

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

ESM 8. Correlations without “actively develop”.

We found substantial residual correlation of the two items “personally identify” (“Instead of waiting for or merely accepting what the leader tells you, do you personally identify which organizational activities are most critical for achieving the organization’s priority goals?”) and “actively develop” (“Do you actively develop a distinctive competence in those critical activities so that you become more valuable to the leader and the organization?”) across two studies. We decided to allow the residual correlation in our analysis. However, when we dropped one of the two items (“actively develop”), thus accounting for the potential redundancy in these items, the correlations with other variables remained unchanged (see the following results and Table 2).

In the following, we refer to the alternative followership model without “actively develop” in the AE factor and to the ACO-adjusted models of the other study variables:

AE correlated with personal initiative ($r = .76, p < .001$), with “flattering” ($r = .11, p = .05$), with “rational influence” ($r = .46, p < .001$), with “exerting pressure” ($r = .16, p = .004$), but not with “engaging superior authority” ($r = -.04, p = .49$). We found significant correlations of AE with self-responsibility ($r = .72, p < .001$), with LMX ($r = .29, p < .001$), with job satisfaction ($r = .40, p < .001$), with organizational commitment ($r = .24, p < .001$), with the OCBs “helpfulness” ($r = .47, p < .001$) and “initiative” ($r = .79, p < .001$), and with emotional exhaustion ($r = -.13, p = .02$). AE also correlated with neuroticism ($r = -.25, p < .001$), with openness ($r = .33, p < .001$), with extraversion ($r = .24, p < .001$), with conscientiousness ($r = .69, p < .001$), but not with agreeableness ($r = -.04, p = .53$).

In the following, we refer to the alternative followership model without “actively develop” in the AE factor and to the initial models of the other study variables:

AE correlated with personal initiative ($r = .78, p < .001$), with “flattering” ($r = .11, p = .05$), with “rational influence” ($r = .50, p < .001$), with “exerting pressure” ($r = .16, p = .004$), but not with “engaging superior authority” ($r = -.04, p = .47$). We found significant correlations of AE with self-responsibility ($r = .72, p < .001$), with LMX ($r = .29, p < .001$), with job satisfaction ($r = .37, p < .001$), with organizational commitment ($r = .27, p < .001$), with the OCBs “helpfulness” ($r = .47, p < .001$) and “initiative” ($r = .79, p < .001$), and with emotional exhaustion ($r = -.13, p = .01$). AE also correlated with neuroticism ($r = -.29, p < .001$), with openness ($r = .33, p < .001$), with extraversion ($r = .34, p < .001$), with conscientiousness ($r = .69, p < .001$), but not with agreeableness ($r = -.04, p = .54$).