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“Follow the leader?” Exploring the Benefits of Proactive Followership

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Eastern Kentucky University

“Follow the leader?” Exploring the Benefits of Proactive Followership

Honors Thesis
Submitted
in Partial Fulfillment
of the
Requirements of HON 420
Spring 2020

By
Quinn Thompson

Mentor
Dr. Kristen Wilson
Department of Corporate Communication & Technology

Abstract

“Follow the leader?” Exploring the Benefits of Proactive Followership

Quinn Thompson

Dr. Kristen Wilson, Department of Corporate Communication & Technology

As the vast majority of the work force is in some shape or form a follower, the gap in academia that focuses on the follower is ever present. However, the first hurdle is not the education nor the research itself, but the connotation around the word “follower”. Society puts such an emphasis on being a leader, one is led to believe that being anything but makes you less than. Which reinstates the need for more research on followership, so individuals better understand what being followers entails. In particular, this research seeks to understand how employees in “follower” roles perceive themselves and how that correlates to job satisfaction and job performance, with a theory that the greater the role of activism and effectiveness in followers will correlate to higher job satisfaction and job performance. To investigate this thesis, the use of a survey dispersed to business professionals via social media outlets was the primary driver as well as extensive secondary analysis. The research and results will provide an insight into the newly developed, world of followership and its impact in the workplace.

Keywords and phrases: follower, followership, business, workplace, job satisfaction, job performance

Table of Contents

Abstract.....	i
List of Figures	iii
Acknowledgements.....	vii
Executive Summary.....	1
Introduction	3
Statement of Problem.....	3
Method of Collecting Data.....	4
Participants and Procedure.....	4
Literature Review	6
Followership.....	6
Job Performance	10
Job Satisfaction	12
Findings and Analysis	15
Conclusions	20
References	21
Appendix A: Survey	26

List of Figures

Table 1: Pearson Correlations

Correlations				
		Followership	Job Satisfaction	Job Performance
Followership	Pearson Correlation	1	.421**	.818**
	Sig. (2-tailed)		.003	.000
Job Satisfaction	Pearson Correlation	.421**	1	.569**
	Sig. (2-tailed)	.003		.000
Job Performance	Pearson Correlation	.818**	.569**	1
	Sig. (2-tailed)	.000	.000	
**Correlation is significant at the 0.01 level (2-tailed).				

Figure 1: Count of "I voice concerns to leaders and/or managers".



Figure 2: Count of "I offer opinions without being asked".

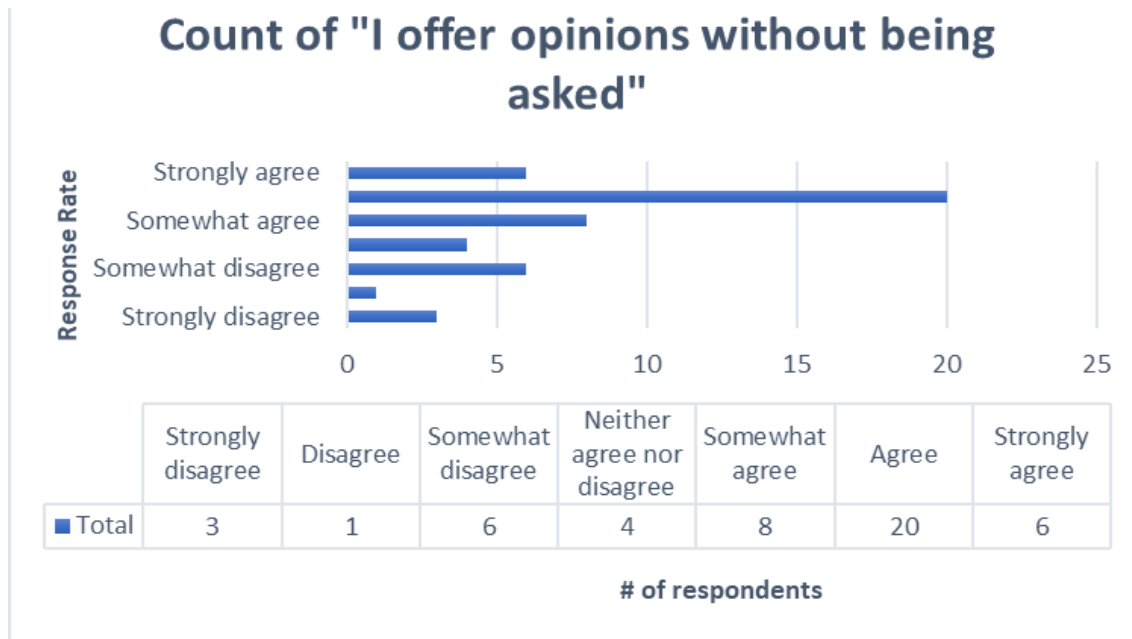
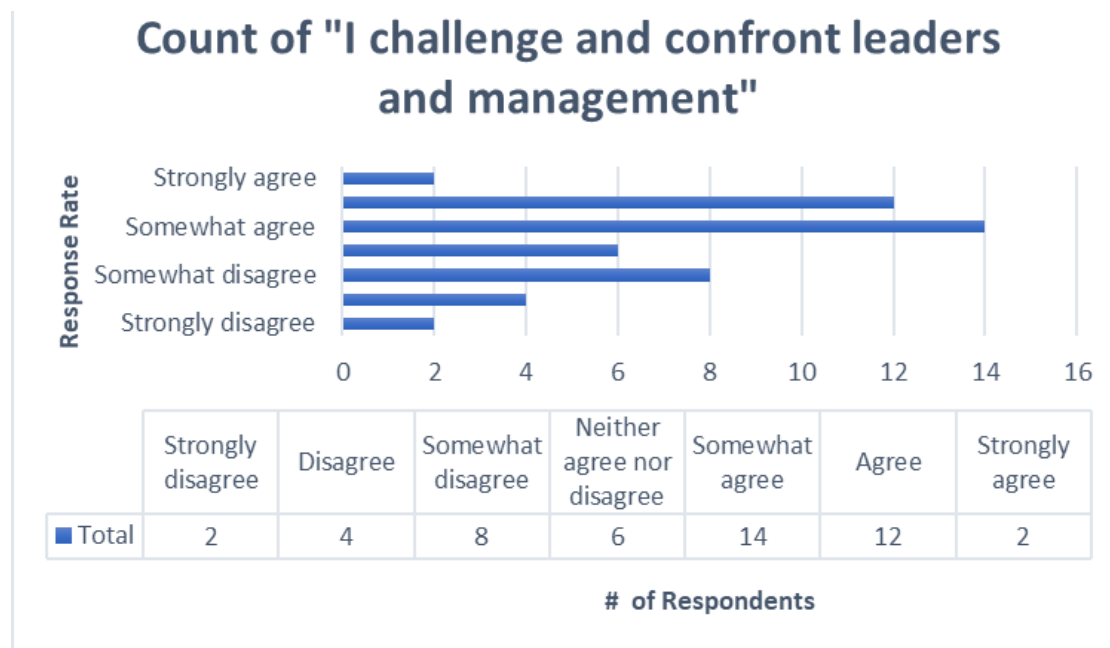


Figure 3: Count of "I challenge and confront leaders and management".



Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.818 ^a	.669	.661	.28517
a. Predictors: (Constant), Followership				
b. Dependent Variable: Job Performance				
<i>Table 2: Model Summary R of Job Performance</i>				

Table 3: ANOVA of Job Performance

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.381	1	7.381	90.767	.000 ^b
	Residual	3.659	45	.081		
	Total	11.040	46			
a. Dependent Variable: Job Performance						
b. Predictors: (Constant), Followership						

Table 3: Model Summary R of Job Satisfaction

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Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.435 ^a	.189	.172	.97497
a. Predictors: (Constant), Followership				
b. Dependent Variable: Job Satisfaction				

Table 4: ANOVA of Job Satisfaction

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.209	1	10.209	10.740	.002 ^b
	Residual	43.726	46	.951		
	Total	53.935	47			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Followership						

Acknowledgements

The road to the completion of my thesis was a long one. It started strong with a successful first semester and an idea I was highly interested in. In my second semester it seemed that the days to submission approached very quickly. The global pandemic did not lend itself to the motivation needed, yet nonetheless I successfully completed my Honors Thesis. This research would not have been made possible if not for my incredibly understanding and helpful mentor, Dr. Kristen Wilson. Dr. Wilson cheered me on and was so motivating throughout this entire process. Thank you Dr. Wilson.

I must include my roommate Kelsie Head, who was also writing her thesis at the same time as I, and we spent many nights up late working on our research together. As well as, my friends Josey Owens and Karissa Hunt. These three girls have been my ultimate support team and I can say without a doubt I could not have completed everything if it were not for them.

Then lastly, the entire Eastern Kentucky University Honors Program faculty and staff. Without them, I would not have had the opportunity to research this topic, learn more about the world, and meet some of the most interesting people. Thank you.

Executive Summary

The research presented in this study is intended to aid in the filling of the very large gap within the field of followers and followership. The methods used for this research will be a combination of background history and review of followership alongside an empirical analysis of a survey. The survey (Appendix A) will use various personality and situational questions to categorize respondents into three different categories. These categories will follow the social constructions found in the research by Melissa K. Carsten, Mary Uhl-Bien, Bradley J. West, Jamie L. Patera, and Rob McGregor in the work, "Exploring social constructions of followership: A qualitative study" (2010). The categories that respondents will be placed are either passive, active, or proactive. The respondents will also be asked to answer questions regarding job satisfaction and job performance. The scales for job satisfaction and job performance were derived from the work of Larry J. Williams and Stella E. Anderson "Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors" (1991). These scales and subsequent analyses will test the argument this research presents: the proactive follower has higher the levels of job satisfaction and job performance than the passive or active follower.

The three variables that this research seeks to find any possible correlations or predictors of are as mentioned before: followership, job performance, and job satisfaction. All of these topics are discussed individually in the literature review.

The results of the survey data found correlations between followership, job performance, and job satisfaction, but also the statistical significance and relation of followership to job performance and that of followership to job satisfaction. The results concluded that followership has a high strength of association with regards to job performance, and a medium strength of association of job satisfaction. This data is further explained in terms of predictions/predictors of one another. In order to measure if followership was a predictor of job performance and/or job satisfaction a Model Summary R and an ANOVA test were conducted. It was found that the R value of followership as a predictor of job satisfaction was .818 and the ANOVA test found that the significant value is .000, with both of these figures it can be seen that the data is statistically significant and is linear relationship.

The results of followership as a predictor of job satisfaction showcased with a Model Summary R, in which in R value is .435. Such an R value is somewhat weak and represents a poor linear relationship. The ANOVA test results concluded a significant value of .002, finding that the data is statistically significant to propose that followership is a predictor of job satisfaction, but the low R value suggests there is little correlation between the two variables.

Overall, this research and review found one idea true most of all, and that is the need for further followership research is great. The qualitative data found in this survey suggested that many individuals are not aware of the term followership and do not understand the significance of the topic. If there is to be future advancement in organizational work flows then there needs to be a better understanding of followership and the effects it has on many, if not all, aspects of an employee's workday. This work is a steppingstone for further research and the call to action for followership recognition.

"Follow the leader?" Exploring the Benefits of Proactive Followership

Introduction

Leaders overrun the world. In business schools and colleges, the long four years are spent preparing students to be leaders, managers, and CEO's. With entire classes and curriculum dedicated to morphing students to become so-called leaders. This education, while beneficial, is lacking representation of the greater picture in the real world. Which is, while some students might advance on to be managers or CEO's, everyone is a follower. Yet a course on effective followership educating students how to be a good follower in the workplace, or what a follower in the workplace might look like cannot be found in a students' course schedule. As the vast majority of the work force is in some shape or form a follower, the gap in academia that focuses on the follower is ever present.

Statement of Problem

However, the first hurdle is not the education nor the research itself, but the connotation around the word “follower”. Society puts such an emphasis on being a leader, one is led to believe that being anything but makes you less than. The negative connotations around followers and followership could be influencing the traditional follower behavior, creating a self-fulfilling prophecy where individuals are behaving consistently with their labels (Hoption et al., 2012) Which reinstates the need for more research on followership, so individuals better understand what being followers entails. In particular, this research seeks to understand how employees in “follower” roles perceive themselves and how that correlates to job satisfaction and job performance; the greater the role of activism and effectiveness in followers will correlate to higher levels of job satisfaction and job performance. Alongside the goal to understand the thesis of this research, it also seeks to answer the following questions:

1. What is “followership”?
2. Are there different categories of followers in the workplace?
3. Is there any correlation between high levels of followership and job performance?
4. Is there any correlation between high levels of followership and job satisfaction?

Method of Collecting Data

Participants and Procedure

The research presented aims to aid in the filling of the very large gap within the

field of study that is followers and followership. The methods used for this research will be a combination of background history and review of followership alongside an empirical analysis of a survey. The survey (Appendix A) will use various personalities and situational questions to categorize respondents into three different categories. These categories will follow the social constructions found in the research by Melissa K. Carsten, Mary Uhl-Bien, Bradley J. West, Jamie L. Patera, and Rob McGregor in the work, "Exploring social constructions of followership: A qualitative study" (2010). The categories that respondents will be placed are either passive, active, or proactive. The respondents will also be asked to answer questions regarding job satisfaction and job performance. The scales for job satisfaction and job performance were derived from the work of Larry J. Williams and Stella E. Anderson "Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors" (1991). These scales and subsequent analyses will test the argument this research presents: the proactive follower has higher the levels of job satisfaction and job performance than the passive or active follower.

The survey collection had 64 responses. The age range that had the highest response rate was 25 years of age or younger with 35% of the response individuals. The other ages were as followed: 26-35 years of age at 14%, 36-45 years of age with 22%, 46-55 years of age at 8%, 56-65 years of age at 10%, and 66+ years of age at 8%. The respondents gender breakdown was 33% male and 66% female; ethnicity was predominately White as 98% of respondents and 1% of Hispanic/Latino. Most of the

survey respondents had some sort of secondary education at 94% of respondents. It was also interesting to see that 33% of respondents were in the Educational Services field, and the next highest industry at 17% employed in the Professional, Scientific, or Technical Services.

The goal of this survey is to reach a wide range of individuals. However, there were qualifying questions due to the nature of this research is to understand followers in the context of the professional workplace. In order to reach such a diverse audience, the survey will be posted on various social media platforms by the author and the mentor which might include LinkedIn, Twitter, Facebook, etc. As well as, if allowed, the Eastern Kentucky University Business and Technology Center could disperse the survey to its audience as well via their social media accounts and email lists. The survey in question will be administered through the management software Qualtrics to ensure ease of use and analysis.

Literature Review

Followership

Despite the abundance of research and investigations into the field of leadership in organizational studies, little attention has been paid to leadership's other half – followership (Yukl, 2012). When followership has been considered, it is seen as a result of a leader's influence or the creators of leaders (Bass, 2008; Meindl, 1990). The idea that has been largely missed in literature is that of followers themselves are key components of the leadership process through the enactment of followership (Uhl-Bien

et al., 2013). This means that without followers there is no leadership, and vice versa. Followership theory was outlined by Uhl-Bien et al. (2013) as, “the study of the nature and impact of followers and following in the leadership process. It investigates followership from the perspective of a) formal hierarchical roles (e.g., followers as “subordinates”) and b) followership in the context of the leadership process (e.g., following as a behavior that helps co-construct leadership”.

Yet it is also important to note that some followers are more effective than others. A variety of factors can determine whether a follower is effective or ineffective. In the article, “In Praise of Followers” by Robert Kelley, Kelley develops dimensions that measure to what degree followers exercise independent and critical thinking as well as ranking them on a scale of passive or active (Kelley, 1988). Kelley’s research distinguishes the attributes that effective followers possess, while arguing that the same attributes that make a good follower make a good leader. To a greater extent that leaders and followers are two integral roles and processes that should not be confused by the people who are filling them, due to the fact that at some point in time and to some extent leaders were also followers (Hollander, 1974; Abbas, 2018). The difference is in the role the individual plays; therefore, followership is not a person, but a role and more often than not effective followers and effective leaders are the same people playing different roles during the day (Kelley, 1988). When effective followers are embraced in their workplace, they in turn are taking on extra work gladly, searching for overlooked problems, and eliminating the need for elaborate supervision.

To better understand the types of followership and the personality traits of each it is best to look to the followership criterion found in the article, "Exploring social constructions of followership: A qualitative study" by Carsten, Uhl-Bien, West, Patera, and McGregor (2010). The results suggested the rise of three types of followers within the individuals interviewed. The individuals interviewed fell into one of the following categories: passive, active, or proactive. The respondents within the passive construction believed that the follower role was inherently passive and expressed the importance of taking orders, and not making waves. A middle ground of sorts are the active followers. This group emphasized the importance of expressing their opinions and offering input when asked for. Yet at the same time remaining loyal to their leader. And lastly, there is the proactive follower. This group agrees with the active follower in which they express their opinion but move past that and challenge the leader before being asked. This group spoke highly of influencing their leaders to weigh all options and opinions.

Further exploring the article, "Exploring social constructions of followership: A qualitative study" by Carsten, Uhl-Bien, West, Patera, and McGregor, the authors synthesized the data found in their quantitative study and established social constructions individuals make of the term followership (2010). In particular, Carsten et. al. sought to address the theoretical absence of how followership schema and contextual data may affect the association followers tend to have with the term followership. To study such gap the researchers used interview data from individuals

working in a wide range of roles and ranks to analyze the types of constructions individuals hold about followership, determine the schema and contextual factors of followership methods, and any personal behaviors or qualities that may attribute to the trends and ideas (Carsten et al., 2010). Uhl-Bien et al. also approached this framework in, "Followership theory: A review and research agenda" but was proposed as two different frameworks (2014). One of these frameworks was the role-based approach in which it, "illustrates how followers' characteristics and behaviors may affect proximal outcomes of follower and leader behaviors... how followers affect followership outcomes at the individual, dyad, and the work unit level of analysis" (2014). The second framework was the constructionists approach, which "illustrates a connectionist system involving leaders (or leading) and followers (or following) interacting together in context to co-construct leadership and followership as well as their outcomes" highlighting the dynamic process in the interactions between the individual whom are engaged in leading and following (Uhl-Bien et al., 2014).

The book *Followership: How followers are creating change and changing leaders* by Barbara Kellerman is one of the first lengthy works of literature that delves into the idea of followership. This book focuses on deliberately moving from the leader-centric approach that dominates the field of leadership and management to an appreciation for followers. Kellerman argued that over time, followers have become increasingly more important and have played more vital roles in their organizations (2008). Once the Implicit Leadership Theories during the 1970's began to argue that leadership existed

actually in the followers, the shift from leader-centered to follower-centered perspective emerged (OC & Bashshur, 2013). Simply stated, the age of follower has arrived. Previous waves of followership such as the French and American Revolutions, the rise of communism, and the suffrage and civil rights movements, but Kellerman cited two instances in particular that has led to the age of the follower, the anti-authoritarian U.S. society in the sixties, and information revolution of the internet (2008). Due to this relatively recent, in relation to the study leadership, there are three main hurdles that must be passed in order to surpass the barrier that is followership research. These are often seen as, 1) scholars and researchers are unaccustomed to thinking about followership as a skill, so the idea of varying the qualities of followers is a foreign concept, 2) the devaluation of followers throughout history is deeply seeded in our belief system, and 3) limited scholarly research on follower has made it difficult to redress the belief system (Hoption et al., 2012). In order to address these concerns, a solution is awareness and research in all facets.

Job Performance

The field of job performance is often referred to as, “the ultimate criterion in human resource management (Organ & Paine, 1999) ... The assessment and analysis are capital for different organizational processes, such as personnel selection, compensation and rewards, or training. Regardless of the purpose of the evaluation, organizations need accurate ratings of performance” (Ramos-Villagrasa et al., 2019). As followership focuses on individual employees, job performance is best measured when

it focuses on individual performance. Campbell & Wiernik introduced this idea of focusing on individual performance, as without individual performance there is no team performance, no unit performance, and so on until there is no measurable GDP (2015). The idea of job performance was usually glossed over, as it was assumed simple and easy to calculate, however, it was not until the 1980's that the topic was given more thought.

The Army Selection and Classification Project was able to develop indicators of performance of a sampled of entry-level jobs and track that sample over an extended period of time (Campbell & Wiernik, 2015). As a result, models of performance were created and discussed by individuals of the like of Borman & Motowidlo (1993), Campbell et al. (1993), and Murphy (1989) (Campbell & Wiernik, 2015). These models had a commonality to them, being that, "Individual job performance should be defined as things that people actually do, the actions they take, that contribute to organizational goals" (Campbell & Wiernik, 2015). Another term to easily define these job performance dimensions could be seen as an individual's competencies.

Competencies are defined as an "underlying characteristic of an individual that is casually related to criterion referenced effective and/or superior performance in a job or situation" (Spencer & Spencer, 1993). To further deconstruct that definition, underlying characteristics point to motives, traits, self-concept, and knowledge in a certain field that can clearly distinguish between excellent and general performance (Jie et al., 2020). Which is vital to the understanding of job performance as it is a set of

behaviors and not the variable that determine these behaviors or their outcomes (Ramos-Villagrasa et al., 2019).

There are two issues when trying to measure job performance: variability across raters and the degree of job specificity needed (Ramos-Villagrasa et al., 2019). Job performance scores vary whether supervisors, peers, subordinates, or the work themselves complete the job performance scale (Ramos-Villagrasa et al., 2019). The most favorable of reporting is that of self-evaluation due to the following reasons: “(1) they allow measuring job performance in occupations where other measures are difficult to obtain (e.g., high complexity jobs); (2) unlike the remaining stakeholders, employees have the opportunity to observe all their own behaviors; (3) peers and managers rate performance considering their general impression of the employee (i.e., halo effect); and (4) they are easy to collect and reduce problems with missing data and confidentiality problems. Thus, the use of self-report measures of performance is still useful” (Ramos-Villagrasa et al., 2019). To address the problem of job specificity needed, the criterion must be centered on the behavior; for a general behavior, a general measure can be used, however for a specific behavior a specific measure is needed.

Job Satisfaction

Job satisfaction takes other various names such as employee satisfaction or work satisfaction, despite the difference in title they all represent the same idea. However, the idea of job satisfaction is not entirely clear. Past authors and research have had varying definitions of job satisfaction some of these include Hoppock (1935), Vroom

(1964), Spector (1997), Davis et al. (1985) to name a few. Hoppock (1935) viewed job satisfaction as any combination of psychological, physiological, and environmental circumstances that create satisfaction in one's job. This approach presents job satisfaction as an inherently internal to the employee. Vroom (1964) defined job satisfaction as the role of the employee in the workplace and their ability to work towards the roles they occupy. Spector (1997) viewed job satisfaction as the feeling's employees have towards their job and the aspects that come with it; determining whether or not a person likes their job. Lastly, Davis et al. (1985) defined job satisfaction by comparing the expectations and the reality of a workplace for an employee, which is closely related to the employee's behavior in the workplace and their set attitudes.

The importance of job satisfaction arises when there is job dissatisfaction which can lead to lack of loyalty, increased absenteeism, increased number of accidents, and other harmful organizational outcomes (Aziri, 2011). In particular, employee loyalty is closely tied to job satisfaction. This relationship is discussed in Shekhawat (2016), "Job Satisfaction is a major factor to enhance and maintain the overall yield of organization and the job loyalty by efficient service and better performance". Generally, there are three types of employee loyalty which are: affective loyalty, normative loyalty, and continued loyalty (Aziri, 2011). Affective loyalty pertains to the emotional connection employees have to the company, normative loyalty appears when an employee feels as though they owe something to the company, and continuity loyalty is a result of an employee feeling that they do not have job opportunities elsewhere (Aziri, 2011). The

other serious outcome of job dissatisfaction is absenteeism, as it causes unforeseen additional costs for the company (Aziri, 2011). To help combat absenteeism, increasing job/employee satisfaction should be considered as a strategy.

As seen through this previous research, job satisfaction is important for any organization to measure and track and it is an indicator of workplace environments and realms of improvement. To better understand the aspects of followership, job performance, and job satisfaction it is important to remember the common variables between the trio, but also combat any correlations without any explanation in the data.

In order to create a better workplace, there needs to be balancing of the scales, with the ideology shifting to followers and leaders being co-creators of leadership and its outcome not just one or the other. At the moment there needs to be a shift away from the, "leader-centric views to recognize the importance of follower roles, following behavior, and the leadership process" to better the development of future followers (Uhl-Bien et al., 2013). It is an effort to understand the follower/employee for their own sake. So, with the results of this sample there is hoped to aid in the advocacy of proactive followership as it will result in this trickledown effect in the chain of employee productivity, and at a macro level the productivity of an entire organization. The research that will be presented in this study will aid in the recognition of the social constructs' followers might fill, while investigating the role they play in the workplace. The goal of this study is to provide evidence to encourage cultivation of proactive

followership within a company and potentially create strategies for followers to grow into more proactive roles.

Findings and Analysis

Overall, there was a total of 64 responses. These responses recorded demographic information, but most importantly followership, job performance, and job satisfaction correlation. The response to some key questions in the followership category will be presented as the data set was too large to be shown all together for each variable. Within followership, some key characteristics that were repeatedly cited for proactive followers were as follows: the ability to voice concerns to leaders and/or managers seen in Figure 1, the offering of opinions without being asked as seen in Figure 2, and to challenge and confront leaders/management as seen in Figure 3. The data presented in each of these figures suggests high occurrence of proactive followership in the data set as the majority of respondents scaled highly in these key followership criterion questions.

Figure 1: Count of "I challenge and confront leaders and management".



Figure 2: Count of "I voice concerns to leaders and/or managers"

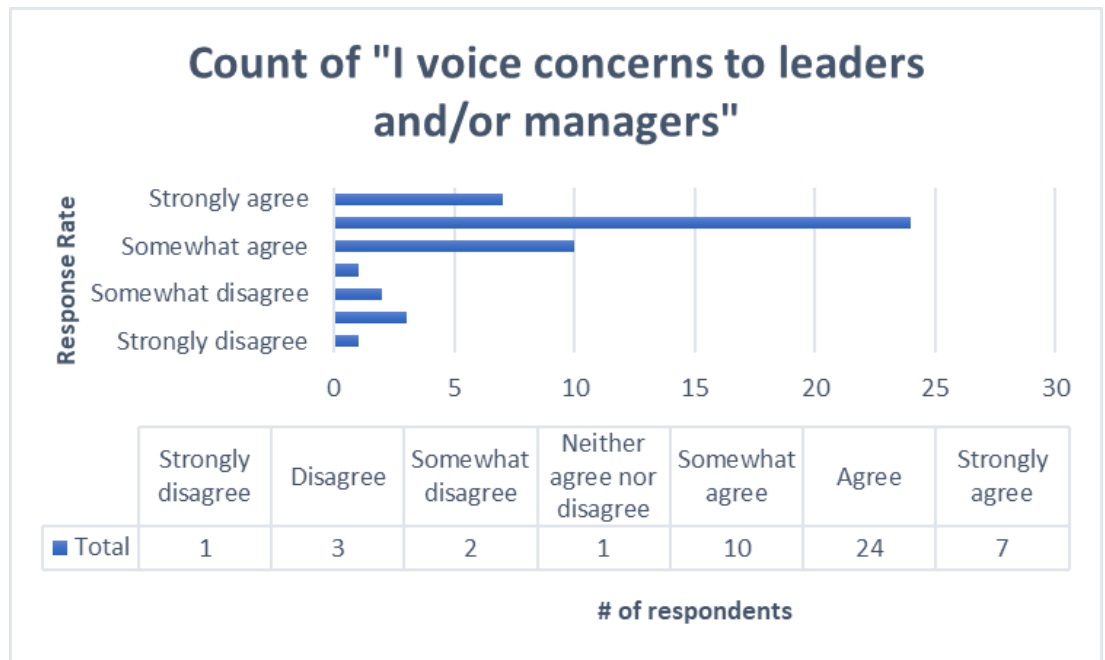
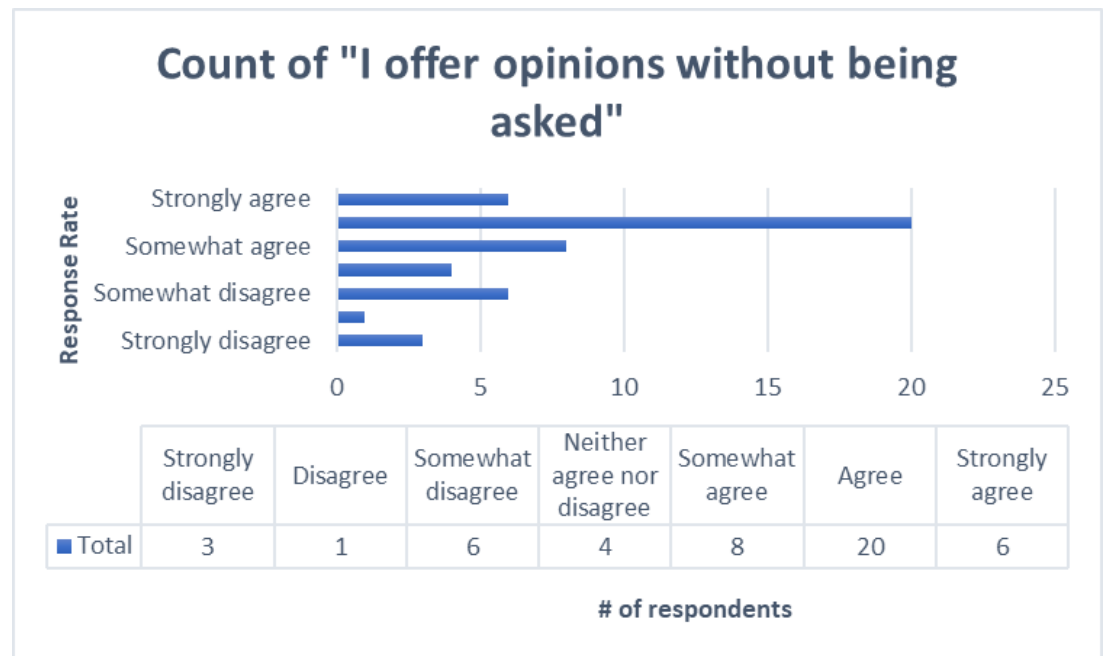


Figure 3: Count of "I offer opinions without being asked"



The next step in the analysis of the data was to measure the reliability of the present scales. To do this Cronbach's alpha was used to measure the internal consistency of the sets of data found. The scale reliability for the followership scale had a Cronbach's alpha was .900 with 15 items, job satisfaction had a Cronbach's alpha of .928 with 12 items, and job performance had a Cronbach's alpha of .809 with 21 items. As the commonly considered reliability coefficient is .70 or higher the scales for followership, job satisfaction, and job performance suggested that the items have relatively high internal consistency.

As the original thesis of this research was to see individuals with high level of followership proactivity also have high values of job satisfaction and job performance reviewing the correlation and the regression of each is key. As seen in Table 1, the correlation between each the variables. As it is generally accepted that with Pearson Correlations a coefficient of .1 to .3 is a small association, .3 to .5 is a medium association, and .5 to 1.0 represents a large strength of association. Following those principles then it can be determined that followership is a large strength of association with regards to job performance, and a medium strength of association of job satisfaction.

Table 1: Pearson Correlations

Correlations				
		Followership	Job Satisfaction	Job Performance
Followership	Pearson Correlation	1	.421**	.818**
	Sig. (2-tailed)		.003	.000
Job Satisfaction	Pearson Correlation	.421**	1	.569**
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Job Performance	Pearson Correlation	.818**	.569**	1
	Sig. (2-tailed)	.000	.000	
**Correlation is significant at the 0.01 level (2-tailed).				

This data is further explained in terms of predictions/predictors of one another.

The results of a Model Summary (Table 2) and an ANOVA test (Table 3) on whether followership is a predictor of job performance is seen below. It can be seen in Table 2 the R value is .818 and in Table 3 the significant value is .000, with both of these figures it can be seen that the data is statistically significant and is linear relationship.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.818 ^a	.669	.661	.28517
a. Predictors: (Constant), Followership				
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Table 5: Model Summary R of Job Performance				

Table 3: ANOVA of Job Performance

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Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.381	1	7.381	90.767	.000 ^b
	Residual	3.659	45	.081		
	Total	11.040	46			
a. Dependent Variable: Job Performance						
b. Predictors: (Constant), Followership						

The results of followership as a predictor of job satisfaction can be seen in Table 4 and Table 5. Table 4 showcases a model summary R, in which in R value is .435. Such an R value is somewhat weak and represent a poor linear relationship. Table 5 represents the ANOVA test where the significant value is .002, finding that the data is statistically significant to propose that followership is a predictor of job satisfaction, but the low R value suggests there is little correlation between the two variables.

Table 4: Model Summary R of Job Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.435 ^a	.189	.172	.97497
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	Residual	43.726	46	.951		
	Total	53.935	47			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Followership						

Conclusion

With this ever-changing work environment, there needs to be constant refreshing of management research. This management research should include followership theories, styles, outcomes, etc. Although there has been a movement towards followership research as of recent, the shift needs to be greater and encompass more industries and individuals. The research outlined in this report has shown the need for more in depth quests for followership understanding. If followership is a predictor for job performance and job satisfaction, then a better knowledge of followership could impact and advance the workplace for years to come. This survey data observed that most individuals scored as active to proactive followers and then the subsequent analysis of job performance and job satisfaction was seen in partner with the followership criterion. However, as the data set was small, and the topic of followership not understood well by most it is recommended that further research into proactive followership and its effect on job performance and job satisfaction be executed.

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Appendix A: Survey

Demographics Questions

(Please highlight the option that best describes)

Age

- 17 or younger
- 18-20
- 21-29

- 30-39
- 40-49
- 50-59
- 60 or older

Race

- American Indian or Alaskan Native
- Asian/ Pacific Islander
- Black or African American
- Hispanic
- White/Caucasian
- Multiple ethnicity / Other (please specify)

Gender

- Female
- Male
- Other
- Prefer not to say

Marital Status

- Married
- Widowed
- Divorced
- Separated
- Single

Education

- Less than high school degree
- High school degree or equivalent (e.g., GED)
- Some college but no degree
- Associate degree
- Bachelor's degree
- Graduate degree

Work Experience/Employment (must have 2yrs experience)

- Employed, working for less than two years
- Employed, working for more than two years
- Not employed, looking for work
- Not employed, NOT looking for work
- Retired
- Disabled, not able to work

Industry

- Education
- Healthcare
- Technology
- Consulting
- Media
- Financial Services
- Government
- Other (*please specify*) _____

Household Income

- \$0 – \$9,999
- \$10,000 – \$19,999
- \$20,000 – \$29,999
- \$30,000 – \$39,999
- \$40,000 – \$49,999
- \$50,000 – \$59,999
- \$60,000 – \$69,999
- \$70,000 – \$79,999
- \$80,000 – \$89,999
- \$90,000 – \$99,999
- \$100,000 or more

Followership is broadly defined as: the behaviors engaged in while interacting with leaders in an effort to meet organizational objectives. As such, it can also be the intentional practice on the part of the subordinate to enhance the synergetic interchange between the follower and the leader.

Followership Questions

Please shade in the circle that indicates whether you agree or disagree with the following actions in the workplace

1. I voice concerns to leaders/managers

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

2. I offer opinions without being asked

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

3. I am a team player

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

4. I take initiative

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

5. I voice concerns willingly

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

6. I work on projects outside of daily work task

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1	2	3	4	5	6	7

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
-------------------	----------	-------------------	----------------------------	----------------	-------	----------------

7. I solve problems independently

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

8. I challenge and confront leaders and management

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

9. I take ownership and accountability to achieve organizational goals

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

10. I would resist a leadership/management decision if I did not perceive it as a good decision

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

11. I recognize problems and present solutions to management

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

12. I hold myself accountable for my own performance

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

13. I see myself as an equal to my leadership/management

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

14. I hold myself to a higher performance standard than my work environment requires

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

15. I share my success with colleagues and peers

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

Job Satisfaction Questions

1. I find my work meaningful

0	0	0	0	0	0	0
1	2	3	4	5	6	7

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
-------------------	----------	-------------------	----------------------------	----------------	-------	----------------

2. I feel valued for my contributions.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

3. I think that work is distributed evenly across my team.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

4. I feel that my job utilizes my skills and abilities as much as it could.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

5. Management seem invested in the success of the team.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

6. My managers value my feedback.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

7. I am happy at work.

0	0	0	0	0	0	0
1	2	3	4	5	6	7

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
-------------------	----------	-------------------	----------------------------	----------------	-------	----------------

8. I am proud to work for my company.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

9. My company provides opportunity for learning and development.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

10. I am comfortable voicing my ideas and opinions, even if they are different from others.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

11. I can see a clear link between my work and my company's strategic objectives.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

12. I have a healthy relationship with my coworkers

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

Job Performance Questions

1. I adequately complete assigned duties.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

2. I fulfill the responsibilities specified in my job description

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

3. I perform the tasks that are expected me.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

4. I meet the formal performance requirements of my job.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

5. I engage in activities that will directly affect my performance evaluation.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

6. I neglect aspects of my job that I am obligated to perform.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

7. I fail to perform essential duties.

0	0	0	0	0	0	0
---	---	---	---	---	---	---

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

8. I help others who have been absent.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

9. I help others who have heavy workloads.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

10. I assist my supervisor with his/her work (when not asked).

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

11. I take time to listen to my co-workers' problems and worries.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

12. I go out of my way to help new employees.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

13. I take a personal interest in other employees.

0	0	0	0	0	0	0
---	---	---	---	---	---	---

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

14. I pass along information to co-workers effectively.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

15. My attendance at work is above the norm.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

16. I give advance notice when unable to come to work.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

17. I take undeserved work breaks.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

18. A great deal of my time is spent on personal phone conversations.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

19. I complain about insignificant things at work.

0	0	0	0	0	0	0
---	---	---	---	---	---	---

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

20. I conserve and protect organizational property.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

21. I adhere to informal rules devised to maintain order.

0	0	0	0	0	0	0
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

Open Ended Questions

22. What is your interpretation of the term "followership" in regard to the workplace?
23. What is your opinion on the importance of encouraging effective followership in the workplace?
24. Please provide any other thoughts or opinions on followership in the workplace.