

Validation of a German Version of Kelley's (1992) Followership Questionnaire.

ESM 6. Study 2 instruments.

Instrument	Authors	Item example	Response scale
Followership AE	Kelley (1992)	"Do you understand the leader's needs, goals, and constraints, and work hard to help meet them?"	(almost) never (1) to (almost) always (7)
ICT		"Do you assert your views on important issues, even though it might mean conflict with your group or reprisals from the leader?"	
Personal Initiative	Frese et al. (1997)	"I actively attack problems"	not correct at all (1) to applies completely (7)
Self-responsibility	Bierhoff et al. (2005)	"I always try to prepare a decision by reflecting intensively on advantages and disadvantages"	incorrect (1) to very correct (7)
Subordinate influence tactics (SITs) Flattering Rational Influence Exerting Pressure Engaging superior authority	Blickle and Gönner (1999)	"I praise my supervisor effusively" "I use rational arguments" "I openly stand against my supervisor" "I officially apply to superior authority"	(almost) never (1) to (almost) always (7)
Leader-member-exchange (LMX)	Graen and Uhl-Bien (1995), German: Schyns (2002)	"How would you characterize your working relationship with your leader?"	extremely ineffective (1) to extremely effective (7)
Job satisfaction	Nübling et al., 2005	satisfaction with career perspective, colleagues, leadership, physical working conditions, use of abilities, challenges of work, job satisfaction overall	very dissatisfied (1) to very satisfied (7)
Organizational commitment	Mowday et al. (1979), German: Maier & Woschée (2002)	"I am proud when I can say that I belong to this company"	strongly disagree (1) to fully agree (7)
Organizational citizenship behaviors (OCBs) Helpfulness Initiative	Staufenbiel & Hartz (2000)	"I help others, when they are overworked" "I take the initiative to save the company from potential problems"	not correct at all (1) to applies completely (7)

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Emotional exhaustion	Maslach & Jackson (1986), German: Enzmann & Kleiber (1989)	"I feel burned out from my work"	Several times a year or rarer, once in a month, several times in a month, once a week, several times in a week, or daily
Big Five personality traits	Rammstedt & John (2005)		very wrong (1) to very true (7)
Extraversion		"I am enthusiastic, able to engage others."	
Neuroticism		"I easily become depressed, downcast."	
Openness		"I have wide interests."	
Agreeableness		"I trust others easily, have faith in the good of people."	
Conscientiousness		"I make plans and carry them out."	