

Follower Motivation: Review and Prospect

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Abstract: Followership is becoming the focus and hot issue in contemporary management research. Along with the research came the question of follower motivation: Why do people follow? Discussions on the issue mainly evolved around the four categories of individual need, leader influence, obedience to authority, and adaptation to environment. Different typologies were used to group these motivations, and a measurement scale was developed. Future research should shift from the surface motivation study of following to deep psychological understanding of follower motivation. More efforts should be exerted to develop and improve a measurement tool with good reliability and validity. Antecedents and outcomes should also be incorporated to the research.

Keywords: followership, leadership, following, follower, motivation

I. INTRODUCTION

For a long time, leaders and leaders have been the focus and hotspot of academic research and enterprise management. Relative to the leader, the followers are less concerned. With the tremendous changes in the environment of the enterprise and the advent of the knowledge economy and the information age, the power distance between leaders and followers is gradually being flattened (Brown, 2003). People began to rethink the role of leaders and followers in the development of the enterprise, and agreed that the effectiveness of leaders more and more dependent on followers (Lu Zhengbao et al., 2009). Yuan Tao and Ling Wenchi (2010) further proposed to follow the behavior of subordinates as research leadership effectiveness and organizational effectiveness of a new perspective. Specialized studies of followers and follow behavior began.

With the deepening of research, the question of following motives has become a topic that is often discussed in the study (Wang Xu, 2011). This phenomenon is often seen in organizations: The same leaders treat subordinates in the same way, some subordinates become followers, while others leave the organization; The same employee is a follower in an organization, but not a follower after another organization. The researchers tried to find out why follow generated, untie the above confusion.

Whether it is for leaders or followers, it is vital to understand the chasing motives. Managers understand these motivations and can design an organizational

environment that can attract, nurture, retain followers (Kelley, 2004). Those leaders who understand the motivations of subordinates can respond better to these motivations to meet the needs of followers, thus avoiding the loss of followers, ensuring the proper conduct of leadership and the orderly development of organizational development.

In this paper, the relevant literature are sorted out to find out the discussion of the follower motivations, re-summarize and summarize, try to explain what the follow motive is, and analyze the source of the follow motive, and combine it with the existing motive theory to classify the motive. It is expected to provide a path for future follow-up motivation scale development. Unraveling, layer to promote, hoping to provide a path for the future following the motive scale development. In this paper, four sources can be used as the four dimensions of chasing the motive measure, while the two types are two second-order factors that follow the motive. The development of scale will promote quantitative research of follower motivation, and follow the theoretical system of study will also be enriched and enriched.

II. THE DEFINITION AND SOURCE OF FOLLOWER MOTIVATION

There is no definition of authority in the existing literature. According to the research demand, some scholars define the follower motivation as "A psychological activity that produced by an individual and pointed to the leader, which makes the individual to produce the follow behavior, and maintain and

adjust the direction and intensity of the follow behavior"(Yuan Tao,2011).The definition points to the nature of the motive(which is a mental activity),but does not distinguish the motive from the general behavioral motive.

This paper argues that follow motives contains two concepts, one that is follows(Xu Sheng, Cao Yuankun,2012)and the other is motive. By combining the two, we can get the definition of follower motivation. Therefore, this article defines the follower motivation as the psychological process of follow behavior that causes and maintains the individual to take the leader as the point, to meet their own needs or by external factors. The nature and intensity of the chase motive determines the style and effect of the follower behavior.

Follow behavior is a special activity in the workplace, both closely related to the general work behavior, but also with the conventional work behavior is different. Based on the domestic and foreign research literatures, the sources of follower motivation can be summed up as individual demand, charisma, obedience to authority and environment adaptation(see Table 1).

The following subjects and objects are followers and leaders. Existing follow-up research and leadership research are involved in varying degrees of follow-up motivation. Two types of research focus on different objects, triggering the individual demand theory and the leadership charismatic theory of follower motivation.

A. Individual Demand Theory

Individual needs include both material and spiritual needs. In the existing literature, there is no discussion of the two. A follower-centered follow-up study argues that chasing motives is generated by the followers themselves. Follow is the spontaneous behavior of individual, and its power comes from the commitment to common goals and self-worth(Chaleff,1995).

Kelley(1988)suggests two sources of follower motivation:(1)from satisfaction, through process reengineering, product improvement, service promotion or help personal growth to obtain;(2)from the cause of mind, hope to win the trust of their superiors and colleagues to be promoted, and on this basis, put forward seven follow the path(Kelley,1992). Maroonsis(2008)gives a further explanation of the disciple path. He argues that disciple followers need leadership like teachers to lead them to perceive the surroundings,teach them the skills to complete their tasks, and work together with leaders to achieve common goals. So, follow is learning.

Careful analysis, seven follow the path of the motive source can do further distinction. From the perspective of individual needs, without considering the influence of charismatic leadership, the motivation of Comrade, Dreamer and Life way followers stems from individual needs. The Apprentice and the Mentee followers regard leadership as an example emphasize the positive influence of leadership on individuals, and their motivation should belong to the charisma of leadership; while the Loyalist and Disciple followers will follow as an obligation, not to question the leadership authority, so that the source of their motives can be classified into obedience to authority.

From argues that freedom of choice and uncertainty is anxious and helpless, and people always want to have authority to give them commands and instructions to reduce this sense of anxiety and helplessness, resulting in leadership and follow (Liu Linhai, 2007).Shamir (2004) proposes the follower motivation types that based on interest exchange and security requirements, and also focuses on individual needs. Padilla et al. (2007) found that vulnerable followers had lower maturity and unsatisfied needs in destructive leadership research, and leaders provided a sense of belonging to these followers, so they were willing to follow leadership. Lipman Blumen (2006) argues that in order to avoid anxiety and fear of the environment, followers will even follow destructive leadership to seek protection and gain a sense of security.

Table 1. The source of follower motivation.

Sources of motivation	Source Description	The author
individual demands	The follower study, which regards the followers as the center, thinks that the follow motive comes from the followers themselves. In order to meet the material needs and spiritual needs, individuals will choose to follow.	Kelley(1998 ,1992);Maroonsis(2008); Chaleff(1995);Shamir(2004);Padilla ;Hogan&Kaiser(2007);Lipman-Blumen(2006);Kellerman(2008)
L leadership charisma	Research on leadership with follower as the center and research on follower with leader as the center generally accepted that followers' follower motivation comes from the leader rather than the follower. Encouraging subordinates is one of the leaders' job responsibilities. In addition,	Vecchio(1997);Glibert &Albert(1998);Yukl(1998);Manners &Zimmer(1982);Green(

Sources of motivation	Source Description	The author
	the individual will be followed because of the leader's charm, consistent with the leader's values and matching the leadership personality.	2000);Ehrhart&Klein(2001); Padilla et al(2007); Gardner(2005); Bjugstad et al(2006); Kark&Van Dijk(2007)
obedience to authority	Individual recognition of the leadership authority or under pressure of the leadership authority, in order to seek rewards or avoid punishment, so that to follow the leader.	Zimbardo(1971); Milgram(1974); Kelley(1992); Shamir(2004); Kellerman(2008)
Environmental adaptation	The individual who has poor ability and at the bottom of the pecking order is no choice but to follow, only by working with leaders to obtain protection and access to resources.	Van Vugt et al(2006)

B. Leadership Charisma Theory

Research on leadership with follower as the center and research on follower with leader as the center generally accepted that followers' follower motivation comes from the leader rather than the follower.

They argue that it is the responsibility of a leader to raise motivation to motivate subordinates (Vecchio, 1997).It is natural that a leader inspires subordinates, and whether or not subordinates generate follower motivation is an important measure indicator for a leader's ability to lead. Some scholars have found the phenomenon of "similar attraction" in the preference of superior to lower levels (Ehrhart&Klein, 2001).When followers and leaders have a common self-concept and emotional attachment, it is more likely to follow (Padilla et al., 2007).When followers and leaders are in harmony with each other, they will work better, and consistent values will achieve commonality. By replicating their values, identities, emotions, and goals effectively to their followers, leaders can increase the likelihood of subordinates producing true chasing forces (Gardner,2005).This is because when the individual and the leader have the same or similar values, in order to enhance self-

perceived ability, potential and self-esteem, the individual will choose to follow the leadership; Or in another case, individual is afraid of chaos, and when perceived leader can explain the chaos and offer him meaning of existence, he will choose to follow(Shamir,2004).The traditional "path-goal" theory also believes that the generation of follower motivation depends on the relationship between followers and leaders, when the followers are in line with the leader personality, it is easy to follow(Wang,Li,2010).Kelley(1992)proposed apprenticeship and lead followers to take leadership as an example, emphasizing the positive impact of leadership on the individual, the motivation is derived from the leadership charm.

Situational leadership theory argues that the most effective leadership behavior depends on subordinates' abilities and motivations, and that leaders can compensate for subordinates' lack of capacity and motivation. If subordinates have the ability but are not willing to work, managers need to use supportive and participatory leadership style to motivate subordinates. The theoretical model of leadership and chasing motivations constructed by integrating self-regulation theory and self-concept-based leadership theory suggests that leaders can inspire follower motivation of followers by focusing on the situational adjust of the follower(Kark&Van Dijk,2007).And only the intrinsic motivation of followers fully aroused, in order to improve the performance of followers. Transactional leadership enhances followers' compliance with leadership and organizational regulations by exchanging activities with followers (Yukl, 1998).In addition, the way to improve followers' motives includes understanding subordinates and giving him more freedom (Steger et al., 1982).When the followers have no confidence in their work, they can help the followers improve their abilities by relieving their expectations and training to reactivate motives. When the followers have no confidence in their work, we can help the followers improve their abilities by relieving their expectations and training to reactivate motives. When the followers are dissatisfied with the outcome of their work, consider whether the pay is reasonable and whether the position matches the individual's ability (Bjugstad, et al., 2006).

Organizational behavior is inseparable from the situation, so the follower motivation is also affected by the situation factors. The research of follower motivation is mainly focus on two aspects: obedience of authority and adaptation of environment.

C. Obedience to Authority Theory

The Stanford prison experiment (Zimbardo, 1971) and obedience experiments (Milgram, 1974)

simulated the process of obedience through experiments and explained the nature of individual obedience to authority to a certain extent. Later scholars repeated the above two experiments at different times and places for different objects, and all of them obtained surprising consistent results.

The prison experiment was conducted by psychologist Philip Zimbardo at Stanford University in 1971. Professor Zimbardo converted the basement of Psychology Department of the Stanford University into a prison and spent \$15 a day for students to participate in the experiment. Students who participated in the experiment had to pass a test to prove they are "mental health, no disease and normal". In all of the 70 applicants, 24 passed the test, and were divided into two groups, one group as the guards, the other group disguised as a prisoner. Everything in the study is the same as the real prison.

At the beginning of the experiment, there was not much difference between the students assigned to prison guards and the students who were assigned to be prisoners. But it didn't take long for the prisoner to admit the authority of the guards. After the initial rebellion was suppressed, the "prisoners" were under great pressure both mentally and physically. They were on the verge of collapse and gradually showed passivity, dependence, repression, helplessness, and self abasement. The "prison guard" is increasingly showing authority, abusing "prisoners" with insults and threats, such as stripping "prisoners" clothes, cancel the "prisoners" eating, depriving the "prisoners" sleep and so on. The experiment was planned for fourteen days, but the "prisoner" was hurt, and the experiment ended on the seventh day.

The obedience experiment was conducted by Stanley Gram, a social psychologist, in a basement at the old campus of Yale University in 1961. The basement had two walled rooms, and 40 volunteers were enrolled in the experiment. Participants range from 20 to 50 years old, including a variety of occupations and educational background.

The experiment consists of a main test (authority), an experimental conspirator who plays the student, and a teacher who acted as a participant. The main test shows that this is a study of learning and memory, the purpose is to understand the effect of corporal punishment on the learning effect. A group of two is required, with a lottery way to decide who is the teacher and who is the student. As a result of the prior arrangement, the subjects always act as "teachers", and "students" actually by a trained experimental assistant to play. Teachers and students are arranged in the two rooms, cannot see each other, but can be linked by means of voice. The teacher's task is to read the matching word, the student must remember these

words, and then the teacher presents a word, the student in the given four words to choose a correct answer. If the wrong selection, the teacher press the button to the students electric shock, as a punishment. The student's arm with an electric shock was tied to a chair, for teachers to punish students in the student wrong time. The teacher's console has a total of 30 keys, each of which indicates the strength of the voltage, from 15 volts "mild electric shock" has been increased to mark as "XXX" of 450 volts. Teachers do not know that these electric shocks are actually harmless.

In the course of the experiment, "student" intentionally repeatedly mistakes, "teacher" after pointing out "student" error, then give electric shock, "student" issued bursts of groans. With the voltage rise, the "student" shouted curse, and then begged for mercy, kicked the wall, and finally stopped shouting, no response, seems to have fainted. Some "teachers" cannot bear "students" punished, ask the experimenter how to do, the experimenter is always urged "teacher" to continue the experiment, all the consequences borne by the experimenter. The experimental results show that 26 subjects persisted at the end of the experiment, starting a 450-volt electric shock penalty, while the other 14 were doing all kinds of resistance and refused to execute the order.

The prison experiment reveals an important factor influencing the extreme behavior of the subject, namely the role specification. As all the simulated prisons are treated like real prisons, subjects who act as guards and prisoners over time become more and more like real guards and prisoners, both emotionally and physically. This factor is also reflected in the obedience experiments. With the progress of the experiment, the subjects will increasingly use the "teacher" status and identity to regulate their own. Therefore, when the "students" constantly wrong, these "teachers" should fulfill the duties of teachers, continue to increase the "student" punishment.

Obedience is the subject in the specific social context through the object of the provision of social information summary, judgment and reasoning, to seek rewards or impunity arising from the same behavior or attitude (Song Guandong et al., 2008). The reason why people obey is to avoid punishment or seek rewards. In organization, when a leader's action or request is illegal or unethical, in spite of moral pressure, individual will also chooses to follow the leader after weighing. The Loyalist and Disciple followers will follow as an obligation, not to question the leadership authority, so that the source of their motives can be classified into obedience to authority (Kelley, 1992). And some individuals agree that the legitimacy and hierarchy of the organization. They believe that following is one of the

responsibilities of a subordinate (Shamir, 2004). It is also reflected in obedience to authority.

D. Environmental Adaptation Theory

Evolutionary psychologists believe that individuals can not choose to lead or follow, then to adapt to the corresponding role and act in conformity with a role (Van Vugt et al, 2006). On the contrary, these actions are determined by the position of the individual in the Pecking Order, that is, the "natural selection" rule determines the individual's domination or obedience. The pecking order level is established by the ability of the group member to acquire the scarce resources. Those who are able to acquire more resource are at the top of the pecking level, and accordingly, individuals who acquire less resource are at the lower end of the pecking order. The person at the top of the rank becomes the leader, and the person at the lower end of the class becomes a follower. Followers can only seek protection and access to resources by working with leaders, so they have no choice but to follow the leader.

Evolutionary psychologists also try to use game theory to explain leadership and follow-up behavior. Van Vugt et al. (2006) think that leadership is generated in order to solve the problem of coordination. Individuals in the group often face the recurring decision-making problem, that is, how to take collective action to improve the benefits of the individual and the entire team, while maintaining group cohesion. If a group of people lead and others follow, then the problem can be solved. The decision is made by the leader in the group. So the leader or follow is the individual's social strategy to achieve the success of collective activities.

The above four summaries of motivations are not absolutely independent, but interrelated. Scholars believe that the fundamental reason for individual to follow leadership is egoism, to follow in order to obtain benefits at the individual level or group level (Kellerman, 2008). Kellerman (2008) argues that chasing motives is derived from individual worship of people or things, but not always. Sometimes even if not worship, the individual will follow, the root cause is egoism. People follow the leaders because they have a number of important benefits at the individual and group levels. Individuals weigh the gains and costs of follow, and the costs of not following. If follow is benefit to oneself, then the individual will choose to follow. Egoism can explain the individual's violate to follow his will and why to follow the poor leader. Individuals follow bad leaders, in some cases because individuals have no choice or think they have no choice; In other cases, it is the initiative of the individual or even eager to follow them, the main reasons there are four: the continuity

of follow, that is, small evil into a big evil; the sociality of follow, that is, herd mentality and behavior; the proxy type of follow, that is, superiors take responsibility; the ideology of following, that is, focus on the results and ignore the process (Kellerman, 2008). In view of this, the focus of the four sources of motivation is different, but the purpose of the follow is to obtain the benefits.

III. TYPES OF FOLLOWER MOTIVATION

The researchers divided different categories of motivation to follow behavior (Kelley, 1992; Shamir, 2004; Maccoby, 2008). However, these classifications lack uniform standards, not only did not refer to mature motivation theory, but also did not put forward new theoretical basis. Therefore, researchers need to be cautious about them.

According to the different concerns of motivation theory, it can be divided into content motivation theory and process motivation theory. The theory of content motivation focuses on explaining why people do such and such behavior, the main research was on motivational factors that stimulated people's behavior; Process motivation theory focuses on the psychological mechanism of human beings, study how people react differently, and study how they see motivation processes. The research of Li Yuan and Sun Jianmin can help us better understand the motivation, source and psychological process of individual behavior; unfortunately, the validity of the theory is not evaluated.

According to the evidence support extent of motivation theory, it can be divided into early motivation theory and contemporary motivation theory (Robbins & Judge, 2008). Early theories were widely known, and because they are mostly well understood and easy to operate, they are adopted by many practitioners. Unfortunately, few empirical data support these theories, so it cannot stand scrutiny. But, every contemporary theory has a lot of effective evidence to support the theory. A common feature of early theories is that most motives are classified. But because these theories lack evidence support, the classification reliability is not high. In the contemporary three kinds of needs theory, some support has been obtained. The theory divides individual needs into three categories: achievement, power, and ownership, in order to divide individual motivation into work. The study of the three needs theory is more concerned about the need for achievement, while the research on the need for power and the need for belonging is relatively small. Although the three needs theory has certain persuasive power, it has not analyzed the psychological process of demand.

In recent years, the theory of self-determinism in motivation theory (Deci&Ryan, 1985) has been supported by evidence, so it is gaining more and more scholars' approval. Self-determination theory holds that, the motivation for self-regulation begins with social factors that are not functioning as intrinsic motivation. Through the internalization of the value of behavior activities, individuals can improve the degree of self-regulation. Experience from external adjustment, internal adjustment, to identity adjustment, integration adjustment, and finally into internal motivation. According to the degree of individual self-determination, motivation can be divided into autonomic regulation and controlled regulation. The control motivation includes external adjustment type extrinsic motivation and internal adjustment external motivation, independent motivation includes identity adjustment, extrinsic motivation, integrated adjustment, extrinsic motivation and intrinsic motivation. Self-determination theory has pointed out two sources of motivation both internal and external; it also expounds the psychological process from the external motivation to the internal motivation. The classification is more scientific and provides useful theoretical concepts for researchers. And it is a supplement to the traditional work motivation (Sheldon,2003), it breaks the dichotomy between "internal motivation" and "external motivation" in cognitive evaluation theory. The use of self-determination theory can explain many organizational phenomena very well, at the same time as the theory was founded; Deci and Ryan used empirical research to find support materials from various fields. The results of the empirical research in the last 40 years have been powerful and convincing (Zhang Jian et al., 2011). Therefore, this article adopts this method to classify the types of motives (see Table 2).

A. Controlled motivation

1) *Externally regulated extrinsic motivation:* External adjustment style is the most external form of control, whose purpose is to seek advantages and avoid disadvantages and have the lowest autonomy, individual behavior can be regarded as an operational conditional reflex. Kelley (1992) and Shamir type follow comrade (2004) based on the exchange of interests, based on the security needs and the significance of following based on Maccoby (2008) and the external motivation to follow all belong to the type of external regulation.

An individual who follows Comrade Style hopes to establish a close relationship with leaders and gets support from leaders, by working together, caring for each other, and achieving your goals, you gain a sense of belonging in the process. Individual

expectation leaders based on benefit exchange help them achieve their goals and reward them, when leaders meet individual requirements or achieve their goals, individual interests will be elevated. Based on the individual needs, risks or stresses that follow security needs, they follow the leader to relieve anxiety, feel secure or secure. Individuals who follow the meaning of existence are afraid of confusion and seek the meaning of existence. When individuals perceive leaders to explain confusion, they choose to follow. Conscious individuals want to gain material benefits, promote status, gain power, renew skills, and become part of a valuable enterprise, and fear the loss of any of the external incentives mentioned above.

The followers of external regulation type mainly choose to follow the interests, power, sense of security and sense of belonging. The follower motivation is a typical external stimulus.

2) *Introjected regulation extrinsic motivation:* The individual behavior of an internal adjustment style comes from internal pressure. Although the motivation in psychology from the individual, but for me, did not have the feeling of autonomy of individual behavior, but to understand the internal control from the negative emotions and the pressure to take action. Kelley's (1992) loyal follower and Shamir (2004) follow the higher position and belong to the internal adjustment extrinsic motivation.

Loyal individuals follow the leader's loyalty and follow the leader. The individual regards loyalty as the duty of being, establish a one to one relationship through the emotional commitment of leaders. The legitimacy and hierarchy of individual identity organizations based on higher ranking positions voluntarily accept the requirements and instructions issued by the leader, and consider obedience as one of the subordinate's duties.

An obedient follower; regards obedience as duty and duty from obedience to authority.

B. Independent motivation

1) *Identified regulation extrinsic motivation:* An individual choice that identifies style and evaluates behavior, although its behavior is regulated, it is carried out in a self-determined manner. The individual thinks that the act is meaningful to the individual, not because of pressure or demand; as a result, more autonomy and less conflict can be experienced. This behavior is still instrumental, spontaneous pleasure and satisfaction, and therefore an extrinsic motivation.

An individual who follows an apprenticeship and wants to be a leader. They win the trust of their peers

and bosses by following their roles and improving their abilities. They work hard, learn leadership and improve skills, and expect to become leaders in the end. The guided individuals tend to get mature by the tutor's one to one coaching. The guided individuals handed themselves to mentors who regarded them as "polished diamonds", they are transformed into luminous "diamonds" polished by instructors. In the process of acquiring satisfaction, a mentor does not always want to be a leader. A person who follows a dream and pursues personal goals, don't make a commitment to a particular leader and don't care about your role. When an organization or leadership goal is consistent with an individual goal, the individual produces following behavior; Individuals cease to follow when goals are inconsistent. Individuals based on value identity follow the leader as a continuation of childhood identity, in order to reduce the sense of helplessness and inferiority by following leaders or groups with similar or similar values, and enhance their sense of self perception, potential, and self-esteem.

Identity based followers follow generation based on ability, identity, and identity, the purpose is to promote self and to acquire satisfaction in the process.

Table 2. Classification of follower motives based on self-determination theory.

Motivation type	Presenter	Motivation description	Regulating style
Controlled motivation	Kelley (1992)	Individuals want to build close relationships with leaders and get support from leaders, by working together, caring for each other, and achieving your goals, you gain a sense of belonging in the process.	External regulation
	Shamir (2004)	Individuals expect leadership to help them achieve their goals and reward them, when the leader satisfies the individual's request or achieves their goal, the individual benefit is promoted. When individuals feel danger or intimidation will follow leaders to relieve anxiety, feel secure or secure. The individual fears confusion and seeks the meaning of existence. When individuals perceive leaders to explain confusion, they choose to follow.	
	Maccoby (2008)	Hoping for material gain, advancement, access to power, and renewal of skills, become a member of a valuable enterprise	

Motivation type	Presenter	Motivation description	Regulating style
		and fear to lose any of the external incentives mentioned above.	Introjected regulation
	Kelley (1992)	The individual is loyal to the leader. The individual regards loyalty as the duty of being, and establishes a one to one relationship through the emotional commitment of the leader.	
	Shamir (2004)	Individuals are in favor of the legitimacy and hierarchy of organizations, voluntarily accept the requests and instructions issued by the leaders, and consider obedience as one of the subordinate's duties.	
Autonomous motivation	Kelley (1992)	Individuals want to be leaders, by following the leadership, improving your abilities, winning the trust of your peers and superiors, you can finally become a leader.	Identified regulation
		The individual wants to be mature by mentoring one by one, in the process of acquiring satisfaction, a mentor does not always want to be a leader.	
		Individuals strive for personal goals, when an organization or leadership goal is consistent with an individual goal, the individual produces following behavior; Individuals cease to follow when goals are inconsistent.	
	Shamir (2004)	Individuals reduce their sense of helplessness and inferiority by following leaders or groups that share the same or similar values, to enhance your perceived ability, potential, and self-esteem.	
	Kelley (1992)	The individual wishes to establish a relationship with the leader and imitate the leader, hoping to become part of a larger, better, and more important organization, so that the ego can be promoted.	Integrated regulation
	Kelley (1992)	Individuals think this approach is most meaningful. Such people are naturally altruistic, or think they are unfit for leadership roles, and follow roles more in line with their values.	Intrinsic regulation
	Maccoby (2008)	Generated outside of the conscious mind and out of control, this motivation may be more intense than external motivation.	

2) *Integrated regulation extrinsic motivation*: The adjustment process of integrating regulatory style is the internalization of extrinsic motivation. Individuals recognize the importance of their actions, and absorb external values; moral attitudes and so on to become part of them, the inner ideas are harmonious. The external motivation of integration is similar to intrinsic motivation, but it is still mechanical, not really motivated, because it is still motivated by concerns about the outcome of the task. The follower type of Kelley (1992) belongs to the integrative regulating extrinsic motivation. Followers are usually associated with religion. Individuals want to establish ties with leaders and imitate leaders. Individuals who choose this path wish to become part of a larger, better, more important organization, so that they can be promoted.

3) *Internal regulation extrinsic motivation*: The adjustment process of intrinsic motivation comes from the experience of creating and transcending the pleasure of the self in an activity, which is interesting, enjoyable and innate. Kelley (1992) lifestyle oriented and Maccoby (2008) unconscious follow the intrinsic motivation.

Lifestyle oriented individuals firmly believe that this lifestyle is most meaningful. Individuals may decide to follow in two situations. In one case, they serve others and help others as individuals, who are naturally altruistic. In another case, they think they are unfit for the leadership role, and follow the role more in line with their values. They prefer to perform tasks rather than direct them. The unconscious follows from the individual's conscious mind and is not controlled, and this motivation may be more intense than external motivation. Individuals with intrinsic motivation are able to experience the pleasure and satisfaction of following behavior.

IV. FOLLOWER MOTIVATION MEASUREMENT AND RELATED VARIABLES

Domestic and foreign researches on motivation are mostly in the speculative stage, and there is no mature scale. The only two scales were developed by scholars for research purposes.

Yuan Tao (2011) developed a three factor structure of follower motivation questionnaire. The three factors were leader charm, team maintenance, and personal goal attainment. The questionnaire was composed of 15 items, using Likert 6 point scoring, 1 indicating complete non conformity, and 6 indicating complete compliance. Typical item statements include "leaders care about subordinates' growth", "get more financial rewards", "follow the leader to create a sense of belonging" and so on. The scale has

good reliability ($\alpha=0.928$) and validity, and meets the psychometric requirements. Basford(2012) in the study of influence of leadership level following the motivation and intention to stay, this two items measuring the motives of followers(Follower Motivation) strength, namely, "the company encourages me to go beyond what I need and to give it"; "the company motivates me to do my best every day."

In the study of antecedent variables of follower motivation, scholars have investigated the different levels of leadership support (direct supervisor level and executive level) and demographic variables (gender, age, and education), histological variables (type of enterprise, work experience, job nature) effect on follower motivation. Research shows that both the sense of support from the direct supervisor and the support from executives affect the motivation intensity of the followers, but the influence is different, and the executive's sense of support is more likely to boost the motivation of the followers; age, educational background, working years, post nature and communication with direct superiors have certain influence on follower motivation.

The research on the consequence variables of follower motivation mainly discusses the influence of follower motivation on job performance, job satisfaction, job involvement and turnover intention. The results showed that follower motivation had positive influence on job performance, job satisfaction and job involvement, and had negative influence on turnover intention, and these effects occur through leadership, member exchange, and intrinsic work motivation, while personal supervisor fit plays a modern.

V. SUMMARY AND PROSPECT

The theory of follower force is the frontier research of contemporary management, basically, it has three stages: leader centered research, follower centered research, and follower centered research. Following the scholars' research on the theory of follower force, the motivation of following has attracted more and more attention of scholars. Many discussions have been carried out on this subject, and abundant research results have also appeared. However, the research in this field is still in its initial stage, and there are still many blank areas and areas to be improved. Specifically, the study of follower motivation can be explored and improved from the following aspects:

A. The theoretical construction of follower motivation

Motivation research has experienced a history of more than one hundred years in the development of Western psychology. During this time, various motivational theories and factions emerged. These theories, from different angles and different approaches, have expounded the source of behavior and the motive force of action.

As a kind of human behavior, follow can be analyzed from the general motivation theory. Future motivation should be analyzed from a psychological point of view, and follow the motivation into the theoretical system of motivation for research. The study of the mechanism of follower motivation will help to integrate existing research results and form a unified research standard and systematic research results.

B. Development and improvement of follower motivation scale

The researchers should devote themselves to the development and improvement of the follower motivation scale. The study of follower motivation abroad is more fragmented, although domestic research on follow-up motivation has started late, researchers have tried to develop measuring tools. Although the existing scales have been tested by reliability and validity, there are overlaps between the three dimensions. Such as the title of leader charisma: "leaders can give subordinates protection and security", and team maintains dimension items: "following a leader can lead to a sense of belonging". All of these reflect individual needs and can be integrated into individual goals. Therefore, the structure validity of the three dimensional model of follower motivation needs to be improved. More empirical research is needed in the future, further clarify the connotation structure of follower motivation, and construct the measuring tools of follower motivation.

C. An empirical study of follower motivation

The key problem of scientific research is to judge the causality between variables, positivism is based on the anticipation of the laws and facts of objective existence, test theory by scientific measurement (Chen Xiaoping et al., 2008). follower motivation is one of the leading theories of management, its

academic value needs to be tested by a large number of empirical studies. At present, the influence factors and consequence variables of follower motivation have been discussed, further studies should expand the scope of variables, investigate the effects of following traits, leadership styles, organizational situations on motivation to follow, and to clarify how follower motivation affects the attitude and behavior of followers. To clarify the mechanism of follower motivation will provide important theoretical reference for enterprises in personnel recruitment, selection, placement, training and assessment.

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