
Wajeeha Brar Ghias¹, Dr. Hafsa Zahur², Dr. Muhammadi Sabra Nadeem³

¹PhD Scholar, National University of Modern Languages (NUML) Lecturer, Department of Leadership and Management Studies National Defence University, Islamabad, Pakistan. ORCID: https://orcid.org/0000-0002-6925-7440

²Assistant Professor, Department of Management Science National University of Modern Languages (NUML), Islamabad.

³Assistant Professor, Department of Management Sciences, COMSATS University Islamabad, Park Road, Chak Shahzad, Islamabad Pakistan.

Abstract:
Followers and followership are the most essential components of the leadership process. Despite its importance, there is scarcity of research on followership. Current research bridges this gap by conducting bibliometric analysis of 432 articles in followership retrieved from Web of Sciences. This research documented the year-wise trajectory by identifying top journals and most cited publications, as well as geographic distribution of the literature. The results of bibliometric analysis indicated that followership concept has been researched in the western countries specifically in USA, while in Asia, China is leading in the domain of followership research. This study adopted the bibliometric analysis of literature mapping to give the clear idea about followership research status and highlights the new avenues in followership domain.

Keywords: Followership, Bibliometric analysis, Bibliography, Visualization, VOS-Viewer.

1. Introduction
Leadership and followership are the two roles an individual generally plays in an organization. For instance, in middle management positions there is a commonality in leadership and followership roles (Alegbeleye & Kaufman, 2020). Theoretically, followership is defined as “A process whereby an individual or individuals accept the influence of others to accomplish
common goals” (Northouse, 2019, p. 295). The role of followers is vital for effective leadership processes as absence of followership is analogous to clapping with one hand and hence not creating an impact (Stern, 2021). Further to this notion, the challenges faced by today’s organizations, during COVID-19 pandemic has witnessed the transformation of leader and follower roles. To deal with uncertain situations, responsible followership is as imperative as leadership (Uhl-Bien, 2021a). In challenging situations, leaders constantly emphasize the need for cooperation and support from their co-workers. Kellerman (2019) asserted that no political system or nation is built without enthusiastic followers, but this term remains an unfamiliar notion. We need to establish common discourse on followership identity in academic and organization realm.

The bibliometric analysis of leadership (Vogel & Masal, 2015) calls for followership research - while emphasizing to switch the perspective from public leadership to public followership, as studying followers’ behavior is a missing link in leadership domain. Bibliometric analysis systematically analyzes the research elements like papers, publications, journals, authors, and countries (Llanos-Herrera & Merigo, 2019). It allows researchers to analyze more complex relationships among various publications to identify research status and future trends in the field (Zupic & Čater, 2015). This methodology has been used to visualize and review the landscape of leadership research (Zhu et al., 2019) public leadership (Vogel & Masal, 2015) and leadership development (Vogel et al., 2020) but followership studies still remain a grey area.

This paper has major contribution in the domain of followership, firstly it gives a comprehensive view on followership research status in last twenty-one years (Figure 1). Secondly it calls for future researcher in different parts of the world especially Asian countries to focus on followership research (Figure 4). Thirdly it has generated less researched themes (Table 2) in context of followership domain for example, behavior, categorization, gender, implicit leadership theories, leader-member exchange, perceptions and meta-analysis of followership. The analysis of top ten publications also calls for research to explore quantitative as well as qualitative studies in the followership domain - true scholarly advances in the followership research need to draw insight across all research perspectives (Uhl-Bien et al; 2014).

Followership theories and models should be tested in geographically diverse organizations (Uhl-Bien, 2021a). Future research should focus on operationalization of followership concept in different cultural contexts along with a multi-disciplinary approach on followership. In fact, leadership concept can only be understood when we explore followership alongside (Stern, 2021). Finally, the leaders in organization may develop strategies to promote effective followership behavior along with efficient leadership.
There is an immense need to focus on Followership research, mainly to differentiate it from leadership literature (Uhl-Bien et al., 2014; Northouse, 2019) to elucidate the role of followership in groups, organizations, and communities (Uhl-Bien, 2021b). Hitherto, to the best of researcher’s knowledge and data collecting time during last quarter of year 2021, no such focused bibliometric study on followership has been conducted that distinguish it from leadership research. Even though, Davis (2017) performed bibliometric mining using followership and servant leadership as key words, in context of specific leadership style, call for more research in followership domain. The bibliometric analysis of followership role in human resource was conducted by Chung and Chung (2021) from 2011 till January 2021 using Scopus as search index calls for more comprehensive research on followership. The bibliometric studies conducted till date analyzed followership with certain other behaviors, but how the word followership independently draw themes and meaning is missing in literature. This research addresses the research gap by considering the important role of followership in leadership process. Secondly, to differentiate followership from leadership literature by undertaking the bibliometric analysis of seminal work on followership. Bibliometric analysis helps to map research evolution from 2000-2021. The research status before year 2000 on followership was at its inception stage, in the form of observations and practical experiences of authors (Northouse, 2019). Therefore, year 2000 is taken as base year.

This study is unique in its nature as it has documented followership research conducted since last twenty-one years. The systematic focus on followership literature is the major contribution of this research. This contribution is a significant addition in literature as it has documented more specific and accurate research in followership domain. Furthermore, this research gives the reader a holistic understanding of followership, separated from the leadership to provide a reference for future research for examining the untapped research areas. It will eventually contribute towards development of followership theory.

2. Theoretical foundation of Followership

Leadership and followership are processes co-created for social exchange. The history of followership behavior is as old as human civilization. Several typologies covering almost more than a decade of research on the followership domain led to the theoretical foundation. The primary work of Zaleznik (1965) contemplated on psychological conflict of followers with authorities resulting in communication breakdown between the leader and followers. Earlier management researchers like Hollander (1974) have contributed to the development of followership theory while focusing on the leaders and follower’s role. The contemporary research focuses on the
follower's role as a determinant factor in building preference to whom they will follow (Frew, 1977).

Parallel to rise in prominent role of followers in making leaders’ choices, in contingency theories (Hersey & Blanchard, 1982) follower’s role was considered as independent in their choices whereas subordinates need to follow the order while staying passively in hierarchy (Graham, 1988). Seminal work on followership in the management was introduced by Kelly (1992) in an article published by Harvard Business Review “In Praise of Followers”. The article highlighted the follower’s role in organization deserving much consideration like leadership. Kelly’s work introduced followership styles, based on two dimensions - independent/dependent thinking and active/passive engagement of followers. The followers adopt five different styles, passive, alienated, conformist, pragmatic, and collaborative (star followers).

While extending the work of star followers, Challef (1995), a management practitioner, introduced the concept of courageous followership – a proactive form of followership having dimensions of assuming responsibility, serving the leader, taking part in organization transformation, challenging the wrongdoings of leaders and by doing so that follower is capable enough to leave organization on the basis of ethical practices of leaders in shape of taking moral action.

Kellerman (2008) extended followership research by developing follower’s typology based on their level of engagement with the leader and emphasized on thorough research in followership domain. The historical gap in followership domain was filled by Sy (2010) in extensive research on implicit followership theories. The study analyzed followers as the focal element in research and called for more research on its independent role in leadership process. The first attempt to develop the followership theory was made by Uhl-Bien and colleagues (2014) by conducting historical literature review on followership which resulted in conceptual definition of followership along with two followership conceptual frameworks. According to Uhl-Bien et al. (2014, p. 96) “Followership is a process based on characteristics, behavior and process of individuals acting in relation to leadership process”

Considerably, leadership and followership together provide solutions to the problems like group coordination-understanding the psychology of leadership as well as followership is crucial for the evolution of human corporation (Pietraszewski, 2020). The challenges of today’s world need to consider the relational dynamics of leadership and followership together to fully grasp complex social problems (Uhl- Bien, 2021b). The follower’s identification is missing in organizational context which make it difficult to highlight the role of followership in relation to leadership (Kempster et al., 2021). The dearth of literature on followership highlighted the need to
understand more meaning and themes on followership. To extend the literature on followership, this study performed bibliometric analysis to classify and map evolution of followership research starting from year 2000 till 2021.

3. Methodology

3.1 Data Collection and Analysis Technique
The bibliometric analysis technique is applied to analyze the research publications from Web of Science (WoS) core collection of Thomas Reuters with the search term “followership*” to get maximum variation of the term ranging from 2000-2021. The data was collected, saved on 25 August 2021 and data retrieval steps are listed in Table 1 (See Appendix 1). The articles have been cited 9786 times with average citations per item 27.24. The citation report generated in WOS - H-Index = 47. The value of H-Index above 30 is considered as good (Hirch, 2010) reflecting the emerging research domain of followership. The Microsoft Excel and VOS-viewer version 1.6.17 (www.vosviewer.com) released on 22nd July 2021 developed by Van Eck and Waltman (2010) is adapted for analysis. This software has been used for bibliometric analysis in different research domains for example, food chemistry (Kamdem et al., 2019), international entrepreneurship (Baier-Fuentes et al., 2019) and scientific publications (Xie et al., 2020).

4. Results

4.1 Evolution of Followership: Year Wise Publication Trend
The followership research is gradually getting popular due to its recognition as an integral part of the leadership equation. The graph of 432 publications in Figure 1 illustrates studies conducted in year 2000 to 2021.

![Figure 1: Number of Publication year 2000-2021 on Followership](http://www.webology.org)
The year 2000 started with only 3 publications, however, a gradual increase in research on followership is witnessed from 2010 with 14 publications and 55 publications in 2018. The year 2019 is at the top of the list with 70 articles on followership. The data for the present study was collected in the last quarter of year 2021 with 54 publications indicates the evolving domain of followership.

### 4.2 Key Word, Co-occurrence of Followership

The all-key words co-occurrence option was computed in VOS-viewer, with threshold value $\geq$10 occurrences using fractional counting method. This resulted in total link strength of 59 keywords out of 2058 key words cooccurrence in all selected publications. The keywords are closely linked with each other; therefore, Ling Log cluster normalization was applied by edging the cluster to make clear a cluster formation. In Ling-Log normalization the highest degree nodes are placed together, and low degree nodes are placed at the distant positions, resulting in clear identification of themes (Waltman et al., 2010). The highest co-occurring key words are followership (196), leadership (161); performance (81); transformational leadership (65); model (47), management (43) behavior (42), work (40), perception (35) and power (37). In network visualization co-occurrence of key words is illustrated in Figure 2, the size of the circle represents the greater number of occurrences of key words in publications.

Followership keyword has a bigger circle in red color, linked with a greater number of keywords connecting through thick colored lines. Leadership is presented by the same color having its place in the same cluster means that the closer the circle with others and of same color represent the more connected words and themes. Few key words in green cluster, for example gender, implicit leadership, leader-member exchange, and perception have
very small circles, far away from bigger circles of followership, reflects evolving research themes. The clusters are generated on basis of close connection of key word co-occurrence in different research articles (Waltman et al., 2010). The clusters are identified with different colors, the color of cluster formation can be seen in Figure 2, the list of clusters ‘color representing connected key word’s themes are listed in Table 2 (See Appendix 2). Cluster 1 has larger circle size, position of all keywords in cluster 1, reflects a close association of these words with followership. The cluster 2 with 15 keywords is closer to the followership circle as compared with cluster 3 with 14 keywords. The position of keywords in cluster 3 is quite distanced with smaller circles Figure 2, which reflects less explored themes in followership.

4.3 Influential Journals on Followership Research

Bibliographic coupling technique using the criteria of highest citation and number of published was applied. The initial result states the total number of 211 journals published, 432 papers on followership. The citation analysis by source was computed in VOS-viewer with threshold value, minimum 5 articles with ≥ 100 citations per journal. The 7 journals meet the threshold value having the highest number of total link strengths as shown in Table 3 and Figure 3. Interestingly, followership research is getting more attention in journals with prime scope in leadership and psychology with pattern indicating research at its initial stages. The formation of the two clusters among 7 journals (in Figure 3) categorizes the two main themes of research i.e., leadership and psychology. The researchers have focused more on the leadership and psychology of followers. In terms of highest number of citations (Table 3), Leadership Quarterly (2345 number of citations) is topmost influential journal in followership domain, the second influential journal is Leadership with 500 citations followed by having Journal of Business Ethics 191 number of citations.
The fourth most influential journal in citation category is Personality and Social Psychology Bulletin having 186 citations. Political Psychology with 141 citations ranked fifth influential journal, Journal of Leadership and Organization with 130 citations ranked 6th in category. Leadership and Organization Development with 126 numbers of citations is 7th top cited influential journal on followership publication.

4.4. Influential Countries in Followership Research
The total number of 49 countries contributed to the scholarly work on followership. Bibliographic coupling analysis of countries was conducted using fractional counting in VOS viewer. The link strength reflects the association and links of publications in terms of co-authors and co-citation among countries’ publications. The threshold value was set to a minimum number of 10 articles per country along with ≥100 citations received by each country’s publications. The bibliographic coupling of countries generated three clusters. The cluster formation of countries is based on strong link strength among authors’ publications on similar themes, co-author, and co-cited research work on followership. The countries in cluster 1 are USA, Canada, Germany, New Zealand, Belgium, Denmark, and People’s Republic of China. The second cluster is composed of England, Netherland, and Israel, while the third cluster comprises of Australia and Scotland having strong research collaborations. In network visualization (Figure 4) the size of the circle reflects the contribution of a country.

![Network visualization](image)

Figure 4: Network visualization Bibliographic coupling: Influential Countries on Followership research
Source: Elaborated by authors

The countries’ bibliographic coupling (Table 4) indicates, USA as the topmost influential country having highest number of links i.e., 4213. with the bigger circle, highest number of citations (4235) along with the highest number of 127 articles produced. Beside USA, in terms of articles published by countries, England (85) is at second number followed by Australia (56),
Germany (41), People’s Republic of China (37), Canada (31), Netherland (31), Denmark (18), Sweden (18), Scotland (16), New Zealand (14), Israel (13), Portugal and South Korea with 10 publication each. The ranking of 12 countries with the highest number of citations, documents and total link strengths are displayed in Table 4. (See Appendix A)

In terms of the highest number of citations after USA, England is at second place with 3001 citations of articles followed by Netherland (1107), Germany (1081) Australia (1028), Scotland (646), New Zealand (628), Canada (607), Israel (314), Denmark (250) and People’s R. China (244), Sweden (140), Portugal (130) and South Korea (103) citations of articles on followership. Much of research in followership has been conducted in developed countries like USA, England, South Korea, and China whereas, Asian and developing countries are missing in country representation of followership publication.

4.5. Influential Publications on Followership
The bibliographic coupling of articles was computed in VOS-viewer using fractional counting method, the threshold value was set to ≥ 150 citations per document. Out of 432 published articles from 2000-2021, only 10 publications meet the threshold value. The most cited publications with highest number of total links strengths in VOS-viewer network visualization represented in Figure 5.

Figure 5: Bibliographic Coupling: Top Ten most cited Followership Publication
Source: Elaborated by authors

In VOS-viewer network visualization panel, publications appear with the author’s name. The most cited publications along with number of citations and total link strength are listed in Table 5 (See Appendix A). The most cited article “Followership theory: A review and research agenda” having 400
number of citations, belongs to top cited journal Leadership Quarterly. In this article Uhl-Bien et al. (2014) explored the theoretical definition of followership. This research has yielded variable and conceptual models, providing a strong theoretical foundation in followership domain (p.15). The second most cited research article by Van Vugt et al. (2008) with 305 citations, analyzed followers and leader’s role from 2.5 million years when the relation between follower or leader was despotic or democratic. But the 250 years and till present the dynamic has changed to participatory relationship (p.187). The third top cited research work of King et al. (2009) with 246 citations in Current Biology journal highlighted the evolution of followership from its origin and explains the emergence of leadership and followership as phenomena needed by early humans. Moreover, in future research should see both roles simultaneously.

In the fourth top cited article with 221 citations the author Collinson, (2006) emphasized the need to shift focus on follower-centric studies. The paper raised the interesting possibility that followers have the capacity to influence leaders’ identities, more focus on followership theory development is needed to identify the true meaning of followership. Similarly, the fifth top cited paper with 219 number of citations, explored the follower qualities to adapt in different roles like passive and proactive. The article put more focus on development of followership construct (Carsten et al., 2010). This research established the notion that followership is an overlooked construct, future research actively calls for more research on followership construct.

The sixth most cited article by Leroy et al. (2012) contributed towards development of authentic followership construct and linked authenticity of follower with authentic leadership while analyzing the mediating role of need satisfaction. It is important to note that this article used the construct of authentic followership but measured it through authenticity scale of Kernis and Goldman (2006) that further support the Northouse (2019) notion that before the work of Uhl-Bien et al. (2014) there was lack of conceptual and theoretical model in followership as independent construct.

The seventh most cited publication (Epitropaki et al., 2013) with 160 citations, contributed to the development of implicit followership theories by extended the implicit leadership theories. The prime research outcome was, creating awareness regarding followers and leader’s role in training, leadership member exchange. Leader and follower has different schemas with implication at individual, organization, and group level. The eight most cited article by Sy (2010) illustrates groundbreaking work on implicit followership theories, how followers are perceived, understood. This research analyzed the perception of leaders regarding the traits of effective, ineffective follower or subordinates. This most cited article filled research gap in understanding leaders’ cognition related to followers as well as follower a focal element in leadership process.
In ninth most cited article by Haslam and Platow (2001) with 155 number of citations, established the link between leadership and followership through the lens of social identity and self-categorizing theory. The research study conducted two experiments, suggesting that leadership is only successful if caters for interest of group members as independent social identities. The tenth most cited article (Hobday et al., 2004) with 152 number of citations is based on technology and product transition in East Asian companies and identifies the loophole of latecomer transition of predicts and companies. In this article the word followership is used but the context and meaning are not clearly defined.

5. Discussion and Conclusion

5.1. Major Findings
The followership field has acquired much attention in the past 11 years. A gradual increase has been witnessed in the number of studies published in international journals from 2010 to 2021 (Figure 1). Four main findings has been revealed from our findings that are:

i) The comprehensive definition of term followership is still evolving, as only one publication (Uhl-Bien et al., 2014) has defined followership as behavior contrary to one of the top cited articles used “followership” as a keyword in abstract (Hobday et al., 2004).

ii) The higher number of occurrence of keywords i.e., 2059 (Figure 2) which means that the field is still evolving and not yet reached its maturity stage.

iii) Lack of research in Asian countries’ publications in the domain of followership; China is the only Asian country (See Appendix 4) found in the geographical cluster of top ten countries having research focus on followership.

iv) The research on followership is more focused in the prominent clusters of leadership and psychology (see Figure 3). The less explored theme like followership theories and perception (See Appendix A Table 2) are now getting research attention by congruence of cognitive followership centric perspective with followers’ engagement at work (Veestraeten et al., 2021).

The essence of the bibliographic analysis is based on the notion that followership is an integral part of the leadership process and research should see independent role of followership in leadership process – even today research scholars are advocating the same (Uhl-Bien, 2021; Stern, 2021).
5.2. Limitations and Future Research Directions

In the present paper the mapping of followership has few limitations. Firstly, the data was retrieved from WOS database - other databases like Scopus, EBSCO and ProQuest can be explored. Secondly, the research analyzed documents from journal articles, early access and reviews whereas there are few books on followership that provide valuable insight, conceptual models and methods in the followership domain (Koonce et al., 2016; Riggio et al., 2008; Schindler, 2014). Thirdly, the keyword co-occurrence analysis generated four clusters with 59 themes (Table 2) on followership, the selection of keywords was limited to word followership.

The research on followership requires extensive exploration in terms of follower’s perspective. During COVID-19, the role of followership has emerged differently (Uhl-Bein, 2021a), the situation and culture of organizations is totally different in post pandemic that opens a new room for research in followership domain (Uhl-Bein, 2021b). For instance, how uncertainty during and after pandemic will affect the leader-follower relationship? What role followers may play at work or work from home scenarios? What is the role of technology in shaping followership behavior? These are the few questions that are unanswered by the contemporary research till date.

References


Management, 21(2), 144-162. 
https://doi.org/10.1080/14697017.2021.1917490

https://doi.org/10.1016/j.leaqua.2013.11.007


Vogel, B., Reichard, R. J., Batistič, S., & Černe, M. (2020). A bibliometric review of the leadership development field: How we got here, where we are, and where we are headed. Leadership Quarterly. https://doi.org/10.1016/j.leaqua.2020.101381


http://www.webology.org
Appendix A

Table 1: Document’s Retrieval Steps in Web of Science (WoS)

<table>
<thead>
<tr>
<th>Steps in WoS</th>
<th>Data Searching &amp; Refining (WoS Core Collection)</th>
<th>Documents Retrieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 2</td>
<td>Refined by: DOCUMENT TYPES: (Article or Review or Early Access)</td>
<td>N= 434</td>
</tr>
<tr>
<td>Step 3</td>
<td>Refined by: DOCUMENT TYPES: (Article or Review or Early Access) and Languages: (English)</td>
<td>N= 432</td>
</tr>
</tbody>
</table>

Source: Tabulated by authors

Table 2: Co-occurrence Clustering of Keywords on Followership research

<table>
<thead>
<tr>
<th>Cluster color</th>
<th>Number of Keywords</th>
<th>Clustered Key words</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (red)</td>
<td>35</td>
<td>Followership, leadership, performance, transformational leadership, model, management, behavior, work, power, personality, perceptions, identity, implicit leadership, member exchange, organizations, charismatic leadership social identity, self, consequences, followership theories, communication, perspective, evolution, individual-differences, dynamics, leader-member exchange, organization, decision-making, impact, moderating role, authentic leadership, romance, charisma, construction</td>
</tr>
<tr>
<td>Rank</td>
<td>Journal</td>
<td>Document</td>
</tr>
<tr>
<td>------</td>
<td>----------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>1</td>
<td>Leadership Quarterly</td>
<td>40</td>
</tr>
<tr>
<td>2</td>
<td>Leadership</td>
<td>28</td>
</tr>
<tr>
<td>3</td>
<td>Journal of Business Ethics</td>
<td>8</td>
</tr>
<tr>
<td>4</td>
<td>Personality and Social Psychology Bulletin</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Political Psychology</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>Journal of Leadership and Organization Development</td>
<td>13</td>
</tr>
<tr>
<td>7</td>
<td>Leadership and Organization Development</td>
<td>17</td>
</tr>
</tbody>
</table>

Note. TLS (Total Link Strength), calculated on basis of bibliographic coupling links with other Journals

Source: Elaborated by author
Table 4: Bibliographic Coupling of Influential Countries on Followership research

<table>
<thead>
<tr>
<th>Country</th>
<th>Documents</th>
<th>Citations</th>
<th>TLS</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>142</td>
<td>3567</td>
<td>49625</td>
</tr>
<tr>
<td>England</td>
<td>73</td>
<td>3001</td>
<td>34969</td>
</tr>
<tr>
<td>Netherlands</td>
<td>31</td>
<td>1107</td>
<td>17753</td>
</tr>
<tr>
<td>Germany</td>
<td>41</td>
<td>1081</td>
<td>19173</td>
</tr>
<tr>
<td>Australia</td>
<td>56</td>
<td>1028</td>
<td>24621</td>
</tr>
<tr>
<td>New Zealand</td>
<td>14</td>
<td>628</td>
<td>8360</td>
</tr>
<tr>
<td>Canada</td>
<td>31</td>
<td>607</td>
<td>9772</td>
</tr>
<tr>
<td>Israel</td>
<td>13</td>
<td>314</td>
<td>8894</td>
</tr>
<tr>
<td>Denmark</td>
<td>18</td>
<td>250</td>
<td>5609</td>
</tr>
<tr>
<td>Peoples R China</td>
<td>37</td>
<td>244</td>
<td>18149</td>
</tr>
<tr>
<td>Sweden</td>
<td>18</td>
<td>140</td>
<td>8977</td>
</tr>
<tr>
<td>Portugal</td>
<td>10</td>
<td>130</td>
<td>4105</td>
</tr>
<tr>
<td>South Korea</td>
<td>10</td>
<td>103</td>
<td>3747</td>
</tr>
</tbody>
</table>

Note. TLS (Total Link Strength), calculated on basis of bibliographic coupling link with other countries
Source: Tabulated by authors

Table 5: Bibliographic Coupling of Influential Publications on Followership

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Article</th>
<th>Journal</th>
<th>Author/ Year</th>
<th>Citation</th>
<th>TLS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Followership theory: A review and research agenda.</td>
<td>Leadership</td>
<td>Uhl-Bien, Riggio, Lowe, and Carsten, 2014</td>
<td>400</td>
<td>74</td>
</tr>
<tr>
<td>3</td>
<td>The origin and evolution of leadership.</td>
<td>Current Psychology</td>
<td>King, Johnson, and Van Vugt, 2009</td>
<td>246</td>
<td>10</td>
</tr>
<tr>
<td>4</td>
<td>Rethinking followership: A post-structuralist analysis of follower identities.</td>
<td>Leadership Quarterly</td>
<td>Collinson, 2006</td>
<td>221</td>
<td>23</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>6</td>
<td>Exploring social constructions of followership: A qualitative study.</td>
<td>Leadership Quarterly</td>
<td>Carsten, Uhl-Bien, West, Patera &amp; McGregor, 2010</td>
<td>162</td>
<td>37</td>
</tr>
<tr>
<td>7</td>
<td>Implicit Leadership and Followership Theories in the wild: Taking stock of information-processing approaches to leadership and followership in organizational settings.</td>
<td>Leadership Quarterly</td>
<td>Epitropaki, Sy, Martin, Tram-Quon, &amp; Topekas, 2013</td>
<td>160</td>
<td>56</td>
</tr>
<tr>
<td>8</td>
<td>What do you think of followers? Examining the content, structure, and consequences of implicit followership theories.</td>
<td>Organizational Behavior and Human Decision Processes</td>
<td>Sy, 2010</td>
<td>155</td>
<td>37</td>
</tr>
<tr>
<td>9</td>
<td>The link between leadership and followership:</td>
<td>Personality and Social</td>
<td>Haslam &amp; Platow, 2001</td>
<td>153</td>
<td>4</td>
</tr>
</tbody>
</table>
How affirming social identity translates vision into action.

| 1 | Approaching the innovation frontier in Korea: the transition phase to leadership. | Research Policy | Hobday, Rush & Bessant, 2004 | 152 | 0 |

Note. TLS (Total Link Strength) calculated on basis of bibliographic coupling links with other documents.

Source: Elaborated by authors