

**FIGURE 10.13****Affirmative Action and Test Performance**

Women chosen to lead a group simply because of their gender (affirmative action/quota condition) performed more poorly than did control participants or women who believed merit played a role in their selection as group leaders. These findings indicate that affirmative action programs have detrimental effects on task performance only if their beneficiaries believe they were given preferential treatment regardless of merit.

Source: R. P. Brown Charnsangavej, Keough, Newman, & Rentfrow (2000).