

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

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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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