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## **Follower characteristics, obedience, and constructive resistance: the role of *co-production leadership***

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**Abstract:** Co-production leadership is an emerging leadership model which is not a leader-centred. It involves leaders and followers working together to determine organisational outcomes. The followers' personal characteristics will determine the extent to which followers are involved in the leadership process. Followers also have a variety of beliefs about their role, both in the traditional perspective and within the framework of a partnership with leaders. This makes the co-production leadership model influences follower behaviours in the form of compliance and constructive resistance. This study aimed to develop a model of co-production leadership by examining the followers' characteristics as a predictor, and its impact on the follower behaviours, such as compliance and constructive resistance. This research was conducted on a political party, which has not been done in previous studies. To test the model developed in this study, partial least square (PLS) analysis was employed.

**Keywords:** co-production leadership; individualism; collectivism; proactive personality; obedience; constructive resistance.

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## 1 Introduction

Leadership plays a vital role in organisational life and becomes a phenomenon that has been widely studied. Most of the existing leadership theories emphasise the leader himself that followers apply passively to respond to leaders' actions and behaviours (Baker, 2007). Those leader-centred theories have been widely studied, and thus, the theories become stable nowadays. Current researches begin to assess the role of followers through a follower-centred approach (Howell and Shamir, 2005; Shamir et al., 2007). The growing researches about followers fill the gaps in leadership literature regarding to the complexity of the follower's roles in the leadership process (Avolio et al., 2009). Therefore, followership becomes the main concept underlying follower studies. It is defined as the extent to which individuals believe that follower's roles include working with leaders to advance the organisational mission and achieve optimal productivity (Carsten and Uhl-Bien, 2012).

In the context of followers and leaders cooperation, co-production leadership becomes the concept that underlies the thinking. Co-production leadership shows the involvement of leaders and followers working together to determine important organisational outcomes (Carsten and Uhl-Bien, 2012). Moreover, researchers called for further research to get better understanding related to followers beliefs about their role in the co-production leadership process and its impact on the organisation (Carsten and Uhl-Bien, 2012; Shamir, 2007; Uhl-Bien et al., 2014). Followers' belief about their role in the leadership process can vary from one individual to another. Carsten et al. (2010) found that some followers who construct their roles in the traditional perspective stated that followers should obey the leader; on the other hand, there are also followers who construct the role of their partnership with the leader. Other studies have shown that followers' preferences and perceptions of leadership will be determined by their characteristics (Erhart, 2012; Schyns et al., 2007).

In turn, followers' beliefs regarding interaction with leaders through co-production leadership will determine their obedience to leaders. Followers can perceive that the leaders' legitimacy makes followers feel powerless, so they feel they have no choice but to obey the leader (Carsten and Uhl-Bien, 2012). Furthermore, followers perceive that they must take a lower-level position from the leader, and thus, obeying the leader's orders because the lower status requires them to do so (Baker, 2007; Ravlin and Thomas, 2005).

In addition to its influence on followers' obedience, co-production leadership can also affect followers' constructive resistance. Constructive resistance is basically a form of follower's resistance to fully obey his or her leaders. Constructive resistance can arise when followers think that their leaders' orders tend to be ethically questionable (Blass, 2009). In his research, Blass (1991) affirms that personality variables and social beliefs can predict a subordinate's obedience/disobedience towards a leader's unethical demands. According to Tepper et al. (2001), constructive resistance occurs when followers directly suggest alternative suggestions to a leader's order or express the reason for rejection. In this situation, followers use a resistance strategy to open a dialogue with leaders when they consider the leader's request to be unethical.

Leader-follower dynamics does not only revolve around the leader's effect on the followers but also the other way around. Various studies found that more in-depth understanding on the effect of the follower's individual characteristic on the leader-follower relationship is needed, including leadership style (Erhart, 2012; Carsten et al., 2010; Avolio et al., 2009). Studies also prove that follower's individual characteristic affects their perception toward the leader. The individual characteristic that reflects self-concept involves the component of individualism and collectivism in which both of them attached on an individual. According to Lord et al. (1999), individual characteristic which reflects self-concept is the essential sources determining the follower's behaviour and reaction toward the leader. In the context of co-production leadership that reflects the leader and follower participation in working together as a partner, collectivism characteristic is closer to this leadership model. While, individualism characteristic is less suitable with co-production leadership since the leader focuses on establishing a partnership.

In addition to individualism and collectivism characteristic, proactive personality also takes a role in the leader-follower relationship. Proactive personality reflects an initiative that identifies the opportunities, finds novel ideas, enhances abilities, and brings changes (Crant and Bateman, 2000; Seibert et al., 2001). By proactive personality, individual

should interact with the leader actively in a balance leader-follower behaviour pattern (Li et al., 2010; Zhang et al., 2012). The leader will appreciate the follower and encourage them to participate actively in the leadership process. This interaction is needed in co-production leadership.

In the context of political organisations like political parties, co-production leadership becomes something new, considering that leadership in political parties tend to be leader-centred. The concept of co-production leadership opens the potential for development on leader interaction with followers who give greater attention to the role of followers, so that they are not just obedient, but can also provide constructive feedback for the parties. In Indonesia, to date, the orientation of political parties' leadership tends to be leader-centred. Consequently, the political parties face leadership stagnation. It is proven by their top leader's desire to keep leading the party, preventing regeneration rising from the grassroots. This phenomenon cannot be separated from the tendency of political parties in Indonesia that rely on a figure in leading a party. Lying on the leader's figure, the cadre, and the sympathiser exhibit obedience and follow what their leader has decided. This condition makes the person who sits as a leader enjoy his or her position and his or her follower's cult. On the other hand, followers' blind obedience and loyalty result in subjectivity. The followers tend to have a resignation, lack of freedom of thinking, and excessive fanaticism. They do not care whether their party makes a right or wrong decision. This phenomenon is in contrast with Nye (2008) who states that in political leadership, the figure should not lead in top-down approach in a centralised hierarchy, instead, it's supposed to be a democratic and participatory leadership. In other words, the leadership of a political party should be follower-centred in nature. The present study aimed to develop a model of co-production leadership in forming followers' obedience and constructive resistance by considering the follower's characteristic.

## **2 Literature review**

### *2.1 Followership*

In organisational research, at this time followership only received little attention (Uhl-Bien et al., 2014). However, the meaning and role of the follower cannot be ignored. Leadership can only exist if there are followers - no followers, no leaders. In the followership context, follower's behaviour reflects a willingness to obey others in certain ways (Uhl-Bien et al., 2014). Bjugstad et al. (2006) defined followership as the ability to follow directions effectively and support leaders' efforts to maximise a structured organisation. According to Blackshear (2004), followership is a connection between followers and leaders, one party acts as the co-dependent, while the other becomes the dependent.

Developed researches on followership have shown various views about the role of followers in the leadership process. There is a view stating that followers construct their role in the traditional definition, in which the follower completely obey the leader; while other views state that followers construct their role in the context of partnership, contribution and focus on involvement as well as leadership (For instance, influencing, sounding, and making decisions) (Carsten and Uhl-Bien, 2012). According to Blackshear (2004), successful followership is determined by several factors, namely:

- belief in the vision, mission, and goals of the organisation
- a willingness to set aside personal interests for the common good
- loyalty
- focus.

The Kelley Model categorised followers based on the dimensions of thought and action. In the dimension of thought, independent followers and critical thinkers consider the impact of their actions, be creative and innovative, and provide criticism. In contrast, dependent followers, uncritical thinkers do only what the leader demands and accept the leader's thoughts (Bjugstad et al., 2006). The second dimension of Kelley Model, action, is used to determine how the follower acts. Active followers take the initiative in decision-making, while passive followers are limited only to do what they are told (Bjugstad et al., 2006).

## *2.2 Co-production leadership*

Nowadays, most of the growing researches on followership are examining the individual's beliefs about the role that followers play in the leadership process (Carsten et al., 2010; De Cremer and Van Dijk, 2005). One of the concepts related to the individual belief is co-production leadership (Carsten et al., 2010). The co-production leadership is defined as the degree to which the individuals believe that followers become partners in the leadership process to enhance the effectiveness of the work unit (Carsten and Uhl-Bien, 2012). Co-production leadership demonstrates the involvement of leaders and followers who work together to determine important organisational outcomes (Carsten and Uhl-Bien, 2012). These beliefs keep growing along with the interaction of individuals with other parties related to authority (Kuhn and Laird, 2011; Louis, 1980; Ravlin and Thomas, 2005). According to the reasoned action theory, beliefs form the basis of attitudes which in turn influence an individual's behavioural intentions (Ajzen and Fishbein, 1977). In line with this theory, Conner and Armitage (1998) in their study suggest that beliefs are likely to be a stronger predictor of behavioural intentions than attitudes alone. The study also suggests that the best way to change individual behaviour is by changing his or her underlying beliefs. Thus, the individuals' beliefs about the role of followers in the leadership process can influence their behaviours.

In the previous study, Carsten and Uhl-Bien (2009) developed a measurement of followers' belief in co-production leadership. Their results showed that the follower's belief in co-production leadership is positively and significantly related to behaviours such as sounding, and negatively related to power distance and legitimacy of authority. Overall, the results suggested that followers' beliefs about co-production are related to how individuals play a role in the organisation. Followers with stronger co-production beliefs are likely to believe that their role includes responsibility for collecting and conveying important information, identifying alternative solutions in problem-solving, and constructively resisting the leader's policies that contradicts the organisational goal (Carsten et al., 2010). In the leadership and followership literature, followers with stronger co-production belief have been known as 'activist' (Kellerman, 2008). The followers' involvement is a critical component of effective leadership (Hollander, 1993).

Thus, co-production leadership orientation is needed to support the leader attains organisational goals.

### 2.3 *Co-production leadership and individual characteristics*

Carsten et al. (2010) state that followership style played by the followers is affected by cultural norms which finally forms a self-concept. Individual's self-concept refers to a personal characteristic which distinguishes an individual from another (Howell and Mendez, 2008) and is the source of variation of follower's behaviour (Lord et al., 1999). The self-concept that is affected by cultural norms or values is Individualism-Collectivism. Term individualism-collectivism is proposed by Hofstede (1980). Initially, this term is proposed as a method to characterise a culture. Collectivist people are indicated by a group with a strong bond, in which its member choose to live together and become a part of the group. Here, the group purpose is beyond individual purpose. It also emphasises that the group importance beyond personal importance. This is in contrast with individualist people where the individual has no interest to be part of a group. Also, they generally see individual purpose beyond the group purpose and individual rights beyond the group concern and responsibility.

Currently, the concept of individualism-collectivism has been adapted to individual and is conceptualised as a dispositional characteristic (Celeste et al., 2011). Taras et al. (2010) view individualism-collectivism as a 'value' while Triandis (2001) views it as a personality. It is supported by Hui and Triandis (1986) who state that culture with either collective or individualist is a culture that possesses individual differences regarding the value of either collectivism or individualism. This is in line with Wagner (1992) who, in his study regarding social loafing on students in the USA, in explaining variable individualism-collectivism, clearly explain individual differences and is not a cultural effect. Thus, individualism-collectivism is a method to distinguish among the individuals who are personal goal-oriented and the individuals who are collective goal-oriented and focus on a social system more (Moorman and Blakely, 1995). In other words, in this study, in line with Wagner (1992), the researchers distinguished individual's personal characteristic as individualistic-collectivistic of a culture.

Individuals who are higher in individualistic orientation tend to focus on autonomy, independence, and self-fulfilment so that the fulfilment of personal goals is above the collective goals. On the other hand, individuals who are higher in collectivist orientation tend to perceive that the membership in a group is more valuable, and they tend to strive for the group welfare even if it sacrifices personal interests (Wagner, 1995). With co-production leadership, leaders will emphasise subordinates' participation as their partner. Accordingly, co-production leadership tends to be closer to the values of collectivism, so that subordinates with strong collectivism values will be more interested in leaders who apply co-production because of the similar belief in values of collectivism. In contrast, individuals with high individualism values are less interested in co-production leadership because they consider leaders who focus more on the group. Based on that consideration, these hypotheses are formulated:

*Hypothesis 1a: Individualism is negatively related to co-production leadership.*

*Hypothesis 1b: Collectivism is positively related to co-production leadership.*

Other individual's characteristics that can influence co-production leadership is proactive personality. Proactive personality identifies individuals who identify opportunities and act, demonstrate initiative and persistence to bring meaningful change (Crant and Bateman, 2000). Proactive individuals tend to actively shape and manipulate the environment in order to accomplish their goal (Li et al., 2010). They prefer actively seeking information and possibility rather than passively waiting for it (Crant, 2000). Therefore, this initiative leads to favourable cognition and behaviour such as identifying new ideas to enhance work processes, learning new skills, and trying to properly understand company politics (Seibert et al., 2001). In addition, proactive individuals are willing to engage in activities beyond their formal responsibility actively and update more information to help the organisation perform better (Campbell, 2000; Crant, 2000). They are also motivated to take the initiative to improve and enhance organisational performance in order to accomplish the goal. This characteristic aids them to manage the relationship with their leader appropriately so that proactive individuals feel more satisfied and likely to engage in organisational citizenship behaviour compared to employees with less proactive (Li et al., 2010). Good followers represent those who are willing to work extra after their roles and responsibilities are adequately resolved and demonstrating high self-efficacy, in turn showing voice behaviour (Kelley, 1988).

Consistent with previous explanation, a research conducted by Zhang et al. (2012) proves that, when the proactive behaviour of subordinates and leaders was balanced, subordinates would be more productive, satisfied, and committed. Co-production leadership characteristics will tend to encourage individuals to actively participate in the leadership process as the partner of leaders. Subordinates with proactive personality will tend to prefer when leaders appreciate their opinions; subordinates also recognise perceived benefits by working on leaders who encourage opportunities to grow. Therefore, co-production leadership will be more suitable for subordinates with proactive personality. With this premise, this hypothesis is formulated:

*Hypothesis 2: Proactive personality is positively related to co-production leadership.*

#### *2.4 Co-production leadership, obedience and constructive resistance*

Researches on followership are growing by testing individual's beliefs about the role of followers in the leadership process. Belief in co-production leadership is defined as the degree to which individuals believe that followers should become partners in the leadership process (Carsten and Uhl-Bien, 2012). Beliefs regarding the role of followership keep growing along with the interaction of individuals with other parties related to authority. This condition is understandable, given that when performing a role as a follower, individuals lie on their beliefs to direct their behaviours.

Carsten et al. (2010) argued that individuals with a low degree of belief in co-production leadership tend to define the role of followers in obedience and respect to leaders, as they regard leaders as more capable, and they believe that leaders know best for the group. As for individuals with a high degree of belief in co-production leadership will define the role of followers as the partner of leaders to improve group performance; they believe that followers perform an integral role in the leadership process.

These findings have implications for organisational ethical behaviour. Followers with a low degree of belief in co-production leadership will tend to engage in obedience deviations because they believe that the role of a follower is to serve the leader well and

to obey the leader' without question. On the other hand, followers with a high degree of belief in co-production leadership may resist their leader constructively when confronted with unethical orders. They believe that followers are active participants in the leadership process and will question things that are considered harmful to the organisation (Carsten and Uhl-Bien, 2012). Consistent with previous explanation, research conducted by Liang et al. (2012) found that when followers are aware that their role includes an obligation for constructive change, they are more likely engage in voicing behaviour that challenges status quo positively. Hence, there are differences related to voicing behaviour between individuals with weaker co-production orientation and stronger co-production orientation. Research conducted by Carsten et al. (2017) found that followers with stronger co-production orientation are more likely to speak up their suggestion and ideas than to be passive and silent members. Put differently, followers with stronger co-production orientation will dare to constructively refuse leader's unethical requests than those who are with weaker co-production orientation. Based on previous studies and the ideas put forward, these research hypotheses are formulated:

*Hypothesis 3: Co-production leadership is negatively related to subordinate's obedience.*

*Hypothesis 4: Co-production leadership is positively related to subordinate's constructive resistance.*

### **3 Research method**

#### *3.1 Research design*

This study used a survey approach by taking a sample of the study population and using questionnaires as the primary tools of data collection. Based on the time dimension, this study belongs to a cross-sectional study, conducted in a certain period of time. The population of this research is the whole cadre of a political party in a subsidiary in Central Java. The present study involved 270 people as the respondents. Questionnaires are disseminated in organised political party activity, in order to perform coordination and internal consolidation related to the party's working programs. By choosing cadres who participated in the activity as a respondent, the sampling technique used is purposive sampling, can be defined as the selection of samples based on specific considerations (Sekaran, 2006). In this case, researchers considered that cadres who participated in that event were intensively involved in coordinating and consolidating the party's activities so that they know and understand about how high the level leadership is performed and followed by the level below. Based on the time dimension, this study belongs to cross-sectional study, conducted in a certain period of time.

By the party board's consent, the questionnaire was administered to the party cadres who attended the internal consolidation and coordination. The respondents filled the questionnaires during the coffee break of the meeting. The researchers came to the meeting to distribute the questionnaire. The respondent who had finished filling the questionnaire returned the questionnaire to the researcher. There were 176 questionnaires returned (response rate 65.19 %). The respondents that accepted to participate in the study were primarily male (20.65 % female, 79.35 % male). Concerning educational level of the participants, results were as follows: 29.89 % high school; 7.61 % diploma; 46.20



bachelor; 16.3 % master. Respondents range in age from 26 to 71 years, with a mean age of 47.6 years.

### 3.2 Variables measurement

*Co-production* leadership is measured with a questionnaire adapted from Carsten and Uhl-Bien (2009), consisting of five question items ( $\alpha = 0.796$ ). The example of the statement is: “The follower should attempt to provide suggestion to the leader”; “The follower should voice their opinion, although the leader may not agree”. This questionnaire measures the extent to which followers see their belief in the role of followers, in connection with leaders in the organisation. *Intention to Obey the Leader* is measured by three items of question adapted from Carsten and Uhl-Bien (2012) to find responses on followers’ obedience to leaders ( $\alpha = 0.801$ ). The following is the example of *intention to obey* item: “I will obey any forms of the leader’s order”. *Constructive Resistance* is measured with a questionnaire adapted from Tepper et al. (2001) which consists of 4 question items, to determine the rejection in efforts to influence followers ( $\alpha = 0.714$ ). The example of statement regarding constructive resistance is: “When I think that the leader’s order is inappropriate, I will ask for a further explanation”; “I will perform the order half-heartedly so that the leader knows I do not want to do it”. *Individualism* is measured with a questionnaire adapted from Triandis and Gelfand (1998), which consists of eight items, to determine the individualism values attached to the individual ( $\alpha = 0.706$ ). The example of individualism item is: “I tend to rely on myself rather than depend on other people”; “For me, victory is everything”. *Collectivism* is measured by eight items of question adapted from Triandis and Gelfand (1998) to measure collectivism values ( $\alpha = 0.730$ ). The example of collectivism item is: “For me, spending time with other people is a great thing to do”; “For me, it is important to respect the decision made by the group”. *Proactive Personality* is measured with questionnaires developed by Seibert et al. (1999) consists of 10 items, to describe the extent to which individuals identify opportunities and act, demonstrate initiative, and persist to materialise important changes ( $\alpha = 0.701$ ). The example of proactive personality item is: “I always try to discover a novel way in improving my life”; “I can recognise a good opportunity before anyone does”. The questionnaire employed 5-points Likert scale, starting from ‘Strongly disagree’ to ‘Strongly agree’.

## 4 Findings

Means, standar deviations, reliabilities and correlations for all study variables are shown in Table 1. A review of the correlation matrix indicates that co-production leadership is significantly related to all the variables in our model, except individualism ( $r = 0.043$ ;  $p > 0.10$ ).

The adequacy of the measurement models was evaluated on the criteria of reliability, convergent validity, and discriminant validity. Firstly, reliability was examined by using the composite reliability and Cronbach alpha values. Table 2 shows that all the values of Cronbach alpha and composite reliability are above 0.7, which is the commonly accepted level for explanatory research. The convergent validity was verified by using two criteria (Fornell and Larcker, 1981). First, all indicator loadings should be significant and exceed 0.7. Second, the average variance extracted (AVE) by each construct should exceed due

to the measurement error for that construct (AVE should exceed 0.50). However, if the range of indicator loadings is within 0.5 to 0.6 or if AVE less than 0.5 but composite reliability higher than 0.6, the convergent validity is still adequate (Hair et al., 2013; Fornell and Larcker, 1981). From Tables 2 and 3, the convergent validity was acceptable, all indicator loadings were higher than 0.6 and AVE ranged from 0.451 (proactive personality) to 0.827 (obedience).

**Table 1** Means, standard deviations and intercorrelations

Variables	Std.							
	Mean	deviation	Co_Pro	Obedience	Cons_Res	Individualism	Collectivism	Proactive
Co_Pro	4.11	0.54	(0.796)					
Obedience	2.72	0.46	0.210**	(0.801)				
Cons_Res	2.83	0.73	0.450**	0.131	(0.714)			
Individualism	3.67	0.49	0.043	-0.173	0.127	(0.706)		
Collectivism	3.88	0.47	0.376**	-0.028	0.268**	0.178*	(0.730)	
Proactive	3.70	0.42	0.394**	-0.052	0.261**	0.419**	0.547**	(0.701)

\*Correlation is significant at the 0.05 level (2-tailed).

\*\*Correlation is significant at the 0.01 level (2-tailed).

**Table 2** Reliability and convergent validity

Variables	AVE	Composite reliability	R-square	Cronbach's alpha
Co_Pro	0.551	0.860	0.193	0.796
Obedience	0.827	0.905	0.018	0.801
Cons_Res	0.777	0.875	0.210	0.714
Individualism	0.699	0.816		0.706
Collectivism	0.481	0.822		0.730
Proactive	0.451	0.804		0.701

The discriminant validity of the scale was assessed by using the guideline suggested by Fornell and Larcker (1981). The square root of the AVE from the construct should be greater than the correlation shared between that construct and others in the model. Table 4 lists the correlations between the construct, with the square roots of AVE on the diagonal. All the diagonal values exceed the inter-construct correlations, hence the test for discriminant validity was acceptable. Therefore, based on the previous explanation we can conclude that the scales should have sufficient construct validity and reliability.

The structural model was used to test the proposed hypothesis. The following is the result of analysis by using partial least square (PLS):

Figure 1 shows that individualism is not significantly related to co-production leadership ( $t$ -statistic = 0.134, <1.96). Thus, hypothesis 1 which states that individualism is negatively related to co-production leadership is not supported in this study. Collectivism, on the other hand, proved to be significantly associated with co-production leadership ( $t$ -statistic = 2.026, >1.96), so hypothesis 2 which mentions collectivism is positively associated with co-production leadership is supported. The results also show that proactive personality is related to co-production leadership ( $t$ -statistic = 2.933, <1.96). Thus hypothesis 3 which mentions proactive personality is positively related to

co-production leadership is supported. Other results prove that co-production leadership is not significantly related to obedience ( $t$ -statistic = 1.494, <1.96), so hypothesis 4 which states that co-production leadership is negatively associated with obedience is not supported. On the other hand, this study proves that co-production leadership is related to constructive resistance ( $t$ -statistic = 7.395, >1.96). Thus, hypothesis 5 which mentions co-production leadership positively related to constructive resistance is supported in this study.

**Table 3** The indicator loading values

	<i>Co-production</i>	<i>Cons_Resistance</i>	<i>Obedience</i>	<i>Individualism</i>	<i>Collectivism</i>	<i>Proactive</i>
CL_1	0.803					
CL_2	0.740					
CL_3	0.723					
CL_4	0.736					
CL_5	0.708					
CR_1		0.870				
CR_2		0.893				
IO_2			0.951			
IO_3			0.865			
ID_4				0.993		
ID_3				0.642		
CV_1					0.750	
CV_2					0.635	
CV_6					0.758	
CV_7					0.633	
CV_8					0.681	
PP_1						0.676
PP_2						0.634
PP_3						0.684
PP_4						0.707
PP_8						0.657

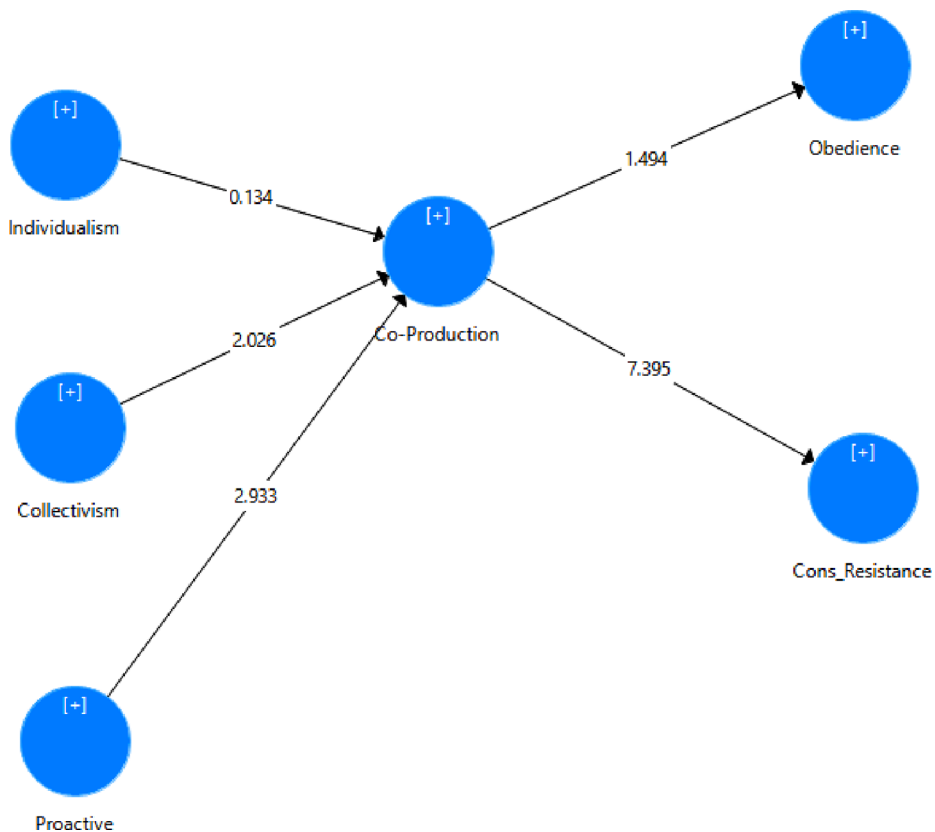
**Table 4** latent variable correlation matrix

	<i>Co-production</i>	<i>Cons_Resistance</i>	<i>Obedience</i>	<i>Individualism</i>	<i>Collectivism</i>	<i>Proactive</i>
Co-production	0.742					
Cons_Resistance	0.458	0.882				
Obedience	0.132	0.086	0.909			
Individualism	0.186	0.172	-0.287	0.836		
Collectivism	0.382	0.278	-0.247	0.353	0.694	
Proactive	0.410	0.286	-0.282	0.370	0.638	0.672

#### 4.1 Discussion

This study aimed to analyse the relationship between the individual's characteristic reflected by individualism, collectivism, and proactive activity and the co-production leadership, obedience, and constructive resistance. The result of path analysis showed that individualism is not significantly correlated with the co-production leadership. A person with individualist character tends to focus on autonomy, independence, and self-fulfilment so that his or her personal goal is placed beyond the group goal. Such characteristic is not suitable with the co-production leadership that prioritises high follower's partnership and involvement in his relationship with the leader. In addition, the character of Indonesian tends to be collectivist instead of to be individualist. Proofs showing a significant relationship between collectivism and co-production leadership support the finding of the present study as it is stated by Earley (1989) individualist community set aside individual's interest to obtain their collective goals where the stimulating force of a collective culture is cooperation in obtaining group goal and maintaining group's well-being. This supports co-production leadership belief where an individual holding the values of collectivism will tend to prioritise collective well-being and possess belief that a leader is their partner who works together with them in achieving organisational success.

**Figure 1** Path analysis (see online version for colours)



Another finding of this study proved that there was a significant relationship between proactive personality and co-production leadership. It shows that the followers' proactive personality will encourage co-production leadership in the political party. Individual with proactive personality exhibited punctilio in identifying opportunities, high initiative, and persistence in bringing changes. This characteristic is in line with co-production leadership since the follower love a leader who respect their opinion and recognise the importance of their involvement. This finding is also supported by Torres (2014) who found that a follower possessing proactive personality will have a perception regarding their role in the leadership process as an active follower. Shamir (2007) also support the finding of the study which states that in a proactive scheme, followers see their role as the leaders' partner in achieving the organisational goal. 'Followers as a leader's partner' is one of the beliefs of co-production leadership. The current study also proved that there was no significant relationship between co-production leadership and obedience. This may occur since, in the leader-follower relationship referring to co-production leadership. The follower sits as the leader's partner who provides suggestions to obtain the organisational goal. Accordingly, the followers do not merely show their obedience. Instead, they attempt to work together in order to achieve the expected result.

Eventually, this study proves that co-production leadership will affect the follower's constructive resistance. As a consequence, the follower who works as the leader's partner will attempt to exhibit their involvement and provide suggestions for their leader although they have a different opinion from the leader. They will voice their objection by providing the reason. They even deliver a constructive opinion for the problems being faced. The result of the present study supports the study conducted by Carsten and Uhl-bien (2012) which found that co-production leadership correlates with the employee's willingness to constructively resist the leader's order, especially the one that ethically questionable. This finding is in line with reasoned action theory (Ajzen and Fishbein, 1977) who asserts that belief and attitude interact with context in order to affect behaviour. When the followers believe that they play a role as the leader's partner in achieving the organisational goal and ideal, they attempt to open a dialogue in the form of either negotiation or clarification upon an issue or a decision.

## **5 Conclusion**

This study proves that collectivism has a positive and significant relationship with co-production leadership. This means that when followers exhibit high collectivism values, expressed by strong ties to their group and group loyalty, it will strengthen their perspectives on co-production leadership. The results also prove a positive and significant relationship between proactive personality and co-production leadership, which shows that followers with proactive personality are able to identify opportunities and have high initiative, will tend to work together with leaders who build partnerships as shown by co-production leadership. The findings of this study also prove that co-production leadership is positive and significant with the constructive resistance. That is, co-production leadership will be able to encourage the follower's constructive attitude even though followers may disagree with the leader. However, this disagreement is demonstrated in constructive ways in order to achieve good results for the organisation. These findings are in line with the study of Carsten and Uhl-Bien (2012).

On the other hand, individualism is not proven to be significantly associated with co-production leadership. This may be related to cultural factor, in which Indonesians do not tend to be individualistic, but rather to collectivists. Indonesians have a high value of togetherness and strong bond with the group. In addition, the results of this study also show that there is no relationship between co-production leadership and obedience. This might be caused by the relatively high power distance gap between leaders and followers in Indonesian culture, which makes followers uncomfortable with the leader, so co-production leadership is not significantly related to obedience.

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