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The (R.A.S.E.R.) Model of Conscious Followership: Development and Validation of a Measurement Instrument in the Qatari Context

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Abstract

Despite growing interest in leadership studies within organizational literature, followership has remained a relatively neglected concept, despite its critical importance to organizational effectiveness, as highlighted in recent systematic reviews, this study aimed to develop and validate a new measurement instrument for the (R.A.S.E.R.) model of conscious followership in the Qatari context, which offers an integrated theoretical framework that transcends classical binary models, the model consists of five core dimensions: Rational Loyalty (R), Active Precision (A), Silent Influence (S), Ethical Courage (E), and Reflective Growth (R), a 20-item questionnaire was designed to measure these dimensions, with the addition of a unique tie-breaking mechanism (Question 21) to ensure classification accuracy, the study was conducted on a sample of 561 employees from two different sectors in Qatar: a military sector ($n = 278$) and an educational sector ($n = 283$).

Statistical analysis indicated that the measurement instrument demonstrates a very high level of reliability (Cronbach's $\alpha = 0.948$), the findings further revealed that the dimensions of Rational Loyalty and Active Precision are statistically independent ($r = 0.004$), thereby confirming the theoretical framework of the model, the study identified a realistic distribution of follower typologies, with the "Gray Zone", a distinctive conceptual innovation of the model, constituting the largest segment (27.8%), followed by "Self-interested" (22.5%), "Blind" (21.9%), "Strategic" (17.5%), and finally "Destructive" (10.3%), the analysis uncovered statistically significant differences between the two sectors regarding the dimensions of loyalty, courage, and growth, a result that aligns with current research linking organizational context to followership behaviors (Ribbat et al., 2024).

This research offers a reliable and valid measurement instrument tailored for the Arab context, possessing wide practical applicability in areas such as recruitment, performance appraisal, training, and team development, it paves new pathways for comprehending and enhancing followership dynamics within contemporary organizations.

Keywords: Conscious Followership, (R.A.S.E.R.) Model, Rational Loyalty, Active Precision, Gray Zone, Instrument Development, Qatari Context.

1.INTRODUCTION

The design of this model emerged after years of fieldwork in military and educational settings, where the researcher identified the need for a framework to explain follower behavior in highly disciplined contexts, recent literature indicates that stringent environments, such as military and academic settings, serve as ideal laboratories for understanding the dynamics of followership and organizational behavior.

Leadership studies have long dominated academic and managerial discourse for several decades, with a nearly exclusive focus on the traits, behaviors, and influence of the leader in achieving organizational objectives, conversely, the role of the "follower" has often been marginalized, frequently portrayed as a passive recipient of instructions or merely an executor of leadership visions, a characterization highlighted by extensive systematic reviews in follower research, the rapid transformations in modern work environments, which are characterized by decentralization and an increasing reliance on intelligent work teams, have necessitated a fundamental reexamination of this dynamic, organizational success no longer depends solely on the genius of a single leader, but rather on the quality of the interactive relationship between leaders and followers, as well as the followers' ability to participate effectively and conscientiously in achieving the shared mission, contemporary literature supports this shift, emphasizing that followership has become a critical element in modern organizational performance, early models in the study of Followership have attempted to move beyond this simplistic perspective, Robert Kelley (1992) introduced his pioneering model based on two dimensions: "independent critical thinking" and "active engagement," distinguishing among effective, passive, alienated followers, and others, similarly, Ira Chaleff (2009) emphasized the "courage" of the follower in both supporting the leader and challenging them when necessary, despite the significance of these models, they often fall into the trap of binary classifications or lack an integrated framework that encompasses multiple dimensions of effective behavior in contemporary organizations, recent critiques have underscored the limitations of binary models in explaining the complexity of organizational behavior.

These gaps underscore a clear need for a comprehensive model that balances loyalty to the

leader with precision in performance, while taking into account ethical dimensions, silent influence, and the follower's continuous personal growth, the central research problem of this study emerges: the current literature lacks an integrated and multidimensional model of followership that transcends passive obedience and provides a practical framework for measuring and developing "conscious followership" within organizations, as we propose it here, conscious followership does not imply blind loyalty; rather, it represents a principled and deliberate commitment to organizational goals, characterized by meticulous execution, moral courage, the capacity for positive influence, and a persistent pursuit of growth, dimensions corroborated by contemporary scholarship on work ethics and organizational behavior.

To bridge this gap, the present research paper proposes the "R.A.S.E.R. Model of Conscious Followership" as a novel and innovative theoretical framework, it is noteworthy that the model is officially registered as an original intellectual classification with the Intellectual Property Rights Protection Department at the Ministry of Commerce and Industry of the State of Qatar (Registration No.: ٥٨٤ /215/2025, dated November 10, 2025), thereby reinforcing its authenticity as a novel scholarly contribution to the literature on leadership and followership, the model is based on five integrated dimensions: Rational Loyalty, Active Precision, Silent Influence, Ethical Courage, and Reflective Growth, beyond establishing a theoretical framework, the model introduces a practical measurement instrument that has been developed and tested, and it offers new concepts such as the "Gray Zone" and the mechanism of "Breaking Equilibrium."

Accordingly, this study aims to achieve the following:

Introduction and Explanation of the (R.A.S.E.R.) Model as a Novel, Multidimensional Theoretical Framework for Conscious Dependency.

Presentation of the methodology for developing a measurement instrument specific to the model, along with the provision of validity and reliability results.

Establishing a framework that assists organizations in assessing follower styles and designing developmental programs that enhance organizational effectiveness.

The paper reviews the previous literature, followed by the model construction methodology, then the empirical results, subsequently the discussion and applications, and finally concludes with future research directions.

2.LITERATURE REVIEW

The field of organizational studies has witnessed a gradual yet profound transformation in the understanding of the dynamics between leaders and followers, after decades of near-absolute dominance of the "Leader-centric Theory", a perspective that entrenched the view of followers as passive elements with no role in shaping the organizational trajectory, recent research has begun to emphasize that leadership effectiveness substantially depends on the quality of followership.

It has become widely accepted in contemporary literature that followers are not merely implementers, but influential partners who contribute to decision-making, shape organizational outcomes, and enhance trust across different leadership levels (Epitropaki et al., 2013; Harris et al., 2019), recent reviews also indicate that effective followership constitutes a fundamental element in modern models of shared leadership and collaborative work within teams.

Building upon this cognitive shift, this section reviews the evolution of the concept of dependency in the global literature, analyzes the most prominent theoretical models that have attempted to explain it, and highlights the knowledge gaps that the (R.A.S.E.R.) model seeks to address by offering a comprehensive and multidimensional framework of conscious dependency.

2.1.The First Generation: Foundational Models of Dependency

The initial systematic attempts to theorize followership emerged in the late 1980s and early 1990s as a direct response to the simplistic view of followers and their role within organizations, as Robert Kelley's model is considered a cornerstone in this field; Kelley introduced a paradigmatic shift in the perception of followers by arguing that they contribute to approximately 80% of an organization's success, he proposed a typology based on two fundamental dimensions:

Independent Critical Thinking: The extent of a follower's ability to think independently and provide constructive criticism.

Active Engagement: The degree to which a subordinate is involved in organizational tasks with enthusiasm and energy.

By intersecting these two dimensions, Kelley identified five follower styles, as illustrated in the following table:

Table 1: Kelley's Classification of Follower Types

Behavioral Characteristics	Active Participation	Critical Thinking	Dependent Variable Type
Initiates, adds value, contributes to achieving objectives with awareness and responsibility.	High	High	Exemplary
Thinks independently but is passive and isolated; often cynical.	Low	High	Alienated
"Yes-Man": enthusiastically executes orders without critical thinking.	High	Low	Conformist (الموافق)
Relies on the leader for thinking and guidance; lacks initiative.	Low	Low	Negative (Passive)
"Al-Naji," adapts to the current situation to maintain his	Medium	Mean	Pragmatist

position and avoids risk.			
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Despite the foundational significance of Kelley's model, it has faced criticisms for its limited focus on only two dimensions and its neglect of the ethical and moral aspects in follower behavior.

In an attempt to address this shortcoming, Ira Chaleff (2009), in his model "The Courageous Follower," presented a perspective that emphasizes the ethical dimension of followership, Chaleff posits that an effective follower must possess the "courage" to strongly support the leader, while simultaneously having the "courage" to challenge the leader when necessary, his model is founded on two distinct dimensions:

Degree of Support for the Leader

Degree of Challenge to the Leader

This resulted in four main behavioral patterns:

Partner: High support and high challenge, collaborating with the leader to achieve the shared objective.

Implementer: High support and low challenge, focusing on the precise execution of instructions.

Individualist: Low support and high challenge; acts independently and may cause organizational disruptions.

Resource: Low support and low challenge, resulting in the minimum required effort.

Chaleff's model has contributed significant ethical depth to the concept of followership; however, it has remained lacking a clear quantitative measurement tool, it has predominantly focused on the vertical relationship with the leader, with comparatively less attention given to operational dimensions such as performance accuracy or self-development.

2.2. The Second Generation: Expanding the Dimensions of Dependency

Based on foundational models, a second generation of research emerged seeking to expand the

understanding of followership, Barbara Kellerman (2008) proposed a classification based on a single dimension, namely the "Level of Engagement," categorizing followers from "Isolates," who do not participate at all, to "Diehards," who dedicate their lives to the leader or cause, despite its simplicity, this model highlights that the intensity of engagement, not just its type, is a significant factor. In recent years, research has emerged focusing on "Followership Orientations" rather than solely on behaviors, Carsten and colleagues introduced the concept of "Followership Role Orientations," which reflect followers' beliefs regarding their role within the organization, they identified three primary orientations:

- **Passive Orientation:** The belief that those under one's command should be docile and obedient for those in power
- **Participative Orientation (Co-production):** The conviction that those who follow should be involved in effort like active participants
- **Anti-authoritarian Orientation:** The conviction that it is essential to oppose and question those in positions regarding power

The findings of their study indicated that leaders have a more favourable evaluation of followers who have a participatory attitude, highlighting significance regarding proactive follower behaviour in contemporary organisations (Epitropaki et al., 2013)

2.3. Gaps in the Current Literature and the Contribution of the (R.A.S.E.R.) Model

In spite of tremendous accomplishments that have been made in field of dependence literature, there are still considerable cognitive and methodological gaps, as the most prominent of these gaps may be summarized in the table that is shown below:

Table 2: Research Gaps in the Dependency Literature and the Contribution of the (R.A.S.E.R.) Model

How the (R.A.S.E.R.) Model Contributes to Bridging Them	Gap Description	Research Gap
R.A.S.E.R. is a five-dimensional model that incorporates Loyalty, Accuracy, Influence, Courage, and Growth. This model offers a more complete and holistic view on subject matter	The majority of the models that are now in use, such as Kelly and Chalif, emphasise just two dimensions, which results in an oversimplification of the complicated behaviour regarding follower	Lack concerning Integration

Concept regarding "Rational Loyalty," which distinguishes between loyalty to individual and principled commitment to goal, a critical distinction in knowledge-based organizations	Many models equate good dependency with obedience or unconditional support for the leader.	Blind Loyalty Dominance
The concept of the "Gray Zone" is presented as a dynamic transitional state, with a clear mechanism for breaking equivalence, thereby granting the model greater flexibility and explanatory power.	Traditional models fail to explain the behavior of followers who fall into an intermediate zone between different classifications.	Absence of Transitional Zones
Provides a measurement instrument (questionnaire) developed and tested in an experimental study, thereby opening the door for empirical validation and broad practical application.	Scarcity of models that provide quantitative measurement tools whose validity and reliability have been tested, which limits their practical and research application.	Lack of measurement tools

By addressing these gaps, the (R.A.S.E.R.) model does not intend to be merely another addition to the list of followership models; rather, it seeks to offer a qualitative leap toward the concept of "Conscious Followership." This concept transcends mere outward behavior to focus on the intentions, values,

and self-awareness that drive the effective follower in the contemporary work environment, it represents an integrated framework that not only describes "what" followers do but also "why" and "how" they act with awareness and responsibility.

Table 3: A Comprehensive Comparison Between the (R.A.S.E.R.) Model and Previous Dependency Models

R.A.S.E.R. (2025)	Kellerman (2008)	Chaleff (2009)	Kelley (1992)	Comparison Criterion
5	8	5	2	Number of Dimensions
Self-Development	Classification	Moral Courage	Job Behavior	Main Focus
Completely Independent	Implicit	Present	Present	Autonomy
Explicit and Direct	Limited	Central	Indirect	Ethical Dimension
Practical and Measurable	Descriptive	Theory	Theoretical	Practical Application
Developed and Tested	Limited	Not available	Not available	Measurement Instrument
0.948	Please provide the Arabic content of the research paper table you would like translated into English.	Please provide the Arabic content you would like me to translate.	Certainly! Please provide the Arabic text of the table content you would like translated into English.	Reliability Coefficient (α)

561 Participants	Please provide the Arabic text of the table content you would like translated into English.	It appears the content to be translated was not provided, please share the Arabic text of the research paper table content that you need translated into English.	Please provide the Arabic content of the table you would like translated into English.	Sample Size
Arabic/Gulf	Western	Western	West	Cultural Context
Yes (No. 215/2025)	No	No	No	Official Registration
$r = 0.004$	Please provide the Arabic content you would like me to translate into English.	Please provide the Arabic table content you wish to have translated, and I will translate it accurately into English with a professional academic tone.	Please provide the Arabic text you would like me to translate.	Dimension Independence

Table 3 presents a comprehensive comparison between the (R.A.S.E.R.) model and the principal models in dependency literature, the comparison reveals that the (R.A.S.E.R.) model possesses a set of unique characteristics, first, it is a comprehensive model that integratively encompasses the essential dimensions of conscious dependency, second, it exhibits a high degree of measurability through a developed and statistically validated instrument, which achieved a high reliability coefficient ($\alpha = 0.948$) (Cronbach, 1951; DeVellis, 2017), third, the model's dimensions demonstrate complete independence ($r = 0.004$), reflecting a clear distinction between its behavioral and cognitive components, fourth, the model is grounded in field applications within the Arab/Gulf context, thereby addressing a significant cultural gap present in the prevailing Western literature (Ribbat et al., 2024; Bastardoz & Van Vugt, 2019), the model benefits from official registration as intellectual property in the State of Qatar, this table illustrates the clear distinctiveness of the (R.A.S.E.R.) model, which is further strengthened by its registration number of 215/2025, which further strengthens its originality and credibility, collectively, these attributes establish the (R.A.S.E.R.) model as a substantial scholarly contribution that addresses theoretical, methodological, and cultural gaps in contemporary dependency studies, model in terms of

comprehensiveness, precise measurability, and applicability within the Arab context, thereby addressing three pivotal gaps in the current literature:

Theoretical Gap: An Integrated Model Encompassing All Essential Dimensions of Conscious Dependency

Methodological Gap: A measurement instrument characterized by a high degree of reliability and validity ($\alpha = 0.948$).

Cultural Gap: The First Scientific Application of the Model in the Arab/Gulf Context.

3.METHODOLOGY

For purpose of developing and evaluating a measuring tool for R.A.S.E.R. model of conscious reliance, this research developed and tested a multi-stage quantitative technique, due to DeVellis (2017), Hair et al. (2019), and Kline (2016), the methodology was developed with the intention of ensuring greatest possible levels of validity and reliability, as this was done in order to make the instrument seem confidently relevant in both research and practical settings

3.1.Research Design

The study employed a descriptive-analytical design aimed at developing a new measurement instrument and verifying its psychometric properties, data were collected using a cross-

sectional design, in which data were gathered from participants at a single point in time.

3.2. Development of the Measurement Instrument

The R.A.S.E.R. model questionnaire was designed via a process that consisted of five methodical steps, the purpose of this theoretical study was to determine the key features of conscious dependent by conducting a review of the literature about relationships between dependency and psychometrics, statement generation, in order to measure the five dimensions of the model, an initial collection of fifty items was produced, with ten items being assigned to each dimension, evaluation by specialists, the statements were submitted to a group of five specialists in the domains of management and psychometrics in order to evaluate their clarity and relevance. Based on the input that they provided, some statements were either amended or omitted, in the preliminary pilot study, the questionnaire was given to a small exploratory sample consisting of fifty individuals, as the purpose of this was to ensure that the instructions and items were clear, as well as to estimate the amount of time that would be necessary to finish the questionnaire, final version, the final version of the questionnaire was prepared based on the findings of the experimental research, as it consists of twenty questions, with four items for each dimension, as in addition, there is an additional question (Question 21) that is designed to resolve ties in the grey region

3.3. Mechanism for Calculating Scores and Defining Classification Ranges in the (R.A.S.E.R.) Model

This study employed a clear quantitative mechanism to classify participants into the five patterns of followership, based on the mean scores of the dimensions of conscious loyalty and effective diligence, after collecting the responses and converting them into numerical values on a five-point Likert scale, standardized ranges were established to categorize each participant into one of the followership types according to the following thresholds:

- From 1.00 to 2.00 = Destructive Follower
- From 2.01 to 3.00 = Gray Zone
- From 3.01 to 4.00 = Self-Interested or Blind Follower
- From 4.01 to 5.00 = Strategic Follower

In cases where there is an equality in numerical values between loyalty and accuracy within the range of (3.01–4.00), Question 21 was employed as an official mechanism to break the tie and

determine the pattern that is most accurate and consistent with the participant's behavior.

These numerical ranges enable the transformation of the model from a descriptive framework into an applicable measurement standard, while also ensuring the tool's potential for reuse in future studies or within organizational environments in a practical and reliable manner.

If the value of one dimension (loyalty or accuracy) falls within the neutral range, while the other dimension is within the destructive range, the resulting pattern is treated within the gray zone due to the presence of positive indications that merit reinforcement and measurement.

3.4. Study Population and Sample

The study population consisted of all employees in two distinct sectors in the State of Qatar, a purposive sample comprising 561 employees was selected, data were collected from two organizations to ensure sample diversity and enhance the generalizability of the findings.

- First institution: Military sector (n = 278), with all participants being male.
- Second institution: Educational sector (female high school, n = 283), with all participants being female.

3.5. Data Collection Procedures

The questionnaire was distributed both in paper form and electronically to the participants after obtaining official approvals from the two institutions, the objectives of the study were explained to the participants, with assurances provided regarding the confidentiality of their data and its use solely for scientific research purposes, data collection was conducted over a period of two months.

3.6. Statistical Analysis Methods

The Statistical Package for the Social Sciences (SPSS) was utilized for data analysis, the following methods were employed:

- **Cronbach's Alpha:** to measure the reliability of the overall instrument as well as each of its dimensions.
- **Confirmatory Factor Analysis (CFA):** to verify the construct validity of the five-dimensional model.
- **Descriptive Statistics:** to calculate means, standard deviations regarding dimensions, and distribution patterns of the followers
- **Pearson Correlation Coefficient:** to examine relationships among five dimensions
- **Independent Samples t-test:** to compare differences between two sectors (military and educational)

3.7. Ethical Considerations

All ethical considerations for scientific research were adhered to, including:

Obtaining informed consent from participants

Ensuring data confidentiality and non-disclosure regarding participants' identities

The data is to be used for scientific research purposes only

3.8. Field Challenges and Data Collection Management

During the course regarding the research, researcher came into a number regarding difficulties in the field that were associated with the characteristics regarding working settings in Qatar, notably in military sector, as the gathering of data inside the military needed previous cooperation with the training department and consideration of daily shift plans, the distribution of questionnaires had to be done in numerous stages in order to guarantee that a greater number of people participated, as in a similar manner, process of data collecting in the education sector required coordination with school administrations in order to identify appropriate periods that did not interfere with lessons or activities for students, as even though these obstacles were present, the positive cooperation from both institutions made

process of data collection easier and made it possible to have complete access to the sample that was being targeted

4. RESULTS

This section provides a detailed presentation of the statistical results obtained after analyzing data from a sample consisting regarding 561 participants, results are organized to display the demographic characteristics of the sample, the validity and reliability outcomes regarding measurement instrument, descriptive statistics of model dimensions, distribution regarding follower patterns, and finally, the correlation matrix among the dimensions

4.1. Demographic Characteristics of the Sample

Table 4 illustrates distribution regarding sample individuals according to sector, gender, age, educational qualification, and years of experience, it is evident that sample is approximately evenly divided between military sector (49.6%) and educational sector (50.4%), military sector comprises entirely males, whereas educational sector consists exclusively regarding females, the majority regarding sample is concentrated in age group 30–39 years (43.1%), with most holding a bachelor's degree qualification (62.4%)

Table 4: Demographic Characteristics of the Sample (N = 561)

Total (N = 561)	Educational Sector (n = 283)	Military Sector (n = 278)	Category	Variable
278 (49.6%)	0 (0%)	278 (100%)	Male	Gender
	283 (50.4%)	283 (100%)	0 (0%)	Female
146 (26.0%)	65 (23.0%)	81 (29.1%)	Less than 30	Age
	242 (43.1%)	117 (41.3%)	125 (45.0%)	30–39
	151 (26.9%)	88 (31.1%)	63 (22.7%)	40–49
	22 (3.9%)	13 (4.6%)	9 (3.2%)	50 and above
89 (15.9%)	34 (12.0%)	55 (19.8%)	Less than Bachelor's Degree	Academic Qualification
	350 (62.4%)	162 (57.2%)	188 (67.6%)	Bachelor's Degree
	122 (21.7%)	87 (30.7%)	35 (12.6%)	Postgraduate Studies
117 (20.9%)	51 (18.0%)	66 (23.7%)	Less than 5	Years of Experience
	196 (35.0%)	95 (33.6%)	101 (36.3%)	5–10
	204 (36.4%)	111 (39.2%)	93 (33.5%)	11–20
	44 (7.8%)	26 (9.2%)	18 (6.5%)	More than 20

4.2. Reliability and Validity of the Measurement Instrument

Reliability:

Cronbach's alpha coefficient was calculated to assess the internal consistency regarding

instrument, as shown in Table 5, reliability coefficient for the overall scale was 0.948, indicating an excellent level of reliability, the reliability

coefficients for sub-dimensions ranged from 0.926 to 0.960, demonstrating that each dimension possesses a very high internal consistency

Table 5: Reliability Coefficients (Cronbach's Alpha) for the Model Dimensions (N = 561)

Cronbach's Coefficient (α)	Alpha	Number of Items	Dimension
0.960		4	Conscious Loyalty (R)
0.954		4	Effective Accuracy (A)
0.931		4	Silent Impact (S)
0.926		4	Ethical Courage (E)
0.935		4	Reflective Growth (R)
0.948		20	Total Scale

Construct Validity:

Confirmatory Factor Analysis (CFA) was conducted to verify that five-dimensional model fits the data, the results demonstrated acceptable Goodness-of-Fit indices, with the chi-square to degrees regarding freedom ratio (χ^2/df) below 3, Comparative Fit Index (CFI) and Tucker-Lewis Index (TLI) exceeding 0.90, and the Root Mean Square Error of Approximation (RMSEA) below

0.08, these indices strongly support the construct validity of five-dimensional model

4.3.Descriptive Statistics and Distribution of Dependency Patterns

Table 6 presents the means and standard deviations for the five dimensions, it is observed that the dimension of "Effective Accuracy" obtained the highest mean (M = 4.15), whereas the dimension of "Moral Courage" recorded the lowest mean (M = ...).

Table 6: Descriptive Statistics of the Model Dimensions (N = 561)

Standard Deviation (SD)	Mean (M)	Dimension
0.89	3.88	Conscious Loyalty (R)
0.77	4.15	Effective Accuracy (A)
0.81	3.95	Silent Influence (S)
0.95	3.66	Ethical Courage (E)
0.84	4.01	Reflective Growth (R)

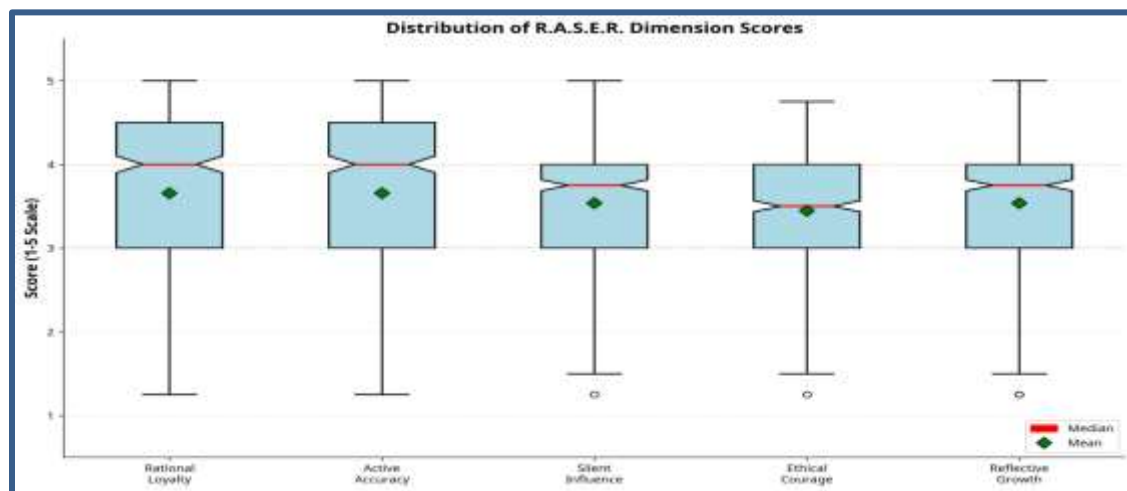


Figure 1: Mean Scores of the Five Dimensions of the Model.

Based on participants' scores in dimensions of conscious loyalty and effective accuracy, they were

classified into five dependency patterns, figure 1 and table 7 illustrate the distribution of these

patterns, "Gray Area" comprised the largest proportion (27.8%), followed by the "Instrumental Follower" (22.5%), then the "Blind Follower" (21.9%), "Strategic Follower" (17.5%), and finally the "Destructive Follower" (10.3%)

Table 7: Distribution of Dependency Patterns (N = 561)

Percentage	Number	Follower Style
27.8%	156	Gray Area
22.5%	126	Dependent Variable
21.9%	123	Dependent Variable
17.5%	98	Strategic Dependent
10.3%	58	Dependent Construct
100%	561	Total

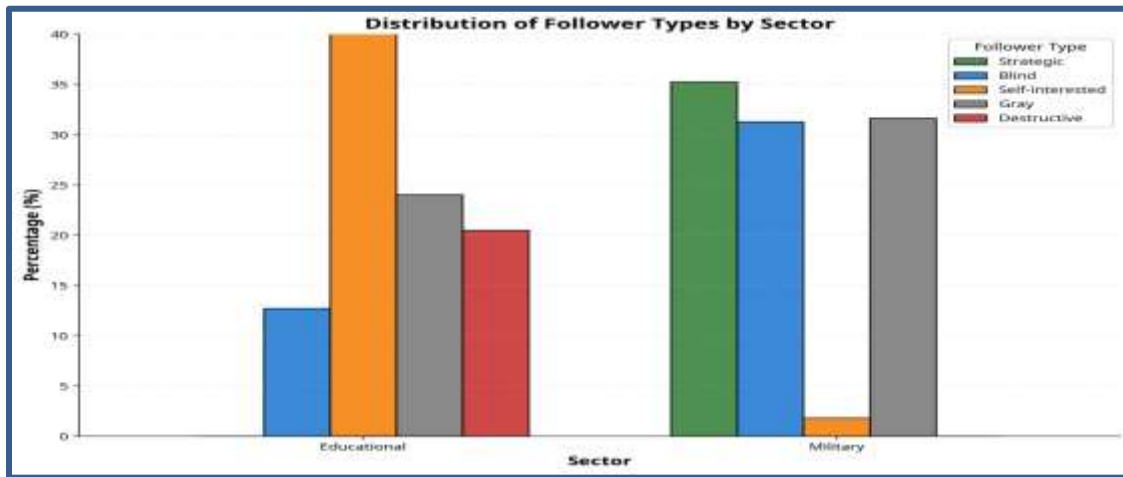


Figure 2: Distribution of Follower Styles in the Sample (n = 561).

4.4. Correlation Matrix Between the Dimensions

Table 8 presents the correlation matrix among the five dimensions of the model, the most significant finding in this matrix is the absence regarding a statistically significant correlation between dimensions of conscious loyalty and effective precision ($r = 0.004, p > 0.05$), this result strongly supports the model's core hypothesis that these two

dimensions are independent of one another, positive and statistically significant correlations exist among the other three dimensions (influence, courage, growth), both among themselves and with dimensions regarding loyalty and precision, indicating that these are integrated dimensions that collectively support follower's overall behavior

Table 8: Correlation Matrix Between Model Dimensions (N = 561)

5	4	3	The provided content "2" appears to be a numeral without additional context or table structure, could you please provide full table content or additional text that requires translation?, tis will help ensure an accurate and	The provided content "1" appears to be a single numeral without additional context or table structure, please provide full table content	Dimension
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			professional translation	to ensure an accurate and professional academic translation.	
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Conscious Loyalty	1				
Effective Accuracy	0.004	1			
Silent Influence	.451**	.512**	1		
Moral Courage	.388**	.421**	.611**	1	
Reflective Growth	.412**	.489**	.589**	.654**	1

Note: ** Correlation is significant at the 0.01 level.

Dimension 1 2 3 4 5

1. Conscious Loyalty | 1 | | | |

2. Effective Accuracy | 0.004 | 1 | | |

3. Silent Influence | 0.451** | 0.512** | 1 | |

4. Moral Courage | 0.388** | 0.421** | 0.611** | 1 |

5. Reflective Growth | 0.412** | 0.489** | 0.589** | 0.654** | 1

Note: ** Correlation is significant at the 0.01 level.

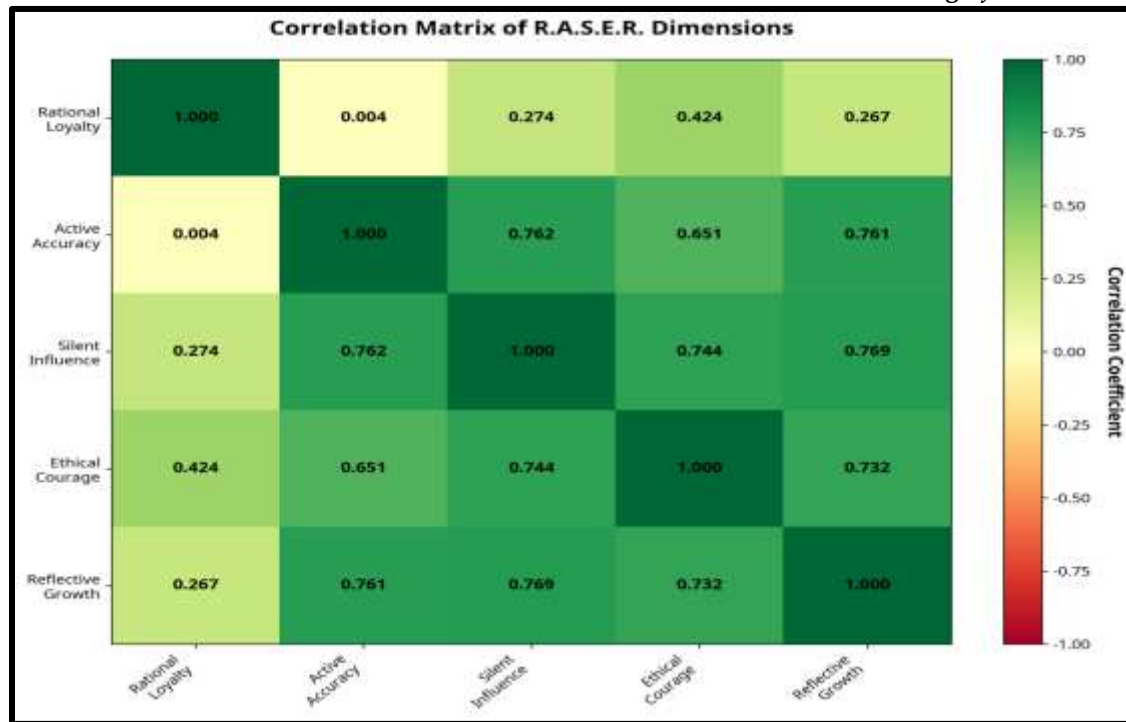


Figure 3: Heatmap Correlation Matrix between the Model Dimensions.

4.5. Differences Between the Two Sectors

The results regarding independent samples t-test revealed statistically significant differences between the military sector and educational sector across three dimensions:

- **Conscientious Loyalty:** Higher in the military sector

- **Moral Courage:** Higher in the educational sector
- **Reflective Growth:** Higher in the educational sector

No statistically significant differences were observed in dimensions regarding effective precision and silent influence

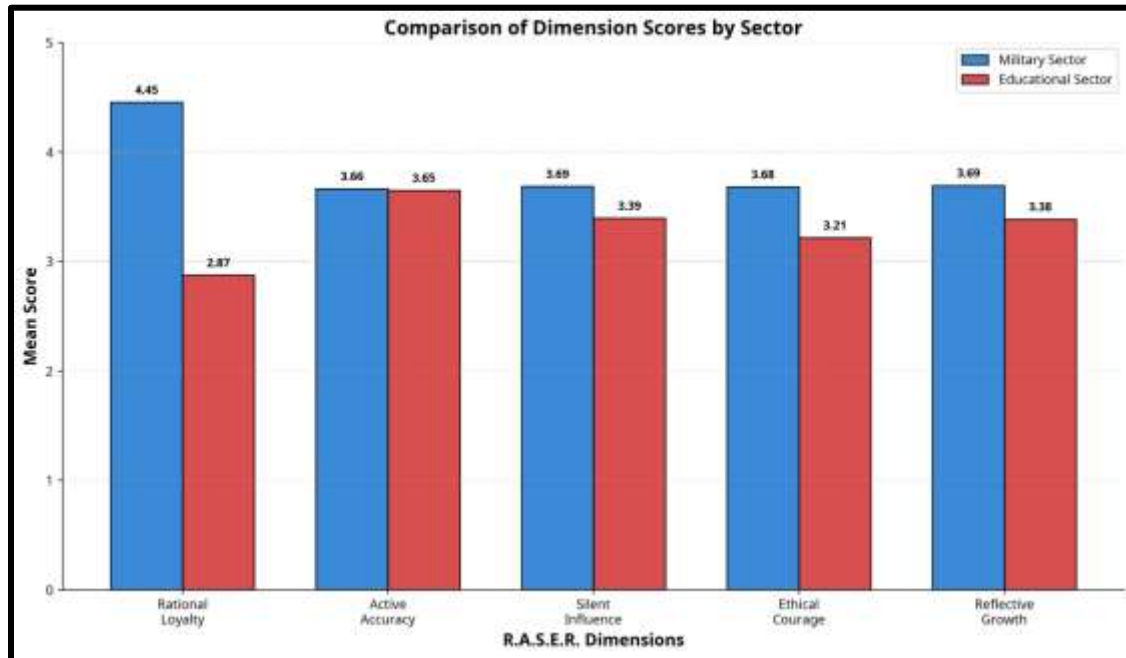


Figure 4: Comparison of the Mean Scores of Dimensions Between the Military and Educational Sectors.

5. Discussion:

This section provides an analytical interpretation of presented results, linking them to prior literature and discussing their theoretical and practical implications, it is worth noting that the (R.A.S.E.R.) model, as an intellectual property officially registered with Ministry of Commerce and Industry in the State of Qatar, offers an original and well-documented contribution to the dependency literature, the discussion is organized around the main themes of the study: quality of measurement instrument, independence of loyalty and accuracy dimensions, distribution of follower typologies, and the differences between the two sectors

5.1. Measurement Instrument Quality

The results indicated that the (R.A.S.E.R.) model measurement instrument possesses excellent psychometric properties, the very high reliability coefficient for the overall scale ($\alpha = 0.948$) and its sub-dimensions ($\alpha > 0.92$) suggests that questionnaire items are internally consistent and measure the targeted construct with a high degree of precision, this considerably exceeds minimum acceptable threshold in social science research ($\alpha = 0.70$), positioning the instrument among highly reliable measurement tools, confirmatory factor analysis (CFA) results strongly support the construct validity regarding the model, confirming

that the five-dimensional structure is not merely a theoretical construct but an inherent structure within the actual data, collectively, these findings provide researchers and practitioners with confidence in utilizing questionnaire as a reliable and valid diagnostic tool

5.2. Independence of the Dimensions of Loyalty and Accuracy: A Pivotal Finding

Perhaps the most important finding of this study is empirical confirmation regarding independence regarding two dimensions: "conscious loyalty" and "effective accuracy", the near-zero and statistically non-significant correlation coefficient ($r = 0.004$) between them provides conclusive evidence that loyalty to organization and its objectives does not necessarily imply accuracy in performance, and vice versa, this result directly challenges classical models that often conflate these two concepts or assume a linear relationship between them, it supports the fundamental hypothesis of the (R.A.S.E.R.) model that an effective subordinate requires separate evaluation across both dimensions, and that excellence in one does not guarantee excellence in other, this finding has profound implications for how employees are assessed and developed, as managers must independently attend to both dimensions

5.3. Distribution of Follower Styles: A Realistic Perspective of Organizations

The distribution of follower styles within the sample presents a realistic and complex depiction of organizations, the presence of the “gray zone” as largest category (27.8%) underscores significance of this novel concept introduced by the model, these individuals are not necessarily poor employees; rather, they are “neutral” or “undefined” employees who may exhibit either positive or negative behaviors depending on the context and leadership, this highlights a substantial opportunity for managers and leaders to influence

this group and transform them into strategic followers, the existence regarding “strategic follower” as a minority group (17.5%) is an expected and logical outcome, given that this style represents ideal behavior that organizations strive for but does not always reflect reality, this distribution refutes simplistic dichotomy that categorizes employees solely as “good” or “bad” and offers a more precise map that managers can use to better understand their teams (Matshoba-Ramuedzisi et al., 2022)

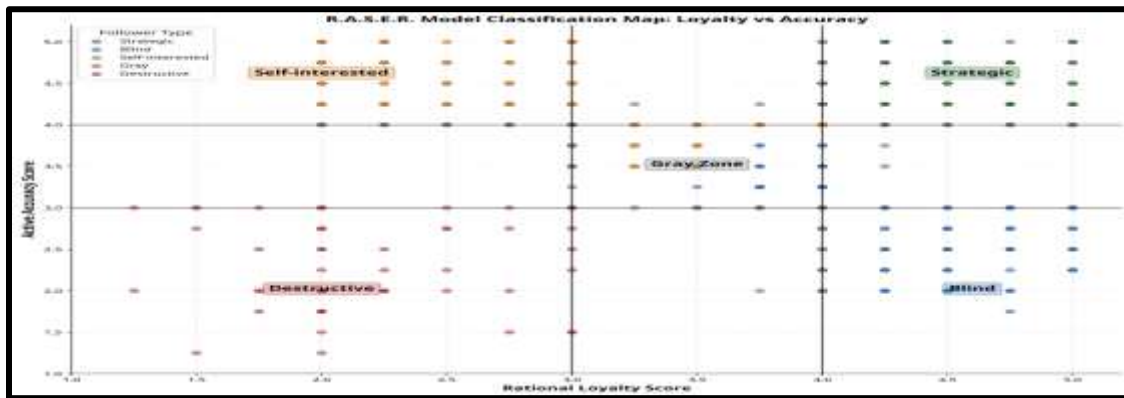


Figure 5: Classification map of follower styles based on the dimensions of loyalty and accuracy.

5.4. Differences Between the Two Sectors: The Impact of Organizational Culture

The differences found between military and educational sectors were intriguing and consistent with the nature regarding each sector, elevated level regarding "conscious loyalty" in military sector is expected given nature of military work, which requires a high degree of commitment and discipline toward institution, conversely, the higher levels of "moral courage" and "reflective growth" observed in educational sector are also logical, as teaching profession demands critical thinking, inquiry, and continuous self-development, these findings suggest that organizational culture and professional context play a significant role in shaping follower behaviors, and that the (R.A.S.E.R.) model is sensitive to these differences, thereby enhancing its external validity

5.5. Additional Field Observations

During data collection, researcher observed that some participants in military sector approached items related to moral courage with caution, which may reflect the prevailing nature regarding professional culture

6. Practical Applications

The (R.A.S.E.R.) model transcends being merely a theoretical framework, offering a set regarding direct practical applications that organizations can leverage to enhance their effectiveness, the most prominent of these applications can be summarized in following areas (Uhl-Bien et al., 2014; Chaleff, 2009; Kelley, 1992)

6.1. Applications in Human Resource Management

Recruitment and Selection: The (R.A.S.E.R.) questionnaire can be utilized as a screening tool in recruitment processes to assess candidates, behavioral interview questions can be designed to measure the five dimensions, such as: “Describe a situation where you ought to choose between loyalty to your manager's decision and doing what you believed was right”, this method helps organizations selecting employees who inherently possess desired behavioral attributes from outset

Performance Evaluation: The dimensions of model ought to be integrated into annual performance appraisal systems, instead of focusing solely on completed tasks, employees can be assessed based onto their demonstration of moral courage, their contribution to silent influence, or their pursuit of contemplative growth, this approach provides a more comprehensive and equitable evaluation that

considers behavioral and value-based aspects alongside quantitative achievements

6.2.Applications in Leadership and Team Management

- **Diagnosis and Team Building:** Leaders can utilize model as a diagnostic tool to understand composition regarding their teams, understanding the distribution of follower styles within team (such as the number of strategists, pragmatists, etc.) can assist leader in managing the team more effectively

and allocating tasks based onto strengths regarding each style, tasks requiring high precision should be assigned to followers with a high effective precision, while tasks that demand initiative and creativity should be delegated to strategic followers

- **Tailored Leadership:** The model provides a framework for tailored leadership, each follower style requires a different leadership approach, as illustrated in following table.

Table 9: Leadership Strategies for Managing Different Follower Types

Proposed Handling Strategy	Dependent Style
Empowerment and Delegation: Grant them trust and space for creativity, involve them in decision-making, leverage their expertise in guiding others	Strategic
Guidance and Clarification: Directed their enthusiasm toward the correct goals, encouraged them to engage in critical thinking, helped them understand the "why" and not just the "what"	Blind
Motivation and Supervision: Link their personal goals with the organization's objectives, establish clear performance indicators, provide incentives tied to achievement	Al-Muslih
Decisive Management: Set clear boundaries for their behavior, document performance, take immediate corrective actions, consider reassignment or dismissal if necessary	Destructive
Development and Motivation: Invest in their training, identify their motivators and encourage them to transition to strategic style, provide them with role models to emulate	Gray Area

Note: The table is based on principles of tailored leadership and strategies for dealing with follower styles derived from foundational literature in field of followership.

6.3.Applications in Training and Development

- **A workshop on "Moral Courage in the Workplace":** Focuses on developing skills for speaking candidly, reporting violations, and advocating for institutional values
- **A training program on "Silent Influence and Persuasion Skills":** teaches employees how to influence others by building trust, presenting logical arguments, and leading by example
- **Coaching sessions focused on "Reflective Growth and Self-Development":** These sessions assist employees in developing habits regarding self-reflection, seeking feedback, and continuous learning

6.4.Applications in Organizational Culture Management

At the strategic level, organizations can utilize the model to assess their organizational culture, does our culture encourage blind obedience or strategic followership?, do we reward employees who demonstrate moral courage or punish them?, the results of the survey at the organizational level can serve as a mirror reflecting true values that govern behavior within it, if results show a high proportion of "blind followers" or "destructives," this indicates a cultural issue that needs to be addressed at the level of policies and leadership practices

7.Limitations and Future Research

As with any research, there are certain limitations that must be acknowledged, which in turn open avenues for future studies.

7.1. Study Limitations

Sample Limitations: Although sample size was large (N = 561), it was a purposive sample drawn from two specific sectors in State of Qatar (military and educational), this may limit generalizability of findings to other sectors (such as private sector or healthcare sector) or to different cultural contexts outside Gulf region

Design Constraints: study relied on a cross-sectional design, which collects data at a single point in time, this design does not allow for examination of evolution of follower behavior over time or determination of causal relationships between variables

Instrument Limitations: questionnaire relies on self-reporting, which may be influenced by cognitive biases or desire to present a positive self-image (Social Desirability Bias), consequently, responses may not always accurately reflect employee's actual behavior

Contextual Constraints: study was conducted within an Arab and Gulf cultural context, dependency dynamics may differ in other cultures (such as Western or Asian cultures) due to variations in cultural values related to power, individualism, and collectivism

7.2. Suggestions for Future Research

Based on these limitations, we propose following research directions:

Cross-cultural Studies: Application regarding (RASER) measurement tool in diverse cultural contexts (such as Western, Asian, or African countries) to compare distribution regarding follower styles and influence regarding culture onto their behavior, **Is concept regarding "conscious loyalty" understood into same way with individualistic versus collectivistic cultures?**

Longitudinal Studies: These involve tracking a sample concerning employees over a period regarding time (as 1 or 2 years) to examine how their patterns concerning followership change into response to shifts into leadership, training, or organizational conditions, **Can a "blind follower" be transformed into a "strategic follower" through developmental interventions?**

Qualitative Studies: Conducting in-depth interviews or focus groups within individuals from each follower style to gain a deeper understanding concerning their motivations, perceptions, and experiences, **What does it mean to be into "gray area" from employee's own perspective?**

Linking Dependence to Performance: A study regarding relationship between dependence patterns and objective performance indicators

(such as productivity, innovation, job satisfaction, employee turnover rate, and financial performance regarding unit), **Do Strategic Dependents Actually Achieve Better Outcomes?**

The Impact regarding Leadership Style: A study on how leadership styles (such as Transformational, Transactional, servant, and authentic leadership) affect distribution regarding follower types within team, **Does Transformational Leadership Generate a Greater Proportion regarding Strategic Followers?**

Developmental Interventions: Designing and testing training programs or organizational interventions aimed at improving specific dimensions regarding model (such as moral courage or contemplative growth) and empirically measuring their effectiveness

8. CONCLUSION

The conventional notion of leadership is no longer enough for comprehending the factors that contribute to the accomplishments of an organisation in today's globe, which is becoming more intricate and interrelated, as the findings of this research indicate that the follower is not only a passive component of the organization's machine, but rather an active partner who is capable of providing support, posing challenges, introducing new ideas, and expanding their knowledge, as this study intends to present a complete theoretical framework and a valid measuring technique that goes beyond basic binary classifications, showing the follower as a multidimensional entity, as this will be accomplished by introducing the RASER model of conscious reliance, when the findings of the experiments shown that the model is capable of accurately discriminating between variables that are independent of one another, such as conscious loyalty and active diligence, the model makes it possible to correctly describe patterns of reliance that exist inside organisations, it exhibits awareness to the effect of professional and cultural circumstances on the individual, the model presents innovative notions, such as the "grey zone" and the "break-even mechanism," which have the potential to open up new pathways for theoretical study and practical diagnosis, when it is a testament to the uniqueness and originality of this research that the R.A.S.E.R. model has been officially registered with Ministry of Commerce and Industry in State of Qatar (Deposit No.: CMD/215/2025), as this registration has solidified the model's position as a documented reference in the literature on leadership and followership, as not

only does this formal documentation strengthen the legitimacy of the concept, but it also prepares the road for its extensive use in the context of academic research and institutional practice, when the true value of this study lies in the fact that it provides leaders, researchers, and practitioners with a common language and a new perspective that enables them to observe, understand, and develop the characteristic of the organizational effectiveness equation that is frequently overlooked: investing in the development of "strategic followers", when it is possible that these followers will prove to be the most valuable investment that organizations can make in the 21st century, as they mix conscious loyalty, proactive diligence, quiet influence, moral bravery, and reflective development.

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