition. (4) There is a high significant correlation between followership behavior, team performance and employee satisfaction. (5) Framework for improving employee satisfaction was develop.

**Keywords:** followership behavior, team performance, employee satisfaction, cost efficiency, upward influence

## **Followership behavior, team performance and employee satisfaction: Inputs to employee satisfaction model**

### **1. Introduction**

In the process of business management, the relationship between subordinates and leaders directly affects the team performance of the company. And leadership behavior or style has an important impact on employees' attitudes and behaviors, and abusive management is positively related to employees' interpersonal deviant behaviors (Guiyao Tang et al., 2014). A leader's leadership style and behavior can only be truly effective if it is understood and accepted by employees, so employees' followership of leaders is well worth studying. Subordinate followership refers to the basic behaviors embodied by subordinates in the process of following the leader, and followership must be embodied by the follower in the process of following the leader and directed entirely to the leader, and implicit employee following affects followership (Yan Jiaqi et al., 2017), and there is a positive relationship between followership and team performance and affective commitment (Peng Jian et al., 2016).

Previous studies have focused on the positive impact of employee followership on the firm, leader, or team, while few studies have explored the contribution of employee followership to employee satisfaction. This study concludes that employees with stronger followership are more likely to learn from their leaders and actively carry out tasks given by them, and thus are better able to learn work experience from their leaders, improve their own work ability in the process of performing tasks, and achieve improved team performance. Secondly, employees with stronger followership have stronger intention comprehension ability and can understand the leader's meaning beyond the words and communicate effectively with the leader, and research shows that social sensitivity is beneficial to employee satisfaction. Finally, many scholars have demonstrated that followership positively affects job performance, and job performance is an important basis for salary increase and job promotion, so this paper suggests that team performance affects employee satisfaction. Based on this, the first research objective of this study is to explore the effect of employee followership on employee satisfaction. In general, the study of followership has achieved pioneering results and laid an important foundation for subsequent research. However, the effects of followership on employees' career growth, specific influence mechanisms and moderating factors have not yet received sufficient attention, and the research needs to be deepened.

By exploring the above relationships, firstly, this paper explores the relationship between followership and employee career growth for the first time, reveals the mechanism of the effect of followership on employee career growth, and helps researchers to better explore the path of the effect of followership on employee career growth. Second, it improves the organization's understanding of employee followership behavior, increases the company's awareness of followers, and raises the importance of followers. Finally, by revealing the mechanism of the influence of followership on employee career growth, it provides specific ways and means for individuals to achieve employee career growth, and also provides specific ideas for organizations to promote employee career growth.

**Objective of the Study** - The purpose of this study is to examine the effect of subordinate followership on employee satisfaction and then, in a further study, to examine whether subordinate followership affects employee satisfaction through the moderating effect of team performance. Specifically, to: (1) Determine followership behavior in terms of supporting leader decision, solving problems for leader and upward influence behavior; (2) Evaluate team performance in terms of cost efficiency, project quality and task completion; (3) Determine the level of employee satisfaction in terms of salary and benefits, working condition, and promotion and recognition; (4) Analyze the relationship between followership behavior and team performance and its effect to employee satisfaction; (5) Develop a framework for improving employee satisfaction .

## 2. Methods

**Research design** - In order to provide the theoretical groundwork and research framework for the study, literature analysis was performed, along with normative analysis and empirical analysis. Questionnaires were then used to gather data. The online questionnaire platform "Questionnaire Star" is used to collect questionnaire data because to the recent crown pandemic. The theoretical underpinnings and the defining of variables come first in terms of study content, followed by data collecting, or the creation and use of questionnaires, and finally descriptive analysis, correlation analysis, and regression analysis. As a company-level study, the data required for this paper on followership, team performance and employee satisfaction could not be obtained through industry or corporate public sources, so a questionnaire was used to collect the data. A structured questionnaire was used as the survey instrument to avoid ambiguous answers by standardizing the answers and to make it easy to complete.

In order to ensure the reliability and validity of the survey data, the soundness of the questionnaire design is an important prerequisite. Therefore, before the start of the large sample questionnaire, the data subjects to be collected, the structure and content of the questionnaire, etc. were determined based on the relevant literature discussion and the measurement scale, and then discussed and revised with the thesis supervisor, colleagues, and classmates to form the first draft of the survey questionnaire. In the case of consistency in the measurement items of variables, multiple items can improve the reliability more than single items (ChurChill, 1979), so the questionnaire of this study used multiple items to measure each variable. On this basis, a small sample of 30 questionnaires was distributed for testing, analyzing the validity of the scale, and making changes or deletions to the measurement items (Ma, 2002), resulting in the final draft of the survey questionnaire.

The first part is the first part of the questionnaire, which mainly includes acknowledgement of the respondents for completing the questionnaire, explanation of the purpose of the questionnaire and the method of completing the questionnaire; the second part is the background information of the respondents, which mainly understands some general information about the employees and the company, such as the employees' age, gender, education level, position, length of service and the age industry of the company; the third part is The fourth part is the evaluation of team performance, which assesses team performance in terms of cost effectiveness, project quality and task completion; the fifth part is the evaluation of employee satisfaction, including the wages and benefits provided by the company, the working environment and the promotion and recognition of employees.

**Participants of the Study** - The researcher interviewed a total of 335 subjects from various industries and units of various nature in 18 provinces and municipalities directly under the Central Government through personal relationship networks, and obtained a total of 326 questionnaires, with 318 valid questionnaires and an average age of 35.13 years, other personal information is shown in Table 1.

**Table 1**

*Key Background Information on Interviewees*

| Nature of variables | Level                     | Percentage |
|---------------------|---------------------------|------------|
| Gender              | Male                      | 49.37%     |
|                     | Female                    | 50.63%     |
| Level of education  | Tertiary or below         | 15.41%     |
|                     | Undergraduate             | 46.54%     |
|                     | Masters                   | 31.13%     |
|                     | PhD                       | 6.92%      |
| Position (title)    | General staff             | 47.48%     |
|                     | Junior Manager (Junior)   | 17.92%     |
|                     | Intermediate Manager      | 23.9%      |
|                     | Senior Manager (Senior)   | 10.69%     |
| Nature of unit      | State-owned enterprises   | 55.03%     |
|                     | Private enterprises       | 40.88%     |
|                     | Foreign-owned enterprises | 4.09%      |

This paper examines the relationship between subordinate followership, team performance and employee satisfaction, and therefore the respondents of this paper are mainly employees and corporate management. Our questionnaire was administered to a group of respondents mainly in the Yangtze River Delta city cluster in China. To ensure the scientific validity of the paper, we referred to both domestic and international scales, three perspectives on subordinate followership, team performance and employee satisfaction, and selected three dimensions: supporting leadership decisions, solving problems for leaders, influencing Behaviour upwards, cost effectiveness, project quality, task completion, wages and benefits provided by the company to employees, employee working environment and The questionnaire was designed with 45 questions on nine dimensions, including employee promotion and recognition. The questionnaires for this paper were distributed mainly through online questionnaires and included 38 cities in 18 provinces in China and Manila in the Philippines and Pusan City in South Korea, with a total of 318 questionnaires collected.

**Instrument** - To ensure the validity of the questionnaire, the question items were collected from two sources. The questionnaires were tested for reliability and validity, including the Cronbach's coefficient test and the single-item-total-item total correlation coefficient test. After passing the above tests, the questionnaire was officially released. 335 questionnaires were released, 326 questionnaires were returned, and 318 valid questionnaires were tested for reliability, and the results are as follows.

**Table 2**

*Reliability Results*

| Variables                               | No. of items | Alpha value | Remarks   |
|---|--------------|-------------|-----------|
| Followership behaviour                  |              |             |           |
| In terms of supporting leader decision  | 5            | 0.849       | Good      |
| In terms of solving problems for leader | 5            | 0.863       | Good      |
| In terms of upward influence behavior   | 5            | 0.897       | Good      |
| Overall                                 | 15           | 0.941       | Excellent |
| Team performance                        |              |             |           |
| In terms of cost efficiency             | 5            | 0.887       | Good      |
| In terms of project quality             | 5            | 0.887       | Good      |
| In terms of task completion             | 5            | 0.907       | Excellent |
| Overall                                 | 15           | 0.959       | Excellent |
| Employee Satisfaction                   |              |             |           |
| In terms of salary and benefits         | 5            | 0.914       | Excellent |
| In terms of working condition           | 5            | 0.892       | Good      |
| In terms of promotion and recognition   | 5            | 0.909       | Good      |
| Overall                                 | 15           | 0.953       | Good      |

The questionnaire designed for this study consists of five parts: the first part is the first part of the questionnaire, which mainly includes acknowledgement of the respondents' completion of the questionnaire, explanation of the purpose of the questionnaire and the method of completing the questionnaire; the second part is the background information of the respondents, such as the age, gender, education level, position, etc. of the employees; the third part is the followership of the subordinates; the fourth part is the team performance evaluation; the fifth part is the Employee satisfaction. The third part of the questionnaire was on subordinate followership, using the followership scale developed by Zhou et al. (2015), which uses a 4-point Likert scale to design 15 questions on three dimensions: supporting leadership decisions, solving problems for leaders, and upwardly influencing Behaviour, and the internal consistency coefficient of this scale was 0.941.

The fourth part of the questionnaire was team performance evaluation, referring to the Team Performance Scale developed by Cao, Dan (2018) et al. to assess team performance in terms of cost effectiveness, project quality and task completion, which had an internal consistency coefficient of 0.959. The fifth part of the questionnaire is the employee satisfaction profile, referring to Matzler, et al. (2014) and Sageer, et al. (2012), which measures employee satisfaction in terms of the wages and benefits offered to employees, the work environment for employees and the promotion and recognition aspects of employees, respectively, with an internal consistency coefficient of 0.953. In order to ensure the reliability and validity of the questionnaire, a

pre-survey was first conducted. A total of 36 questionnaires were distributed and 32 questionnaires were returned. After excluding invalid questionnaires, 30 valid questionnaires were returned, with a valid return rate of 93%.

**Data Gathering Procedures** - Pre-survey questions were then sent online using the questionnaire star research platform after a literature review and integration of expert viewpoints. The questionnaire was sent online via WeChat and Email once it had been modified and changed with the adviser's help. Six specialists were asked to do a pre-test of the questionnaire once the basic design was finished. This helped to further refine the questionnaire's structure and linguistic expression. The pre-test of the questionnaire reveals that each variable's Cronbach's alpha and Cronbach's rho values are both greater than 0.79, demonstrating the scale's strong reliability. The researcher created a letter of intent as a request to the respondents to gather data when the questionnaire was approved.

**Data Analysis** - To count, process, and evaluate the data for the study, multiple statistical methods were used. In order to quantitatively acquire an overview of the pertinent variables, one of them is the frequency distribution and weighted mean for descriptive statistical analysis. To determine if the difference between the means of two or more samples is significant, the second method is variance analysis. The third method involves using the Pearson correlation test on all variables to check for correlation, which establishes a foundation for the ensuing regression analysis. The thesis employed multiple regression to experimentally examine the influence of relational trading and profits management following the descriptive statistics and correlation statistics study that came before. The aforementioned resources were used based on study objectives. Additionally, to examine the research findings, all data were processed using the statistical PASW version.

### 3. Results and Discussion

**Table 3**

*Summary Table for Followership behavior*

| Followership Behaviour                  | Mean          | Std. dev.      | Rank | Interpretation  |
|---|---------------|----------------|------|-----------------|
| In terms of supporting leader decision  | 1.8723        | 0.52417        | 2    | <i>Disagree</i> |
| In terms of solving problems for leader | 1.8604        | 0.47962        | 3    | <i>Disagree</i> |
| In terms of upward influence behavior   | 1.9704        | 0.52593        | 1    | <i>Disagree</i> |
| <b>OVERALL MEAN</b>                     | <b>1.9010</b> | <b>0.46508</b> |      | <b>Disagree</b> |

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 – 1.49 = Strongly Disagree

Table 3 shows a summary table of Followership behavior. The comprehensive average value is 1.901, indicating that the various indicators are Negative consistent. All project evaluations are consistent. The results of all the assessments were consistent, and among them, in terms of upward influence behavior ranked first, with an average score of 1.9704. The survey showed that upward influence behavior has the greatest impact on subordinate followership, and subordinate followership is more influenced by the leader's behavior. Therefore, it is an effective motivational tool and an art of leadership, which can be used properly to motivate subordinates. In order for a leader to be effective, he or she must start by establishing his or her authority, i.e., by virtue, by behaviour and by law. To establish authority by virtue, the leader is required to act in a virtuous manner; to establish authority by action, the leader is required to set an example; to establish authority by law, the leader is required to rule by law. The leader should be concerned with the practical interests of his subordinates and should use material incentives to give favors to them, as well as emotional incentives to give favors to them, and be open-minded enough to tolerate them and praise them appropriately.

Table 4 summarizes the respondents' scores for cost control, project quality and work completion, with an overall score of 1.8134 and respective scores of 1.8050, 1.8107 and 1.8245. The results of this analysis suggest that the respondents are not performing very well in terms of team performance. The reason for this may be that in team management, organizations not only require employees to continuously improve their own competencies and performance, but also expect them to use their complementary knowledge and expertise as team members to develop skills and experience beyond those of any individual in the team (Dai Paihia and Fan Lili, 2014),

thereby improving the overall performance of the team. Therefore, in order to gain more credit and job security for good performance, employees need to be more engaged in their work in order to achieve high team performance more efficiently, which, in turn, creates a greater sense of urgency and hence team performance pressure (Mitchell et al., 2018).

**Table 4***Summary Table for Team Performance*

| Followership Behaviour      | Mean   | Std. dev. | Rank | Interpretation  |
|-----------------------------|--------|-----------|------|-----------------|
| In terms of cost efficiency | 1.8050 | 0.44761   | 3    | <i>Disagree</i> |
| In terms of project quality | 1.8107 | 0.46723   | 2    | <i>Disagree</i> |
| In terms of task completion | 1.8245 | 0.49096   | 1    | <i>Disagree</i> |
| OVERALL MEAN                | 1.8134 | 0.44049   |      | <i>Disagree</i> |

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 – 1.49 = Strongly Disagree

**Table 5***Summary Table for Employee Satisfaction*

| Followership Behaviour                | Mean   | Std. dev. | Rank | Interpretation  |
|---------------------------------------|--------|-----------|------|-----------------|
| In terms of salary and benefits       | 2.0050 | 0.55485   | 1    | <i>Disagree</i> |
| In terms of working condition         | 1.8428 | 0.49927   | 3    | <i>Disagree</i> |
| In terms of promotion and recognition | 1.9201 | 0.53969   | 2    | <i>Disagree</i> |
| OVERALL MEAN                          | 1.9226 | 0.48868   |      | <i>Disagree</i> |

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 – 1.49 = Strongly Disagree

Table 5 shows a summary of the Employee Satisfaction in terms of salary and benefits, working condition, promotion and recognition. The comprehensive average value is 1.9226, indicating that the investigators disagreed with each item. Among them, the highest weighted average of quality is 2.0050, the weighted average of working condition is 1.8428, the weighted average of promotion and recognition is 1.9201. Employee satisfaction is a subjective reflection of the degree of difference between the emotional and rational attitudes of employees based on their own values and pre-work expectations of the company, compared with their perception of the overall corporate environment after work. Employees are satisfied with the organization when their perceptions after work meet their pre-work expectations and are in line with their own values; they are dissatisfied with the organization when their perceptions after work do not meet their pre-work expectations and are in conflict with their own values; when their perceptions after work meet their pre-work expectations but are not in line with their own values, or when their perceptions after work do not meet their pre-work expectations but are in line with their own values. When the perception after work meets pre-work expectations but is not in line with their own values or when the perception after work does not meet pre-work expectations but is in line with their own values, the employee's satisfaction with the organization decreases accordingly.

Table 6 shows the relationship between Followership Behavior and Team Performance. The results show that the calculated rho values have a strong direct correlation and that the p-values obtained are all less than the alpha level of 0.01. This implies that a significant relationship exists and only indicates that the better the Followership Behavior, the better the Team Performance. Followership Behavior has a relatively obvious direction.

**Table 6.***Relationship between Followership Behavior and Team Performance*

| Supporting Leader Decision  | rho-values | p-value | Interpretation     |
|-----------------------------|------------|---------|--------------------|
| Cost Efficiency             | 0.614**    | 0.000   | Highly Significant |
| Project Quality             | 0.644**    | 0.000   | Highly Significant |
| Task Completion             | 0.672**    | 0.000   | Highly Significant |
| Solving Problems for Leader |            |         |                    |
| Cost Efficiency             | 0.669**    | 0.000   | Highly Significant |
| Project Quality             | 0.718**    | 0.000   | Highly Significant |
| Task Completion             | 0.722**    | 0.000   | Highly Significant |

| Upward Influence Behavior |         |       |                    |
|---------------------------|---------|-------|--------------------|
| Cost Efficiency           | 0.642** | 0.000 | Highly Significant |
| Project Quality           | 0.674** | 0.000 | Highly Significant |
| Task Completion           | 0.695** | 0.000 | Highly Significant |

\*\* . Correlation is significant at the 0.01 level (2-tailed)

Generally speaking, organizations follow the interaction behavior of subordinates who follow the leadership, so leaders will have an important impact on employees' follow -up behavior. Studies on many scholars have found that the leadership behavior and leadership attitude displayed by different leadership types will have an impact on employees. Studies have found that the calling behavior, incentive behavior and care behavior of changeable leaders can attract employees to follow the leaders, so the transformational leader can positively affect the follow -up strength. Zhang Lu, Hu Junchen and Wu Yongzhen (2015) believe that the positive image and positive behavior of the real leaders can promote the psychological changes of subordinates, and then generate follow behaviors such as respect for learning, loyalty dedication, authoritative maintenance, intended to understand, effective communication, and active implementation. Therefore, real leaders are affecting employees' followers. In addition, related research found that service -oriented leaders, tolerance leaders, relational leaders, and participating leaders can call on employees to affect employees' follow -up strength. In order to better cope with the uncertainty of the market environment, more and more organizations are increasingly organized. Tendering the use of teams to deal with increasingly complex and changeable business issues (Xing Xing and Ren Hao, 2019).

**Table 7.**

*Relationship between Followership Behavior and Employee Satisfaction*

| Supporting Leader Decision  | rho-values | p-value | Interpretation     |
|-----------------------------|------------|---------|--------------------|
| Salary and Benefits         | 0.643**    | 0.000   | Highly Significant |
| Working Condition           | 0.650**    | 0.000   | Highly Significant |
| Promotion and Recognition   | 0.706**    | 0.000   | Highly Significant |
| Solving Problems for Leader |            |         |                    |
| Salary and Benefits         | 0.620**    | 0.000   | Highly Significant |
| Working Condition           | 0.700**    | 0.000   | Highly Significant |
| Promotion and Recognition   | 0.695**    | 0.000   | Highly Significant |
| Upward Influence Behavior   |            |         |                    |
| Salary and Benefits         | 0.656**    | 0.000   | Highly Significant |
| Working Condition           | 0.691**    | 0.000   | Highly Significant |
| Promotion and Recognition   | 0.662**    | 0.000   | Highly Significant |

\*\* . Correlation is significant at the 0.01 level (2-tailed)

Table 7 shows the relationship between Followership Behaviour and Employee Satisfaction. The results show that there is a strong direct correlation between the calculated rho values and the p-values obtained are all less than the alpha level of 0.01. This implies that there is a significant relationship and only indicates that the better the Followership Behaviour the better the Employee Satisfaction. Following the characteristics of strong employees have the characteristics of initiative, execution ability, and aggressive spirit, and these traits and behaviors can predict performance to a certain extent, so many scholars explore the effect of follow -up from a performance perspective. For example: Peng Jian et al. (2016) studied the impact of employees' follow -up efforts on task performance and emotional commitment. Following the force will affect the psychological factors of employees themselves. For example, Peng Jian et al. (2016) believes that following the effort to reflect the employee's identity of the leadership, and leaders often serve as representatives of the organization, so they can also increase the employee's emotional commitment to the organization's emotional commitment The results of the study show that employees with strong follow -up strength have a high work enthusiasm and strong execution ability and willingness, which is conducive to improving employee task performance.



**Table 8.***Relationship between Employee Satisfaction and Team performance*

| Cost Efficiency           | rho-values | p-value | Interpretation     |
|---------------------------|------------|---------|--------------------|
| Salary and Benefits       | 0.647**    | 0.000   | Highly Significant |
| Working Condition         | 0.730**    | 0.000   | Highly Significant |
| Promotion and Recognition | 0.689**    | 0.000   | Highly Significant |
| <b>Project Quality</b>    |            |         |                    |
| Salary and Benefits       | 0.706**    | 0.000   | Highly Significant |
| Working Condition         | 0.813**    | 0.000   | Highly Significant |
| Promotion and Recognition | 0.737**    | 0.000   | Highly Significant |
| <b>Task Completion</b>    |            |         |                    |
| Salary and Benefits       | 0.714**    | 0.000   | Highly Significant |
| Working Condition         | 0.691**    | 0.000   | Highly Significant |
| Promotion and Recognition | 0.735**    | 0.000   | Highly Significant |

Correlation is significant at the 0.01 level (2-tailed)

The correlation between Team Performance and Employee Satisfaction is seen in Table 8. The findings demonstrate a strong direct association between the computed rho values and that all of the p-values were below the alpha threshold of 0.01. This suggests that there is a strong connection and only shows that employee satisfaction rises in direct proportion to team effectiveness. The correlation analysis of each dimension is as follows, in terms of Team performance, Project Quality is most influenced by Working Condition with a specific coefficient of 0.813; Cost Efficiency is most influenced by Working Condition with 0.730; Task The correlation analysis shows that there is a certain correlation between Team performance and Employee Satisfaction, and the influence of Working Condition is greater.

When employees evaluate different aspects of their job, such as pay, promotion opportunities, performance, etc., they generally consider the job itself to be the most important aspect. This does not mean, of course, that good benefits or effective performance are not important, but rather that job satisfaction is influenced by ensuring that the job is as interesting and challenging as possible. But in practice managers consider salary to be more important to their employees. In one study, employees ranked interesting work as the most important of all job factors and higher pay as the fifth most important, while managers ranked higher pay as the first and interesting work as the fifth. Within the main areas of job satisfaction, the nature of the job itself, such as challenge, autonomy, and job enrichment, is the most effective predictor of overall job satisfaction. Of course, the work environment is still a minor factor when considering the impact of the work environment on employee job satisfaction.

It is also important to take into account the country, system, period of economic development, cultural traditions etc. in which the employee lives. This has a significant impact on the degree to which employees attach importance to job factors. Based on the analysis of the influence mechanism in the hypothesis section of the previous study, this paper suggests that the influence of Followership Behavior on Employee Satisfaction may be transmitted through Team Performance. Based on the previous theoretical analysis of the mediating effect, this paper constructs a mediating effect model to test the possible influence path of natural resource endowment on overexploitation based on the stepwise method of testing the mediating effect proposed by Baron and Kenny (1986). Since the explanatory variables in this paper are binary variables, the model is constructed by drawing on Wen Zhongli et al. (2004) as follows:

$$ES'_{it} = c_0 + c_1 TP_{it} + c_j control_{it} + \mu_i + \delta_t + \varepsilon_{it} \quad (1)$$

$$TP_{it} = a_0 + a_1 FB_{it} + a_j control_{it} + \mu_i + \delta_t + \varepsilon_{it} \quad (2)$$

$$ES''_{it} = c'_0 + c'_1 FB_{it} + c'_2 TP_{it} + c'_j control_{it} + \mu_i + \delta_t + \varepsilon_{it} \quad (3)$$



**Table 9**

*Team Performance Mediated Effects Model Estimation Results*

| Variables | (1)              | (2)                 | (3)              |
|-----------|------------------|---------------------|------------------|
|           | ES               | TP                  | ES               |
| FB        | 0.759*** (0.032) | 0.764***<br>(0.027) | 0.362*** (0.049) |
| TP        |                  |                     | 0.64*** (0.046)  |
| _cons     | 0.443*** (0.064) | 0.345***<br>(0.053) | 0.073*** (0.06)  |
| Pseudo R2 | 0.635            | 0.718               | 0.764            |
| N         | 318              | 318                 | 318              |

\*\*\* p<.01, \*\* p<.05, \* p<.1

Table 9 reports the results of the model estimation of Team Performance as a mediating effect. From the statistical results, the coefficient of the explanatory variable in column (2) on the mediating variable is significantly positive, indicating that the higher the Followership Behavior, the better the Team Performance and the better the cost control. The coefficients of the explanatory and mediating variables on the explanatory variables in column (3) are also significantly positive, indicating that there is a partial mediating effect of Team Performance on Followership Behavior and Employee Satisfaction. The coefficient of Followership Behavior in column (1) corresponds to c1 in equation (2), the coefficient of Followership Behavior in column (2) corresponds to a1 in equation (2), and the coefficients of Followership Behavior and Team Performance in column (3) correspond to c1 and c1 in equation (3), respectively (Fang et al. 2017), in the mediation model with dichotomous categorical variables, ab is closer to the true value of the mediation effect, i.e., the mediation effect corresponding to Team Performance is 0.48896, and the direct effect of Followership Behavior on Employee Satisfaction is 0.362, and the proportion of the mediating effect to the total effect is 57.45%. The economic implication is that a 1% increase in Followership Behavior leads to a 75.9 percentage point increase in Employee Satisfaction and a 48.96 percentage point increase through Team Performance, Hypothesis 2 is tested. The possible reason for this is that an increase in Team Performance is a good contributor to team cohesion and therefore affects Employee Satisfaction through Team Performance.

#### 4. Conclusion and Recommendations

**Conclusion** - The respondents have negative followership behavior in terms of supporting leader decision, solving problems for leader and upward influence behavior. The team have poor performance in terms of cost efficiency, project quality and task completion. The employees have low level of employee satisfaction in terms of salary and benefits, working condition and promotion and recognition. There is a high significant correlation between followership behavior, team performance and employee satisfaction. Framework for improving employee satisfaction was develop.

**Recommendations** - Managers need to strengthen their own leadership and improve the behavior of their followers ; Cultivate team spirit among employees, control costs, and improve efficiency and quality of work. The HR department needs to redesign the compensation system, increase employee wages and benefits, and provide various promotion paths for employees to stimulate their work enthusiasm and satisfaction. Focus on the role of team performance in corporate management and improve employee satisfaction through institutional and cultural measures to enhance team performance and followership behavior. The created framework may be applied as a tool to improve employee followership, team performance, and ultimately employee satisfaction. For future researchers, team performance can be measured by constructing a system of metrics, while attempts can be made to explain their relationship using moderating variables.

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