Antecedents of work-team satisfaction: A fresh look on an old route.

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Abstract

Purpose
The relevance of studying unit-level job satisfaction has been highlighted in a recent meta-analytic study (Whitman, Van Rooy, & Viswesvaran, 2010). However, there is a lack of research examining the antecedents of team-satisfaction. A promising area of research is the study of charismatic leadership as antecedent (Whitman et al., 2010). The study of team climate as mediator of that relationship is also suggested by theoretical models considering climate to mediate the relationship between leadership and outcomes. Additionally, longitudinal research on the moderator role of climate strength is needed.

In this study, we examine (1) the role of charismatic leadership promoting team satisfaction; (2) the mediational role of team climate; and (3) the moderator role of climate strength in the relationship between team climate and team satisfaction.

Design/Methodology
A two-wave panel design was implemented with a sample composed of 155 bank branches.

Results
The results of the multiple regression analysis show that (1) leadership predicts team satisfaction; (2) team climate partially mediates this relationship; and (3) climate strength plays a moderator role.

Limitations
Other significant potential antecedents were not considered in this study.

Research/Practical Implications
This study advances the knowledge about antecedents of team satisfaction and the mechanisms linking leadership and team satisfaction. It also discusses practical implications of these results to design intervention strategies.

Originality/Value
Several aspects contribute to the value of this study: The examination of charismatic leadership as antecedent, the consideration of mediating and moderating mechanisms and testing the model in a significant sample of teams in a longitudinal design.

Confirm data and complete submission