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# Effect of Follower Goal Orientation and Behavior on Leader-Member Exchange (LMX)

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This study aimed at examining the influence of followers' behaviour leader-member exchange (LMX), using two self-administered questionnaires completed by dyads (leaders and followers). The participants of the study were the leaders (30) and followers (182) from a public sector university. The findings suggested that followers' characteristics and their behaviours were strong predictors of their leader's perception of followers. Additionally, the study found a combined effect of followers' behaviour and leaders' perception in developing good quality exchange (LMX) among them. The results provide significant implications for followership research theory and extend comprehension of the role of followers in leadership research.

*Keywords:* goal orientation, passive/proactive behaviour, perceived follower support, LMX, followership theory

Leadership scholars have widely studied traits, characteristics, skills, and behaviours of leaders (Yukl, 2011), and have considered them as heroes when an organization is doing well. Nevertheless, followers are 80% responsible for the success of any organization (Kelley, 1992). So far, a handful research studies have examined unique traits, characteristics, and behaviours of followers that influence leader-follower relationship (Baker, 2007; Bligh, 2011; Collinson, 2006; Crossman & Crossman, 2011; Lapierre & Carsten, 2014; Lapierre & Bremner, 2010). Followership is a vital part of the leadership process because, without it, there is no leadership (Uhl-Bien, Riggio, Lowe, & Carsten, 2014).In their seminal work, Uhl-Bien et al. (2014) presented followership (follower-centric) theory by focusing (reversing the lens) on followers' perceptions of roles in affecting leaders and the leadership process; how people come together in a social process to co-create leadership and followership. These ideas haven't been tested empirically. This study attempts to test the former view of the theory, which identifies the follower as a "causal agent" and considers how followers influence their leader's attitudes, behaviours, and outcomes. In this research, the goal orientation theory is implicated in understanding followership roles and behaviours (Uhl-Bien et al., 2014). We examine goal orientations, not as explicit behaviours but as "trait-like" beliefs that followers hold regarding their roles in organizations.

**Goal Orientation**

Individuals have different views about goal orientation defined as "disposition toward developing or demonstrating ability in achievement situations" (VandeWalle, 1997, p.57),. Two kinds of goal orientations include learning and performance goal orientation. Learning goal orientation "entails striving to develop one's skills and abilities, advance one's learning, understand the material, or complete or master a task" (Elliot, 1999). Performance goal orientations include proving and avoiding goal orientations (VandeWalle, 2003); proving goal orientation is defined as the "desire to prove one's competence and to gain favourable judgments about it" (VandeWalle, 1997, 2003, p.57) and shows the desire of the employee to be a high performer. The avoiding goal orientation represents a desire to avoid instances of low beliefs (VandeWalle, 1997, 2003). High-performance employees engage in proving goal orientations, where they outshine by achieving goals and avoid (avoiding goal orientations) every situation in which they cannot perform well and are likely to receive a negative evaluation. Such employees adopt goals where there is no chance of failure (Elliot & Church, 1997).

**Followership Behaviour**

Followership behaviour is divided into two major categories namely passive and proactive followership behaviour (Carsten et al., 2010). Passive followers follow their leader through taking orders and doing task accordingly and think leaders are knowledgeable and expert in the fields. Passive followers fulfil their assigned task without asking any questions, are less creative, avoid taking opportunities and doing the task in new ways (Carsten et al., 2010).In contrast, the proactive followers look out for challenging situations, influence strategies and take initiatives in completing the assigned task. Proactive followers engage in *extra-role* behaviours as a civic virtue, with altruism, courtesy and interpersonal helping (Bremner & Lapierre, 2011), and *upward influence* their leaders by rational persuasion, inspirational appeal, consultation, personal appeal, and legitimizing (Lapierre & Bremner, 2010, see Figure 1 below for details on this comparison).

**Perceived Follower Support**

Perceived follower support (PFS) is defined as a "set of demonstrated [supporting] behaviours that are intended to influence followers" (Miles, 2014, p.33). Eisenberger, Wang, Mesdaghinia, Wu, and Wickham (2013) suggested that this influences leader-follower bonding; for this perceived follower support has a positive effect on job satisfaction, turnover intention, absenteeism, and work-team cohesion.

**Leader-member exchange (LMX)**

Leaders and their followers develop a relationship within the work environment and its quality is defined by material resources, mental effort, physical effort or/and support exchange between followers and leaders (Liden, Sparrowe, & Wayne, 1997). A good quality LMX leads to an exchange of resources, support and effort between leaders and members, In contrast, relationship with low LMX is characterized by a less or minimal interchange of resources, support, and effort between these parties. Previous studies suggest that high LMX is positively associated with commitment, satisfaction and performance (Gerstner & Day, 1997; Liden et al., 1997). Studies also consistently show a positive relationship between LMX and

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organizational commitment (Allinson, Armstrong & Hayes, 2001; Ansari, Daisy, & Aafaqi, 2001; Graen et al., 1996; Masterson et al., 2000; Tyler, 1991). A good LMX is also a contributor to successful leadership. In this study, LMX is considered an effective followership outcome as it benefits the follower to get the required resources and support from their leader.

We aim to examine: a) effect of three types of goal orientations of followers on followership behaviour, b) effect of followership behaviour on Perceived follower support PFS, c) and the combined effect of followership behaviour and PFS on LMX. The following diagram (Figure 2) explains these objectives, followed by appropriate hypotheses.

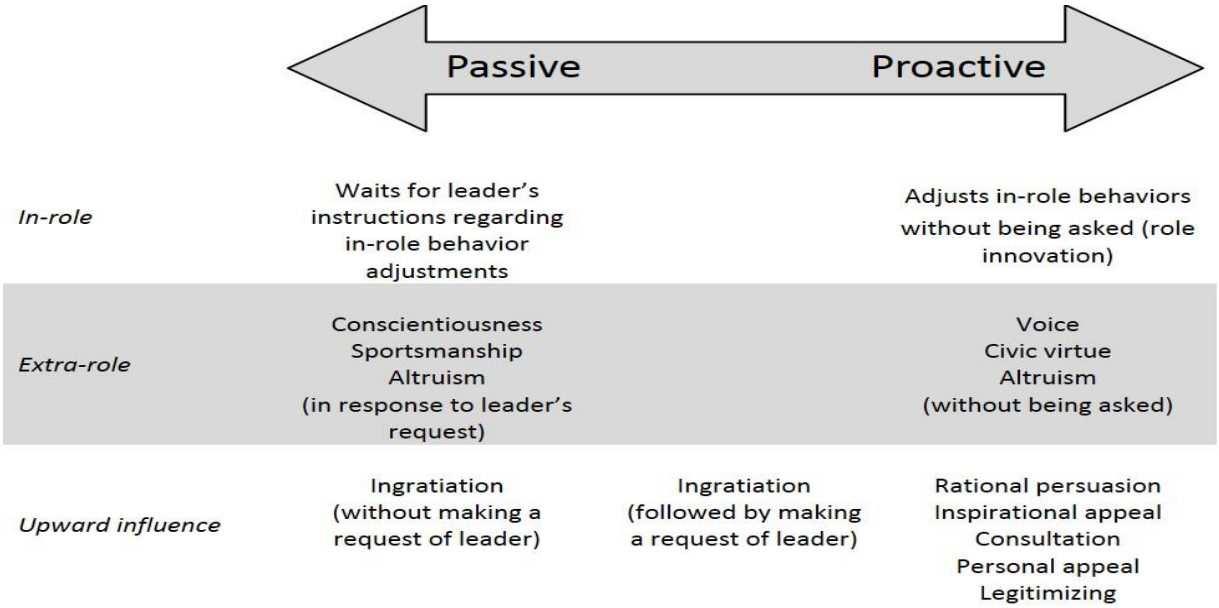


*Figure:1.* Followership behaviour continuum and display of In-Role, Extra-Role behaviours, including Upward Influence tactics (Source: Lapierre & Bremner, 2010)

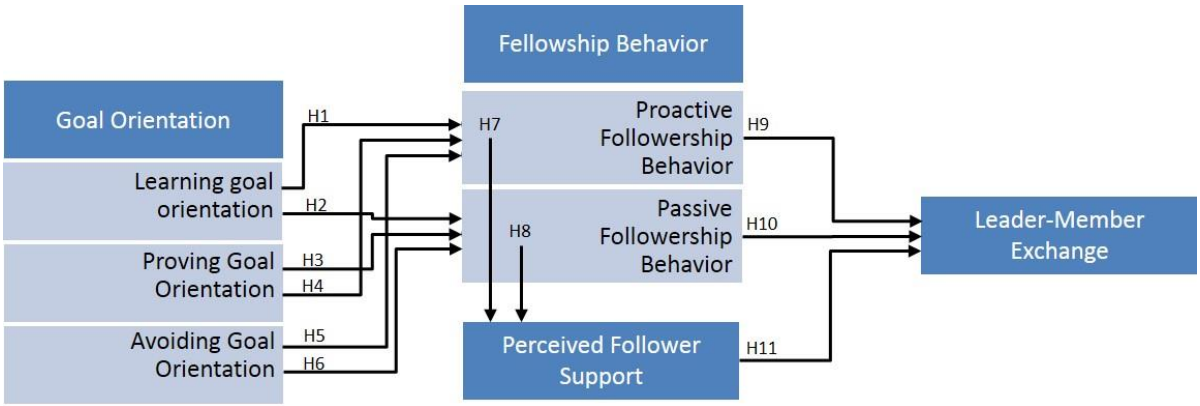


*Figure2.* Research Model, with listed hypotheses (H), see text for details below.

$H_1$: Learning goal orientation positively correlates with proactive followership behaviour.
$H_2$: Learning goal orientation negatively correlates with passive followership behaviour.
$H_3$: Proving goal orientation positively correlates with higher passive followership behaviour.
$H_4$: Proving goal orientation negatively correlates with proactive followership behaviour.
$H_5$: Avoiding goal orientation positively correlates with passive followership behaviour.
$H_6$: Avoiding goal orientation negatively correlates with proactive followership behaviour.
$H_7$: There is a positive relationship between proactive followership behaviour and PFS.
$H_8$: There is a negative relationship between passive followership behaviour and PFS.
$H_9$: Proactive followership behaviour positively correlates with LMX.
$H_{10}$: Passive followership behaviour negatively correlates with LMX.
$H_{11}$: PFS would be positively correlated with LMX.

## Method

### *Sample*

The research was conducted with employees in a public-sector university located in Lahore. The reason behind the selection of this educational organization was its large size, where employees work in leader-follower dyads. The target population of all dyads consisted of all departments at three campuses of this university. Approximately 300 dyads in all campuses were identified with employee list provided by the Head of the Department (HOD). Through a simple random sampling technique, the 182 dyads were selected and data were composed. Concerned HOD of each department received a consent letter, questionnaire for leader and follower and an envelope to return the survey's questionnaire.

A unique code was assigned to each dyad (e.g., F1, L1) written on each questionnaire. The list of codes with teachers' name was provided to the HOD of each department. Total 200 questionnaires were returned; the response rate was 60 percent which is considered suitable for social sciences research (IBM Corp, 2012). Out of these questionnaires, eight were not assigned the code properly due to some administrative difficulties. In addition, ten questionnaires were rejected due to incomplete answers.

The leader sample consisted of 30 leaders. Leaders were educated, experienced and mature as it can be seen from the mean values of education, experience, and age, which were about 16 years, 5.5 years and 35 years, respectively. The follower sample consisted of 182 followers, 73% were female. The respondents were professional and experienced as they had an average education of 16 years and organizational tenure of 4.26 years approximately. Average value of supervisory tenure is 2.21, which is appropriate to analyze the relationship between dyads. The research instrument was adopted, however, the validity-related evidence in the current study discussed in the factor analysis section. It is assumed that factor analyses (Exploratory Factor Analysis/ EFA & Confirmatory Factor Analysis/ CFA) are techniques applied to a set of constructs to pattern their validity.

### *Measures*

**Goal Orientation**. It is 13-item scale validated and developed by VandeWalle(1976) and consists of three subscales, learning goal orientation, proving goal orientation and avoiding goal orientation. Each item is measured on a 5-point Likert-type scale (5=strongly agree, and 1=strongly disagree). The validity and reliability of the questionnaire are ensured through EFA (see Table 3). However, section-wise reliability was also assessed. The reliability of these 13 items was α=.91. The validity was also ensured by two experts in the related field of leadership. Moreover, the factor analyses (EFA & CFA) were also conducted to ensure the validity of the scale and reported in the analysis section of this paper.

**Followership Behavior**. This construct was measured by the 10-item scale developed by Carsten, Uhl-bien and West (2008) for both passive and proactive types. A 5-point Likert-type scale ranging from (1=not at all,5=to a great extent) was used. The scales lists five items for measuring the passive type of followership behaviour, and the other five items for the proactive type of followership behaviour. The reliability of these 10 items was α=.72. The validity was also ensured by two experts in the related field. Moreover, the factor analyses (EFA and CFA) was also run to ensure the validity of the scale.

**Perceived Follower Support (PFS).**This construct was measured by an a10-item scale developed and validated by Eisenberger (2013). **PFS** is defined as the leaders believe that their followers are appreciating their efforts and care about their well-being. This construct is the perception of the leader, therefore, asked the leader. The reliability of these 10 items was α=.88. The validity was also ensured by two experts in the related field. Moreover, the factor analysis (EFA & CFA) was also conducted to ensure the validity of the scale and reported in the analysis section of this paper.

**Leader-Member Exchange (LMX) Scale.** This measure is a 7-item scale developed and validated by Liden and Maslyn (1998). The followers were asked to show their level of agreement with every statement. The 7-point Likert scale is used for this purpose where (1= strongly disagree; 7= strongly agree). Four variables are controlled due to their possible influential effect on defined relationships. These variables include followers'age, relationship tenure (with the current leader) and organization tenure, because these variables may be exposed differently in a relationship with their leader. Further gender is controlled because the researcher has argued in preferences of individuals based on their gender. The reliability of these 7 items was α=.79. The validity was also ensured by two experts in the related field. Moreover, the factor analyses (EFA and CFA) were also run to ensure the validity of the scale.

Table 1
*Measures of the Study*

| Sr. No | Measures | Items |
|---|---|---|
| 1. | Goal Orientation | 13 |
| 2. | Followership Behavior | 10 |
| 3. | Perceived Follower Support | 10 |
| 4. | Leader-Member Exchange | 7 |

### Data Analysis

Structural equation modelling (SEM) through AMOS 21.0was used for testing of proposed hypotheses.

The results of descriptive statistics are given in Table 2, showing the significant correlation between study variables and all control variables have no correlation with study variables. It is suggested that only significantly correlated control variables with dependent variables should be considered in the regression model (Petersitzke, 2009). Therefore, control variables are not included in the final analysis.

At first 40 items from 7 scales are incorporated into EFA to certify the validity of the construction items included in the questionnaire. This analysis results in seven scales utilizing the tenet of eigenvalue > 1 (Lattin et al., 2003). Factors which have a flat-out value under .30 are considered as inconsequential and usually smothered (Fabrigar et al., 1999). The first factor is involved in five items referring to the proactive followership behaviour. Second factor comprised of five items identified with learning dimension of goal orientation. The LMXis spoke to by four items. The fourth scale speaks to the second dimension of goal orientation i.e. performance prove. The fifth scale comprises 3 items representing performance-avoid goal orientation. Next scale is consisting of 2 items representing proactive followership behaviour. The last scale consists of 3 items representing passive followership behaviour. In this process, 12 items were required to be removed from all scales due to their less loading and negative loadings. Other than this all other measured items precisely stack on relevant constructs. Table No 2. is speaking to the consequences of EFA.

Confirmatory factor analysis was run to assess the validity of constructs by using the AMOS 21. All items are assembled in AMOS 21(IBM, 2012) to perform CFA and taking after model fit pointer are utilized to accept the ampleness of model (Byrne, 2001), particularly CMIN/df, TLI, CFI, RMSEA. If the TLI and CFI values are above 0.80 and value of RMSEA is below 0.08, it demonstrates the better model fit (Kline, 2011; Hair, Black, Babin, & Anderson, 2010). To begin with the model by putting all factors into seven factors is broken down. Strategy to connect the modification indices is utilized to improve model fit value. The structural model of 7 factors with proposed relationships is tested for model fitness. The indicators of model fitness for this structural model are also fair enough. Therefore, we can move forward. (CMIN/df = 2.633, GFI = 0.805, CFI = 0.809, RMSEA = 0.075). The measurement model is given in figure 2.

Moreover, the discriminant and convergent validities were processed for each factor, by taking after the procedure given by Hair et al. (2010). They propose that convergent validity of factors is perceived if the value of average variance extracted (AVE) is under 0.50. They likewise propose that the scale's reliability is excellent if the value of composite reliability (CR) is more than 0.70 and discriminant validity will be known as great if the value of MSV (maximum shared variance) is not exactly AVE. The consequence of this study is given in the table underneath, speaking to that the criteria of validity and reliability are satisfied by this data. There is no issue of validity and reliability in the sizes of this study. The result of this study is given in Table 3.

Table 2
*Pattern Matrix*

| | Component | | | | | | |
|---|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| PFS1 | .903 | | | | | | |
| PFS2 | .862 | | | | | | |
| PFS3 | .841 | | | | | | |
| PFS5 | .797 | | | | | | |
| PFS4 | .709 | | | | | | |
| GO7 | | .905 | | | | | |
| GO5 | | .852 | | | | | |
| GO6 | | .787 | | | | | |
| GO4 | | .638 | | | | | |
| GO8 | | .597 | | | | | |
| LMX2 | | | .829 | | | | |
| LMX3 | | | .794 | | | | |
| LMX4 | | | .720 | | | | |
| LMX5 | | | .712 | | | | |
| LMX6 | | | .644 | | | | |
| LMX7 | | | .622 | | | | |
| GO11 | | | | .921 | | | |
| GO10 | | | | .785 | | | |
| GO13 | | | | .687 | | | |
| GO12 | | | | .650 | | | |
| GO1 | | | | | .956 | | |
| GO2 | | | | | .886 | | |
| GO3 | | | | | .683 | | |
| PFB4 | | | | | | .877 | |
| PFB3 | | | | | | .835 | |
| PFB8 | | | | | | | .770 |
| PFB9 | | | | | | | .662 |
| PFB7 | | | | | | | .643 |

Table 3
*Model Fit Summary for CFA and Alternative Model*

| Model | CMIN/DF | GFI | TLI | CFI | RMSEA | PCLOSE |
|---|---|---|---|---|---|---|
| Measurement Model | 2.55 | 0.81 | 0.81 | 0.84 | 0.072 | 0 |
| Hypothesized Model | 2.63 | 0.80 | 0.80 | 0.83 | 0.075 | 0 |

Table 3
*Validity and Reliability*

| Variables | CR | AVE | MSV | ASV |
|---|---|---|---|---|
| Proactive Followership Behavior | 0.770 | 0.626 | 0.277 | 0.090 |
| Perceived Follower Support | 0.870 | 0.584 | 0.006 | 0.003 |
| Leader Member Exchange | 0.788 | 0.587 | 0.139 | 0.074 |
| Goal Orientation A | 0.855 | 0.601 | 0.303 | 0.097 |
| Goal Orientation B | 0.778 | 0.540 | 0.236 | 0.118 |
| Goal Orientation C | 0.902 | 0.756 | 0.303 | 0.066 |
| Passive Followership Behavior | 0.793 | 0.533 | 0.277 | 0.113 |

CR= Composite reliability AVE= Average Variance Extracted MSV= Maximum Shared Variance ASV= Average Shared Variance

Table 4
*Correlations among Study Variable*

| Variables | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | **9** | **10** | **11** |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Gender | 1 | | | | | | | | | | |
| 2 | Age of follower | -.284** | 1 | | | | | | | | | |
| 3 | Education of follower | -.104 | .225** | 1 | | | | | | | | |
| 4 | Organizational Tenor | -.038 | .297** | .335** | 1 | | | | | | | |
| 5 | Goal Orientation A | -.123 | .092 | .103 | -.133 | 1 | | | | | | |
| 6 | Goal Orientation B | -.105 | .015 | -.093 | -.082 | .444** | 1 | | | | | |
| 7 | Goal Orientation C | -.163* | -.018 | .250** | -.063 | .599** | .091 | 1 | | | | |
| 8 | Proactive Followership Behavior | -.047 | .119 | -.066 | .007 | .158* | .544** | -.003 | 1 | | | |
| 9 | Passive Followership Behavior | .014 | .053 | -.175* | .036 | .164* | .572** | .041 | .596** | 1 | | |
| 10 | Perceived Follower Support | .034 | .011 | .007 | -.070 | .010 | -.076 | -.051 | -.083 | -.047 | 1 | |
| 11 | Leader Member Exchange | -.124 | .050 | -.051 | -.102 | .345** | .383** | .333** | .218** | .407** | -.028 | 1 |

n=182; *$p$< 0.05, **$p$< 0.01

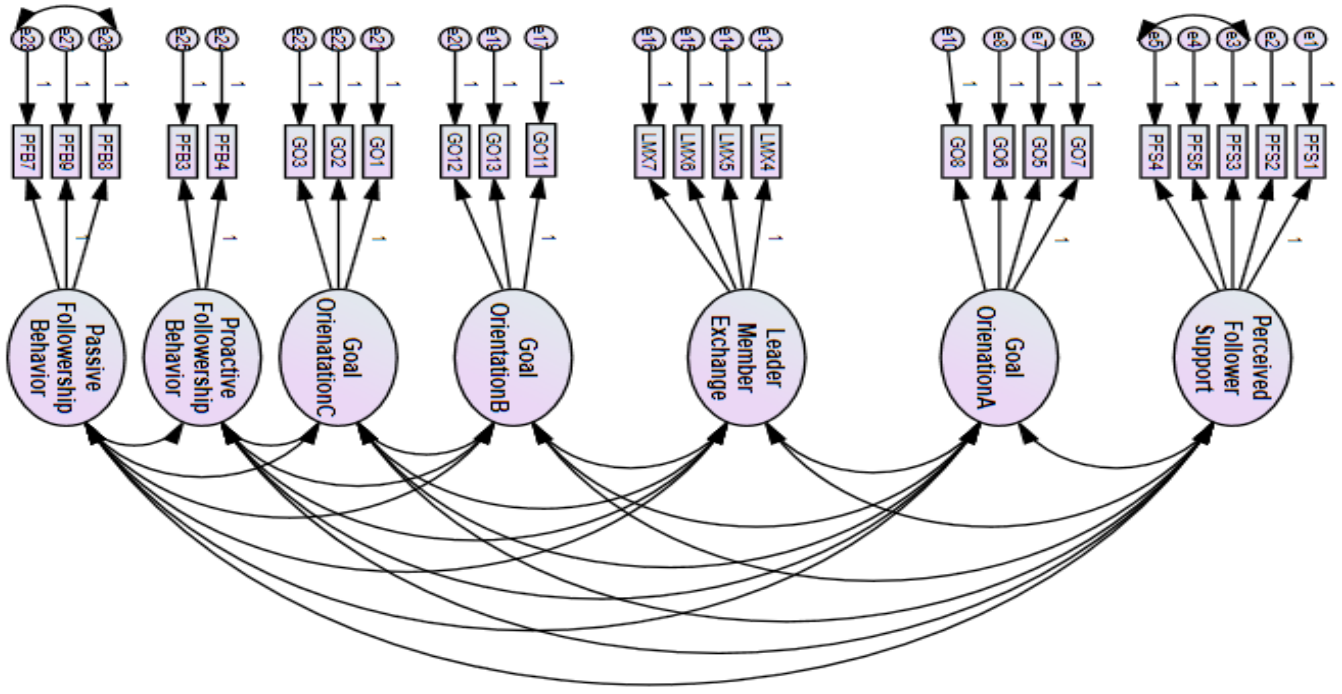


Figure 2. Measurement Model

## Results

Research hypotheses and proposed model were produced to answer the exploratory questions brought up in the data analysis section of this paper. This section manages the testing and the after effects of this model by utilizing the SEM yield. All conceivable paths of the proposed model and their significance were checked using AMOS 21.0 (Arbuckle, 2012). SEM discoveries are given in Table 5 and were assessed on the premise of β value and p-value. The standard principle for choice (p-value under .05) is taken after here to choose the significance of β values between variables.

Hypothesis 1 predicted a positive relationship between learning goal orientation and proactive followership behaviour, however regression weights (Table 4, Figure 3) and also shows in the structural model (Figure 3). The findings show that there is no significant relationship between these variables (Estimate, as the value of standardizing estimates, are 0.066, -.062 with $p$ =-value = 0.604, 0.63 respectively.

Hypothesis 2, predicted a negative relationship between learning goal orientation and passive followership behaviour, however, regression weights (Table 4, Figure 3) show that there is no significant relationship between these variables (Estimate, -.06, $p$ = .63, see Table 5).

Hypothesis 3, predicted a positive relationship between proving goal orientation and proactive followership behaviour, and regression weights (Table 4, Figure 3) show that there is a significant relationship between these variables (Estimate, .40, $p$<.0001, see Table 5).

Hypothesis 4, predicted a negative relationship between proving goal orientation and passive followership behaviour, and regression weights (Table 4, Figure 3) show that there is a significant negative relationship between these variables (Estimate, .55, $p$ = .001, see Table 5).

Hypothesis 5predicted a positive relationship between avoiding goal orientation and passive followership behaviour, however, regression weights (Table 4, Figure 3) suggested that there was no significant relationship between these variables (Estimate, -.09, $p$ = .45, see Table 5).

Hypothesis 6, predicted a negative relationship between avoiding goal orientation and proactive followership behaviour, however, regression weights (Table 4, Figure 3) suggested that there was no significant relationship between these variables (Estimate, .10, $p$ = .42, see Table 5).

Hypothesis 7 predicted a positive relationship between proactive followership behaviour and PFS, and regression weights (Table 4, Figure 3) show that there is an insignificant positive relationship between these variables (Estimate, .99, p = .02, see Table 5).

Hypothesis 8, predicted that there would be a negative relationship between passive followership behaviour and PFS and regression weights (Table 4, Figure 3) show that there is a significant negative relationship between these variables (Estimate, 1.02, p = .008, see Table 5).

Hypothesis 9, predicted higher proactive followership behaviour would be positively associated with LMX and regression weights (Table 4, Figure 3) show that there is a significant positive relationship between these variables (Estimate, .42, p = .01, see Table 5).

Hypothesis 10, predicted higher passive followership behaviour would be negatively associated with LMX, and regression weights (Table 4, Figure 3) show that there is a significant negative relationship between these variables (Estimate, .38, p = .01, see Table 5).

Hypothesis 11, predicted PFS would be positively associated with LMX, and regression weights (Table 4, Figure 3) show that there is a significant positive relationship between these variables (Estimate, .85, p = .02, see Table 5).

Table 5
*Standardized Regression Weights for Structural Model*

| Hypotheses | Path of Variables | | | Estimate | *p* |
|---|---|---|---|---|---|
| Hypothesis 1 | Proactive followership behaviour | ◄ | Goal orientation A | .06 | .60 |
| Hypothesis 2 | Passive followership behaviour | ◄ | Goal orientation A | -.06 | .63 |
| Hypothesis 3 | Proactive followership behaviour | ◄ | Goal orientation B | .40 | .001 |
| Hypothesis 4 | Passive followership behaviour | ◄ | Goal orientation B | .55 | .001 |
| Hypothesis 5 | Proactive followership behaviour | ◄ | Goal orientation C | -.09 | .45 |
| Hypothesis 6 | Passive followership behavior | ◄ | Goal orientation C | .10 | .42 |
| Hypothesis 7 | Perceived follower support | ◄ | Proactive followership behaviour | .99 | .02 |
| Hypothesis 8 | Perceived follower support | ◄ | Passive followership behaviour | -1.02 | .008 |
| Hypothesis 9 | Leader-member exchange | ◄ | Proactive followership behavior | .42 | .01 |
| Hypothesis 10 | Leader-member exchange | ◄ | Passive followership behaviour | .38 | .01 |
| Hypothesis 11 | Leader-member exchange | ◄ | Passive followership behaviour | .85 | .02 |

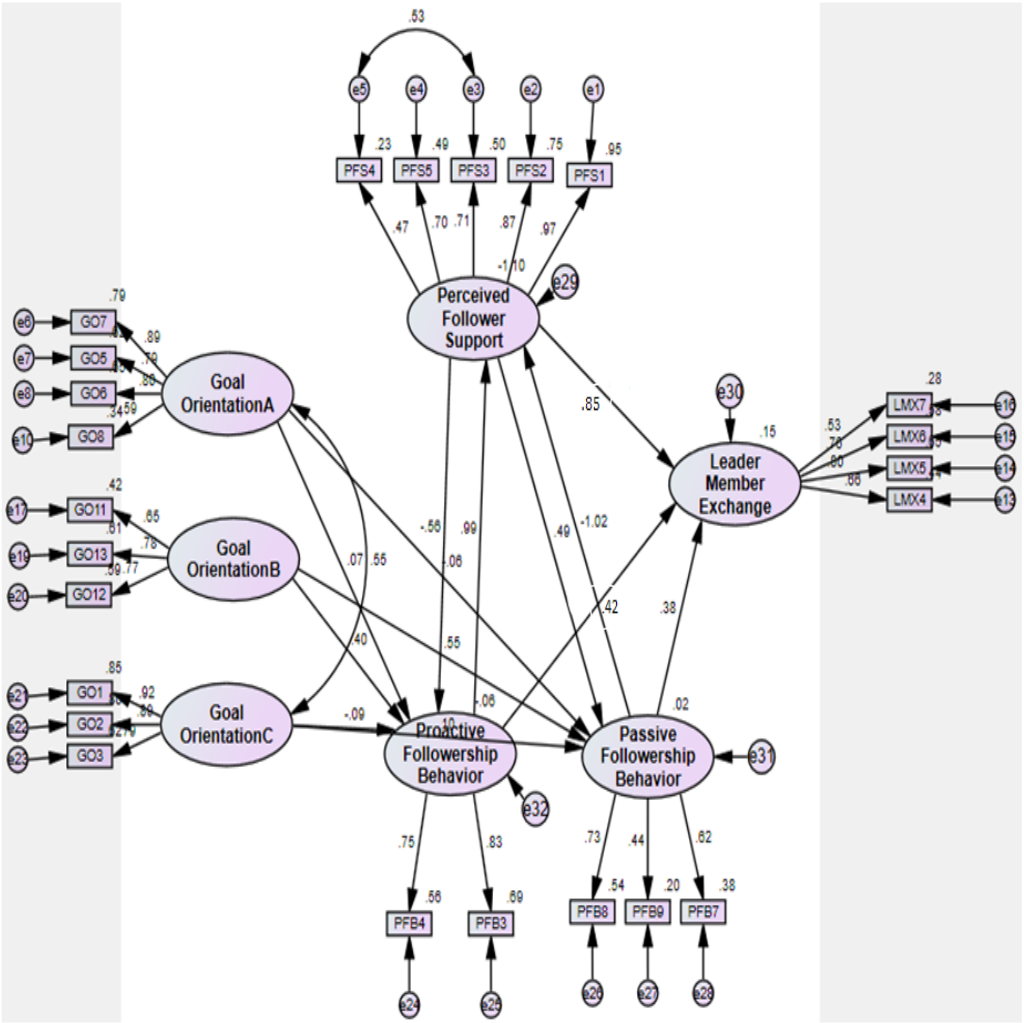


*Figure 3* Structural Model

## Discussion

The results of the study contribute to leadership and followership literature by enhancing the understanding of followers' role in the process of leadership by recognizing their characteristics that were contributing to the LMX. Recent research focuses on the contribution of followers in leadership process with the development of followership theory. Though there is little literature available to predict that which characteristics are contributing to the development of followership outcomes i.e. LMX and underlying mechanisms that clarify this relationship. Hence, this study examines the effect of goal orientation of followers on LMX, and this relationship is explained by followers'passive/proactive followership behaviour, and leader has perceived follower support. The study advances the understanding of leadership by turning the focus of research lens on followers instead of leaders through followership theory i.e., 'study of the nature and impact of followers and following in the leadership process'. The study findings are consistent with the proposed model.

Results of the study found that there was a significant relationship between the followers' characteristics and their followership behaviour with the leader. The study results were predictable with the proposed model. The first hypothesis was among the followers' goal orientation and their passive/proactive followership behaviour. The results showed that there was a noteworthy relationship between the performance-proven goal orientation and their followership behaviour leader. Other two dimensions (hypothesis II) have no relationship with their behaviour. This outcome is giving exact backing to turning around the lens show that proposes that, followers' characteristics influence their taking after conduct with their leader. This is by the discoveries of Torres (2014), inspect that followers' characteristics will influence their understood followership hypotheses (IFT's) and certain leadership speculations (ILT's), at last influence their inclination for hireling leadership.

Secondly, the study proposes that passive and proactive followership behaviour will print followers certain impression in the brains of leaders with the goal that leader can see them as steady followers. Particularly the proactive demonstrations followers should more honest to goodness and truth, in this way leader will think of them as more steady. The end results of the study find reliable exact results for this association. This additionally gives proof that the conduct of the follower impacts the recognition and conduct of the

leader. Later it was guessed that followers' followership behaviour and the leader is perceived followers' support will co-construct the LMX. From these, we can see that performance-oriented goal orientation is most important in an educational organization as compared to other goal orientation.

### *Implications*

There are different implications for associations based on examinations in followership zone. Comprehension followers' followership conduct and its impact on a leader's conduct in the association can help in encouraging leader-follower relationship in the association. This suggestion is bolstered by the (Coyle, Foti, Giles, Langford, & Holup, 2013), as they propose that there is consistency amongst followers and leaders' models specifically influences the nature of LMX. Inconsistency and miscommunication amongst leaders and followers' desires frequently happen in associations; in this manner comprehension of followers' and leader's conduct, that are compatible with each other in regards to the desires of leaders and followers, may have positive effect on organizational commitment, job satisfaction and prosperity (Epitropaki & Martin, 2004). Say in 2010 additionally discovered comparable backing of positive relationship amongst IFTs and job satisfaction of followers and their prosperity

Training is a capacity that is broadly utilized as a part of the organizational setting and is utilized as an approach to use human capital as an aggressive asset. By enhancing the followership skills of representatives, at last, propel the successful leadership result, in this manner organizational change can be expanded (Hurwitz & Hurwitz, 2009). Moreover, attempting to see how leaders see and respond to followership styles ought to likewise furnish associations with the capacity to enhance input to workers and help followers to assess their followership styles (Schyns, Kroon, & Moors, 2008). The essential target of this study was to comprehend the way followers can influence association with the leader. Results find that the harmoniousness between a proposed followership conduct and their leader's recognition influenced the LMX. Essentialness consequence of study is proposing that the proactive followership conduct has a beneficial outcome on the leader's view of followers saw backing and this behaviour and leader's discernment co-build the LMX on their supporters. The results of the study highlight the need for further examination future exploration of follower characteristics and followership conduct which are viable in building up the followership results.

### *Limitations and Suggestions*

The primary limitation of this study is the cross-sectional accumulation of data. However, by utilizing the prior speculative system and data gathering from both sources; leader and follower help to enhance this limitation fundamentally. Be that as it may, it will be good to test the model by utilizing the test outline or longitudinal strategies. The second real limitation of this study is the sample size. The testing size differs on the premise of some variables, the model's intricacy and missing data and numerous other (Muthén and Muthén, 2002). This study concentrates on the standout individual characteristics of follower that influence the followers conduct; future exploration ought to consider other essential individual characteristics (Machiavellianism), motivations and discernment (FIFTs, the sentiment of leadership and followership personality) of followers who can influence individuals after conduct. Future examinations ought to likewise consider the other followership practices like activity taking, dutifulness, resistance, voice, contradiction and criticism looking for in subtle element since this concentrate just spotlights on proactive followership conduct. The LMX in one of the real followership result: lead to viable leadership process, yet there is a number of different variables (casual leadership, follower viability,) that contribute to successful leadership that should be explored completely. This study would contribute to the literature in several ways. Frist, it would expand the leadership literature and provide help to understand the leadership in the context of followership.

### *Conclusion*

We have only a little knowledge on followers' role in the leadership process. Therefore, in this study, we explored the impact of followers' goal orientation on their followership behaviour. Further, we examined how this behaviour will influence the leaders' perception and work outcomes. This study brings a new viewpoint to the significance of follower role in the leadership process and defines how beliefs about goal orientation of followers can influence both following behaviour and leaders' perception and relationship level outcome LMX.

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