

TABLE 3. Polynomial Regression and Response Surface Analysis Results

OCM Involvement and Implementation Leadership		
Variable Regressed onto OCM Involvement	<i>b</i>	<i>se</i>
Constant	1.56**	.10
Implementation Leadership: Leader	-.09	.06
Implementation Leadership: Team	.21**	.07
Implementation Leadership: Leader squared	.23**	.07
Implementation Leadership: Leader x Team	-.10*	.04
Implementation Leadership: Team squared	.09	.10
<i>R</i> ²	.18	
Response Surface Tests		
<i>a</i> ₁	.12	.10
<i>a</i> ₂	.22**	.08
<i>a</i> ₃	-.30**	.10
<i>a</i> ₄	.42**	.12
OCM Performance Feedback and Implementation Leadership		
Variable Regressed onto OCM Performance Feedback	<i>b</i>	<i>se</i>
Constant	1.69**	.07
Implementation Leadership: Leader	-.11*	.05
Implementation Leadership: Team	.27**	.56
Implementation Leadership: Leader squared	.27**	.06
Implementation Leadership: Leader x Team	-.12**	.03
Implementation Leadership: Team squared	.09	.07
<i>R</i> ²	.37	
Response Surface Tests		
<i>a</i> ₁	.16*	.07
<i>a</i> ₂	.23**	.08
<i>a</i> ₃	-.37**	.07
<i>a</i> ₄	.47**	.08

Note: N=80; * p<.05, ** p<.01