

Understanding Authentic Followership from Empirical Research: A Scoping Review

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Abstract. Authentic followership is a new concept that has developed in recent years. Authentic followership is a form of follower behavior that emphasizes awareness and authentic desired which are manifested in the initiative to be involved in achieving organizational goals through a sense of ownership, openness, non-defensiveness, and interaction with leaders. This paper aims to find out the definitions of authentic followership, the theories used in discussing authentic followership, and the determinants and effects of authentic followership. The method used is a scoping review. The results show similarities and differences in the definitions of authentic followership. Furthermore, most of the reviewed articles use Self-Determination Theory (SDT) in explaining the role of authentic followership in other aspects. The third result of the literature review shows several determinants and effects of authentic followership. There are three identifiable determinants (leadership style, psychological attributes of followers, and psychological attributes of leaders). Meanwhile, the two effects of authentic followership are types of performance and psychological attributes of followers. The results of this review can be used as a basis for other scholars to conduct research on authentic followership.

Keywords: *authentic followership, definitions, determinants and effects.*

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Followership has been a topic of concern in recent decades. Followership is a vital topic to discuss because the role of followers supports the success of the organization's function. Moreover, followers can also influence a leader's behavior (Chaleff, 2009; Kelley, 1992; Oc & Bashshur, 2013; Kelley, 1988; Schindler, 2015; Uhl-Bien, Riggio, Lowe, & Carsten, 2014; Zawawi, Kamarunzaman, Hussin, & Campbell, 2012; Zoogah, 2014). There has been a shift in the attention of scholars from leadership to followership for several reasons. First, the social changes taking place in the United States and elsewhere. Before 1980s, organizations emphasized a vertical and authoritarian hierarchical structure, however there was a change in the early 1980s due to the crisis in America. As a result, many organizations flatter and responsibility is delegated to followers. Second, behavioral science theorists began to discuss followers' active role in the early 20th century. Third, the emergence of active followership theory (Baker, 2007).

The results of several studies indicate that followership has several positive impacts. A better understanding of followership can improve training and organizational performance (Crossman & Crossman, 2011). Followership can also increase organizational commitment (Lee & Reade, 2018), influence leader perceptions (Carsten, Uhl-Bien, & Huang, 2018), perceive greater job satisfaction (Jin, McDonald, & Park, 2016), have a direct positive effect on decision-making abilities (Amin, Hamidah, & Gunawan, 2020), higher virtue leadership (Wang & Peng, 2016), and positive impact on shared and expected values (Fontoura & Coelho, 2020). In the context of leaders, followership is positively correlated with internal and external employee marketing (Su, Gao, He, & Zhu, 2019), has a significant positive effect on follower creativity (Kong, Xu, Zhou, & Yuan, 2019; Wang & Liang, 2020), and a positive indirect relationship with follower work

engagement (Veestraeten, Johnson, Leroy, Sy, & Sels, 2020).

Scholars observe followership in the form of literature reviews. These literature reviews on followership in scientific journals have existed since a decade ago. Bjugstad, Thach, Thompson, and Morris (2006) provide an explanation of the new model for matching followership to leadership styles. This model is helpful in explaining how the leader can work optimally with followers and vice versa. Another literature review was conducted by Baker (2007) in which he explained why previous studies focused more on leaders than followers, shifted the point of view to active followers, and themes in followership literature. Crossman and Crossman (2011) explained that the various existing followership literature can be divided into three categories. The three categories are descriptive, prescriptive, and literature that examines followership situation factors. Furthermore, the results of the literature review argue that emotional intelligence plays a vital role in building effective relationships between followers and leaders (Martin, 2015).

In the context of followers, a strong dyadic relationship between followers and leaders is needed as it will create attachment, trust, transparency, and cooperation in achieving common goals (Avolio & Reichard, 2008; de Zilwa, 2014, 2016; Gardner, Avolio, Luthans, May, & Walumbwa, 2005; Hinojosa, Davis, Randolph-Seng, & Gardner, 2014; Martin, 2015). The second component is authenticity. With authenticity, followers can show emotional intelligence and their true self in daily actions (de Zilwa, 2014, 2016; Kernis, 2003; Kernis & Goldman, 2006). The third component is the positive organizational culture in the company (de Zilwa, 2016). One manifestation of a positive organizational culture is interdependence, teamwork, and high-quality connections (Luthans & Youssef, 2007; Parent &

Lovelace, 2018; Stephens, Heaphy, & Dutton, 2012). A collaborative organizational culture can also shape tacit knowledge-sharing behaviors among organizational members (Wiewiora, Murphy, Trigunarsyah, & Brown, 2014). These three components are manifested in a concept called authentic followership (de Zilwa, 2014, 2016).

Authentic followership in the literature review classification is grouped into prescriptive typologies. This means that authentic followership is an ideal form of behavior that should be displayed by followers (Crossman & Crossman, 2011). The first emerging authentic follower constructs are presented by Gardner, Avolio, Luthans, May, & Walumbwa (2005). It was defined as an integral part and a consequence of authentic leadership. The second development of authentic followership construct was stated by Goffe and Jones (Goffe & Jones, 2006), who discussed what followers expect from leaders and how followers contribute to effective, authentic leadership. The third development of authentic followership construct is described by Avolio and Reichard (2008) by paying attention to psychological ownership in followers, trust in the leader-follower relationship and transparency. The fourth development explains authentic followership based on attachment typology in the context of leader-follower relationships (Hinojosa, Davis, Randolph-Seng, & Gardner, 2014). The newest development of authentic followership has several differences from the previous construct. First, it emphasizes three more comprehensive individual and organizational dimensions: authentic capacity of followers (individual), secure attachments from followers to leaders (individual), and in the organizational context, the need for a positive organizational culture to enable authentic followership to emerge and maintain it. Second, the new concept of authentic followership is based on the premise that

authentic followership is autonomous, rather than spotting authentic followership as part of authentic leadership (de Zilwa, 2016). This paper aims to review some studies on authentic followership. A scoping review on authentic followership research will be discussed in this study.

METHOD

Description of the review process: data collection

The authors searched for the journal database on Scopus, Sage, Proquest, Science Direct, Emerald Insight, JSTOR, Springer Link All Journal, and Ebscohost, with these keywords: “Authentic Followership”, “Authentic Follower”, “Employee Authenticity”, and “Follower Authenticity”.

Description of the inclusion criteria

The data that the authors had collected must meet certain criteria in order to be included in this review. Articles about authentic followership first became known in the early 2000s (Gardner, Avolio, Luthans, May, & Walumbwa, 2005). Thus, for this systematic literature review, we only selected articles that were published from 2000 to 2021. We also determined that journal articles: be published in peer-reviewed journals that had an impact factor; be written in English and Bahasa (for Garuda database); contain research on authentic followership; be original research.

Data extraction procedure

The authors removed duplicate articles from the research results. Afterwards the titles and abstracts were reviewed based on inclusion criteria. If the titles and abstracts were still relevant, the full papers were read and summarized. An open coding procedure was implemented which lead to inductive content analysis based on research question. Figure 1 presents a flow chart showing the selection process for articles to be included in this review. In the

first step, we identified a total of 422 articles (Scopus: 47; Sage: 39; Proquest: 86; Science Direct: 75; Emerald Insight: 65; JSTOR: 47; Springer Link All Journal: 44; Ebscohost: 34; and Garuda: 5 articles). Second step, we removed 234 duplicates of articles due to redundancy between different databases and keywords. In the third step, the titles and abstracts of the remaining 208 articles were examined for inclusion criteria, leading to the deletion of 187 more articles, leaving only 21 articles. The full paper of these articles were examined in detail for the inclusion criteria (Step 4), which led to 16 articles being rejected. This fourth step left 5 articles that are fully in accordance with the inclusion criteria.

Description of the articles analysis

The articles were compared regarding the following factors: construct definitions of authentic followership, the theories used, and determinants & effects.

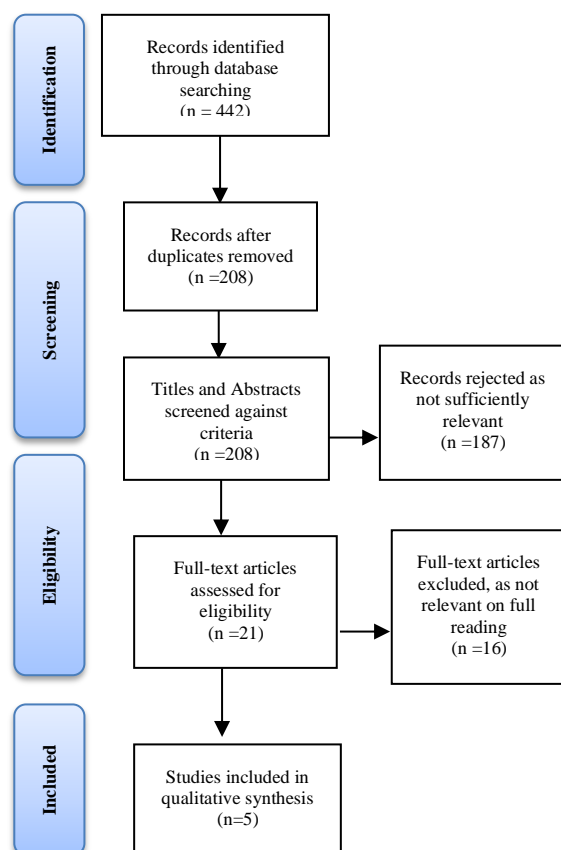


Figure 1. Prisma flow chart visualising the article selection process

RESULT AND DISCUSSION

Definitions of authentic followership

In this review, authentic followership is a form of follower behavior that emphasizes awareness and authentic desire which are manifested in the initiative to be involved in achieving organizational goals through a sense of ownership, openness, non defensiveness, and interaction with leaders (Kosasih, Wibowo, & Saparuddin, 2020; Leroy, Anseel, Gardner, & Sels, 2015; Oc, Daniels, Diefendorff, Bashshur, & Greguras, 2020; Tak, Seo, & Roh, 2019; Yagil & Medler-Liraz, 2013). This definition implies that authentic followership is more than just a follower's efforts in achieving organizational goals, but also comprehensive effort. The comprehensive effort of authentic followership is manifested in the form of authentic awareness and desire. It means that followers realize that efforts to achieve organizational goals are part of the responsibility to carry out. In achieving organizational goals, authentic followers must be based on their own desires. This authentic awareness and desires is manifested in several forms, such as a sense of ownership to organization, openness to suggestions and willingness to accept criticism from others, and being able to collaborate with leaders (Avolio & Reichard, 2008; de Zilwa, 2014; Kernis, 2003; Kernis & Goldman, 2006).

Kosasih, Wibowo, & Saparuddin (2020) defines authentic followership as a form of followership that emphasizes the awareness and authentic desire of an employee in being involved in achieving organizational goals without coercion from the leader and is carried out voluntarily with the following indicators: work awareness, behavior, openness and values. From this definition, It appears that the main focus of the followers are to participate in achieving organizational goals voluntarily. The achievement of organizational goals is implemented by taking action, being open

to other people's suggestions, and based on moral principles. The awareness and authentic desire of an employee means that followers are aware of their own motives, emotions, desires, strengths and weaknesses. The explanation of Kosasih, Wibowo, and Saparuddin (2020) on authentic followership tends to not consider the important role of the leader, so does the explanation by Leroy, Anseel, Gardner, and Sels (2015).

Leroy, Anseel, Gardner, and Sels (2015) describes authentic followership as the process by which followers approach their work-related tasks and relationships with a sense of ownership, openness, and non defensiveness to foster more autonomous work motivation. This means that the definition emphasizes the way in which job duties and work relationships are carried out. The recommended way of carrying out work tasks and working relationships is based on a sense of belonging to the organization, being open to various information and suggestions from others. The goal is to increase work motivation that comes from oneself. Leroy, Anseel, Gardner, and Sels (2015) only explained that the goal of AF was to foster more autonomous work motivation, but did not explain a more specific goal.

Tak, Seo, and Roh (2019) is one of the scholars who provides an explanation of the purpose of authentic followership. In the explanation, authentic followership is a process which facilitates employees interaction with the leader, and authenticity that is manifested naturally and inherently allows to convey the AL (Authentic Leadership) of the leader more effectively. From this perspective it can be seen that authentic followership is a facilitation process between followers and leaders, where the authenticity of followers will make leaders more authentic. There were no explanations of the specific form of authentic followership behavior like the other authors (Kosasih, Wibowo, &

Saparuddin, 2020; Leroy, Anseel, Gardner, & Sels, 2015; Yagil & Medler-Liraz, 2014). A different explanation is given by Oc, Daniels, Diefendorff, Bashshur, and Greguras (2020), which defines follower authenticity as a feeling that one is in line with one's true or genuine self. In other words, followers feel authentic when they can display their true self. Furthermore, they will be able to act genuinely. It indicates that Oc, Daniels, Diefendorff, Bashshur, and Greguras (2020) see follower authenticity as a state and not as a trait. This is very different from the previous definition of authentic followership. Oc, Daniels, Diefendorff, Bashshur, and Greguras (2020) explanation of the follower authenticity did not provide a description of the expected main objectives. The definition only included the meaning without goals to be achieved and its relation to the leader.

Yagil and Medler-Liraz (2013) also use the follower authenticity construct to describe authentic followership. The construct explains follower authenticity as a process in which followers strive for openness, sincerity, and truthfulness in close relationships; especially self-focused impression management which is reflected in unbiased self-presentation and other-focused ingratiation directed at the leader. Based on this definition, follower authenticity emphasizes relationships that are open, honest, and sincere to the leader. In other words, followers are expected to present themselves in an authentic way without using impression management and ingratiation. Yagil and Medler-Liraz's (2013) definition did not provide an explanation about specific goals of the follower authenticity.

The theories used to describe authentic followership

Kosasih, Wibowo, and Saparuddin (2020) used the SDT (Self Determination Theory) framework to explain the relationship between authentic followership and

performance with reference to the work of Leroy, Anseel, Gardner, and Sels (2015). SDT argues that individuals can differ in terms of orientation to self-determination. Individuals who have self-determination tend to be open to information and interactions with others to achieve their basic needs. This openness to information and others people is known as an authentic function. In the context of followership, authentic followers tend to accept and carry out their duties and roles in order to fulfill basic needs satisfaction (Leroy, Anseel, Gardner, & Sels, 2015). Apart from SDT, Kosasih, Wibowo, and Saparuddin (2020) applied a positive organizational culture perspective to discuss the relationship between authentic followership and organizational performance.

Another article which also uses SDT in describing authentic followership and its relationship to other variables is Leroy, Anseel, Gardner, and Sels (2015). The article seeks to examine relationships between authentic leadership and follower process and performance, beyond other positive leadership considerations. The SDT explanation referred to the work of Deci and Ryan (2000). The main mechanisms of SDT help explain the impacts of authentic leadership and authentic followership. First, SDT assumes that individuals have a tendency to integrate new experiences into their developing self. Second, SDT argues that this integrative tendency and the fulfillment of basic needs is a function of active organism and the environment. Third, SDT has a strong relationship with positive psychology and positive organizational behavior literature.

Tak, Seo, and Roh (2019) did not specifically mention SDT, they mostly referred to the work of Leroy, Anseel, Gardner, and Sels (2015) and Gardner, Avolio, Luthans, May, and Walumbwa (2005) on authentic followership. The work of Leroy, Anseel, Gardner, and Sels (2015) and Gardner, Avolio, Luthans, May, and

Walumbwa (2005) uses SDT as the basis for their theory. On the article, Tak, Seo, and Roh (2019) applied the concept of authentic leadership and employee performance to describe the role of authentic followership. Authentic followership and leadership have a reciprocal relationship that affects each other (Gardner, Avolio, Luthans, May, & Walumbwa, 2005). Authentic leadership and followership are directly or indirectly related to employee performance (Leroy, Anseel, Gardner, & Sels, 2015).

Yagil and Medler-Liraz (2013) referred to the work of Gardner, Avolio, Luthans, May, and Walumbwa (2005) and Kernis (2003) in discussing authentic followership. In other words, Yagil and Medler-Liraz (2013) indirectly used SDT as a theoretical basis. Unlike other articles, Yagil and Medler-Liraz (2013) discuss authentic followership by using three concepts derived from the work of Kernis (2003). These three concepts are followers' self-presentation, followers' ingratiation toward leader, followers' authentic self-expression. Based on the followers' self-presentations, authentic followers will try to present who they really are, including their weaknesses and mistakes. In terms of ingratiation of followers to leaders, authentic followers tend to avoid ingratiate behaviors towards the leader. Last, in terms of followers' authentic self-expression, followers may experience less concern about self-expression with the the leader.

Oc, Daniel, Diefendorff, Bashshur, and Greguras (2020) took a different reference than other reviewed articles. Consequently, the discussion about followers authenticity is different from other articles. The approach used in discussing authenticity is a state perspective. State authenticity is the sense that one is currently in alignment with one's true or real self (Sedikides, Slabu, Lenton, & Thomaes, 2017). On the other hand, authenticity based on SDT (Self Determination Theory) is authenticity with

a trait perspective (Kernis & Goldman, 2006; Sedikides, Slabu, Lenton, & Thomaes, 2017). The explanation used in describing the process of state authenticity is based on the looking glass self theory by Cooley (1902).

Determinants and effects of authentic followership

Based on the reviewed articles, we can identify various determinants and effects of authentic followership. In each of the articles, the determinants and effects of authentic followership are quite varied. Some articles only mention determinants or effects (Kosasih, Wibowo, Saparuddin, 2020; Oc, Daniels, Diefendorff, Bashshur, & Greguras, 2020; Yagil & Medler-Liraz, 2013), and others mention both (Leroy, Anseel, Gardner, & Sels, 2015; Tak, Seo, & Roh, 2019).

Kosasih, Wibowo, and Saparuddin (2020) found that authentic followership have several effects. These effects are innovative performance, readiness for change, and ambidextrous organization. First, authentic followership can improve individual performance because individuals have internal needs of competence, autonomy, and relationships (Deci & Ryan, 2000). The efforts to meet these needs will make individuals display innovative performance. In an organizational context, authentic followership may contribute to the increase in individual work motivation and strengthen collaboration with the leaders. This situation will support a positive organizational culture which will have an impact on organizational performance (de Zilwa, 2016). Authentic followership also affects readiness for change and ambidextrous organization. This can be explained based on the authenticity component (Kernis, 2003). Authentic followership makes individuals aware of their surroundings, including the changes that occur. Based on this, individuals will take the necessary actions to respond to the changes that occur,

including increasing work efficiency. This condition will make organizational performance more efficient (Ainsworth, 2016; de Zilwa, 2014; Gardner, Avolio, Luthans, May, & Walumbwa, 2005). Based on the definitions of innovative performance, readiness for change, and ambidextrous organization from Kosasih, Wibowo, and Saparuddin (2020), it can be concluded that the concept can be categorized as a form of performance.

Different findings were presented by Leroy, Anseel, Gardner, and Sels (2015) on the effect of authentic followers. In this context, the effect of authentic followers is work role performance (through basic needs satisfaction). Work role performance is an aspect of work behavior that includes: proficient, adaptive, and proactive at the individual level (Leroy, Anseel, Gardner, & Sels, 2015). From this it can be concluded that work role performance is a type of performance related to work behavior. These findings can be explained from the SDT perspective (Deci & Ryan, 2000). Authentic leaders (as a moderating variable) affect the relationship between authentic followership and basic need satisfaction. Meeting the fulfillment of basic needs of satisfaction allows individuals to function optimally in carrying out their job roles.

Tak, Seo, and Roh (2019) have different findings regarding the determinants and effects of authentic followership. Based on the research result, the determinant factor of authentic followership is authentic leadership, which is a leadership style (Tak, Seo, & Roh, 2019). Furthermore, the effects of authentic followership are FPPC (Follower Positive Psychological Capital) and FPP (Follower Project Performance). Based on the definitions, FPPC and FPP can be classified as types of performance (Tak, Seo, & Roh, 2019). These findings can be explained through the conceptual framework for authentic leader and follower development by Gardner, Avolio,

Luthans, May, and Walumbwa (2005). Self-awareness and self-regulation of authentic leaders will be imitated by authentic followers through a positive modeling process, so that authentic followers' self-awareness and self-regulation develop. Developing self-awareness and self-regulation of authentic followers will have an impact on follower outcomes in the form of positive follower psychological capital. In addition, the authenticity possessed by individuals will also make their activities optimal in achieving goals, both personal and organizational goals (Kernis & Goldman, 2006).

The results of Yagil & Medler-Liraz's (2014) research show that several variables are determinants of authentic followership. These variables include the leader's emotions (a form of the leader's psychological attribute), authentic leadership (a form of leadership style), and positive emotions (a form of followers' psychological attribute). The results of the study prove that with authentic leadership, followers will present themselves openly without any worries to the leaders, especially when the leader shows genuine emotions. Furthermore, it also indicates that authentic leadership will create an environment in which followers can express the emotions they feel. These results are in line with the conceptual framework for the development of authentic leaders and followers proposed by Gardner, Avolio, Luthans, May, and Walumbwa (2005).

The determinants of authentic followership are also presented by Oc, Daniel, Diefendorff, Bashshur, and Greguras (2020). These determinants are follower vulnerability, leader humility (indirectly), and authenticity of leader (as moderator). Based on this definition, leader's humility and authenticity can be categorized as the leader's psychological attribute; and followers' vulnerability can be categorized

as the psychological attribute of the followers. One of the results of this study explains that followers' vulnerability has a negative relationship with the authenticity. This result can occur because when an individual does not feel safe with others, he will tend to stay away from relationships or situations related to these other people (Lemay & Clark, 2008; Murray, Derrick, Leder, & Holmes, 2008). Another result is that there is an indirect relationship between the leader's humility and the followers' authenticity through their vulnerability, which is influenced by the leader's humility. Therefore, when a leader's behavior reflects humility, the followers will then imitate it. The humility of the leader will affect the followers when it is seen as authentic (Owens, Johnson, & Mitchell, 2013; Owens & Hekman, 2012, 2016).

Discussion

The paper aims to review studies on authentic followership. There are several findings that can be discussed in the results of this review. First, although there are similarities in the broad definitions of authentic followership, there are also differences in detail between the literature. One of the similarities is that all studies relate to one's true self in the definitions (Kosasih, Wibowo, & Saparuddin, 2020; Leroy, Anseel, Gardner, & Sels, 2015; Oc, Daniels, Diefendorff, Bashshur, & Greguras, 2020; Tak, Seo, & Roh, 2019; Yagil & Medler-Liraz, 2013). The second similarity found is the discussion of the relationship between followers and leaders (Kosasih, Wibowo, & Saparuddin, 2020; Tak, Seo, & Roh, 2019; Yagil & Medler-Liraz, 2013). The third similarity of several notions of authentic followership is the discussion of openness (Kosasih, Wibowo, & Saparuddin, 2020; Leroy, Anseel, Gardner, & Sels, 2015; Yagil & Medler-Liraz, 2013). However, there are differences in the terms used. Some scholars use the term authentic followership (Kosasih, Wibowo, &

Saparuddin, 2020; Leroy, Anseel, Gardner, & Sels, 2015; Tak, Seo, & Roh, 2019), as in this paper. Meanwhile, other scholars use the term follower authenticity to explain the definition (Oc, Daniel, Diefendorff, Bashshur, & Greguras, 2020; Yagil & Medler-Liraz, 2013). The second difference lies in the context given. Kosasih, Wibowo, & Saparuddin (2020), Leroy, Anseel, Gardner, & Sels (2015), and Tak, Seo, & Roh (2019) describes the definition of authentic followership in the context of work, while the rest do not (Oc, Daniels, Diefendorff, Bashshur, & Greguras, 2020; Yagil & Medler-Liraz, 2013).

The second finding of this review is about the theories used in explaining authentic followership. Most of the articles we reviewed use Self-Determination Theory (SDT) in explaining the role of authentic followership in several other aspects. Some explicitly use SDT as a framework in explaining the role of authentic followership (Kosasih, Wibowo, & Saparuddin, 2020; Leroy, Anseel, Gardner, & Sels, 2015), while others use it implicitly or indirectly (Tak, Seo, & Roh, 2019; Yagil & Medler-Liraz, 2013). We call it 'indirect' because these articles refer to references that make SDT their theoretical basis. Only Oc, Daniels, Diefendorff, Bashshur, and Greguras (2020) do not use SDT as a reference when discussing authentic followers, but state authenticity and looking glass self theories. SDT argues that humans are motivated to fulfill psychological needs that come from within themselves, which include the need for competence, autonomy, and connection (Deci & Ryan, 2000). In contrast to SDT, state authenticity assumes that the individual feels that his current self is in accordance with the original one (Sedikides, Slabu, Lenton, & Thomaes, 2017). In the context of individual relationships, the emergence of self authenticity (state authenticity) is influenced by the results of evaluating relationships with others (Cooley, 1902; Oc, Daniel, Diefendorff, Bashshur, &

Greguras, 2020; Sedikides, Slabu, Lenton, & Thomaes, 2017).

The results of the five literature reviews (Kosasih, Wibowo, & Saparuddin, 2020; Leroy, Anseel, Gardner, & Sels, 2015; Oc, Daniel, Diefendorff, Bashshur, & Greguras, 2020; Tak, Seo, & Roh, 2019; Yagil & Medler-Liraz, 2013) indicate that there are a number of determinants and effects of authentic followership. Although the determinants and effects of authentic followership varied considerably across the articles reviewed, there are some common similarities that can be seen. In general, there are three identifiable determinants. The three determinant factors are leadership style (authentic leadership), psychological attributes of followers (follower vulnerability, positive emotions), and psychological attributes of leaders (leader humility, authenticity of leader humility, leader's emotions). Meanwhile, there are two effects of authentic followership that can be identified. The two effects of authentic followership are types of performance (innovative performance, readiness for change, ambidextrous organization, work role performance, follower project performance) and psychological attributes of followers (basic need satisfaction, follower positive psychological capital).

What we found interesting in the literature review was the country in which the study was conducted. Based on the five literatures that we reviewed, there is one literature whose research was conducted in Indonesia (Kosasih, Wibowo, & Saparuddin, 2020). This information is important because the authors want to do a study on authentic followership in the Indonesian context. Whereas the context of the study in the other four literatures is Belgium (Leroy, Anseel, Gardner, & Sels, 2015), India and USA (Oc, Daniel, Diefendorff, Bashshur, & Greguras, 2020), South Korea (Tak, Seo, & Roh, 2019), and Israel (Yagil & Medler-Liraz, 2014). The work of Leroy, Anseel,

Gardner, & Sels (2015) and Kosasih, Wibowo, & Saparuddin (2020) does not address the determinants of authentic followership. The second interesting point is that all the reviewed articles (Kosasih, Wibowo, & Saparuddin, 2020; Leroy, Anseel, Gardner, & Sels, 2015; Oc, Daniel, Diefendorff, Bashshur, & Greguras, 2020; Tak, Seo, & Roh, 2019; Yagil & Medler-Liraz, 2013) do not discuss organizational culture and follower-leader attachment as determinants or effects of authentic followership, where in fact, organizational culture (Ainsworth, 2016; de Zilwa, 2014; Gardner, Avolio, Luthans, May, & Walumbwa, 2005) and follower-leader attachment (Ainsworth, 2016; de Zilwa, 2014) has an important influence on the authentic followership function.

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