



Leadership Behavior, Budgetary Participation and Performance (Classic Reprint)

By Peter Brownell

Forgotten Books, United States, 2015. Paperback. Book Condition: New. 229 x 152 mm. Language: English . Brand New Book ***** Print on Demand *****.Excerpt from Leadership Behavior, Budgetary Participation and Performance During the last two decades, a great deal of behavioral research in managerial accounting has focused on the question of what constitutes desirable design features of budgeting systems. The types of criterion variables employed in studying this basic question have been as broad as the array of design features studied. The effects of budgetary participation on performance (Milani, 1975), goal difficulty on goal commitment (Stedry and Kay, 1966), feedback on attitudes (Cook, 1967) and acceptability of standards on felt cognitive dissonance (Foran and DeCoster, 1974) represent just a few configurations of studied variables. One particular area which has been studied in some depth is on the effects of varying leadership style in budgetary settings. This area of research developed out of one of the major conclusions of Argyris (1952) seminal work, namely that supervisors tend to employ budgets as means of expressing their leadership style. Empirical advances along this line of inquiry have been made possible by the development in the organizational behavior field of measurement instrumentation for leadership...

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