



Title	Research on the Antecedents and Outcomes of Followership : Focusing on Enterprise Social Media and Job Performance from a Social Exchange Perspective [an abstract of dissertation and a summary of dissertation review]
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学位論文内容の要旨

博士の専攻分野の名称：博士（経営学）

氏名：沈 立

学位論文題名

**Research on the Antecedents and Outcomes of Followership:
Focusing on Enterprise Social Media and Job Performance from a Social
Exchange Perspective**

(フォロワーシップの先行要因と結果要因に関する研究：
社会交換的の視点から企業ソーシャル・メディアと
ジョブ・パフォーマンスに焦点を当てて)

Leadership and followership are complementary rather than competitive. They both make significant contributions to the success of the organization. However, followers have often been reported as recipients in previous leadership studies and have usually been associated with negative connotations. Besides, most studies and practices focused on enhancing leadership skills, while neglecting the cultivation of followership. In the light of this, the purpose of the thesis is to highlight the importance of followership by focusing on its initiative and investigate how followership can be enhanced.

To do so, we first reviewed the literature on followership to identify the antecedents and outcomes of followership, proposing research gaps. Based on the gaps, hypotheses and research models for two quantitative studies were developed. Specifically, Study 1 investigated the relationships among followership, perceived supervisor support, followers' job performance, and dyad tenure, aiming at highlighting the initiative and significance of followership. Study 2 focused on the relationships among enterprise social media affordances, job embeddedness, and followership, aiming to explore paths to enhance followership. Subsequently, two three-wave questionnaire surveys were employed at monthly intervals, and data (Study 1, $n = 219$; Study 2, $n = 258$) were analyzed using

structural equation modeling. The results of Study 1 indicated that followership positively affected perceived supervisor support and indirectly affect followers' job performance. Further, dyad tenure moderated the relationship between followership and perceived supervisor support. Additionally, dyad tenure was also found to moderate the indirect relationship between active engagement (a dimension of followership) and job performance. As for Study 2, results showed that four enterprise social media affordances (i.e., visibility, persistence, editability, and association affordances) could exert a positive influence on job embeddedness and ultimately promote followership. Finally, these findings were theoretically and practically discussed, revealing the indispensable nature of the social exchange perspective in followership research.