Followers' Faith Enhances Job Satisfaction that is induced by Trust Worthy Leaders: A Moderated Mediation Model of Communication Satisfaction

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Abstract

The paper examines the relationship between leaders' trustworthiness and followers' job satisfaction mediated by the level of communication satisfaction and moderation by the strength of faith of followers. Humans tend to pursue similarity, alignment, and lucidity both in their organizational life and their relationship with God. As with faith, the choice of trusting a leader involves a decision to take the risk in the surrendering of one's control. Trustworthiness in the eyes of followers comes through the display of fairness and transparency by the leaders in meeting their practical demands in an environment of open communication and willingness to share information. The leader-follower relationship is further augmented by the underlying culture. The study was conducted among organizational Management cadre (General Managers, Deputy General Managers, Sr. Managers, and Managers) and employees of few factories and the executive students of some of the Universities of Islamabad/Rawalpindi offering evening programs. The study found that an enhanced level of job satisfaction is achieved when leaders are trustworthy in an environment of open communication and followers have strong faith.

Keywords: *Trustworthiness, Communication Satisfaction, Faith, Job Satisfaction, Leaders, Followers*

1. Introduction

Modern employees are more informed, with clear expectations from life and work and the fine balance that is required to be maintained between the two. The nature of work has also changed, becoming more diverse and complex imposed by technological advancements, globalization, mobility, knowledge, and increased availability of opportunities. These changes demand the creation of new relationships between employers and employees, because of increased opportunities for both in the labor market. Increasingly, employees, do not want to be in a working relationship for their entire lives and may move out easily because of the mobility offered by modern communication. The relationship of organizations with their employees is based on a particular type of interaction, in which one party exchanges their skills and efforts for economic benefits, and the other party transform that labor into something saleable. In scholarly research, a positive relationship has been established between followers' trust in leaders and their job performance (Moon, Hur, & Choi, 2019).

Human nature is such that it looks for harmony, equivalence, order, lucidity, both in the work environment and its relationship with a superior being. These desired outcomes mainly come from trust and faith (Briskin, 1998). Trust in leadership and faith in some form of superior being are similar in the sense that both ask for foregoing self-control and feelings of freedom from obligations (Caldwell, Davis, & Devine, 2009). To avoid responsibility and obligations, the followers cognitively assign roles, tasks, obligations, and expectations to the organizations in their work environment and Superior being in spiritual life (Morrison & Robinson, 1997). This responsibility giving tendency is more prominent among the members of collectivist culture because of their brought up in an environment of authority and hierarchy. Whenever these expectations and guidelines are not met, the assigning party feels betrayed and deceived (Elangovan & Shapiro, 1998). This expression of feelings is only possible in the presence of an environment of open communication resulting in employees' communication satisfaction with the organization.

The interaction of leaders trustworthiness and followers faith being so important, however, very few studies have been undertaken covering all of its aspects especially in non-Western cultures like Pakistan characterized by collectivism (Raja, Johns, & Bilgrami, 2011; Jamil, Raja, & Darr, 2013), Philippines (Restubog, Bordia, & Tang, 2007) and China (Kickul, Lester, & Belgio, 2004). Earlier studies concentrated on the employees and followers, but not their faith. By putting leaders and followers in light of these positive approaches, a lot can be gained. Employees' evaluation of the relationship and their subsequent response is affected by the level of trust (Bal, Chiaburu, & Jansen, 2010). In line with the principle of reciprocity, followers who trust positive support from leadership feels obliged to obey and act in a way, to benefit the interests of the leader and the organization or the setup they represent in claiming psychological ownership. A leader's 'connection' to all stakeholders is most important (Salicru & Chelliah, 2014) because it influences the interaction between employers and employees and results in a successful organization (Caldwell & Dixon, 2010).

Apart from the leader's trust, many academic studies have shown that the quality of communication determines the success of the relationship (Guest & Conway, 2001, 2002). Employees express higher levels of job satisfaction when they perceive organizational support in the form of sharing of information (Shore & Barksdale, 1998). It is one of the characteristics of trustworthy leaders, that they judiciously share information resulting in optimism amongst followers (Luthans, Youssef, & Avolio, 2007) which also result in further enhancement of followers' perceived trust in the leadership (Norman, Avolio, & Luthans, 2010). Earlier research indicates that when values of leaders and followers coincide, the level of trust increases (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). The similarity in values among the leaders and followers is achieved through transparency and open communication (Kristof, 1996) and willingness to share information (Gardner, Avolio, Luthans, May, & Walumbwa, 2005). Integrating all constructs in the proposed model, it can be observed that trustworthiness in the eyes of followers comes through the display of fairness by the leader and practical demands of the followers.

Satisfied leaders and followers contribute immensely towards the inculcation of job satisfaction. However, job satisfaction which is closely associated with enhanced productivity is relatively low in collectivist cultures as compared to individualistic cultures. In organizations, employees exchange their skills and efforts for economic benefits. Correct identification of various

variables and their interaction will help in enhancing job satisfaction. The positive relationship of leaders' trust with employees' job satisfaction has already been established however it needs to be studied in diverse samples to enhance the generalizability of results (Moon et al., 2019). Moreover, a need for the relationship among leadership styles, communication skills, and employee satisfaction was studied and it was suggested that the impact of faith may also be included in the relationship (Wikaningrum & Udin, 2018)

The study has been undertaken to address the issue of lack of job satisfaction in collectivist culture in line with suggestions that trust in leadership and job satisfaction be studied in different settings (Moon et al., 2019) while exploring the linkage between the social processes of leadership and positive organizational behavior (Muchiri, Shahid, & Ayoko, 2019). Similarly, a closer examination of the relationship between faith and job satisfaction has been proposed (Ghazzawi, Smith, & Cao, 2016).

To the best of our knowledge, there have been no studies examining job satisfaction, analyzing the relationship between personality traits of leaders (trust) and the intervening environment (open communication) under the influence of varying strength of faith of the followers in a collectivist culture as most of the contemporary research has been done in Western culture (Smissen, Schalk, & Freese, 2013) identified by individualism. The study is unique in the sense that the current study has been conducted in a sample taken from the collectivist culture of Pakistan. The study simultaneously examines the relationship between personality traits of leaders like trustworthiness and job satisfaction of followers', moderated by followers' strength of faith and mediated by an environment of open communication in a collectivist culture.

Figure 01: Proposed Model
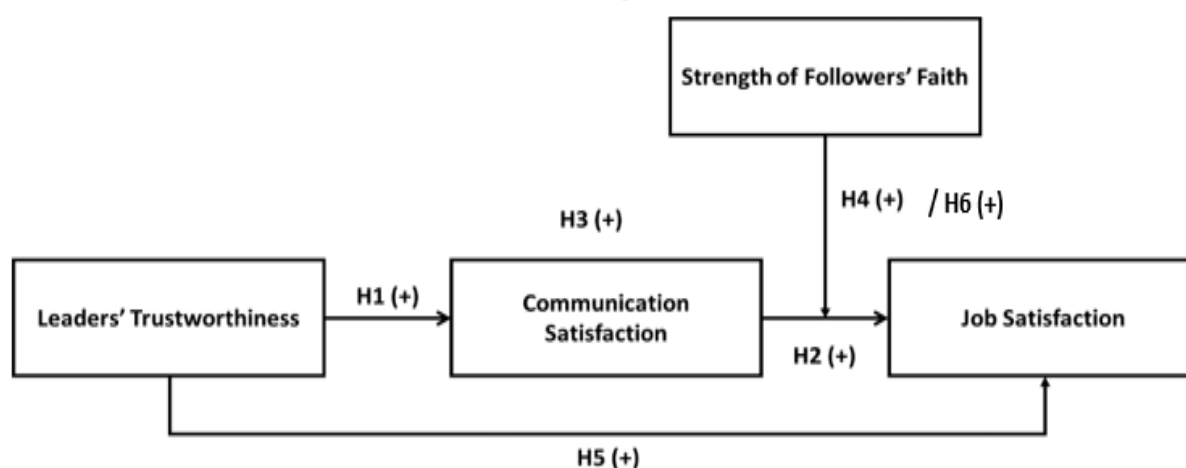
2. Literature Review

2.1 Leaders' Trustworthiness

A team leader is different from traditional leaders, and it should not be assumed that leadership at the top is similar to the leadership of small-scale teams because of the differences between top management and small-scale operational teams (Zaccaro, Rittman, & Marks, 2001). A leader is the one who encourages and draws upon healthy psychological abilities and decide based on a balanced consideration of information, focusing on self-development whereas Leadership is a product of leaders' characteristics as perceived by followers and followers' identification with those particular characteristics (Aleksić, Černe, Dysvik, & Škerlavaj, 2016).

In scholarly literature, trust and trustworthiness have been used interchangeably because a person is trusted due to the perception of the followers that the person is trustworthy. Trustworthiness is a subjectively assigned value judgment of the behaviors of the trustee (Caldwell & Clapham, 2003). The personal transparency of the leadership plays a very crucial role in the success of organizations that is reflected in the organizational commitment and turnover intentions of employees and followers. The emergence of moral leadership refers to a situation where individuals

take a moral stance on an issue, convince others to do the same, and together spur change in a moral system (Solinger, Jansen, & Cornelissen, 2019).

It has been related to higher job satisfaction (Braun, Peus, Weisweiler, & Frey, 2013). Leadership for this study has been conceptualized as a psychosocial influencing dynamic (Western, 2019). Trust in leadership is crucial for success, because of mutual openness that comes as a result of the trustful relationship. The trustworthiness of leadership results in the reciprocal feelings of openness from the followers and provides an open opportunity for the followers to objectively judge the relationship. Trustworthiness is, however, lost when leaders try to hide facts and mis-narrate the true picture. When an event intentionally depicted as good and beneficial turns out to be wrong, the followers feel cheated and deceived resulting in frustration.

When leadership intentionally withholds information and acts in secrecy, they compromise trustworthiness. The same is the situation when the information is withheld due to negligence and timidity. It is always beneficial, to be honest, and maintain open communication with employees even if the information is difficult to break. Earlier research suggests that trustworthy leadership solicits more communication (Whitmore, 2007). The high trustworthiness results in reciprocal healthy relationships with followers resulting in less negative feelings and more organizational commitment. Consequently, the following hypothesis is proposed:

> **Hypothesis 1.** *The relationship between team leaders' trustworthiness and followers' communication satisfaction is positive (environment of open communication)*

2.2 Communication Satisfaction as Mediator

The quality of communication is another important factor in determining the health of organizations which can be judged through ascertainment of communication satisfaction of the followers. The question is whether good communication results in positivity or the other way around? When there is open communication, it becomes self-fulfilling and self-reinforcing and when the communication is closed or restricted, it becomes self-defeating. In a constructive relationship within organizations, followers assume certain duties and obligations on the part of both leaders and God (Morrison & Robinson, 1997) and when these expectations are neither fulfilled nor communicated, because of either the environment of the organization or personal incompetence of the employers, the employees feel betrayed (Elangovan & Shapiro, 1998).

The degree of communication to be maintained between leaders and followers also depend on the existing culture, attitude, and management practices. Maintaining open communication is very challenging because the followers may express their true feelings which at times might be negative. On the positive side, the environment of open communication positively influences the trustworthiness of leaders whereby mutual knowledge results in an enhanced level of satisfaction. The most important purpose of communication within an organization is to ensure that mutual expectations and requirements of leaders and followers are met (Engin & Akgöz, 2013). Communication satisfaction is an individual's satisfaction with different facets of the communication taking place in the organization (Crino & White, 1981). It is a variable aspect of the job, which significantly depends on the individuals in the group and management style of the leaders (Valieiev et al., 2019). The organizations must keep the communication channels open and effective, which are the keys to the maintenance and development of mutually favorable relations (Argenti, 1998). In case the mutual expectations are not met but proper explanation along with the reasons are given; the followers will have an enhanced level of trust and the leaders will stay credible in the eyes of the followers. They will have justification in continuing to trust their leaders (Robinson, 1996). Following hypothesis is suggested:

> **Hypothesis 2.** *Followers' communication satisfaction is positively related to followers' job satisfaction.*
> **Hypothesis 3**. *The relationship between team leaders' trustworthiness and followers' Job satisfaction is mediated by followers' communication satisfaction.*

2.3 Faith as Moderator

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Faith is an essential human faculty for fully comprehending humanity and its faculties. It is a part of human conception which distinguishes human beings from other creations. Because of these features' faith can be considered as a human quality that bonds together humankind. It is faith that liberates individuals to give their optimum performance and be most creative because faith liberates. Traditional Judeo-Christians' faith is a belief founded on information that has not been verified (Fowler, 1995). In the strictest and common sense of the term, 'faith' refers to belief in God or the doctrines or teachings of religion. More generally, it has three aspects covering a person's relationship with his/her God, with one's self and with fellow human beings by aligning to higher values. These associations are created because of a sense of trust in God, inner freedom, and feelings of responsibility towards fellow human beings/God's creation' (De Vries-Schot, Pieper, & Van Uden, 2012). The first aspect relates to the dimension of 'religiosity' in which he/she believes in a supreme being for all of his strength and abilities whereas the second and third aspects to the other dimension of 'spirituality' which is defined as "a person's connection with a faith" (Miller & Thoresen, 2003). It relates to a person's confidence in his/her abilities. Recent studies show that religiosity can be measured on a unidimensional scale (Voas, 2009).

The dimension of 'faith' considered for this thesis is the 'religiosity' and its experiences. It refers to the strength of identification with an established religious faith (Ardelt & Ferrari, 2019). Religion refers to the strength of identification with an established religious faith (Ardelt & Ferrari, 2019). Faith governs the lives and after-lives of most of people. From consolation for worldly sufferings like diseases, terminal illnesses, and other worries (Powell, Shahabi, & Thoresen, 2003) to prepare for the life after death, it is a major source of strength. It also helps in maintaining a positive image and mental caliber (Koenig, 1998). Faith governs the life of most of the people, be it in trouble or happiness. When facing hard times, people with the strength of faith turn to their Creator and ask for help and forgiveness. Also, when they are happy and content, they again turn to their Lord for offering thanks for the bounties that are bestowed on them. Hence, the following hypothesis is suggested:

> **Hypothesis 4.** *The relationship between followers' communication satisfaction and followers' job satisfaction is moderated by the follower's strength of faith such that the positive relationship is stronger when the strength of faith is strong.*

2.4 Job Satisfaction

Job satisfaction refers to the attitude of people indicating the type of feelings about their job. It acts as both a motivator and a consequence. It is an emotional state which shows a positive working situation resulting in more affective commitment (Michaelis, Stegmaier, & Sonntag, 2009). It emphasizes the cognitive evaluation of the well-being quality of one's job, such as with pay, fellow employees, or supervisors (Steel, Schmidt, Bosco, & Uggerslev, 2019). Whenever a difference is felt by the employees between expectations and actual receipt of the important tangible and intangible benefits, job dissatisfaction is experienced (Robinson & Rousseau, 1994). If such employees continue to stay in the organization, deviance behavior (Spector, 1997) results, which reduces organizational productivity and enhanced costs of production. Job satisfaction has a negative relationship with workplace deviance which is manifested among other things through refusal to follow leaders' instructions (Ferris, Brown, & Heller, 2009). There are many negative effects of workplace deviance, noteworthy among them is the reduction in productivity, increased turnover intentions, low motivation, and organizational commitment (Penney & Spector, 2005). Accordingly, the following hypothesis is proposed:

> **Hypothesis 5.** *Leaders' trustworthiness is positively related to followers' job satisfaction.*
>
> **Hypothesis 6.** *The indirect relationship between leader trustworthiness and followers' job satisfaction via communication satisfaction is moderated by the follower's strength of faith such that the positive relationship is stronger when the strength of faith is strong.*

3. Research Methodology

3.1 Sample Selection

The population for this research comprised organizational management cadre (General Managers, Deputy General Managers, Sr. Managers, and Managers) and employees (workers, line managers, Senior Officers, Officers, supervisors). Accordingly, the organizations selected for the study included two factories located in Amargarh, Nowshera, KPK, two Textile Mills in Faisalabad, Punjab, and executive students from some of the Universities in Islamabad/Rawalpindi. The choice of factories was based on convenience because the purpose was to observe the relationship between leaders (mangers) and followers (workers) in general rather than a specific industry or particular geographical area. Similarly, the choice of executive students in evening programs was based on the fact that most of these students are working professionals who are mature enough to understand questionnaires and carry some opinions about their leaders' trustworthiness and their strength of faith. Accordingly, 250 questionnaires were distributed out of which only 107 useable responses were received (42.8%), which are considered adequate.

3.2 Measurement Instruments

3.2.1 The trustworthiness of the leaders is determined by adopting a 24 items scale of (Freire, 2010) but only 9 items have been selected, picking only those dimensions that are relevant to the trustworthiness of the leaders.

3.2.2 The extent of open communication between the leaders and followers is determined through the adaption of the 32-item scale (Downs & Hazen, 1977). The instrument comprises eight dimensions of communication climate, organizational integration, media quality, personal feedback, supervisor communication, subordinate communication, horizontal communication, and corporate perspective. However, the last three dimensions are not related to the study and are therefore not included in the study. The rest of the dimensions are determined through 09 items.

3.2.3 The strength of faith was measured by adapting 'Santa Clara Strength of Religious Faith' (SCSORF) Questionnaire (Plante & Boccaccini, 1997a, 1997b). It is an instrument comprising 10 items to measure the strength of religious faith regardless of religious affiliations. The number of questions for this study is reduced to 07.

3.2.4 Job Satisfaction is measured by adapting three-item subscales from the Michigan Organizational Assessment Questionnaire (MOAQ) (Seashore, Lawler, Mirvis, & Cammann, 1982).

4. Results

The results were analyzed in SPSS 23.0 by using Process V3.3 (Model No 14) recommended for analyzing moderated mediation developed by Andrew F Hayes (Hayes, 2013). CFA and model fitness have been checked in AMOS 16.0.

4.1 Demographics

The mean age of the respondents is 33.5 years whereas 83% of them were males and 17% females. The mean average for the number of married respondents is 58%. 67 respondents had Bachelor's degree, 05 had Master's degree, none had Ph.D. while 35 had other degrees. The mean organizational stay was 8.1 years.

4.2 Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) was done in AMOS 16. Fits for Measurement and Structural Models are depicted in Table 2. In case of measurement model, X2/df = 1.805 which shows a good model fit in line with the recommendations (Hair, Black, Babin, & Anderson, 2009; Hu & Bentler, 1999), GFI = .794, AGFI = .732, CFI = .944, TLI = .934, NFI = .883, RMR = .060 and RMSEA = .089 are fair and close to the values of a good model as suggested by the same authors. Though there are no fixed universally accepted criteria for model fitness, for this study reliance has

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been made on (Hair et al., 2009) and (Hu & Bentler, 1999) because of their widespread usage in all studies. For the structural model, the value of X2/df = 2. 011 shows a good model in line with the recommended value of between 1 and 3 (Hair et al., 2009; Hu & Bentler, 1999). The values of GFI = .775, AGFI = .713, CFI = .928 and NFI = .867 except TLI = .917 are less than recommended values but represent an acceptable model fit. Similarly, RMR = 0. 206 and RMSEA = 0.100 points toward acceptable model fit. PCLOSE is 0.000 which is not according to the recommended value of more than .05 (Hair et al., 2009; Hu & Bentler, 1999). Most of the factor loadings were significantly loaded (p < 0.001) however some of the standardized regression weights of individual items were not close to the recommended level of 0.70 (Hair et al., 2009; Hu & Bentler, 1999). Most of the criteria of measurement model fits are not met and some of the values are out of range, the probable reasons for which have been discussed in the limitations section of the paper.

4.3 Correlations

Detailed results showing Inter-correlations, Means, and Standard Deviations of variables in the study are shown in Table 1.

Table 1: Correlations and Descriptive Statistics

Variables	1	2	3	4
1. Lead's Trustworthiness	1			
2. Comm Satisfaction	-. 37**	1		
3. Strength of Faith	-.45**	.89**	1	
4. Job Satisfaction	.44	-.49**	-.49**	1
Mean	4.16	2.95	2.90	4.27
SD	0.39	1.29	1.34	.35

Note. Scale of responses varied from 1 to 5 (1 = strongly disagree, 5 = strongly agree) a five-point Likert scale (Likert, 1961), except gender which varied between 0 = female; 1 = male and marital status varying between 0 = unmarried and 1 = married;

* p < 0.05 ** p < 0.01; N = 107

4.4 Regression Analysis

As shown in Table 1, Leaders trustworthiness is correlated with communication satisfaction and strength of faith but not with job satisfaction which is an anomaly. Communication satisfaction is correlated with both strength of faith and job satisfaction and finally strength of faith is correlated with job satisfaction.

Table 2: Regression Analysis results (Job Satisfaction as dependent variable)

Dependent variable	Independent variables	Estimate	S.E.	p	LLCI	ULCI
Job Satisfaction	Leaders Trustworthiness	-05	.04	.12	-.01	.12
Job Satisfaction	Comm Satisfaction	.17	.03	.00	.10	.24
Job Satisfaction	Followers' Faith	.08	.03	.01	.01	.15

In Table 2, it can be seen that both communication satisfaction and Follower's strength of faith have a statistically significant and positive relationship with Job satisfaction because the value of zero does not fall in LLCI to ULCI. *This supports H2.* Also, in the same Table 5, it can be seen that leaders' trustworthiness in not significantly related to Job satisfaction *which is contrary to H5* that had supposed a positive significant relationship.

Table 3: Regression Analysis results (Comm Satisfaction as dependent variable)

Dependent variable	Independent variables	Estimate	S.E.	p	LLCI	ULCI
Comm Satisfaction	Leaders Trustworthiness	.16	.03	.00	.09	.22

The results in Table 3 show that the relationship between a leader's trustworthiness and communication satisfaction is statistically significant and is positively related (β = .16, p < 0.001). *This supports H1.*

4.5 Mediation Analysis

Table 4: *Indirect Effect of the Independent Variable (Leaders' Trustworthiness) on the Dependent Variable (Job Satisfaction) via Mediating Variable (Communication Satisfaction)*

Model	Effect	SE	t	LL 95% CI	UL 95% CI	z	p
Total Effect (TE)	.40	.09	4.61	.23	.57		.00
Direct Effect (DE)	.27	.10	2.63	.07	.47		.01
Indirect Effect (IE)	13	.06		.05	.28		
Normal Theory Test for IE	.13	.05				2.54	.01

N= 107; Bootstrap sample size = 5000; LL, lower limit; UL, upper limit; CI, confidence

The results in Table 4 show that the indirect effect of leaders' trustworthiness on job satisfaction via communication satisfaction is significant, *thus supporting H3.*
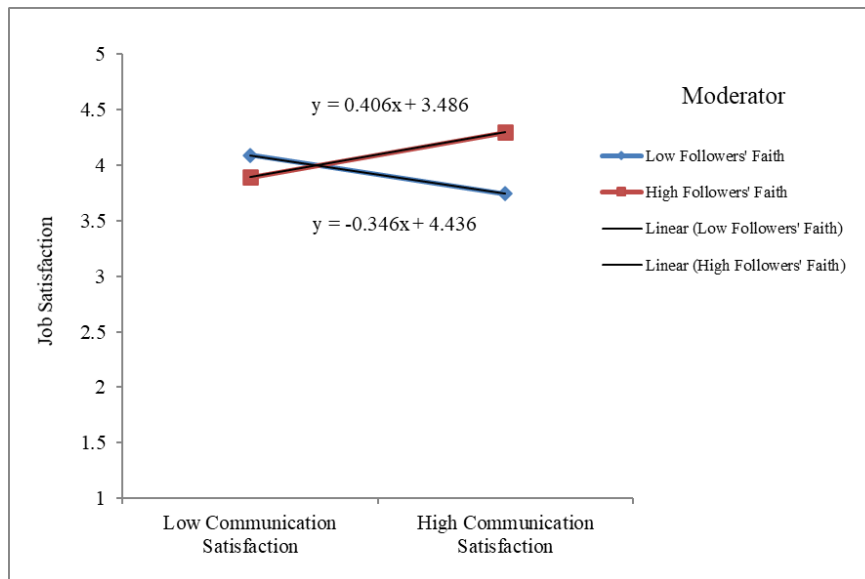
4.6 Moderation Analysis

Table 5: *Moderation Analysis*

Variable	Job Satisfaction		
	β	SE	t
Intercept	4.006***	.154	25.970
Step 1			
Gender	.122	.064	1.890
Age	.035	.063	.562
Qualification	-.082	.044	-1.851
Marital Status	.052	.077	.675
Employment Period	-.019	.053	-.356
Step 2			
Communication Satisfaction	.015*	.058	.255
Followers' Faith	.089*	.050	1.789
Step 3			
Communication Satisfaction x Followers' Faith	.188***	.051	3.650
R^2	.399		
ΔR^2	.347		
F	7.706***		

*N = 107; ***p < .001; ** p<0.01; * p<0.05*

Similarly, Table 5 illustrates the interaction of communication satisfaction and follower's strength of faith which is positively related to job satisfaction in line with the proposed relationship of positive significance, as also shown in fig 2 by the moderation interaction graph. *This supports H4.*

Figure2: *Moderation Interaction Graph*

The chart shows: y = 0.406x + 3.486 (High Followers' Faith), y = -0.346x + 4.436 (Low Followers' Faith). Y-axis: Job Satisfaction (1 to 5). X-axis: Low Communication Satisfaction to High Communication Satisfaction. Legend — Moderator: Low Followers' Faith, High Followers' Faith, Linear (Low Followers' Faith), Linear (High Followers' Faith).

4.7 Moderated Mediation

Table 6: *Conditional Indirect Effect of the Independent Variable (Leaders' Trustworthiness) on the Dependent Variable (Job Satisfaction)*

Follower's Str of Faith	Effect	Boot SE	Boot LLCI	Boot ULCI
-1.35	.25	.12	.09	.62
.0085	.03	.08	-.13	.20
1.35	-.18	.14	-.53	.05

Table 7: *Index of Moderated Mediation*

	Index	Boot SE	LLCI	ULCI
Str of Followers Faith	-.16	.08	-.36	-.04

The results in Table 6 show that the conditional indirect effect of leaders' trustworthiness on job satisfaction is significant at a lower strength of faith but not at higher levels of follower's strength of faith, and finally, the results in Table 7 show that the moderated mediated results, where the impact of the strength of faith of followers on job satisfaction is statistically significant as zero do not fall within boot LLCI to boot ULCI. *Thus, supporting H6.*

5. Findings and Discussion

The results of the study are mostly in line with the existing literature on the subject, however, the results of the study did provide some new perspectives on the relationships between the leaders' trustworthiness, communication satisfaction between leaders and followers, the strength of faith of the employees and their jobs satisfaction level. While leader's trustworthiness and its relationship with job satisfaction are well known, the study looked at the macro picture by taking personal traits of the leaders like their trustworthiness, existing environment of open communication resulting in communication satisfaction of the followers and the personal strength of faith of the followers into account. The study explored the strength of the direct relationship between leader's trustworthiness and job satisfaction of the followers and compared it with indirect path, that is mediated through communication satisfaction because as stated earlier, what followers say to the leaders and hear from the leaders is filtered in a way, that depends on the perception of the employees (Clutterbuck, 2005). It is further reinforced by the followers' experience with trust in the leadership and the strength of faith of the followers. In an earlier longitudinal study, it was found that breach of trust causes an overall reduction in the entire range of contributions of the employees to the organization and that

those employees who believe in their employers, react strongly when they find that promises are not met (Robinson, 1996). In trusting a leader, the follower's hand over control over their destinies and day to day affairs in the hands of the leaders. When the trust is broken, the followers feel cheated and depressed and refuse to put in their best either consciously or unconsciously resulting in low job satisfaction and other associated negative feelings, when not under the influence of an overriding emotional state.

H1: The relationship between team leaders' trustworthiness and followers' communication satisfaction is positive (environment of open communication)

The study determined the relationship between leaders' trustworthiness and follower's communication satisfaction which is positive. Cognitive processes vary from culture to culture as shown by extant research in psychology, sociology, and anthropology (Adler, Doctor, & Godon, 1986). One of the explanations for these differences could be the role of sentiments and different emotional responses, also explaining the succeeding behaviors and attitudes (Tomprou & Nikolaou, 2011). Satisfaction arising from open communication is one of the cognitive processes. Understandably, people from collectivist cultures prefer information from trusted and familiar sources because they rely on word of mouth in shaping their expectations. If the leader is trustworthy and emotionally intelligent, he/she can display this trust and affection by keeping communication channels open which enhances the communication satisfaction of the followers. If, however, the flow of communication stops, it results in a reduction of communication satisfaction of followers. In a landmark study, 'open leader-follower communication' was the overarching theme of the followers of both individualistic and collectivist cultures (Dimitrov, 2015). The results of the study are in line with the earlier studies which have shown that leaders' trustworthiness is closely related to communication satisfaction. Collectivist culture is further characterized by robust social ties compared to individualistic cultures (Watkins & Liu, 1996) because of which high-context forms of communication exist. In this type of communication, the transmission is considered more important than the contents of the message (Hofstede, 1991) and the purpose of the information is to build relationships (De Mooij, 2004) This transmission more than actual communication, is interpreted through trustworthiness of the leaders. All the referred scholarly works, therefore, back the finding of the study and supports H1.

H2: Followers' communication satisfaction is positively related to followers' job satisfaction.

The study analyzed the relationship between the level of communication satisfaction and job satisfaction which was found to be positive in line with the extant literature. Respondents who had low communication satisfaction were less job satisfied. The impact of a communication can be judged by the fact that any form of communication by any component of the organization can be taken by the followers as a promise resulting in the formation of a positive perception (Conway & Briner, 2005). In the case where deceptions are perceived to have occurred, negative sense-making occurs in absence of information due to the lack of communication, resulting in the reduction of job satisfaction. High communication satisfaction directly affects motivation, job satisfaction, job performance, and employees' efficiency. Essentially, the satisfaction arises from a two-way information flow (Engin & Akgöz, 2013) but the satisfaction itself has a personal touch to it as it may vary from person to person. It is one of the challenges of team leaders to create a positive environment of trust and support and to manage the flow of information (Zaccaro, et al., 2001) that results in communication satisfaction. Trust-building is a process involving three parties. In this troika, followers are the sources, leaders are the targets whereas the result is the building of attitude of trust of the follower which then results in positive outcomes like job satisfaction (Dirks & Ferrin, 2002). It is, however, noteworthy that the formation of 'trust in the source' is to be accomplished by the targets. The leader can trigger positive affective states in the followers like satisfaction with the overall communication environment resulting in the trustworthiness of the leader (Ilies, Morgeson, & Nahrgang, 2005). In a study, strong support was found for the mediating effect (full mediation) of organizational support that includes the exchange of open communication and organizational identification among the university faculty and staff (Zagenczyk, Gibney, Few, & Scott, 2011). Similarly, a strong relationship was found between intra-team communication and team satisfaction in a study carried out in sports teams (Sullivan & Gee, 2007). All the referred scholarly works, therefore, backs the finding of the study and H2 is supported

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H3: Mediating role of Communication Satisfaction between Trustworthiness and job satisfaction

The study found that the strength of the association between leaders' trustworthiness and job satisfaction reduced to almost zero when communication satisfaction was brought into the model. This mediation by follower's satisfaction with the level of communication between the leaders and followers at the personal level and in the organization as a whole was total. The results of the study are in line with many academic studies that have shown that it is always the quality of communication that determines the success of relationships between leaders and followers (Guest & Conway, 2001, 2002) when judged through job satisfaction. The quality and extent of communication between the individuals in the organization is probably the most important factor in building the perception of success of the relationship of individuals with the organization or otherwise (Clutterbuck, 2005). Followers have their cues to decide whether to trust their leaders or otherwise (Mayer & Schoorman, 1995). When the followers are given full information on the affairs of the organization, it not only results in communication satisfaction but the followers also feel psychological 'ownership' which is an important forecaster of job satisfaction (Dyne & Pierce, 2004). Defining clear goals, maintaining open communication, and display of appropriate emotions can influence the way followers to decide about a leader's ability to lead (Burke, Sims, Lazzara, & Salas, 2007). When trustful leaders fail to act according to the expectations of the followers, it inculcates negative feelings amongst them. But when the same inaction is properly communicated mentioning the reasons for the failure to act, the negative affective and emotional states are avoided. While the followers would like their leaders to be perfect for assigning their trust in them (Bernard, 1988), however, it may be difficult for the leaders to fulfill the unrealistic expectations of the followers (Kouzes & Posner, 2003). To be perceived as well-intentioned and trustworthy, leaders must share the best available information with their followers specifically highlighting any external factors that may impede the accomplishment of organizational goals (Block, 1996), thus making communication an essential ingredient for building positive perception. All the referred scholarly works, therefore, back the finding of the study regarding the mediating role of communication satisfaction and supports H3.

H4: Moderating role of Followers' Strength of Faith between Followers Communication Satisfaction and Job Satisfaction.

The study suggested the moderating role of the strength of faith of the followers in a way that when the strength of faith is higher, the strength of the relationship between communication satisfaction and job satisfaction will also be more. In line with the hypothesis, it was found that the interaction of communication satisfaction and followers' strength of faith is positively related to job satisfaction. This finding supports H4. Trust and Faith are similar concepts when the former is taken in an organizational context and later in a religious context. Both involve the readiness to forego one's control with the hope that their needs will be fulfilled thus equating secular trust with religious faith. (Caldwell, et al., 2009). A religious person's trust in God is based on the argument that "if God is trustworthy, he will do that which we perceive is virtuous, good, or needed in our lives" (Kushner, 1981). A person with high strength of faith is confident of the God's honoring of his promises and expects a similar reaction from their leaders since one of the factors in deciding the good relations between leaders and followers has to do with who 'controls' the smooth conduct of relationship (Bell & Tetlock, 1989) and since in trusting leaders, a religious person, hands over control to the other party voluntarily, the reaction is moderated.

H5: Leaders' trustworthiness is positively related to followers' job satisfaction.

The study found out that the leaders' trustworthiness, is not directly related with the Job satisfaction of the followers, which is not in line with the earlier research in which positive relationship was established and perception of breach of trust reduced personal commitment (Morrison & Robinson, 1997) resulting in low job satisfaction. A strong positive relationship was empirically shown to exist between trust in leadership and job satisfaction at the individual level (Braun et al., 2013) extending the earlier conclusions on the significance of trust at various levels of analysis (Schaubroeck, Lam, & Peng, 2011). In another study that was carried out in a different setting, a positive relationship has been shown to exist between followers trusting their leaders and their satisfaction in their jobs (Yang & Mossholder, 2010). In collectivist societies, keeping promises

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is valued and it is assumed that a trustworthy person keeps promises that is why, the trustworthiness of leaders is so important (Smissen, et al., 2013). One of the reasons that no statistically significant direct relationship was observed between the leaders' trustworthiness and followers' job satisfaction could be since such trust does not come in front of the employees and therefore, they cannot feel confident and assured that they are safe in hands. On the contrary, open communication displays the trustworthiness of the leaders to the followers due to which the followers feel confident and job satisfied.

H6: The indirect relationship between leader's trustworthiness and followers' job satisfaction via communication satisfaction is moderated by the follower's strength of faith such that the positive relationship is stronger when the strength of faith is strong.

The study suggested the moderating role of the strength of faith of the followers on the indirect relationship between leader's trustworthiness and followers' job satisfaction via communication satisfaction such that the relationship is stronger when the strength of faith is strong. As was the case with Hyp 4, it was found that the interaction of communication satisfaction and followers' strength of faith is positively related to job satisfaction in line with the proposed relationship. The smooth relationship between leader and followers depends on the equity sensitivity of followers who perceive fairness and unfairness in a unique way (Morrison & Robinson, 1997). Now since the faith teaches benevolence and handing of own control, the negative feeling arises due to the perception of weak relationship which is indirectly moderated by the strength of faith, which to a large extent is shaped by the religiosity of the individuals

5.2 Limitations of the Study

The first limitation of the study is the area of research itself, which pertains to the sensitive subject of religion. Though a lot of care was exercised to ensure that no offending questions are asked and an option was given to the respondents' insensitive questions, where if they wished, they could refuse to respond. Data was collected subtly, yet in responding to the questions regarding the strength of faith, the bias in the responses is likely. The second problem is that the respondents may have taken the questions too personally because it is very difficult to self-answer questions about religious beliefs and even having knowledge about the personal strength of faith. One of the likely errors could be the chances of incurring "Social Desirability Bias" in items related to 'religiosity' because the respondent may fear that they may be a source of social displeasure due to their beliefs or honest admission in front of researchers and even in their own eyes. Resultantly, they may have exaggerated their religious leanings in line with the results of an earlier study, in which respondents exaggerated their turnout at religious services to a higher degree in self-reported measures against physical counts in churches (Hadaway & Marler, 2005). The third limitation concerns the questionnaire which was adapted from different established and published sources to determine respondents' preference, however in most cases, complete instruments were not adopted to keep it brief and manageable to be filled in a reasonable time for the respondents. This reduced number of items from the established instruments may have affected the precise measurement of the identified variables. Finally, responses to some questions may have been also affected by the age and experience and different phases of life of the respondents (McAndrew & Voas, 2011). Single sources and common methods may also have resulted in biases because the data from the respondents was collected at the same time (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003).

5.3 Future Research

The study has taken a unilateral view of followers' because the study is based on the perceptions of followers and their strength of faith. Perhaps future research can look into the perception of the leaders also. In that case, the leaders may be asked to judge the trustworthiness of their followers and their satisfaction with the job and the relationship. Further research might look at other sectors of the societies and Government departments who are assured of their stay and jobs in their organizations. The ideal environment and population frame for determining leader-follower relationships are the Military and para-Military forces where true leader-follower relationships exist and flourish based on trustworthiness because of the involvement of life and death like situations. Future research needs to see whether leader-follower relationship based on trust and follower's strength of faith is restricted to only a small group of educated professionals as posited (Brande,

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Janssens, Sels, & Overlaet, 2002) or is it widespread amongst the followers who are at lower levels of education. Similarly, future research needs to take more representative samples covering all segments of the society representing the collectivist culture of Pakistan.

5.4 Practical Implications

The study has many practical implications. Understanding the role of trust and religiosity in the leader-follower relationship will greatly enhance the success of organizations. As shown by the results of the study, the perception of success of relationships results in job satisfaction and which in turn results in enhanced productivity and positive feelings amongst the followers forcing them to give their maximum. The study highlights the importance of open communications resulting in the development of the feeling of satisfaction with the level of communication between the leader and follower. Management can focus on this aspect in the organizations, which can enhance their organizational effectiveness. The study is a guide for the organizations for working on enhancing the faculties of leaders, like their trustworthiness. Similarly, they can work on improving the strength of faith of their employees and followers through appropriate lectures and opportunities for involving them in religious activities. Working on all these traits of leaders and followers along with the organizational environment will improve the competitiveness of the organizations.

5.5 Recommendations

Organizations can benefit from the research if:

(a) Senior management can understand the role of religiosity in the relationship between leaders and followers because the perception of success of this relationship may result in job satisfaction which in turn results in enhanced productivity and feelings amongst the followers forcing them to give their maximum.

(b) The study highlights the importance of open communications resulting in the development of the feeling of satisfaction with the level of communication between the leader and follower. Management can focus on these aspects in the organizations, thus enhancing the organizational effectiveness.

(c) The study may act as a guide for the organizations for working on enhancing the faculties of leaders, like their trustworthiness and social intelligence.

(d) Senior management may work on improving the strength of faith of their employees and followers through appropriate lectures and opportunities for involvement in religious activities, thus improving the competitiveness of the organizations.

5.6 Conclusion

Perception of trustworthy leadership results in the psychological ownership based on the important ingredients of trust, the high degree of integrity, empathy, association with the other party in the exchange (Pfeffer & Baron, 1988) and open communication which gives followers a sense of identity and amalgamation within the environment of the organizational setup. Effective management does not cost much because the major ingredients like transparency, honesty that results in trustworthiness can easily be accomplished. Trustworthiness is fostered by positivity, empathy, and open communication which results in clear thinking on behalf of both parties. Proper management of the leader-follower relationship will result in the job satisfaction of the followers that will reduce turnover intentions. It will keep them motivated and help in the retention of manpower in the talent war. The overall relationship model shows that if the leaders enhance their trustworthiness, in an environment of open communication, talent war can be won and the competitive advantage can be retained. When disappointments are faced, the notion that God's definitive purpose is to do good, provides much-needed consolation, and helps in maintaining faith during the times of hardship (Tabb, 2003). Persons who are positive and hopeful, stay healthy, are good learners, and have a good memory (Cameron, Bright, & Caza, 2004). Finally, the harmony between leaders, followers, and the organization will determine the level of job satisfaction (Gerstner & Day, 1997).

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