

# FACTORS FOR EFFECTIVE FOLLOWERSHIP

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## ABSTRACT

*The followers, being a concept little studied, raises fundamental questions: How was the followership developed? The development trajectory for the development of individual attributes is not yet mapped. The current study provides a general description of the attributes evaluated of the followers. The results indicate that individual motivation of workers influences performance and productivity. The study discusses the need to understand how individual traits develop, how they are discovered and how individuals can be trained, nurtured and prepared to be effective followers. The criticality of certain characteristic attributes of the followers is studied through the available literature along with the need to analyze how some attributes can be changed. The evolutionary approach in personal development and the formation of individual attributes is taken into great consideration.*

**Key words:** Followership, Leadership, Influence, Attributes, Relationship.

## Introduction

Followership can be described as commitment and adherence to a leader. But the follower prefers to support leaders and help them to lead well. For followers to help their leaders well, they have the responsibility to participate actively in the achievement of the organization's goal. The followership is a behavior and that behavior directed by the individual to develop relationships between leaders and followers, and provide an environment that promotes all the members of the organization focus on a common goal. Good followers can be a catalyst for change in an organization because the way "inspires others to move". A common goal creates enthusiasm and a desire to excel; it involves others completely, it creates trust.

It requires courage to be an effective follower. Demonstrating value and integrity applies to both followers and leaders. Followers sometimes experience an even greater need for these qualities because of their subordinate position. To be effective, followers must know what they represent and be willing to express their own ideas and opinions to their leaders, even if this may mean risking their jobs, being degraded or feeling inadequate. Effective followers have the courage to accept responsibility, challenge authority, participate in the change, and address the needs of the organization.

In the larger field of leadership followership continues to be a field of study (Martin, 2015). Since then, the research has continued to gather in encounters to offer new insight on the factors associated with followership. There is widespread agreement on the importance of building the leader-follower relationship in developing effective followers and leaders some components play an important role. The emotional intelligence (EI) plays an important role in the creation of both as it facilitates the establishment of the leader-follower relationship.

Knowledge of followers' motivational dispositions and of the situational favorability for follower influence could be used to predict follower effectiveness (Richard L. Miller, 2004). Task performance in the study was defined as self-appraised quality and productivity of performance related to one's role within the organization, along with the comparison between self-performance and peer performances (Hamel, 2007). A need therefore exists for greater understanding of the relationship between the leadership style and work-related attitudes (such as employee commitment) in order to develop a leadership style that will encourage organizational commitment (AK Garg, 2013)

Personality of follower would influence perceptions of leadership, which perceived as effective leadership would be related to performance (Stanton, 2015). Many of the various leadership theories have, as their foundation, certain traits that the leader displays that have an effect on these processes (Martin, 2015).

Communication has been studied with relevancy performance and job satisfaction and follower effectiveness (Shilpee Dasgupta, 2012). Job crafting is more strongly related to psychological than to physical well-being. It makes sense that job crafting allows employees to shape their work experience to increase their positive work attitudes, which are associated with psychosocial states more than with physical states (M Kim, 2018).

Perceptions of Intellectual Stimulation may not be as prominently associated with effectiveness as it is in more systematic firms (BM Bass, 2006).

Salary, nature of work, company culture, direct manager's behavior, and company leadership influence organizational commitment of employees in the industry (K Randeree, 2012).

## Conceptual Framework

Good relationships of followers should be based on motivation rather than control, and that inculcating values to the followers is essential to develop a culture of trust and good relationship. He affirmed that, the balance of power between the leader and the follower. (WERLIN, 2001)

The satisfaction and mentoring has generated more knowledge and arguments on mentoring in the workplace to enhance performance. One way to retain employees and improve their efficiency is to capture their commitment and employees' job satisfaction. This paper aimed to contribute to the literature on the relationship between mentoring and employees' job satisfaction (MC Lo, 2009).

The ethical dimension of leadership offer higher comprehension however it contributes to a stronger and winning “leader–follower” relationship. Indeed, the leadership development is simply understood in various context, that is to mention, the leader desires the followers to act which results within the proven fact that sensible morality becomes necessary, particularly as leadership has as an important task, that of understanding and satisfying the follower. In this sense, trust is essential in any relationship and this is gained when followers are sure that the leader does not want to take advantage of them but he/she is honest, trustworthy and is concerned with their needs and he/she is willing to give up particular interests for them (P Ruiz, 2011)

Employees react to their job challenges not only based on what their own job prescribes, but also on the expectations that the organization holds for their leader. Whereas longstanding previous research acknowledges the important role of the leader for influencing employee satisfaction with their job, the current study demonstrates the importance of congruence of leader and employee expected contributions for job satisfaction (M Audenaert, 2018).

In terms of follower satisfaction, it has been argued that in general individuals do not like highly dominant or aggressive leaders and will often quit groups led by such individuals even if the group is performing well (Lester, 2017) .

Many leaders influence the emotions of their followers, either through their own emotional state or as a product of their actions. Charismatic leaders, however, seem to be masters of the process, skillfully using their communication and actions to provoke specific emotions in others and directing those emotions in a manner consistent with their goals. This masterful use of oratory, symbolism and appealing to values to provoke emotions seems to be the hallmark of charismatic leaders. In practice, there seem to be two ways in which the emotional influence of charismatic leaders differs from non-charismatic leaders. The first is the specific types of emotion associated with the charisma. The second is in the specific use of emotion to promote action in followers. However, there has been relatively little notional development that explains the role of specific emotions in this process. Which emotions are most related to contexts where charismatic leaders are pursuing specific types of goals need to be understood. The literature on emotion provides enough evidence that it is possible to build such a foundation, since many emotions possess properties that lend themselves to motivate people, including followers, to behave in certain ways (Thomas, 2018).

Encouraging followers' skills and problem solving skills is a distinctive behavior pattern of transformational leaders. As a consequence, followers trust that they can overcome possible stressful situations or difficulties. Equally, transforming personal concerns into an effort to achieve the group's objectives and to handle the challenges difficult situations is a key aspect of transformational leadership that helps supporters coping with stress and its origins. This includes communication the meaning and purpose of potentially challenging situations to rethink stress experiences. In particular, transformational leaders emphasize Sizing up the positive aspects of challenging situations, as they influence how these potential stressors of the work environment are perceived and interpreted. Transformational leaders can also be direct resource for followers, as they encourage their growth and development.

They can serve as a resource for followers, as they accentuate the positive aspects of stress.

Positive situations and negative tampons. This strengthens the (Jawwad Ahmad, 2018) follower's belief in your ability to overcome challenges and achieve positive and desired results. (Mathias Diebig, 2017).

#### **Data and Sources of data**

Secondary data is used to write this article with published research papers, books, journal articles, online libraries, Proquest, Ebsco host etc.

#### **Discussion**

An attempt to obtain a summary of the most significant attributes resulted in a list well supported by the literature. The current paper introduces a new perspective on the personal attributes of followers, as proposed by (Antelo, 2010). “A quality, character, characteristic or property that belongs/associated with a person, thing, group, etc., can be called as an attribute” (Attribute, 2010).

Followers are expected to demonstrate an ability to easily connect with others in an appropriate period of time. They strive to cultivate an enriching interpersonal work climate with other team members. Respectful and harmonious relationships with co-workers are a manifestation of a social commitment that leads to feelings of acceptance in the workplace, restraint and self-efficacy.

To become more effective follower better interpersonal skills substance significantly.

Followers are expected to experience and demonstrate an adequate level of comfort when working as a team. The followers work effectively as a team to achieve the objectives of the organization, support each other and their leader. In fact, "team members have been shown to have such a powerful effect on group members that their help and support improves the negative effects of unfulfilled expectations" (Major, 1995). The quality of the working relationship established between leaders and followers affects the organizational processes of team performance and leadership. Leadership implies "a behavior of confirmation of mutual goals and a working relationship between the individual followers and between the follower and the leader" (Graen, 2009).

#### **Patience**

Followers are advised to exhibit a reasonable amount of patience when working individually or as a team. In practice, patience indicates the support of followers for the practices, actions or decisions carried out by management and coworkers despite their intrinsic disagreement with such actions. The power seems to be related to elements of intensity of patience. In a study on the use of power in the supervisory relationship from the perspectives of the supervised, it was suggested that the supervisors' power practices included discussions of power, empowering the supervised, promoting an atmosphere of safety, collaboration with supervised, imposition of style / orientation and misuse of power, such as violation of confidentiality " (Murphy, 2005). Practices used by the supervised included peer-supervised power, supervised power as consumers and information retention. The elements of distributed leadership seem to be connected to the patience of control and compliance of the followers.

**Flexibility**

Followers are expected to adapt to changing circumstances in the workplace and be able to quickly re-analyze and adjust their behavior according to the situation in question. Situations that require a new and quick approach to the existing problem can vary from having to adapt to the new software program to having to arrange medical help for an injured co-worker. Good followers are able to develop cognitive flexibility, which allows them to move from one task to another effortlessly, perform multiple tasks, manage assignments well and prioritize accordingly. By exhibiting emotional flexibility, followers can express their full range of emotions appropriate to the situation in question.

Interpersonal perceptions of reliability in a work situation can influence levels of flexibility and the way followers see their leaders. It has been established that leadership behaviors influence reliability. In a study conducted by) it was found that three dimensions of leadership behavior: the development of relationships, the use of resources and the management of images were related to three dimensions of reliability: capacity, benevolence and integrity. More specifically, it was reported that image management influences the three dimensions of reliability; while the development of the relationship influences the benevolent dimension of reliability (Caldwell, 2007) .

**Emotional Intelligence**

Followers with a high level of emotional intelligence are able to be the most effective by controlling their own behavior and expressing themselves in an elegant way.

By definition, emotional intelligence is "a capacity, ability, skill or great self-perceived capacity to identify, evaluate and manage the emotions of oneself, of others and of groups" . According to (Robbins, 2009), emotional intelligence is the ability of one to "realize oneself ... detect emotions in others and manage emotional signals and information".

In a study aimed at assessing the supervisor's subordinate relationships and emotional intelligence levels and their perception of the supervisory work alliance, (Cooper, 2009) found that supervisors and supervisors with higher levels of trait emotional intelligence tended to perceive more to the supervisory association of work.

**Communication**

Being able to communicate effectively with superiors and team members is crucial for followers. The ability to transmit positive and negative news in the most appropriate manner is not an easy task and requires experience, courage and skills. Followers must be able to communicate new perspectives with respect regardless of whether their ideas are accepted or not.

**CONCLUSIONS**

This study reveals that followership has associated with some of the major significant factors. There is a belief that followership has been designated for its contribution to the overall success of a group. As (Van Vugt, 2008) says, "questions about the origins of followership are not normally posed in the psychological literature, but are fundamental in an evolutionary analysis."

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