The influence of level of performance on managerial style: An experimental objectlesson in the ambiguity of correlational data.

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Organizational Behavior and Human Performance Volume 3, Issue 4, November 1968, Pages 440-458

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Abstract

Observational studies which seek to evaluate the effect of various leadership styles on subordinate performance can usually be interpreted in the reverse causal direction. To evaluate this alternative interpretation, an experiment was conducted in which performance was manipulated and style observed in a realistic setting. Very strong evidence was obtained that performance shapes the following leadership styles: closeness of supervision, initiating structure, consideration for subordinate.



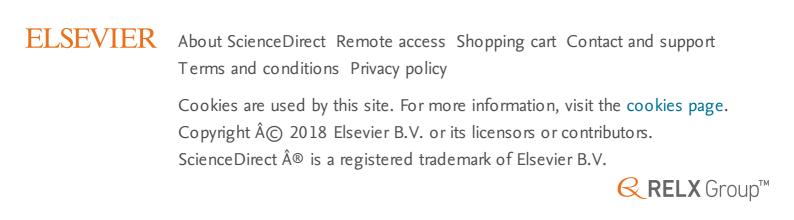
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^{â^{*}†} We are grateful to Mike Kavanagh and Pete Pruessing for their roles as "Charlie,†and for their assistance in planning the study and analyzing data. The study was supported by a grant from the General Electric Foundation.

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