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Organizational Behavior and Human Performance

Volume 13, Issue 1, February 1975, Pages 46-78

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[https://doi.org/10.1016/0030-5073\(75\)90005-7](https://doi.org/10.1016/0030-5073(75)90005-7)

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Abstract

The use of an alternative to the research strategies employed for the past 20 yrs and more to investigate leadership produced results which question the traditional models and open new avenues for empirical exploration. Approaching leadership as an exchange relationship which develops within the vertical dyad over time during role making activities, this longitudinal study found that the degree of latitude that a superior granted to a member to negotiate his role was predictive of subsequent behavior on the part of both superior and member. Contrary to traditional views of leadership, superiors typically employed both leadership and supervision techniques within their units. With a select subset of their members, superiors developed leadership exchanges (influence without authority) and with others, superiors developed only supervision relationships

without authority), and with others, superiors developed only supervision relationships (influence based primarily upon authority). Some of the many implications of these findings are discussed.



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The authors would like to express their appreciation to the administrators and participants in this study. Also we acknowledge the research assistance of Jim Cashman, Joan Graen, Carline Haga, Ginny Ingersoll, Chip Johnson and Warren Nielsen and the reading of earlier drafts by Jim Cashman, John Kimberly, Bill Hoel, Walter Franke, and Joseph Alutto. This research was supported in part by the National Science Foundation, the National Institute of Education, the Institute of Labor and Industrial Relations at the University of Illinois, Champaign-Urbana, and the State University of New York at Buffalo.

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