

Effect Of Authentic Leadership On Employee Job Satisfaction In Kenyan State Corporations In Nairobi County

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1.1 introduction

Job satisfaction describes how content an individual is with his or her job. Job performance is considered as an important parameter in the delivery of service among state corporations (Becton, 2012) even for new registered professionals (Unruh and Nooney, 2011). After a careful evaluation of literature on job satisfaction, what can be seen is that high job performance is directly and strongly related high job satisfaction (Gandi, Wai, Karick, Dagona, 2011). Mohammed, Nassar, Ghallab, Morsy (2013) argues that high job satisfaction is crucial in shaping rational decision making. There are a variety of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness or the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself with variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description and requirements (Anik, 2013). However, in the leadership styles, authentic leadership which has been linked with job satisfaction has been less studied in developing nations (Walumbwa et al., 2008; George 2007; Nazutis & Slawinski 2008).

Authenticity in leadership is a construct that has been the subject of frequent research in recent years (e.g. George, 2007; Walumbwa, Wang, Wang, Schaubroeck, & Avolio, 2010). It describes leaders with great capacity to process information about themselves effectively (their values, beliefs, goals, and feelings), clear personal identities, an ability to adjust their behavior in leadership in accordance with their identities, and an ability to harmonies their preferences with the demands of society (Chan, Hannah, & Gardner, 2005). Ilies et al. (2005) suggested that authentic leaders positively influence followers' behaviors because such leaders provide support for followers' self-determination. Managers who engage in authentic

behaviours are more effective at fostering intrinsic worker motivation, which in turn results in higher follower job satisfaction (Walumbwa et al., 2008). authentic managers foster internalized regulation processes among followers, which contribute to greater levels of follower well-being resulting to high level of job satisfaction (Gardner et al. 2005)). The research indicates that when the employees are treated in a fair and caring manner, they are more satisfied and more likely to have positive attitudes about their work (Dirks & Ferrin, 2002; Jensen & Luthans, 2006).

An important part of authentic leadership is the process of personal identification of employees with the manager. In doing so, authentic managers spread common cognitive behavioral patterns among all members of an organisation (Sparrowe, 2005). The followers absorb positive psychological states. Authentic managers build and develop positive psychological capital in their followers by increasing followers' self-confidence, creating hope, establishing trust (Ilies et al., 2005), enhancing resiliency, and raising the level of optimism (Avolio et al., 2004; Avolio & Gardner, 2005; Gardner & Schermerhorn, 2004; Gardner et al., 2005). Authentic managers also encourage learning in followers, creating conditions for the followers' own positive development (Mazutis & Slawinski, 2008) Public institution in many developing nations has been geared to achieve world standards of excellence. This has put a lot of demands on leadership style. Leadership in public institution is not just a focus on the organization's needs but is inclusive of the mission of the nation (Voon, Lo, Ngui, & Peter 2009). In relation to Gardner, Avolio and Walumbwa (2005b) argument that leader's authenticity involves acting in accordance with thoughts and is a function of the moral self and transparent strength, the authentic leaders are need in public institutions due to their roles in nation building and human capacity development especially in higher learning institution. Most authentic leadership theories argue for standards of leader's behavior

and call for greater congruence between what leaders profess and what they do (Gardner et al., 2005b; Cooper, Scandura, & Schriesheim, 2005). Most prior studies on authentic leadership (AL) focused on specific contexts and sectors such as the top executives and CEOs of corporate organizations (George, Sim, Mclean, & Mayer, 2007); auditors' behaviour (Morris, 2010) corporate organization (Roux, 2010; Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008) and military leadership (Beyer, 2010). Despite these widespread acknowledgments of the importance of authentic leadership, as an emerging theory in state institution in developing nations, yet there is little empirical evidence. Against this backdrop, the study hypothesized that

H₀₁: Self-awareness has no significant effect on employee job satisfaction

H₀₂: Balanced processing of information has no significant effect on employee job satisfaction

H₀₃: Internalized moral perspective has no significant effect on employee job satisfaction

H₀₄: relational transparency has no significant effect on employee job satisfaction

Literature review

This section provide conceptualization and theoretical approach of authentic leadership and theoretical.

Concept of authentic leadership

As conceptualized within the emerging field of positive psychology (Seligman, 2002), authenticity can be defined as owning one's personal experiences, be they thoughts, emotions, needs, preferences, or beliefs, processes captured by the injunction to know oneself and behaving in accordance with the true self (S. Harter, 2002).

According to recent literature focusing on authentic leadership indicates that the definition of authentic leadership has converged around several underlying dimensions. Luthans and Avolio initially defined authentic leadership "as a process that draws from both positive psychological capacities and a highly developed organizational context, which results in both greater self-awareness and self-regulated positive behaviors on the part of leaders and associates, fostering positive self-development". However, several authors (e.g., Cooper et al., 2005; Shamir & Eilam, 2005; Sparrowe, 2005) have expressed concerns about defining authentic leadership as encompassing the positive psychological capacities of confidence, hope, optimism, and resilience. Drawing on the Michael Kernis's (2003) conception of authenticity, Ilies et

al. (2005) proposed a more focused four-component model of authentic leadership that included self-awareness, unbiased processing, authentic behavior/acting, and authentic relational orientation. Shamir and Eilam described authentic leaders as people who have the following attributes: The role of the leader is a central component of their self-concept, They have achieved a high level of self-resolution or self-concept clarity, Their goals are self-concordant, Their behavior is self-expressive.

Gardner, Avolio, Luthans, May, and Walumbwa (2005) attempted to integrate these various perspectives and definitions of authentic leadership and proposed a self-based model of authentic leader and follower development. The Gardner, Avolio, Luthans, et al. (2005) model focuses on the core self-awareness and self-regulation components of authentic leadership. They identified several distinguishing features associated with authentic self-regulation processes, including internalized regulation, balanced processing of information, relational transparency, and authentic behavior. Consistent with the Ilies et al. (2005) framework, the Gardner Avolio, Luthans, et al. model is influenced heavily by Kernis's conception of authenticity, as well as Deci and Ryan's (2000) self-determination theory. In addition, Avolio and Gardner (2005), Luthans and Avolio (2003), and May et al. (2003) have argued that authentic leadership includes a positive moral perspective characterized by high ethical standards that guide decision making and behavior.

In an effort to understand and capture what constitutes authentic leadership, we used Avolio, Gardner, and colleagues (e.g., Avolio & Gardner, 2005; Gardner, Avolio, Luthans, et al., 2005) and Ilies et al.'s (2005) consolidations and conceptualizations of the construct. The perspective on authentic leadership advanced by Avolio, Gardner, and colleagues and by Ilies et al. was selected to provide the conceptual underpinnings for this research for three reasons. First, it is firmly rooted in the extant social psychological theory and research on authenticity (e.g., Deci & Ryan, 2000; Kernis, 2003), in contrast to those of other authentic leadership scholars who have taken a more inductive (Shamir & Eilam, 2005) or philosophical (Sparrowe, 2005) approach to theory development. Second, it explicitly recognizes and articulates the central role of an internalized moral perspective to authentic leadership and its development posited by other authors (Eigel & Kuhnert, 2005; George, 2003; May et al., 2004). Third, it focuses explicitly on the development of authentic leaders and authentic followers, which make it state-like and ultimately something one can develop in leaders (Avolio & Luthans, 2006; Luthans & Avolio, 2003).

2.2 Self-awareness

Self-awareness 'refers to one's awareness of, and trust in, one's own personal characteristics, values, motives, feelings, and cognitions. Self-awareness includes knowledge of one's inherent contradictory self-aspects and the role of these contradictions in influencing one's thoughts, feelings, actions and behaviors' (Ilies et al., 2005, p. 377). Self-awareness has been described as an emerging process by which leaders come to understand their unique capabilities, knowledge and experience (Avolio& Gardner, 2005, p. 324) and is particularly linked with self-reflection as a key mechanism through which leaders achieve clarity with regard to their core values and mental models (Gardner et al., 2005, p. 349)

According to Anthony de Mello, an Indian philosophe, had a wisdom to give for his posterity which defines the core problem of individuals and organizations even in today's world. He said in his poem that "the most of the people live in dream and never know it. They were born in a dream, live in a dream, get married in a dream, make babies in a dream and die in a dream without ever waking up. They will never be aware of the beauty of human life they only see nightmares." People ought to wake up. That is systematic consciousness development and finding self which requires self-perception is needed in work organizations too (Sydänmaalakka.

2008, 268). To get to know ourselves we ought to find the inner observer, which is called consciousness. (Sydänmaalakka. 2008, 258) The biggest influencers in individual change are wondering, enthusiasm, self-awareness, self-confidence and self-reflection. Positivity has tremendous power. (Sydänmaalakka. 2008, 76-77.)

In the recent years humanistic values have started fading. Competition has become part of the communication and aggressive behavior models have emerged. (Appendix 1, VantaanSanomat, 8.1.2014) An interaction model was born, which values productiveness over well-being. The interaction is superficial and interpersonal contacts are no longer popular. Hard communication styles are favored and social contacts are not. E-mails and faceless messages meet the efficiency requirements, but the people behind those are not committed to activities and things at personal level. This model rarely leads to success; instead it takes people to social execution. It is the right of the strong ones to dominate in interaction and that kind of society leads to egoism. (Kauppila. 2000, 206-207) Paula Salomaa says that the society is still not ready to understand the new way of looking at life, self, the other people and society. Denial and environmental reasons prevent people in organizations from understanding each other correctly. Increasing awareness enhances people and organizations to function fluently

without so many unnecessary misunderstandings or problems between individuals. It diminishes egoism, which destroys productivity and well-being at workplaces. Only a small percentage of people are aware enough to act against this common behavior style. (Salomaa interview, 2014.)

2.3 Balanced processing of information on employee job satisfaction

Related to the concept of self-awareness is balanced, or unbiased processing. While engaging in the self-reflective process of gaining self-awareness, either through internal introspection or external evaluations, authentic leaders do not distort, exaggerate or ignore information that has been collected (Kernis, 2003), but rather pay equal attention to both positive and negative interpretations about themselves and their leadership style (Gardner et al., 2005, p. 354). Balanced processing has been described as 'the heart of personal integrity and character', thereby significantly influencing a leader's decision making and strategic actions (Ilies et al., 2005, p. 378).

2.4 Self-regulation (Moral/Ethics or Internalized Moral Perspective)

Self-regulation is the process through which authentic leaders align their values with their intentions and actions (Avolio& Gardner, 2005, p. 325). This process includes making one's motives, goals and values completely transparent to followers, leading by example and demonstrating consistency between espoused theories and theories-in-use (Avolio& Gardner, 2005). Key to this concept is that the regulatory system is internally driven, not a reaction to external forces or expectations (Gardner et al., 2005, p. 354). Furthermore, self-regulation is distinct from concepts such as self-monitoring or impression management, which can encompass purposively distorted communications and therefore lead to inauthentic dialogue. Rather, self regulation involves establishing congruence between one's internal standards and anticipated outcomes (Gardner et al., 2005, p. 355) and the discipline to convert core values into consistent actions (George, 2003). As such, authentic leaders, possessing self-regulatory capabilities will say what they mean and mean what they say, thereby managing tensions and confronting conflicts between their personal values and organizational responsibilities. Authentic leaders act according to their own true selves and model norms of authenticity by remaining consistent in their actions (Mazutis&Slawinski, 2008, p. 444).

2.5 Relational Transparency

Lastly, relational transparency encompasses all of the earlier capabilities in the act of open and truthful self-disclosure

(Ilies et al., 2005, p. 382). In addition to being self-aware, balanced and congruent in one's goals, motives, values, identities and emotions, authentic leaders are also transparent in revealing these expressions to their followers (Mazutis&Slawinski, 2008, p. 445). Disclosing one's true self to one's followers builds trust and intimacy, fostering teamwork and cooperation (Gardner et al., 2005, p. 356). Furthermore, relational transparency requires the willingness to hold oneself open for inspection and feedback, thereby also being an essential component in the learning process (Mazutis&Slawinski, 2008, p. 445).

In summary, authentic leadership, as a construct, is multidimensional and multilevel (Avolio& Gardner, 2005, p. 321). Luthans&Avolio (2003) argue that authentic leadership behavior 'should cascade from the very top of organizations down to the newest employee' and that this cascading process is rooted and reinforced by the culture of the organization. Authentic leaders therefore are those who exhibit the capabilities of self-awareness, balanced processing, self-regulation and relational transparency and foster the same positive self-development in other organizational members (Mazutis&Slawinski, 2008, p. 445).

3.0 Research Methodology

The study adopted Explanatory research design. A census survey was utilized to select the target respondents for the study. Questionnaires were used to collect data from 244 employees from 10 State Corporations in Uasin Gishu County, Kenya. Reliability assessment of internal consistency of the items was determined using Cronbach alpha coefficient. According to (Sekeran, 2003; Ventura et al.,2013; Waithaka et al.,2014; Cooper & Schindler, 2001), the general reliability coefficients around 0.9, was considered excellent, values around 0.8 as very good and values around 0.7 as adequate (Nunnally,1978).

3.1 Data Analysis and Presentation

Quantitative data was analyzed using descriptive statistical method; the statistical tools such as mean, mode and standard deviation were used. Inferential statistic such as

Pearson correlation coefficients r and multiple regression models were used. Multiple regression analysis was employed to test the hypotheses.

Regression equation was a function of variables x and β

$$y = \alpha + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \varepsilon$$

Where α was the intercept

β₁... β₄ are regressions coefficients

X₁ = Self awareness, X₂ = Relational transparency, X₃ = Internalized moral perspective, X₅ = Balanced processing of information

Y = employee job performance.

ε = Error Term

Analysis and Findings

This section presents results of this study based on the formulated hypotheses. Most of the employees in the study majority were between 25- 30 years. This illustrates that majority of the respondents were above 25 years and thus were considered mature and therefore beneficial to the study as they would give reliable information as sought by the study. Majority of the respondents were single. The study also required that the respondents give the years of experience in the organization. It was revealed that majority of the respondents had worked for up to five years and had reached undergraduate level.

Findings in table 1 show the factor loading for each item, they are sorted by size. Any item that fails to meet the criteria of having a factor loading value greater than 0.5 and loads on one and only one factor is dropped from the study (Liao et al., 2007;Toh Tsu Wei et al, 2008). The study requested that all loading less than 0.5 be suppressed in the output, hence providing blank spaces for many of the loadings. Thus from the findings all values for all the factors were more than 0.5 reflecting the accepted value of factor loading. More Findings in table indicated that authentic leadership was low in State Corporation particularly in Self awareness

Balanced processing of information

Table 1 Descriptive Statistics and Factor Loadings

	Mean	Std. Deviation	Skewness	loadings
Says exactly what he or she means	2.17	1.398	-0.149	0.773
Admits mistakes when they are made	3.53	1.561	-0.718	0.833
Encourages everyone to speak their mind	2.28	0.94	-0.277	0.878
Tells you the hard truth	4.10	0.722	-0.648	0.803
Displays emotions exactly in line with feelings	1.13	0.593	-0.404	0.697
Demonstrates beliefs that are consistent with action	3.94	1.061	-1.018	0.878

Makes decision on his or her core values	4.46	0.803	-1.823	0.503
Asks you to take positions which support your core values	3.51	0.965	0.162	0.621
Makes difficult decisions based on high standards of ethical	3.26	1.12	-0.391	0.867
Solicits views that challenge his or her deeply held positions	1.97	0.946	-1.313	0.715
Analyzes relevant data before coming to a decision	3.48	0.984	-0.824	0.524
Listens carefully to different points of views before coming to	3.61	0.919	-1.021	0.72
Seeks feedback to improve interaction with others	2.80	0.931	-0.934	0.783
Accurately describes how others view his or her capabilities	4.15	0.663	-1.724	0.581
Knows when it is time to reevaluate his or her positions on important issues	3.88	0.56	-1.958	0.687
Shows he or she understands how specific actions impact other	1.21	1.312	-0.21	0.89
I am contented with the bank	2.05	0.69	-1.211	0.76
I am satisfied with how the company treats employees	3.72	0.892	-0.942	0.783
I am happy working in the company	3.99	0.762	-0.658	0.846
I am satisfied with the amount of salary that i earn	3.12	1.039	-0.069	0.685
I am fully satisfied with my current duties	4.18	0.761	-1.843	0.604

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.457
Bartlett's Test of Sphericity Approx. Chi-Square	3150.3
df	210
Sig.	0.000

Rotation Method: Varimax with Kaiser Normalization.

Correlation

Correlation analysis is a technique of assessing the relationship between variables: self-awareness, balanced processing of information, internalized moral perspective and relational transparency with employee satisfaction. Thus, the study analyzed the relationships that are inherent among the independent and dependent variables. The results regarding this were summarized and presented in Table 2.

Findings revealed that self-awareness was positively and significantly associated with employee satisfaction ($r = 0.217$,

$p < 0.01$). Further, balanced processing of information was positively and significantly correlated to employee satisfaction ($r = 0.619$, $p < 0.01$).

Moreover, internalized moral perspective was positively correlated with employee satisfaction ($r = 0.498$, $p < 0.01$). Additionally, relational transparency was indicated to positively relate with employee satisfaction ($r = 0.297$, $p < 0.01$). This implies that self-awareness, balanced processing of information, internalized moral perspective and relational transparency are expected to influence employee satisfaction.

Table 2 Correlation

	Employee satisfaction	Self-awareness	Balanced processing of information	Internalized moral perspective	Relational transparency
Employee satisfaction	1				
Self awareness	.217**	1			
Balanced processing of information	.619**	-0.031	1		
Internalized moral perspective	.498**	.237**	.345**	1	
Relational transparency	.297**	.508**	0.058	.265**	1

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

Hypothesis testing

Table 3 illustrates the model summary of multiple regression model, the results showed that all the four predictors (self-awareness, balanced processing of information, internalized moral perspective and relational transparency) explained 51.8 percent variation of employee satisfaction. Study findings also indicated that the above discussed coefficient of determination was significant as evidence of F ratio of 42.51 with p value $0.000 < 0.05$ (level of significance). Thus, the model was fit to predict employee satisfaction.

Hypothesis 1 (H₀₁) stated that self-awareness has no significant effect on employee satisfaction. Findings showed that self-awareness had coefficients of estimate which was not significant basing on $\beta_1 = 0.097$ (p-value = 0.136 which is less than $\alpha = 0.05$). The null hypothesis was thus accepted and it was concluded that self-awareness had no significant effect on employee satisfaction. As opposed to the study findings, Gardner et al., (2005) argue that increasing self-awareness enhances people and organizations to function fluently without so many unnecessary misunderstandings hence improved employee job satisfaction. On the same note, Salomaa interview, (2014) revealed that self-awareness diminishes egoism, which destroys productivity and well-being at workplaces.

Hypothesis 2 (H₀₂) stated that balanced processing of information had no significant effect on employee satisfaction. However, research findings showed that balanced processing of information had coefficients of estimate which was significant basing on $\beta_2 = 0.526$ (p-value = 0.000 which was less than $\alpha = 0.05$) hence the null hypothesis was rejected. This indicated that for each unit increase in balanced processing of information, there was 0.526 units increase in employee satisfaction. Furthermore, the effect of balanced processing of information was stated by the t-test value = 8.877 which implied that the standard error associated with the parameter was less than the effect of the parameter. Cognate to the results, Gardner et al., (2005) infers that balanced processing of information is evidenced when leaders pay equal attention to both positive and negative interpretations about themselves and their leadership style, in so doing employee job satisfaction is enhanced. Similarly, Ilies et al., (2005) echo that balanced

processing of information significantly influences a leader's decision making and strategic actions.

Hypothesis 3 (H₀₃) postulated that internalized moral perspective had no significant effect on employee satisfaction. Findings showed that internalized moral perspective had coefficients of estimate which was significant basing on $\beta_3 = 0.254$ (p-value = 0.000 which is less than $\alpha = 0.05$) implying that the null hypothesis was rejected and it was concluded that internalized moral perspective has significant effect on employee satisfaction. This indicated that for each unit increase in internalized moral perspective, there was up to 0.254 units increase in employee satisfaction. The effect of internalized moral perspective was stated by the t-test value = 4.124 which indicated that the effect of internalized moral perspective was over 4 times that of the error associated with it. In line with the study findings, Avolio & Gardner, (2005) state that self-regulation involves making one's motives, goals and values completely transparent to followers, leading by example hence improving employee job satisfaction. In a similar vein, George, (2003) infers that leaders possessing self-regulatory capabilities are capable of managing tensions and confronting conflicts between their personal values and organizational responsibilities thus enhancing employee job satisfaction.

Hypothesis 4 (H₀₄) postulated that relational transparency had no significant effect on employee satisfaction. However, study findings showed that relational transparency had coefficients of estimate which was significant basing on $\beta_4 = 0.149$ (p-value = 0.023 which was less than $\alpha = 0.05$) hence we did not accept the hypothesis and concluded that relational transparency had a significant effect on employee satisfaction. This indicated that for each unit increase in relational transparency, there was up to 0.149 units increase in employee satisfaction. In agreement with the results, Mazutis & Slawinski, (2008) argue that relational transparency requires the willingness to hold oneself open for inspection and feedback and is essential in enhancing employee job satisfaction. Further on the same, being self-aware entails being balanced and congruent in one's goals, motives, values which is essential in fostering understanding within an organization. The eventual outcome is improved employee job satisfaction.

Table 3 Hypothesis testing

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	0.798	0.253		3.15	0.002		

Self-awareness	0.08	0.054	0.097	1.497	0.136	0.72	1.389
Balanced processing of information	0.405	0.046	0.526	8.877	0.000	0.867	1.153
Internalized moral perspective	0.194	0.047	0.254	4.124	0.000	0.801	1.249
Relational transparency	0.112	0.049	0.149	2.296	0.023	0.719	1.391
R Square	0.518						
Adjusted R Square	0.506						
Durbin-Watson	1.846						
F	42.51						
Sig.	.000						

a Dependent Variable: employee job satisfaction

Conclusion

Self-awareness is an important aspect of leadership and is described as an emerging process by which leaders come to understand their unique capabilities, knowledge and experience (Avolio & Gardner, 2005). It is evidenced when an individual says exactly what they mean and demonstrates beliefs that are consistent with action. Thus, it is through self-awareness that people and organizations function fluently without so many unnecessary misunderstandings. Nonetheless, in the context of employee job satisfaction, the study has revealed an insignificant effect of self-awareness on employee job satisfaction. There is thus need for further study to augment on the same.

Balanced processing of information positively and significantly influences employee job satisfaction. Leaders that portray balanced processing of information are able to pay equal attention to both positive and negative interpretations about their leadership style. In so doing, they are able to analyze relevant data before coming to any decision. Thus, they are able to tailor their leadership in a way that enhances employee job satisfaction.

Furthermore, the study has revealed that self-regulation or internalized moral perspective positively and significantly influences employee job satisfaction. This means that whenever leaders make their motives known to followers and lead by example, employees will be satisfied by their job. Such leaders are therefore able to manage conflicts between their personal values and organizational responsibilities.

Finally, prior research (Ilies et al., 2005) show that relational transparency as an act of open and truthful self-disclosure positively influences employee job satisfaction. This has also been confirmed by the results of the analysis. Thus, whenever leaders make their expectation known to employees, there is a higher likelihood of increased job satisfaction among the employees.

Recommendations

The results of the analysis have shown that balanced processing of information by leaders contributes to improved employee job satisfaction. There is therefore need for leaders to analyze relevant data before coming to a decision while taking into consideration both the negative and positive interpretations of their leadership styles. There is also need for them to solicit views that challenge their deeply held positions. With the above put into consideration, there will be an increase in employee job satisfaction.

Additionally, based on study findings, self-regulation is of essence in improving employee job satisfaction. It is therefore important for leaders to know how specific actions impact on their employees and when to reevaluate their position on important issues. It is also important for leaders to make their motives known to employees and lead by example so that they can be emulated.

Finally, since relational transparency impacts positively on employee job satisfaction, there is need for leaders to be balanced and congruent in their goals, motives, values and transparent in revealing their expressions to employees. Through self-disclosure, leaders will be able to build trust and intimacy, fostering teamwork and cooperation. Eventually, there will be an increase in job satisfaction.