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Organizational Performance with In-group and Out-group leaders: An Experiment

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Highlights

- We investigate the effect group membership of the leader on organizational performance.
- We vary experimentally the composition of the group allowing groups to have an in-group or an out-group leader.
- We find that random out-group leaders perform worse than in-group leaders in the real effort task that benefit group members.
- In contrast, differences in productivity between in-group and out-group leaders are smaller and even reverse when leaders are selected according to ability.
- Group membership of the leaders does not affect cooperation in a public goods game.

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