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LA THÈSE A ÉTÉ MICROFILMÉE TELLE QUE NOUS L'AVONS RÉCEVE
A COMPARATIVE STUDY OF INFLUENCE AND POWER IN EDUCATIONAL ADMINISTRATION

by Huguette Labelle

Thesis presented to the School of Graduate Studies as partial fulfillment of the requirements for the degree of Doctor of Philosophy

University of Ottawa

Ottawa, Canada, 1979

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CURRICULUM STUDIORUM

Huguette Labelle was born in Rockland, Ontario, on April 15th, 1939. She obtained her Bachelor of Science in Nursing Education in 1960, her Bachelor of Education, and her Master in Education in 1968.
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INTRODUCTION

In reviewing educational administration literature, it seems that the use of the phenomena* of influence and power is surrounded by confusion. Various authors seem to use these two phenomena interchangeably; in the analysis of these two phenomena they sometimes seem to utilize the same elements without indicating whether they are specific to a phenomenon or conversely whether they are common to both phenomena: they utilize one phenomenon in defining the other; or use both phenomena interchangeably in defining related phenomena such as leadership, control, and authority. Finally, certain authors present one phenomenon as deriving from the other phenomenon or conversely as its basis.

The purpose of this study is to attempt to clarify this state of confusion surrounding the use of influence and power, and to provide basic information which could serve as a basis to the development of a differential theory of influence and power. Based on authors studied, there will be an attempt to identify elements comprising each dimension of each phenomenon, to identify elements specific to each phenomenon and those common to both phenomena.

This study is exploratory and comparative in nature in that based on authors studied, it will analyze and compare

* All internal or external reality which can be observed or felt independently of any explanation about its existence.
documentation on influence and power by following a specific approach based on logic and developed and adapted by other authors for the exploration of a concept.

As indicated this study is exploratory and comparative and is limited to influence and power in educational administration. Related phenomena such as leadership, authority, and control are only considered to the extent that they are used in the literature to clarify influence and power. In the operational approach to analysis of elements and in presenting results, there is no attempt to present philosophical implications inherent in definitions presented by various authors or to consider various schools of thought in the field of educational administration. Further, the historical evolution as to how individual authors and authors generally have viewed these phenomena over time is not presented.

It will consist of the following analyses: an intraphenomenal analysis consisting of an intradimensional and an interdimensional analysis of each phenomenon studied; and an interphenomenal analysis consisting of an intradimensional analysis of both phenomena.

This analytical approach will utilize the methodology first developed by Poirier\(^1\) for his doctoral thesis, *Une étude des phénomènes de l'autorité et du leadership en* 

administration scolaire and later adapted by Fortin. While recognizing that this approach contributes to heaviness of the text, it is hoped that readers will bear with the steps leading to the eventual identification of essential findings.

A review of the literature reveals that few studies have been conducted for the purpose of analyzing and comparing administrative phenomena. Two studies have analyzed related phenomena: Hanlon attempted to determine the interaction between authority and power, and Poirier analyzed the phenomena of authority and leadership in educational administration.

This study's first chapter presents the methodology used in conducting the study. The second and third chapters consist of the intraphenomenal, intra and interdimensional analyses of influence and of power respectively. The fourth chapter presents the interphenomenal intradimensional analysis of influence and power. The fifth chapter contains a synoptic view of essential findings from the analyses of influence and power. Conclusions include main results and need for future research.


CHAPTER I

METHODOLOGY

This chapter contains the sample serving as a basis for this study, the theoretical rationale, operational definitions, and the method utilized to analyze elements of the phenomena of influence and power.

1. Sample.

The following texts written by authors in educational administration have served as a basis to select the works of authors to be utilized in this study: Baron,¹ Baron and Taylor,² Bennett,³ Bogue and Saunders,⁴ Brown and Giles,⁵ Burton and Bruechner,⁶ Campbell and

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Gregg, 7, Campbell, Bridges, and Nystrand, 8 Carver and Ser giovanni, 9 W. W. Charters et al., 10 Chernow and Chernow, 11 Eye and Netzer, 12 Fortin, 13 Franse th, 14 Garton, 15 Getzels, Lipham, and Campbell, 16


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Harris, et al., 28 Hamphill, et al., 29 Hicks and Gullett, 30 House, 31 Jensen and Clark, 32 Kimbrough, 33. Kimbrough and Nunnery, 34 Knezevich, 35 Landers and Myers, 36 Lane, et al., 37 Litterer, 38


Lucio and McNeil, Lutz and Iannacone, Mann, McCarty and Ramsey, Monahan, Morphet, Johns, and Reller, Mort and Ross, Newell, Nolte, Ohms and Monahan, Owens.


40 Frank W. Lutz and Laurence Iannacone, Understanding Educational Organizations: A Field Study Approach, Columbus, Ohio, Merrill, 1969, viii-184 p.


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Poirier, Poirier, Reeves, Melsness, and Cheal, Reller and Morphet, Roe, Roe and Drake, Sachs, Sarthory, Saunders, Phillips, and Johnson, Savage.


The above list of authors has served as the basis for the selection of works to be utilized in this study. Authors dealing with influence and power have been retained from this original list and from the sources of reference used in these texts. The authors considered in this study are therefore as follows: Adams, Merton, Broom, and Cottrell.


64 Robert F. Wilson, Educational Administration, Columbus, Ohio, Merrill, 1966, xxi-853 p.


Balandier, \textsuperscript{68} Banfield, \textsuperscript{69} Bell, \textsuperscript{70} Bennett, \textsuperscript{71} Bennis, \textsuperscript{72} Bennis, Benne, and Chin, \textsuperscript{73} Berle, \textsuperscript{74} Bierstedt, \textsuperscript{75} Blau, \textsuperscript{76} Blau and Scott, \textsuperscript{77} Campbell and Gregg, \textsuperscript{78} Cartwright, \textsuperscript{79} Cartwright and


\textsuperscript{71} Stephen J. Bennett, \textit{Op. Cit.}


\textsuperscript{78} Roald F. Campbell and Russell T. Gregg, Eds., \textit{Op. Cit.}

Zander, 80 Charters, et al., 81 Cozier, 82 Dahl, 83, 84, 85 d'Antonio and Ehrlich, 86 Deutsch, 87 Emerson, 88 Etzioni, 89 Fleisher, 90 Galbraith, 91 Gamson, 92


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99 Ben M. Harris, Op. Cit.
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Lippitt, Litterer, Lucio and McNeil, Lutz and
Iannaccone, March, March and Simon, Martindale,
McCarty and Ramsey, McClelland, McFarland, McGregor,

122 Gordon L. Lippitt, Organizational Renewal:
  Achieving Viability in a Changing World, New York, Appleton-

123 Joseph A. Litterer, The Analysis of Organizations,


126 James G. March, "An Introduction to the Theory
  and Measurement of Influence", in APSR, Vol. 49, June 1955,
  p. 431-451.

127 James G. March, Ed., Handbook of Organizations,

128 James G. March and Herbert A. Simon, Organizations,

129 Don Martindale, Institutions, Organizations and


131 David C. McClelland, Power, The Inner Experience,

132 Andrew S. McFarland, Power and Leadership in
  Pluralist Systems, Stanford, California, Stanford University

133 Douglas McGregor, The Human Side of Enterprise,
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Mechanic, 134 Merton, 135 Miles, 136 Monahan, 137 Morphet, Johns, and Reller, 138 Mort and Ross, 139 Nagel, 140 Netzer, et al., 141 Newman and Warren, 142 Parsons, 143, 144 Petruullo and Bass, 145


139 Paul R. Mort and Donald H. Ross, Op. Cit.


Pettigrew, Polsby, Presthus, Reeves, Melsness, and Cheal, Roe and Drake, Russell, Sachs, Schein, Scott, Scribner, Sergiovanni and Carver.


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Simon, 159, 160 Simon and Barnard, 161 Skibbins, 162 Stogdill, 163 Tannenbaum, Weschler, and Massarik, 164 Thompson, 165 Weber, 166, 167 Wilson, 168 Wilson, 169 Zaleznik, 170 Zaltman, Florio, and


Sikorski.\textsuperscript{171}

2. Theoretical Framework.

The theoretical framework for this study is primarily based on the doctoral dissertation of Poirier\textsuperscript{172} and its later utilization by Fortin.\textsuperscript{173} In accordance with the methodology developed and utilized in the above two studies, influence and power will be analyzed according to nine dimensions: the essential definition, the basis, the condition, the purpose, the function, the limit, the cause, the consequence, the relation.

The dimensions are defined* in the following way:

**Essential definition.** It is the description or demarcation of a phenomenon.

**The basis.** It is the fundamental principle justifying the existence and activity of a phenomenon.

**The condition.** It pertains to fact(s), circumstance(s) or standing required as essential to the operation of a phenomenon.

\textsuperscript{171} Gerald Zaltman, David H. Florio, and Linda A. Sikorski, \textit{Op. Cit.}

\textsuperscript{172} P. Poirier, \textit{Op. Cit.}

\textsuperscript{173} J. C. Fortin, \textit{Op. Cit.}

* The definitions used by P. Poirier and J. C. Fortin in their doctoral dissertation have been utilized and translated from French to English by the author of this study.
The purpose. It is the ultimate end attributed to a phenomenon.

The function. Function refers to an action or role assigned to a phenomenon.

The limit. Limit circumscribes or confines the area of activity of a phenomenon.

The cause. It is that from which a phenomenon proceeds and without which it would not exist.

The consequence. It is that which derives directly from the activity of a phenomenon.

The relation. It is the connection between or the position of one phenomenon with regard to another.

The comparative method of analysis developed by Bereday\textsuperscript{174} and adapted by Poirier\textsuperscript{175} and Fortin\textsuperscript{176} will be utilized to analyze the elements of the phenomena under study. This method assists analysts to progress systematically in their work, by undertaking the following steps: a description of elements attributed by authors to the phenomenon under study, interpretation of these elements and their juxtaposition.


\textsuperscript{175} P. Poirier, \textit{Op. Cit.}

\textsuperscript{176} J. C. Fortin, \textit{Op. Cit.}
The juxtaposition of the elements assigned to each dimension of the phenomena of influence and power will allow these elements to be classified according to: common elements, complementary elements, and contradictory elements.

These terms are defined in the following manner.

**Common element.** An element is common whenever it is assigned to a dimension of a phenomenon and is mentioned by two or more authors.

**Complementary element.** An element is complementary whenever it is assigned to a dimension of a phenomenon and is mentioned by only one author.

**Contradictory element.** An element is contradictory whenever it is assigned to a dimension of a phenomenon while being the center of divergent opinion from authors.

3. **Operational Approach to Analysis of Elements Comprising the Phenomena of Influence and Power.**

The operational approach to analysis of elements comprising the phenomena of influence and power will be undertaken in the following manner.

A. **Intraphenomenal analysis including an intradimensional and interdimensional analysis.**

1. Works of authors selected for this study will be reviewed and elements perceived by these authors in relation to influence and power will be retained.
2. These elements, as perceived by various authors, will be assigned to each dimension of the phenomena of influence and power.

3. As part of the validation process, three independent reviewers will also assign elements perceived by authors studied to each dimension of the phenomena of influence and power.* Only these elements having been classified in the same dimension by the three independent reviewers and the author of this study will be retained.

4. The elements will then be regrouped within each dimension of the phenomena of influence and power according to their commonality, complementarity and divergence.

5. For validation purposes the same three independent reviewers will repeat this last step of regrouping elements within each dimension of the two phenomena. Again, the elements retained will only be those grouped in the same manner by the three reviewers and the author.

6. Identification of interdimensional elements within each phenomenon will follow, that is, elements assigned to one dimension of a phenomenon which can be assigned to at least another dimension of this same phenomenon will be identified.

* Members of Validation Review Panel (Appendix 1).
B. Interphenomenal Analysis

Influence and power will be analyzed from an interphenomenal standpoint at the level of each dimension. The analysis will be limited to comparisons of each dimension of the other phenomenon. Interdimensional analysis will not be conducted. This interphenomenal analysis will be carried as follows.

1. Specific elements
For each dimension the elements within this dimension that are specific to each phenomenon will be identified, that is those elements assigned to a dimension of the phenomenon of influence and not found in the corresponding dimension of the phenomenon of power and vice versa.

2. Common elements
Elements that are part of each dimension of a phenomenon and found in the corresponding dimension of the other phenomenon will be identified.

Having discussed the methodology utilized in this study, let us consider the intraphenomenal analysis of influence.
CHAPTER II

PRESENTATION AND INTERPRETATION OF FINDINGS:
INTRAPHENOMENAL ANALYSIS OF INFLUENCE

This chapter is divided into four sections: first, an intradimensional analysis of the phenomenon of influence; second, an interdimensional analysis of the phenomenon of influence; third, a presentation of general results arising from these intradimensional and interdimensional analyses; and fourth, interpretation of findings.

1. Intradimensional analysis of the phenomenon of influence.

In this section, elements are assigned to each dimension of the phenomenon of influence according to their commonality, complementarity and divergence: common elements are those assigned to a dimension of the phenomenon of influence and which are mentioned by more than one author; complementary elements are those assigned to a dimension of the phenomenon of influence and mentioned by only one author; and contradictory elements are those assigned to a dimension of the phenomenon of influence and which give rise to divergent views from authors.
INTRAPHENOMENAL ANALYSIS OF INFLUENCE

A. Elements assigned to the dimension essential definition of the phenomenon of influence.

Common, complementary and contradictory elements are identified under the dimension essential definition of the phenomenon of influence.

Common elements: Influence is explained by the following authors in terms of causality: it is seen as behavior causing behavior by Simon,\(^1\) McFarland,\(^2,3\) Dahl,\(^4\) Gibb,\(^5\) Lutz and Iannacone,\(^6\) Skibben,\(^7\) Gamson,\(^8\) March,\(^9\) and


3 Ibid., p. 154.


6 Frank W. Lutz and Laurence Iannacone, Understanding Educational Organizations: A Field Study Approach, Columbus, Ohio, Merrill, 1969, p. 11.


Cartwright, and as behavior producing an effect in behavior, psychological state or any other condition by Katz and Kahn. Other authors construe influence in terms of control over the behavior of another person or persons: Homans, Scott, Banfield, Simon and Barnard, and Simon. Authors who see influence as a medium of persuasion are Reeves et al., Parsons, and Hills. Influence is viewed as a process.


which induces a change in the state of another individual or group of individuals by King,\textsuperscript{21} and Merton.\textsuperscript{22} Finally, Dahl,\textsuperscript{23} and Gamson\textsuperscript{24} consider influence to be implicit whenever a behavior is attempted by an influencee to meet an intention of an influencer without any action on the part of the latter.

Complementary elements: Different authors have interpreted influence in the following various ways. According to Litterer,\textsuperscript{25} influence means that a person in an organization is seen as having a capacity to have an impact on the events of the organization or the behavior of a person or group. Lasswell and Kaplan\textsuperscript{26} contend that influence is the value position and potential of a person or group. King\textsuperscript{27} describes influence as the result of actualized power, while

\textsuperscript{22} Robert King Merton, Social Theory and Social Structure, Toronto, Collier-Macmillan, 1968, p. 470.
\textsuperscript{24} William A. Gamson, Op. Cit., p. 69.
\textsuperscript{26} Harold D. Lasswell and Abraham Kaplan, Power and Society, New Haven, Yale University Press, 1969, p. 55.
Black\textsuperscript{28} contends that influence is the kind of power which changes attitudes. Influence is viewed as kinetic power by French and Raven,\textsuperscript{29} as a symbolic medium by Parsons,\textsuperscript{30} as an effort to change behavior by Leavitt,\textsuperscript{31} and by Merton\textsuperscript{32} as a process implicating two or more people.

Goldhammer and Shils\textsuperscript{33} state that influence is to be understood as both an alteration of behavior and a maintenance of behavior, other than it would have been without an intervention of the influencer. Within limits, Parsons\textsuperscript{34} contends that influence should be conceived to be transferable from one solitary grouping to another in a way similar to the transfer of wage income from the employer to the household.

\begin{footnotes}


\footnote{31 Harold J. Leavitt, \textit{Managerial Psychology}, Chicago, University of Chicago Press, 1972, p. 110.}

\footnote{32 Robert King Merton, \textit{Op. Cit.}, p. 464.}

\footnote{33 Herbert Goldhamer and Edward A. Shils, "Types of Power and Status", in \textit{American Journal of Sociology}, Vol. 45, September 1939, p. 171.}

\footnote{34 Talcott Parsons, \textit{Op. Cit.}, 1969, p. 434.}
\end{footnotes}
According to Simon, the influence process consists in affecting policies of others than the self. Ideas or a plan of action sponsored by some and followed by others in preference to alternatives is viewed as influence by Martindale. French and Raven describe the influence of O on a system, in the life space of a person as the resultant force on this system which has its source in an act of O; they further claim that this resultant force induced by O consists of a force to change the system in the direction desired by O and an opposing resistance initiated by the same act of O.

Finally, influence is construed: as voluntary acceptance of guidance by Newman; as leadership by Skibbins; as giving another the premises for action, attitudes, habits, etc. leading to organizational goals by Lucio and McNeil.

and by Bell as involving a sort of prediction in the form of advice, encouragement, warning, etc. that given certain actions certain outcomes will occur.

Contradictory elements: While Newman and Kirby claim that with influence there is the likelihood of a give-and-take communication ending with the person who accepts advice potentially influencing the outcome to some minor extent. Simon, on the other hand, states that influence is exercised through control over the premises of decisions; he further contends that the decision of the subordinate must be consistent with premises selected for him by his superior.

B. Elements assigned to the dimension basis of the phenomenon of influence.

The elements assigned to the dimension basis of the phenomenon of influence are classified according to their commonality and complementarity. No contradictory elements have been assigned to this dimension by authors studied.

Common elements: The possession of resources is viewed by authors as a source of influence. The following


are such resources: wealth by Parsons, Lasswell and Kaplan, power by Parsons, Lasswell and Kaplan, King, and Newman and Warren; status by Zaltman et al., Parsons, Sergiovanni and Carver, Newman and Warren, King, Scott, and Hollander, prestige and


reputation by Hills, Parsons, Bell, Sergiovanni and Carver, King, and Gamson; competence by Parsons, Bennis, and Hollander; achievements by Parsons; knowledge by Lasswell and Kaplan, King, and Bennis; personality by King, and Scott; physical strength, and well-being by Lasswell and Kaplan; motivation, and self-esteem


by King;75 access to communication channels by Scott;76 and the ability to hire, promote and fire, the ability to allocate corporation money to civic projects, the ability to influence large numbers of voters and the ability to enhance or damage reputation by Gamson.77

Influence rests on the control over resources according to Cartwright,78 Gamson,79 and Zaltman et al.80 More specifically, these are: control over gains and costs, and physical control over another's body according to Cartwright;81 control over funding and over legal sanctions according to Zaltman et al.,82 and control over communication according to Gamson.83

While Dahl, Gamson, and Banfield regard inducements as sources of influence, Wilson, Banfield, and Gamson see sanctions or constraints in the form of threats or appeals as sources of influence. According to Newman, Cartwright, and Scott, influence is sustained by the possession and control of information. Customs, beliefs and values are viewed as supportive of influence by Bennett, Katz and Kahn, King, and Cartwright and Zander.

87 Robert F. Wilson, Educational Administration, Columbus, Ohio, Merrill, 1966, p. 55.
According to Katz and Kahn, Cartwright, and Levinger, influence rests on interpersonal transactions, while Banfield, Dahl, Parsons, and Wilson regard influence as depending on rational persuasion which entails improving logic and/or information of the influencee. The solidarity of a group which gives rise to loyalty and belongingness is considered a source of influence by Parsons and Gamson, and influence is viewed as resting on friendship by Banfield, King, and Lasswell and Kaplan. Finally, influence is seen as resting on the legitimate authority of

a position by Bell, French and Snyder, and Simon; on respect by Lasswell and Kaplan, and Banfield, on authority by Katz and Kahn, and Banfield, and on acceptance of role within an organization by King, and Katz and Kahn.

Complementary elements: The following elements represent the varying opinions of authors regarding bases of influence. The use of supportive relationships and group methods of decision-making and supervision serves as a source of influence according to Likert. The strengthening and inspiring of an audience sustains a leader's influence according to McClelland.

environmental influences such as laws, governmental regulations, professional organizations, trade unions, customer reactions serve as sources of influence. Lasswell and Kaplan\textsuperscript{121} consider that whenever a person has influence over another, it places him in a favorable position vis-à-vis this person, thereby sustaining his capacity to exercise influence. The adherence of an individual to agreed upon procedures is supportive of influence according to Hollander.\textsuperscript{122} Parsons\textsuperscript{123} contends that the command over commitments is a source of influence.

Finally, influence rests on: the established rules of organization according to Levinger;\textsuperscript{124} the temporal features that is the time dimension according to Cartwright;\textsuperscript{125} control over another according to Katz and Kahn;\textsuperscript{126} knowledge about the environment, insight into the decision-making process,\textsuperscript{127} selection of symbols and words that create a

\begin{flushleft}
\textsuperscript{121} Harold D. Lasswell and Abraham Kaplan, \textit{Op. Cit.}, p. 83.
\textsuperscript{127} David V. J. Bell, \textit{Op. Cit.}, p. 76.
\end{flushleft}
favored impression, a debt or obligation that an influencer can collect according to Bell; similarity, membership group, and communication according to King; inspiration or appeal to emotions according to Wilson, and norms underlying organic solidarity according to Parsons.

C. Elements assigned to the dimension condition of the phenomenon of influence.

Common and complementary elements are identified under the dimension condition of the phenomenon of influence. No divergent views amongst authors were identified.

Common elements: According to March and Simon, Parsons, Bennis, Katz and Kahn, Simon, and French and Snyder, the exercise of influence is contingent on

acceptance of the influencing agent and his authority by those subjected to the influencing act. Hollander,¹³⁸ and King¹³⁹ consider that influence depends on the perceived competence of the influencing agent by the influencee, and in a more general way Simon,¹⁴⁰ and Litterer¹⁴¹ recognize the importance of a person's perception in determining whether he will react to an influence attempt from another person. An individual's reactions to an influence attempt will depend on his motivation according to Litterer,¹⁴² Simon,¹⁴³ and Cartwright and Zander.¹⁴⁴ According to Cartwright,¹⁴⁵ Gibb,¹⁴⁶ McClelland,¹⁴⁷ and Simon,¹⁴⁸ influence depends on

¹⁴² Ibid.
the consonance between the act of influence and its apparent purpose and group goals.

While selection of resources constituting a base must be appropriate to the social setting under consideration for influence to be successful according to McGregor,\textsuperscript{149} Cartwright,\textsuperscript{150} and Merton,\textsuperscript{151} it is the manipulation of a person's environment especially in keeping with his needs which provides influence according to Miles,\textsuperscript{152} March and Simon,\textsuperscript{153} Litterer,\textsuperscript{154} and Levinger.\textsuperscript{155} Influence can only occur according to McGregor,\textsuperscript{156} and King\textsuperscript{157} when there is dependence of one person on another, and according to King,\textsuperscript{158} and Parsons\textsuperscript{159} when the influencee is dependent on

\textsuperscript{152} Raymond E. Miles, Theories of Management: Implications for Organizational Behavior and Development, New York, McGraw-Hill, 1975, p. 15.
\textsuperscript{157} Stephen W. King, Op. Cit., p. 54.
\textsuperscript{158} Ibid., p. 27-31.
information. Litterer and Parsons consider that moral values and affect must be institutionalized for influence to take place, and Gamson and Likert regard interaction as necessary for influence to occur. Kimbrough and Nunnery, Litterer, Cartwright, and King view influence as contingent upon control over resources, primarily rewards, while Leavitt and King contend that influence depends on the needs of the influencee. Finally, Hollander and Stogdill consider that the perception by others that the

influencing agent is living up to the group's tasks and expectations serves as a source of influence.

Complementary elements: An influencing agent must operate on the intentions of the object of persuasion and through positive channels according to Parsons.\textsuperscript{172} Protection and enhancement of one's sphere of influence requires devoted subordinates and close alliances with other executives both at one's own level and above.\textsuperscript{173} Locating centers of latent power is regarded as important by Kimbrough and Nunnery\textsuperscript{174} in the development of educational influence strategies. The probable acceptance of an influence act depends on the consistency between the advocated premise and the receiver's cognitive state.\textsuperscript{175} According to Reeves et al.,\textsuperscript{176} influence must first obtain agreement before consent is given.

Various authors claim that influence is contingent upon: the adequacy of the means employed by the influencer.


to act on influencee's motivations and expectations;\textsuperscript{177} the attraction of a person to the influencing agent;\textsuperscript{178} command over commitments;\textsuperscript{179} access to skills, knowledge, tools;\textsuperscript{180} combination of resources by individuals and groups;\textsuperscript{181} the effectiveness of the communication processes;\textsuperscript{182} the relation of the influence act to the functional equilibrium of the system on which it impinges;\textsuperscript{183} informing the influencee of the rewards available to satisfy his needs;\textsuperscript{184} knowledge about the consequences of behavior;\textsuperscript{185} increasing the skills of people in an organization;\textsuperscript{186} the behavior of a person in the use of a base;\textsuperscript{187} a person's accurate view of

realities, and perceived adherence by the influencing agent to the normative behavior and attitudes of the group.

D. Elements assigned to the dimension of purpose of the phenomenon of influence.

Only complementary elements are assigned to the dimension purpose of the phenomenon of influence since common and contradictory elements have not been identified by authors studied.

Complementary elements: Rosen considers an aim of influence to be achievement of goals, while Zaltman et al. view influence as aiming to shape the attitudes and behavior of others. According to Cartwright, a person may exercise influence to increase his resources and thus strengthen his base of power, similarly Simon contends that influence is employed to augment future influence.

FINALLY, CARTWRIGHT stipulates that a person seeks to influence others in order to achieve some sort of gratification.

E. Elements assigned to the dimension function of the phenomenon of influence.

The elements identified by authors are assigned to the dimension function of the phenomenon of influence according to the classification utilized for the analysis of these elements. Since no contradictory elements have been identified, only common and complementary elements will be reported.

Common elements: According to Parsons, and Reeves et al. influence is utilized to persuade others toward performance. McGregor, and Lasswell and Kaplan consider the role of influence as altering the ability of others to achieve their goals or satisfy their needs, and

Parsons, 200, 201 and Schein 202 see influence as a medium capable of integration of social systems. Complementary elements: According to Parsons, 203 influence serves to handle the tensions which arise continually in a dynamic society between the egalitarian and the elitist components. Zaltman et al. 204 regard influence as helping to shape the attitudes and/or behavior of influencees, and Katz and Kahn 205 consider that influence serves to bring about organizational change through the peer group. Influence is employed to augment future influence according to Simon, 206 and it affects the motivation to produce according to March and Simon. 207 Finally, the following roles are assigned to influence: regulation of communication in systems, 208 mediation, 209 mobilization of commitments of

207 James G. March and Herbert A. Simon, Op. Cit., p. 82.
209 Ibid., p. 357.
units to valued association;\textsuperscript{210} regulation of the interplay between political support and identification by membership in solidary involvements;\textsuperscript{211} bringing about an allocation of subcollectivity-organizations and their memberships, statuses, roles compatible with the interest of the collectivity and of the units;\textsuperscript{212} and enhancement of the capacity for solidarity of the societal community.\textsuperscript{213}

F. Elements assigned to the dimension limit of the phenomenon of influence.

Elements identified by authors and assigned to the dimension limit of the phenomenon of influence are classified according to their commonality and complementarity. No divergent views amongst authors were identified.

Common elements: According to Lippitt,\textsuperscript{214} and Simon\textsuperscript{215} influence is confined by the particular circumstances of situation and space within a system or a subsystem. Merton,\textsuperscript{216}

\begin{align*}
\text{210} & \text{Ibid., p. 213-214.} \\
\text{211} & \text{Ibid.} \\
\text{212} & \text{Ibid., p. 358.} \\
\text{213} & \text{Talcott Parsons, Op. Cit., 1969, p. 56.} \\
\text{215} & \text{Herbert A. Simon, Op. Cit., 1957, p. 8.} \\
\text{216} & \text{Robert King Merton, Op. Cit., p. 465.}
\end{align*}
and Leavitt\textsuperscript{217} indicate that the influence of authorities or elites is likely to be contained by subordinates or low-ranking individuals within a system since they are in larger numbers and may see as irrelevant the threat posed by authorities, and Gamson,\textsuperscript{218} Reeves \textit{et al.}\textsuperscript{219} and Simon\textsuperscript{220} consider that influence may vary in the amount of restriction it places on the behavior of those subjected to influence and on the degree of bindingness that it creates for them.

Complementary elements: Gamson\textsuperscript{221} stipulates that authorities can confine the influence of potential partisans by regulating access to resources, by making rewards or punishments contingent on attempts at influence, and by altering attitudes and desires of potential partisans toward political objects. According to Lippitt,\textsuperscript{222} influence is highly restricted with non-face-to-faceness of large formal organizations by comparison to the greater opportunity for full and complete influence of small work group decision-making.

French and Raven\textsuperscript{223} contend that the resisting force of the person being influenced contains the influence exerted by the influencing agent, and Rosen\textsuperscript{224} states that maladjustment in a person reduces his capacity for influencing others. While Katz and Kahn\textsuperscript{225} advance that the degree of influence is restricted by the amount of control a person possesses, Miles\textsuperscript{226} indicates that environmental elements in an organization such as societal needs, available resources, state of knowledge, and socio-political values affect the capacity to influence. This same author\textsuperscript{227} also contends that an organization's technology restricts its range of alternatives and that the manager is constrained by the structure in which he operates. Moral limits have been related to the use of influence; Reeves et al.\textsuperscript{228} stress that influence on others, especially on students by teachers, must be exercised with


\textsuperscript{226} Raymond E. Miles, Op. Cit., p. 11.

\textsuperscript{227} Ibid., p. 13-14.

scrupulous caution. Finally, Dahl\textsuperscript{229} states that differences in the amount of influence that persons exercise can be attributed directly to differences in the distribution of political resources, to variations in the efficiency with which individuals use their political resource, and in the extent to which persons use their resources toward political purposes.

G. Elements assigned to the dimension cause of the phenomenon of influence.

Only complementary elements assigned by authors studied to the dimension cause of the phenomenon of influence are reported since no common or contradictory elements have been assigned by authors studied to this dimension.

Complementary elements: Kimbrough\textsuperscript{230} recognizes that influence and decisions often originate through the informal group activity of a few leaders prior to formal action by authorities. This same author\textsuperscript{231} further stipulates that influence is produced from the plurality of competing formal interest groups and associations which serves as a medium for effective expression of the people's self-interests.


\textsuperscript{231} Ibid., p. 13.
According to Simon,\textsuperscript{232} the behavior of the operative employee can be influenced by establishing in him attitudes, habits, and state of mind which will guide him toward decisions advantageous to the organization, and by imposing on him decisions reached in other parts of the organization. Finally, influence is viewed as originating from: ecological control by Cartwright,\textsuperscript{233} communication from King,\textsuperscript{234} highly specific capacities and achievement by Parsons;\textsuperscript{235} and exercise of influence which places the influencing agent in a favorable position over the influencee by Lasswell and Kaplan.\textsuperscript{236}

H. Elements assigned to the dimension consequence of the phenomenon of power.

The elements identified by authors and assigned to the dimension consequence of the phenomenon of influence are classified according to their commonality, complementarity, and divergence.

\textsuperscript{236} Harold D. Lasswell and Abraham Kaplan, \textit{Op. Cit.}, p. 83.
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Common elements: A number of authors\textsuperscript{237,238,239} consider that participation in acts of influence yield commitment, personal growth, and satisfaction. Gamson\textsuperscript{240}, Bell\textsuperscript{241}, Cooper and McGaugh,\textsuperscript{242} and Litterer\textsuperscript{243} indicate that the use of influence, especially if it is domineering and coercive may inspire hostility, alienation, and resentful acquiescence on the part of those subjected to influence, and Bell\textsuperscript{244} and Gamson\textsuperscript{245} find that resources consumed in an influence transaction could be spent on alternative activity, which has been lost.

Complementary elements: According to Katz and Kahn,\textsuperscript{246} an influence attempt may result in producing an effect exactly opposite to the intent. Similarly, McClelland\textsuperscript{247} indicates

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that whenever an individual succeeds in influencing people, although he considers that it is for their own good, he may be accused of manipulation. Parsons\textsuperscript{248} considers that the influencing agent through the use of influence, receives certain commitments which he can then use, and Rosen\textsuperscript{249} contends that because the achievement of many goals occurs through influence that inability to influence is a major liability. While Gamson\textsuperscript{250} recognizes that the use of a congruent means of influence increases the strength and stability of an existing orientation, especially if perceived as successful, Simon\textsuperscript{251} states that a person may anticipate the expectations of the influence about the consequences of his behavior and he may act accordingly. Reeves et al.\textsuperscript{252} suggest that influence which is not readily detected, such as the case of a teacher influencing a student, is easily subject to abuse. The effects of social influence are seen by King\textsuperscript{253} as: alteration of knowledge, belief about some aspect of the environment; alteration of attitudes, motivations,

\begin{flushright}
\textsuperscript{250} William A. Gamson, \textit{Op. Cit.}, p. 73.
\textsuperscript{252} Arthur W. Reeves, Harold C. Melsness, and John E.
\end{flushright}
values, feelings toward some aspect of the environment; and alteration of overt behavior toward some aspect of the environment.

Additional outcomes of influence are perceived as: affecting the influencing agent's reputation by Bell;\(^\text{254}\) formation of coalitions by Cartwright;\(^\text{255}\) relinquishing ownership or control of resources if, for example, money is paid for services, by Cartwright;\(^\text{256}\) contributing to higher morale, and greater participant commitment in the organization when there is an increase in the total influence of an organization.\(^\text{257}\) Lasswell and Kaplan\(^\text{258}\) claim that the permeability of a group varies inversely with its influence.

Contradictory elements: While Merton\(^\text{259}\) regards interpersonal influence as an asymmetrical relation between people, Litterer\(^\text{260}\) claims that the exercise of influence by a person does not necessarily alter the other person's influence.

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I. Elements assigned to the dimension relation of the phenomenon of influence.

Under the dimension relation of the phenomenon of influence, common and complementary elements are identified. No contradictory elements have been identified by authors.

Common elements: A number of authors have expressed similar views regarding the link between power and influence. Bierstedt,261 and Martindale262 regard influence as persuasive and power as coercive. King,263 Cartwright,264 Lippitt,265 and Katz and Kahn266 consider power to be potential for influence and influence to be the result of actualized power.

In their discussion of influence and authority, Bell,267 and Parsons268 regard the use of authority in the sense of respect accorded to the authority figure as implying influence.

While attempting to differentiate influence from authority, control, and power, Banfield,\textsuperscript{269} and Katz and Kahn\textsuperscript{270} conclude that influence is a generic term including authority, control, and power.

According to Hollander,\textsuperscript{271} Skibbins,\textsuperscript{272} and Gregg,\textsuperscript{273} the process of influence is one of leadership.

Complementary elements: In discussing the association between influence and power, authors have expressed the following varied views: Lasswell and Kaplan\textsuperscript{274} state that forms of influence based on power are forms of power to the extent that the scope of the influence is included within that of the power; French and Raven\textsuperscript{275} view the phenomena of influence and power as involving a dyadic relationship; and Parsons\textsuperscript{276} contends that the medium focal to the societal


community is influence and that it is interchangeable for power, money, and value commitments.

While McGregor\textsuperscript{277} concludes that authority is but one of several forms of social influence or control, Blau and Scott\textsuperscript{278} state that influence over subordinates which is acquired by obligating them does not initially form an established authority over them, it may eventually lead to this.

Authors have expressed varied opinions about influence, power, authority, and control: Polsby\textsuperscript{279} indicates that in a general sense one can consider power, influence, and control as the capacity of one person to do something affecting another which changes the likely pattern of specified future events; Katz and Kahn\textsuperscript{280} regard authority as the most restricted of a set of related concepts, influence as including mostly any interpersonal transaction with a psychological or behavioral effect, control as including successful and intended influence attempts, and power as the potential for influence backed by the means to coerce

\begin{footnotesize}
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compliance; and Hunter\textsuperscript{281} views authority and influence as related concepts which are elements of power.

Finally, Bach\textsuperscript{282} regards influence as a complex component of leadership, and King\textsuperscript{283} concludes that social influence and communication are inseparable and equivalent aspects of an undifferentiated social process.

In this section, an intradimensional analysis has been presented whereby elements identified by authors studied have been classified within each dimension of the phenomenon of influence according to their commonality, complementarity, and divergence. An interdimensional analysis of influence is presented in the next section.

2. Interdimensional analysis of the phenomenon of influence.

In this section, interdimensional elements of the phenomenon of influence are identified. These interdimensional elements are those which having been assigned to a dimension of the phenomenon of influence, by authors studied, are also assigned to another dimension of this same phenomenon.

\begin{itemize}
  \item \textsuperscript{281} Floyd Hunter, Community Power Structure, Chapel Hill, University of North Carolina Press, 1953, p. 164.
\end{itemize}
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For purposes of this study, only common elements within each dimension of the phenomenon of influence will be utilized for the interdimensional analysis.

A. Interdimensional elements assigned to definitions and bases of the phenomenon of influence.

Interdimensional elements, that is, those assigned to a definition of the phenomenon of influence and equally assigned to a basis of the same phenomenon are identified in this subsection.

Interdimensional elements: Reeves et al., 284 Parsons, 285, 286 and Hills 287 regard medium of persuasion as a definition of influence, and Banfield, 288 Dahl, 289 Parsons, 290 and Wilson 291 consider persuasion to be a basis of this phenomenon.

B. Interdimensional elements assigned to definitions and functions of the phenomenon of influence.

In this subsection, interdimensional elements which have been assigned to a definition of the phenomenon of influence and which have equally been assigned to a function of this phenomenon are reported.

Interdimensional elements: A medium of persuasion is regarded as a definition of the phenomenon of influence by Reeves et al., Parsons, and Hills. It is also regarded as a function of influence by Parsons and Reeves et al.

C. Interdimensional elements assigned to definitions and relations of the phenomenon of influence.

Under this heading, interdimensional elements are presented which having been assigned to a definition of the

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phenomenon of influence are also assigned to a relation of this phenomenon.

Interdimensional elements: A medium of persuasion is perceived as an element assigned to a definition of the phenomenon of influence by Reeves et al., Parsons, and Hills; it is seen as an element assigned to a relation of influence by Bierstedt, and Martindale.

D. Interdimensional elements assigned to bases and conditions of the phenomenon of influence.

Interdimensional elements, that is, those assigned to bases of the phenomenon of influence and equally assigned to conditions of the same phenomenon are reported in this subsection.

Interdimensional elements: Control over resources has been assigned to bases of the phenomenon of influence by

299 Ibid., p. 28.
301 Ibid., 1969, p. 415.
Cartwright, Gamson, and Zaltman et al. while Kimbrough and Nunnery, Litterer, Cartwright, and King have assigned this element to the dimension condition of this phenomenon. Interpersonal transaction or interaction is viewed by Katz and Kahn, Cartwright, and Levinger as an element assigned to bases of the phenomenon of influence, and it is seen by Gamson and Likert as a condition of this phenomenon.

314 George Levinger, Op. Cit., p. 84.
E. Interdimensional elements assigned to bases and functions of the phenomenon of influence.

Under this heading, interdimensional elements are presented which having been assigned to bases of the phenomenon of influence are also assigned to functions of influence.

Interdimensional elements: According to Banfield,\textsuperscript{317} Dahl,\textsuperscript{318} Parsons,\textsuperscript{319} and Wilson,\textsuperscript{320} persuasion is an element of bases of the phenomenon of influence, while Parsons,\textsuperscript{321,322} and Reeves et al.,\textsuperscript{323} assign this element to functions of this phenomenon.

F. Interdimensional elements assigned to bases and relations of the phenomenon of influence.

Interdimensional elements, that is, those elements assigned to the dimension basis of the phenomenon of influence and equally assigned to the dimension relation of

\begin{itemize}
\item \textsuperscript{317} Edward Christie Banfield, \textit{Op. Cit.}, p. 4.
\item \textsuperscript{319} Talcott Parsons, \textit{Op. Cit.}, 1977, p. 212.
\item \textsuperscript{320} Robert F. Wilson, \textit{Op. Cit.}, p. 55.
\item \textsuperscript{322} \textit{Ibid.}, 1969, p. 337.
\item \textsuperscript{323} Arthur W. Reeves, Harold C. Melsness, and John E. Cheal, \textit{Op. Cit.}, p. 178.
\end{itemize}
this phenomenon are identified under this heading.

Interdimensional elements: Banfield, 324 Dahl, 325 Parsons, 326 and Wilson 327 regard persuasion as an element of basis of the phenomenon of influence and Bierstedt, 328 and Martindale 329 assign this element to relations of influence.

G. Interdimensional elements assigned to functions and relations of the phenomenon of influence.

In this subsection, elements which have been identified as functions of the phenomenon of influence and which have also been assigned to relations of this phenomenon are reported.

Interdimensional elements: Persuasion is recognized as a function of influence by Parsons, 330, 331 and Reeves et al.; it is also seen as a relation of this phenomenon by

331 Ibid., 1969, p. 337.
Bierstedt, 333 and Martindale, 334

In the above section, an interdimensional analysis has been presented which consisted in the identification of elements common to more than one dimension of the phenomenon of influence. In the following section, findings from intradimensional and interdimensional analyses will be presented.

3. Presentation of findings resulting from the intradimensional and interdimensional analyses of the phenomenon of influence.

Findings from the intradimensional and interdimensional analyses of the phenomenon of influence are presented in this section in a ranked order according to their degree of adherence to each dimension. The findings of these analyses will therefore be presented according to the following ranked categories: elements assigned to a dimension of the phenomenon of influence which are mentioned by more than one author and previously identified as common elements will comprise the first category; elements assigned to a dimension of the phenomenon of influence, mentioned by only one author and previously identified as complementary elements will be part of the second category; the third category will contain contradictory elements or those assigned to a

dimension of the phenomenon of influence and which gave rise to divergent views from authors; and the fourth category will include the elements assigned to at least two dimensions of the phenomenon of influence and previously reported as inter-dimensional elements.

A. Constituent elements of the essential definition of the phenomenon of influence.

First category or common elements: The following elements constitute essential definitions of the phenomenon of influence and are mentioned by more than one author: social causation, that is, a behavior causing behavior, and a behavior producing an effect in behavior, psychological state or any other condition; control over the behavior of another person or persons; a medium of persuasion; a process which induces a change in the state of another individual or group of individuals; and, whenever a behavior is attempted by an influencee to meet an intention of an influencer without any action on the part of the latter or implicit influence.

Second category or complementary elements: The following elements constitute essential definitions of the phenomenon of influence and are mentioned by only one author: a capacity, by a person, to have an impact on the events of the organization or the behavior of a person or group; the value position and potential of a person or group; the result
of actualized power; the kind of power which changes attitudes; kinetic power; a symbolic medium; an effort to change behavior; a process implicating two or more people; an alteration of behavior and a maintenance of behavior, other than it would have been without an intervention of the influencer; a transferable process from one solitary grouping to another in a way similar to the transfer of wage income from the employer to the household; a process which consists in affecting policies of others than the self; ideas or a plan of action sponsored by some and followed by others in preference to alternatives; the resultant force on a system in the life of a person which has its source in an act of the influencer; this resultant force induced by the influencer consists of a force to change the system in the direction desired by the influencer and an opposing resistance initiated by this same act; voluntary acceptance of guidance; giving another the premises for action, attitudes, habits, etc., leading to organizational goals; and a sort of prediction in the form of advice, encouragement, warning, etc., that given certain actions, certain outcomes will occur.

Third category or contradictory elements: Various authors have expressed divergent opinions regarding the following elements which constitute essential definitions of the phenomenon of influence: the likelihood of a give-and-take communication ending with the person who accepts advice
potentially influencing the outcome to some minor extent; and control over the premises of decisions whereby the decision of the subordinate must be consistent with premises selected for him by his superior.

Fourth category of interdimensional elements: The following element constituting an essential definition of the phenomenon of influence is part of at least another dimension of this phenomenon: a medium of persuasion.

B. Constituent elements of the bases of the phenomenon of influence.

First category or common elements: The following elements constitute bases of the phenomenon of influence and are mentioned by more than one author: the possession of resources such as wealth, power, status, prestige and reputation, competence, achievements, knowledge, personality, physical strength and well-being, motivation and self-esteem, access to communication channels, ability to promote, hire and fire, the ability to allocate corporate money to civic projects, the ability to influence large numbers of voters, and the ability to enhance or damage reputation; the control over resources such as control over gains and costs, physical control over another's body, control over funding, legal sanctions, and communication; inducements; sanctions or constraints in the form of threats or appeals; the possession
and control of information; customs, beliefs, and values; interpersonal transactions; rational persuasion which entails improving logic and/or information of the influencee; the solidarity of a group which gives rise to loyalty and belongingness; friendship; the legitimate authority of a position; respect; authority; and acceptance of role within an organization.

Second category or complementary elements: The following elements constitute the bases of the phenomenon of influence and are mentioned by only one author: the use of supportive relationships and group methods of decision-making and supervision; the strengthening and inspiring of an audience; environmental influences such as laws, governmental regulations, professional organizations, trade unions, and customer reactions; possession of influence over another person places someone in a favorable position vis-à-vis the other, thereby sustaining his capacity to exercise influence; the adherence of an individual to agreed upon procedures; the command over commitments; the established rules of organization; the temporal features, that is, the time dimension; control over another; knowledge about the environment; insight into the decision-making process; selection of symbols and words that create a favorable impression; a debt or obligation that an influencer can collect; similarity; membership group; communication; inspiration or appeal to emotions; and
norms underlying organic solidarity.

Third category or contradictory elements: Elements have not been identified as part of bases of the phenomenon of influence which would express contradictory views on the part of authors.

Fourth category or interdimensional elements: The following elements constituting bases of the phenomenon of influence are part of at least another dimension of this same phenomenon: persuasion; control over resources; and interpersonal transaction or interaction.

C. Constituent elements of conditions of the phenomenon of influence.

First category or common elements: The following elements constitute conditions of the phenomenon of influence and are mentioned by more than one author: acceptance of the influencing agent and his authority by those subjected to the influencing act; the perceived competence of the influencing agent by the influencee; a person's perception in determining whether he will react to an influence attempt from another person; an influencee's motivation; the consonance between the act of influence and its apparent purpose and group goals; the resources constituting a base must be appropriate to the social setting under consideration; the manipulation of a person's environment especially in keeping with his needs;
dependence of one person on another; dependence of the influencee on information; institutionalization of moral values and effect; interaction; control over resources, primarily rewards; the needs of the influencee; and the perception by others that the influencing agent is living up to the group's tasks and expectancies.

Second category or complementary elements: The following elements constitute the conditions of the phenomenon of influence and are mentioned by only one author: operation by the influencing agent on the intentions of the object of persuasion and through positive channels; devotion of subordinates and close alliances with other executives, both at one's own level and above; locating centers of latent power; consistency between the advocated premise and the receiver's cognitive state; obtaining of agreement followed by consent; the adequacy of the means employed by the influencee to act on the influencee's motivations and expectations; the attraction of a person to the influencing agent; command over commitments; access to skills, knowledge, tools; combination of resources by individuals and groups; the effectiveness of the communication processes; the relation of the influence act to the functional equilibrium of the system on which it impinges; on informing the influencee of the rewards available to satisfy his needs; knowledge about the consequences of behavior; increasing the skills of the
people in an organization; the behavior of a person in the use of a base; a person's accurate view of reality; and perceived adherence by the influencing agent to the normative behavior and attitudes of the group.

Third category or contradictory elements: No element has been identified which constitutes one of the conditions of the phenomenon of influence which gave rise to divergent views among authors.

Fourth category or interdimensional elements: The following elements constituting conditions of the phenomenon of influence are part of at least another dimension of this phenomenon: control over resources; and interpersonal trans-action or interaction.

D. Constituent elements of purposes of the phenomenon of influence.

First category or common elements: No element has been identified which constitutes one of the purposes of the phenomenon of influence and which is mentioned by more than one author.

Second category or complementary elements: The following elements constitute the purposes of the phenomenon of influence and are mentioned by only one author: to achieve goals; to shape the attitudes and/or behavior of others; to increase a person's resources and thus strengthen his base
of power; to augment future influence; and to achieve some sort of gratification.

Third category or contradictory elements: No element has been identified which constitutes one of the purposes of the phenomenon of influence which gave rise to divergent views among authors.

Fourth category or interdimensional elements: No element has been identified which constitutes one of the purposes of the phenomenon of influence while also being part of another dimension of this phenomenon.

E. Constituent elements of functions of the phenomenon of influence.

First category or common elements: The following elements constitute functions of the phenomenon of influence and are mentioned by more than one author: to persuade others toward performance; to alter the ability of others to achieve their goals or satisfy their needs; and as a medium capable of integration of social systems.

Second category or complementary elements: The following elements constitute the functions of the phenomenon of influence and are mentioned by only one author: handles the tensions which arise continually in a dynamic society between the egalitarian and the elitist components; helps in shaping the attitudes and/or behavior of influencees; serves
to bring about organizational change through the peer group; augments future influence; affects the motivation to produce; regulates communication in systems; mobilizes commitments of units to valued associations; regulates the interplay between political support and identification by membership in solidarity involvements; brings about an allocation of subcollectivity organizations and their memberships, statuses, roles compatible with the interests of the collectivity and of the units; and enhances the capacity for solidarity of the societal community.

Third category or contradictory elements: No element has been identified which constitutes one of the functions of the phenomenon of influence which gave rise to divergent views among authors.

Fourth category or interdimensional elements: The following element constituting a function of the phenomenon of influence is part of at least another dimension of this same phenomenon: persuasion.

F. Constituent elements of limits of the phenomenon of influence.

First category or common elements: The following elements constitute limits of the phenomenon of influence and are mentioned by more than one author: the particular circumstances of situation and space within a system or
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subsystem; the subordinates or low-ranking individuals within a system may see as irrelevant the threats posed by authorities due to their larger numbers; and there is a varying amount of restriction that influence places on the behavior of those subjected to it and on the degree of bindingness that it creates for them.

Second category or complementary elements: The following elements constitute the limits of the phenomenon of influence and are mentioned by only one author: the regulation of access to resources by making rewards or punishments contingent on attempts at influence and by altering attitudes and desires of potential partisans toward political objects; the non-face-to-faceness of large formal organizations by comparison to the greater opportunity for full and complete influence of small work group decision-making; the resisting force of the person being influenced; a maladjustment in a person; the amount of control that a person possesses; the environmental elements in an organization such as societal needs, available resources, state of knowledge, and socio-political values; an organization's technology; the structure in which a manager operates; morality in the exercise of influence; differences in the distribution of political resources, variations in the efficiency with which individuals use their political resources, and the extent to which persons use their resources toward their political purposes.
Third category or contradictory elements: No element has been identified which constitutes one of the limits of the phenomenon of influence which gave rise to divergent views among authors.

Fourth category or interdimensional elements: No element has been identified which constitutes one of the limits of the phenomenon of influence while also being part of at least another dimension of this phenomenon.

G. Constituent elements of causes of the phenomenon of influence.

First category or common elements: No element has been identified which constitutes one of the causes of the phenomenon of influence and which is mentioned by more than one author.

Second category or complementary elements: The following elements constitute the causes of the phenomenon of influence and are mentioned by only one author: influence is produced from the plurality of competing formal interest groups and associations which serves as a medium for effective expression of the people's self-interests; the behavior of the operative employee can be influenced by establishing in him attitudes, habits, and state of mind which will guide him toward decisions advantageous to the organization and by imposing on him decisions reached in other parts of the
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organization; and influence originates from ecological control, communication, highly specific capacities and achievements, exercise of influence which places the influencing agent in a favorable position over the influencee.

Third category or contradictory elements: No element has been identified which constitutes one of the causes of the phenomenon of influence which gave rise to divergent opinions among authors.

Fourth category or interdimensional elements: No element has been identified which constitutes one of the causes of the phenomenon of influence while also being part of at least another dimension of this phenomenon.

H. Constituent elements of consequences of the phenomenon of influence.

First category or common elements: The following elements constitute the consequences of the phenomenon of influence and are mentioned by more than one author: commitment, personal growth, and satisfaction; domineering and coercive influence may inspire hostility, alienation, and resentful acquiescence on the part of those subjected to influence; and resources consumed in an influence transaction could be spent on alternative activity, which has been lost.

Second category or complementary elements: The following elements constituting consequences of the phenomenon
of influence are mentioned by only one author: the production of an effect exactly opposite to the intent; the successful influencer, although he considers that it is for others' own good, may be accused of manipulation; the receipt of certain commitments by the influencing agent, which he can then use; because the achievement of many goals occurs through influence, inability to influence is a major liability; the use of a congruent means of influence increases the strength and stability of an existing orientation especially if perceived as successful; a person may anticipate the expectations of the influence about the consequences of his behavior and he may act accordingly; influence which is not readily detected, such as the case of a teacher influencing a student is easily subject to abuse; alteration of knowledge, belief about some aspect of the environment; alteration of attitudes, motivations, values, feelings towards some aspect of the environment; alteration of overt behavior toward some aspect of the environment; affectation of the influencing agent's reputation; formation of coalitions; relinquishing ownership or control of resources if, for example, money is paid for services; contribution to higher morale, and greater participation in commitment in the organization; an increase in the total influence of an organization; and the permeability of a group varies inversely with its influence.
Third category or contradictory elements: Various authors have expressed divergent opinions regarding the following element which constitutes a consequence of the phenomenon of influence: the symmetry or asymmetry in relations between people.

Fourth category or interdimensional elements: No element has been identified which constitutes a consequence of the phenomenon of influence while at the same time being part of another dimension of this phenomenon.

I. Constituent elements of relations of the phenomenon of influence.

First category or common elements: The following elements constitute the relations of the phenomenon of influence which are mentioned by more than one author: influence is persuasive while power is coercive; power is potential for influence and influence is the result of actualized power; authority in the sense of respect accorded to the authority figure implies influence; influence is a generic term including authority, control, and power; and the process of influence is one of leadership.

Second category or complementary elements: The following elements constituting relations of the phenomenon of influence are mentioned by only one author: the forms of influence based on power are forms of power to the extent
that the scope of the influence is included within that of
the power; influence and power involve a dyadic relationship;
the medium focal to the societal community is influence and
it is interchangeable for power, money, and value commit-
ments; authority is but one of several forms of social in-
fluence or control; influence over subordinates which is
acquired by obligating them does not initially form an estab-
lished authority over them, it may eventually lead to this;
in a general sense, one can consider power, influence, and
control as the capacity of one person to do something af-
fecting another which changes the likely pattern of specified
future events; authority is the most restricted of a set of
related concepts, influence includes mostly any interpersonal
transaction with a psychological or behavioral effect, control
includes successful and intended influence attempts, and power
is the potential for influence backed by the means to coerce
compliance; authority and influence are related concepts
which are elements of power; influence is a complex component
of leadership; and social influence and communication are
inseparable and equivalent aspects of an undifferentiated
social process.

Third category or contradictory elements: No element
has been identified which constitutes one of the relations
of the phenomenon of influence which gave rise to divergent
views among authors.
Fourth category or interdimensional elements: The following element constituting a relation of the phenomenon of influence is part of at least another dimension of this same phenomenon: persuasion.

4. Interpretation of findings.

All dimensions of the phenomenon of influence with two exceptions contained elements where there was agreement on the part of authors studied. Complementary elements or elements identified by only one author were found in large numbers in all dimensions.

Divergent views on the part of authors were infrequent. Contradictory elements were identified in only two dimensions and there were few elements in each case. Of the nine dimensions studied five contained elements which were part of at least another dimension.

An intraphenomenal intradimensional and an intraphenomenal interdimensional analysis of influence was presented in this chapter. An intraphenomenal intradimensional and an intraphenomenal interdimensional analysis of power will be presented in the next chapter.
CHAPTER III

PRESENTATION AND INTERPRETATION OF FINDINGS:
INTRAPHENOMENAL ANALYSIS OF POWER

Like the previous chapter, this one is comprised of four sections: an intradimensional analysis of the phenomenon of power; an interdimensional analysis of the phenomenon of power; presentation of findings arising from the interdimensional analysis and from the interdimensional analysis; and interpretation of findings.

1. Intradimensional analysis of the phenomenon of power.

In this section, elements are assigned to each dimension of the phenomenon of power according to commonality, complementarity and divergence: common elements are those assigned to a dimension of the phenomenon of power and which are mentioned by more than one author; complementary elements, that is those assigned to a dimension of the phenomenon of power and mentioned by only one author; and contradictory elements or those assigned to a dimension of the phenomenon of power and for which various authors have divergent views.

A. Elements assigned to the dimension essential definition of the phenomenon of power

Common, complementary and contradictory elements are identified under the dimension essential definition of the
phenomenon of power.

Common elements: Power is explained as potential for influence by the following authors: Tannenbaum et al., Cartwright and Zander, King, French and Raven, Katz and Kahn, Cartwright, Levinger, Litter, and Skibbins.


10 Ibid., p. 413.

Other authors refer to power as the ability to control others and events: Hollander,12 and d'Antonio and Ehrlich13 regard power as the ability to control others and events; Blau14 and Scott15 view power as the ability to control the reward and punishment system, while Homans16 limits power to the control of rewards; power is seen by Adams17,18 as the ability to control processes that are part of the meaningful environment of a person; and Cohen19 claims that power consists of the potential to permit or withhold gratification of a need.


18 Ibid., p. 12.

Power is construed in terms of decisions made by the power-holder by Griffiths, Lutz and Iannacone, Parsons, and by Lasswell and Kaplan in terms of participation in the decisions affecting another. Stogdill, Cartwright, Lutz and Iannacone, McClelland, Bell, French and Raven.

21 Frank W. Lutz and Laurence Iannacone, Understanding Educational Organizations: A Field Study Approach, Columbus, Ohio, Charles E. Merrill, 1969, p. 4.
27 Ibid., p. 218.
Presthus, Hunter, Dahl, Emerson, and Adams state that power is an influence relationship between people.

According to Merton, McCarty and Ramsey, Bach, Cartwright, Blau, and Weber, power means a


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capacity within a relationship of imposing one's own will even against resistance; while Nagel, Homans, Etzioni, Polsby, Goldhamer and Shils, Mechanic, Hunter, McFarland, Griffiths, and Morphet, Johns, and Reller use

47 Ibid., p. 89.
54 Ibid., p. 6-7.
power as social causation, that is the capacity of a person to change the behavior of another. Power is seen as the ability to secure the achievement of goals by Wilson, Parsons, Lucio and McNeil, Kimbróugh, Deutsch, and Russell.

Finally power is viewed: as potential ability to use force by Lane et al., Griffiths, Wolfe, and Lewin.

57 Robert F. Wilson, Educational Administration, Columbus, Ohio, Merril, 1966, p. 90.
59 Ibid., p. 206.
as capacity for action by Hicks and Gullett, and Parsons; as the exercise of coerciveness by Lasswell and Kaplan, Litterer, and Dahl as part of human action by Berle, and Chin and Benne; and as influencing others to behave in terms of one's own goals and interests by Gregg, and Cohen. Complementary elements: Parsons interprets power as a functional-relational system which is controlled by


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institutional patterns, collectivities and roles, while Gamson\textsuperscript{79} contends that power refers to authorities influencing potential partisans and on partisans influencing authorities. As postulated by Bell\textsuperscript{80} power is a declared intent to shift an individual’s value position either in the direction of more or less enjoyment depending on the use of promise or threat. The power of a person is described by Hobbes\textsuperscript{81} as a present means which serves to obtain some future apparent good.

Finally, power is recognized: as a force that makes organizations operate by Hicks and Gullett;\textsuperscript{82} as the basis of responsible action by Parsons;\textsuperscript{83} as a latent force by Griffiths;\textsuperscript{84} as authority by Blau;\textsuperscript{85} as influence over


thought by Kolb; as the enhancement of others by Erikson; as the ability of a person or group to impose its will on others in a recurrent manner by Blau; and as the cement which holds a society by Griffiths.

Contradictory elements: While Roser views power as a relative ability of people to influence each other, Blau and Mechanic consider power to be asymmetrical with one person dependent on another. On one hand, Hicks and Gullett, and Bell refer to power as an ability to provide sanctions or to give rewards, while Blau rules out the use of rewards in the exercise of power; instead he relates the use of rewards to influence.


B. Elements assigned to the dimension basis of the phenomenon of power.

Under the dimension basis of the phenomenon of power, common and complementary elements are identified. No contradictory elements have been identified by authors.

Common elements: Several authors recognize that an actor's power rests on possession of resources: Kolb\textsuperscript{96} and Dahl\textsuperscript{97} state that a person's power rests on resources that he can use in order to affect others. These resources are identified as: wealth by Homans,\textsuperscript{98} Kolb,\textsuperscript{99} Lasswell and Kaplan,\textsuperscript{100} Kimbrough and Nunnery,\textsuperscript{101} Hicks and Gullett,\textsuperscript{102} Litterer,\textsuperscript{103} and Charters et al;\textsuperscript{104} prestige and reputation by

\begin{itemize}
\item \textsuperscript{96} Eugene J. Kolb, \textit{Op. Cit.}, 1978, p. 32.
\item \textsuperscript{98} George Caspar Homans, \textit{Op. Cit.}, p. 74-75.
\item \textsuperscript{100} Harold D. Lasswell and Abraham Kaplan, \textit{Op. Cit.}, p. 83.
\item \textsuperscript{102} Herbert G. Hicks and C. Ray Gullett, \textit{Op. Cit.}, p. 245-248.
\item \textsuperscript{103} Joseph A. Litterer, \textit{Op. Cit.}, p. 70.
\item \textsuperscript{104} W. W. Charters, et al., \textit{Perspectives on Educational Administration and the Behavioral Sciences}, Eugene, University of Oregon, Center for the Advanced Study of Educational Administration, 1965, p. 114.
\end{itemize}
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Kolb, Lasswell and Kaplan, Leavitt, Gregg, Hobbes, and Charters et al.; knowledge by Kolb, Kimbrough and Nunnery, Charters et al., Gregg, Hicks and Gullett, and Chin and Benne; competence, skill and expertise by Kolb, Mechanic, Lasswell and

106 Ibid., p. 39-49.
Kaplan, 120 Kimbrough and Nunnery, 121 Hicks and Gullett, 122 Leavitt, 123 Zaleznik, 124 Blau and Scott, 125 French and Raven, 126 Litterer, 127 Scott, 128 and Lippitt; 129 physical strength by Homans, 130 Hicks and Gullett, 131 and Russell; 132 physical force by Litterer, 133 personality by Wilson, 134 Hicks

129 Gordon L. Lippitt, Organizational Renewal, New York, Appleton-Century-Crofts, 1959, p. 44.
and Gullett, 135 Leavitt, 136 and Mechanic; 137 popularity by Lasswell and Kaplan, 138 and Hobbes; 139 charisma by Kimbrough and Nunnery; 140 social status by Kimbrough and Nunnery, 141 Leavitt, 142 Charters et al., 143 Hobbes, 144 and Zander et al.; 145 intellectual ability by Homans, 146 and Berle; 147 legal authority by Kolb; 148 effort and interest by Mechanic; 149 personal

141 Ibid.
ambition by Russell,\textsuperscript{150} leadership ability by Kimbrough and Nunnery,\textsuperscript{151} and Gregg;\textsuperscript{152} access to mass media, family ties, leadership in informal groups, friendship ties and knowledge of the political system by Kimbrough and Nunnery;\textsuperscript{153} ownership by Leavitt.\textsuperscript{154}

In a general way, control over resources has been seen as a source of power by a number of authors: Adams,\textsuperscript{155} King,\textsuperscript{156} Lasswell and Kaplan,\textsuperscript{157} Newcomb \textit{et al.},\textsuperscript{158} Charters \textit{et al.},\textsuperscript{159} and Bell.\textsuperscript{160} In a more specific manner, control over resources as a source of power is identified as: control over jobs and control over credit by Kimbrough and

\begin{itemize}
\item \textsuperscript{151} Ralph B. Kimbrough and Michael Y. Nunnery, \textit{Op. Cit.}, p. 355.
\item \textsuperscript{152} Russell T. Gregg, \textit{Op. Cit.}, p. 305.
\item \textsuperscript{153} Ralph B. Kimbrough and Michael Y. Nunnery; \textit{Op. Cit.}, p. 355.
\item \textsuperscript{154} Harold J. Leavitt, \textit{Op. Cit.}, p. 149.
\item \textsuperscript{157} Harold D. Lasswell and Abraham Kaplan, \textit{Op. Cit.}, p. 76.
\item \textsuperscript{159} W. W. Charters, \textit{et al.}, \textit{Op. Cit.}, p. 114.
\end{itemize}
INTRAPHENOMENAL ANALYSIS OF POWER

Nunnery, 161 and Charters, et al., 162 control over votes by Kimbrough and Nunnery; 163 control over income by Leavitt, 164 and Etzioni; 165 control over terms of relationship by Leavitt; 166 control over information by Pettigrew; 167, 168 and control over economic power such as production, delivery of goods and services by Berle. 169

Power rests on coercion according to French and Raven, 170 Litterer, 171 Scott, 172 Lippitt, 173 Wolfe, 174

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Zaltman et al., Blau, Dahl, Weber, Kolb, and Russell. Other authors recognize reward as a support of power: French and Raven, Litterer, Scott, Lippitt, Wolfe, Zaltman et al., Kolb, and Russell. Another source of power recognized by authors.


177 Ibid., p. 116.


is legitimacy: French and Raven, Litterer, Scott, Lippitt, Pettigrew, Parsons, McClelland, Scott, and Gregg. Power is seen as arising from reference by Raven and French, Litterer, Scott, and Lippitt.

The source of power of an individual is derived from the official position or office that he occupies according

195 Ibid., p. 144.
204 Gordon L. Lippitt, Op. Cit., p. 44.
to Kimbrough,205 Gamson,206 Parsons,207 Newcomb et al.,208 Etzioni,209 Pettigrew,210 Kolb,211 Mechanic,212 Lasswell and Kaplan,213 Kimbrough and Nunnery,214 Hicks and Gullett,215 and Zander et al.216 Power is exercised through and depends on institutions or organizations according to Zaleznik,217 Wilson,218 Berle,219 Kolb,220 and Mechanic.221

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Griffiths,222 Russell,223 Berle,224 and Litterer225 stipulate that power is dependent on beliefs and a system of morals. Finally, power rests: on persuasion according to Kolb,226 Wilson,227 Hobbes,228 Russell,229 and Reedy;230 on the relationship between two individuals according to French and Raven,231 Wolfe,232 and Emerson;233 on the needs or values of the person to whom a power act is being directed according to Bell,234 Newman and Warren,235 and Cartwright and

Zander;236 and, on violent force according to Kolb,237 and Etzioni.238

Complementary elements: According to Berle,239 power rests on the coalescence of three elements: men, a philosophy, and a group capable of organization into institutions. Scribner240 states that power depends on a system of inequalities that permits influence of lower class by coalitions. Service is seen as the administrator's source of power by Sachs.241 According to Pettigrew,242 power rests on the distribution of resources. Presthus243 indicates that a leader's power depends primarily on his associations with various collective systems of power, on subsystems,244 and

244 Ibid., p. 29.
on his ability to manipulate the larger system. Griffiths claims that control of the decision-making process develops and sustains power. Power is granted according to Scott when controls over it are available or accountability is present.

According to Kolb, power appears to rest on the interaction among: 1) the possession or control of resources, 2) the target's needs or values, 3) credibility, and 4) good will and responsiveness. Further sources of power are viewed as political symbols by Lasswell and Kaplan; implied terms of statutes, rules and regulations by Roe and Drake; creed by Russell; plurality in kinds of power by Banfield; anonymity by Leavitt; fear, tradition, interaction between creeds and other sources of power, and substitution of a new

245 Ibid., p. 5.


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creed for an old one by Russell;\textsuperscript{254} political alliance by Wilson;\textsuperscript{255} sensitivity to the needs of others by Leavitt;\textsuperscript{256} numbers by Leavitt;\textsuperscript{257} manipulation of symbolic rewards by Etzioni;\textsuperscript{258} success by Hobbes;\textsuperscript{259} and a system of ideas or philosophy by Berle.\textsuperscript{260}

C. Elements assigned to the dimension condition of the phenomenon of power.

Elements identified by authors and assigned to the dimension condition of the phenomenon of power are classified according to their commonality and complementarity. No divergent views amongst authors were identified.

Common elements: The exercise of power is contingent on the possession of one or more resources of power according

\begin{itemize}
\item \textsuperscript{255} L. Craig Wilson, \textit{Op. Cit.}, p. 337.
\item \textsuperscript{256} Harold J. Leavitt, \textit{Op. Cit.}, p. 136.
\item \textsuperscript{257} \textit{Ibid.}, p. 149.
\item \textsuperscript{258} Amitai Etzioni, \textit{Op. Cit.}, p. 5.
\item \textsuperscript{259} Thomas Hobbes, \textit{Op. Cit.}, p. 56.
\item \textsuperscript{260} Adolf A. Berle, \textit{Op. Cit.}, p. 57.
\end{itemize}
to Litterer, Kolb, Blau, Newcomb et al., and Lane et al. The following authors: Lucio and McNeil, Bell, Mechanic, and Parsons state that the successful exercise of power presupposes control of some resource or access to resources which could serve as sanction or means to ends being sought. Blau, Cartwright, Leavitt, Wolfe indicate that power depends on persons having needs that could be satisfied by resources that the influencing agent has to offer. Further, other authors:

269 Ibid., p. 355.
Zaltman et al.,275 Homans,276,277 Newman,278 and Kolb279 stipulate that the success of power depends on the marginal value the person attaches to the resources being utilized by the power-wielder. Still in relation to the successful use of resources by influencing agents, these resources must be low in relation to demand according to Bell,280 and Homans.281

A number of authors regard power as contingent on the perception of those being influenced of the number of rewards that an influencing agent can mobilize, his ability to mediate punishments, and his right to prescribe behavior from a position of authority: French and Raven,282

Litterer, Levinger, Russell, Wolfe claim that power depends on the perception by those influenced of the number of positive rewards they think a potential social agent can mobilize; French and Raven, Litterer, Levinger, and Wolfe view power as dependent on the perception by those influenced of the ability of the influencing agent to mediate punishment; and French and Raven, Litterer, Parsons, and Cartwright indicate that power depends on the perception by a person that the influencing agent has a legitimate right to prescribe behavior.

for him, thereby sanctioning the authority of the position.

Some authors regard the integration of the system
including unifying of staff, and binding of units, individual
and collective as necessary for effective exercise of power:
Parsons, 296 Hicks and Gullett, 297 Berle, 298 Lazarus and
Warren, 299 Kimbrough, 300, 301 Russell, 302, 303 Griffiths, 304
and Rosen. 305 Other authors state that power depends on the
ability of individuals to command the loyalty of those that
they wish to influence: Blau, 306 Goldhamer and Shils, 307

p. 270.
299 Harold Lazarus and E. Kirby Warren, The Progress
301 Ibid., p. 215.
303 Bertrand Russell, Authority and the Individual,
304 Daniel E. Griffiths, Ed., "Behavioral Science and
Educational Administration", in Sixty-Third Yearbook of the
National Society for the Study of Education, Chicago, Univer-
p. 174.
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Scott,\textsuperscript{308} French and Raven,\textsuperscript{309} and Blau and Scott.\textsuperscript{310}
According to Russell,\textsuperscript{311} Lasswell and Kaplan,\textsuperscript{312} Zander and Cohen,\textsuperscript{313} and Rosen,\textsuperscript{314} a power-holder has a stronger likelihood of ensuring that events will occur as he wishes if he has a realistic appraisal of his power relative to that of others.

Some authors contend that power is governed by a system of more or less accepted ideas and morals: Berle,\textsuperscript{315} and McCarty and Ramsey.\textsuperscript{316} Finally, power is viewed\textsuperscript{317} as directly dependent on the number of available alternatives by Lane et al.,\textsuperscript{317} and Pettigrew,\textsuperscript{318} as directly related to

\textsuperscript{312} Harold D. Lasswell and Abraham Kaplan, \textit{Op. Cit.}, p. 110.
the degree of threat and fear of an individual by Cohen, Russell, and Cartwright and Zander as contingent on a structured institutional framework, by Presthus and Hunter; and, as dependent on the effective use of resources that is on the degree of congruence with goals, cultural norms, etc., by Kimbrough and Nunnery, Parsons, and Kolb.

Complementary elements: According to Blau, a person who has command of and who renders services to others establishes their dependence on and obligation to him. Closely associated with this is the indication by Pettigrew that power structures depend primarily on the distribution of the resources by means of which compliance can be enforced, and

326 Eugene J. Kolb, Op. Cit., p. 120.
by Bell\textsuperscript{329} that compliance is contingent on the power-holder coming through with the promised reward. While Roe\textsuperscript{330} recognizes that there must be a wide range of implied powers in order to arrive at the exercise of expressed powers, Bell\textsuperscript{331} indicates that power requires the maintenance of a threat capability. The perception by the subordinated individuals of the legitimacy of the power-holders' acts are seen as important: Goldhamer and Shils\textsuperscript{332} speak of the recognition of legitimate power as resting on a belief in the sanctity of traditions by which the power-holder exercises power, and in the legalities of the laws, decrees, and directives promulgated by the power-holder; and Laswell and Kaplan\textsuperscript{333} state that the maintenance of power depends on an apparent conformity by the influencing agent to the political formula.

Various authors have expressed the following views. They claim that power is contingent upon: the relationship of good will that prevails between the power-holder and the

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target, Kolb;\textsuperscript{334} a deep feeling of creed or sentiment by the
great majority of the population, Russell;\textsuperscript{335} some demand for
reward, Homans;\textsuperscript{336} a generalized capacity to secure compliance
along with use of symbolic means, Parsons;\textsuperscript{337} a cultural
recognition by others of an actor's control of the environment, Adams;\textsuperscript{338} the existence of a time lag between the
actions of the person exerting power and the responses of the
respondent, Dahl;\textsuperscript{339} the existence of some connection between
the actor and the respondent, Dahl;\textsuperscript{340} a uniformity which
depends upon sentiment and habit, Russell;\textsuperscript{341} the making of
decisions by a person which affect the course of action of
an enterprise to a greater extent than do decisions of others,
and which influence other decisions, Griffiths;\textsuperscript{342} the right
of expulsion and its related financial hardship, Russell;\textsuperscript{343}

\begin{flushleft}
\textsuperscript{334} Eugene J. Kolb, \textit{Op. Cit.}, p. 32.
\textsuperscript{340} Ibid.
\end{flushleft}
communication about the relevant rewards and punishments and about the specific behavior upon which they depend, Zaltman et al.;\textsuperscript{344} the perception and understanding of the power communication, Bell;\textsuperscript{345} the size of the unit governed by the power-holder, Russell;\textsuperscript{346} an individual's perception that the influencing agent has some special knowledge or expertise, French and Raven;\textsuperscript{347} the power-holder remaining indifferent to the benefits that others can offer him in exchange for his benefits, Blau;\textsuperscript{348} and a recognition that subordinates as well as dominants operate in the community power structure of the school by Willie.\textsuperscript{349}

D. Elements assigned to the dimension purpose of the phenomenon of power.

Elements identified by authors are assigned according to their commonality and complementarity to the dimension

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\textsuperscript{348} P. M. Blau, \textit{Op. Cit.}, p. 121.

purpose of the phenomenon of power. No contradictory elements have been assigned to this dimension by authors studied.

Common elements: According to Wilson, Gregg, and Pettigrew power is essential to keep individuals and organizations moving toward their respective goals. Griffiths, on the other hand, contends that power is sought in order to control people and the decision-making process.

Complementary elements: Hicks and Gullett indicate that power is necessary for coordinated human activity which is important for effective organizations. While Wilson contends that power serves to enforce laws and decisions, Lasswell and Kaplan claim that every power group seeks to acquire authority. According to Fleisher on

Machiavelli, power serves to obtain and secure the objects of one's desires; and according to Scott power is useful to perpetuate interests already vested in an organization. Finally, McClelland states that the goal of power motivation is to feel powerful, and Sachs indicates that autocratic power aspires to the ideal of conformity.

E. Elements assigned to the dimension function of the phenomenon of power.

Elements identified by authors and assigned to the dimension function of the phenomenon of power are classified according to their commonality and complementarity. No divergent views amongst authors were identified.

Common elements: Power serves to control the behavior of others by an individual or by an organization according to Griffiths, Scott, Netzer et al.

Blau and Scott, 366 Kolb, 367 and Galbraith. 368 In an organization the primary role of power is to stabilize the organization in the face of a changing environment, Lane et al., 369 and Parsons. 370 According to Newman, 371 and Blau, 372 power enables the coordination of activities in the pursuit of a purposeful course of action. While Blau and Scott, 373 and Sachs 374 view power as the capacity to provide services to others, Parsons, 375, 376 and Hicks and Gullett, 377 and Adams 378

describe the role of power as the capacity to mobilize resources and capacities, it can be seen as the energy of an organization.

Complementary elements: Several authors view power as playing an important role in the inception and functioning of organizations. Bierstedt' regards power as essential to the inauguration, guaranteed continuance, and order of an association. Roe states that implied powers allow progress, growth and experimentation in an organization by providing a frontier where imaginative and dynamic administration can occur. According to Blau and Scott power is important in determining to whose demand the organization will yield. While Hicks and Gullett view power as a vital determinant of the nature and quality of the interaction of persons, Crozier contends that the allocation of power and the system of power arrangements have a decisive


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influence over the kind of adjustment people reach in an organization and over the outcomes and efficiency of such an organization. Berle\textsuperscript{384} regards organization and recognition of the field of responsibility as essential tasks of power at any level. This same author\textsuperscript{385} also states that institutions give power in order to secure institutional action in their power. While Russell\textsuperscript{386} claims that power provides the bargaining strength of an organization, Hicks and Gullett\textsuperscript{387} declare that power determines the criteria to be used in measuring organizational effectiveness and the means for evaluating such criteria. According to Parsons\textsuperscript{388} people with power have legitimated rights to make and implement decisions which are collectively binding.

Other authors relate the functions of power specifically to school administration: Scribner\textsuperscript{389} states that power shapes the process in building a school system; Lucio and McNeil\textsuperscript{390} indicate that the exercise of power by

\textsuperscript{384} Adolf A. Berle, Op. Cit., p. 117.
\textsuperscript{385} Ibid., p. 101.
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educational decision-makers serves to change the way people perceive education and to supply them with information and opinion which is in keeping with national policy; and Mort and Ross find that school authorities utilize and have power to levy taxes, determine scope of programs, determine curriculum and to establish rules and regulations relating to the operation of schools.

Finally, power is seen as: supporting the fundamental order of society and its social organization by Bierstedt; dominating and controlling the environment allowing societies to survive by Adams; serving basic needs of the entire society by Merton, Broom, and Cottrell; the medium with political primacy which can serve to acquire both human services and the demands for collective action by Parsons; contributing to developing a desirable pattern of behavior by Newman; capable of affecting the


distribution of resources by having an effect on the setting of objectives and on the operation of the political-economic system by Hicks and Gullett; and as a means of attempting to satisfy one's desire for more by these same authors; serving to monopolize needed rewards, and discouraging coalitions by Blau.

F. Elements assigned to the dimension limit of the phenomenon of power.

Under the dimension limit of the phenomenon of power, common, complementary and contradictory elements are identified.

Common elements: According to Merton, Scott and Miles the capacity of a group or an organization to enforce or influence decisions is constrained by its environment. Newman and Hunter indicate that power is


398 Ibid., p. 241.


confined and directed by policies and actions permissible by a framework of socially sanctioned authority. Power is controlled by extraneous facts, indeed decisions are subject to challenge Berle, Lasswell and Kaplan. While Scott, and Russell contend that power is constrained by public opinion, French and Raven, and Wolfe state that the magnitude of power changes from one system to another, or from region to region. Finally private economic power or corporate management is constrained by the countervailing power of those who are subject to it according to Scott, Galbraith, and Leavitt.

Complementary elements: Various authors have presented a variety of views on the limits of power. Berle

recognizes that the philosophy of a power system confines the exercise of power, and Gamson\textsuperscript{415} states that the means utilized to achieve the collective goals of a power system contain influence. Lane \textit{et al.}\textsuperscript{416} indicate that the conditions of legitimacy restrain the use of power, and Berle\textsuperscript{417} contends that conscience and intellectual restraint also restrain power. While Newman\textsuperscript{418} stipulates that power is ineffective in generating in others feelings of personal obligation and initiative required for many jobs, Blau and Scott\textsuperscript{419} state that a supervisor who resorts to sanctions in relating with his subordinates will create alienation and eventually undermine his authority.

According to Blau\textsuperscript{420} power that rests on coercion is more limited in scope than power resulting from met needs; this same author\textsuperscript{421} states that the power of a supervisor diminishes if subordinates can turn to coercion, do without

\begin{enumerate}
\item Adolf A. Berle, \textit{Op. Cit.}, p. 60.
\item Ibid., p. 22.
\end{enumerate}
benefits he has to offer, or have access to equally viable alternatives. Power based on expertise is fragile and constantly shifting since it rests on the frontier of progress, Crozier. When an individual secures the advantages of superior status and makes stringent demands on others he depletes his power according to Blau. While Newman claims that an executive's ability to enforce his will is reduced by counter-powers that companies impose on the use of power, Hollander declares that social exchange checks the abuse of power. According to Sachs, the external power of an administrator is often reduced when authority is viewed as service. Russell states that whenever a creed is used as a source of power, it eventually produces weariness and skepticism especially if the great efforts that it may inspire are not very successful. This same author contends that love of power, as a motive, is confined by

428 Ibid., p. 24.
timidity which in turn contains the desire for self-direction. Finally a person's power is confined by the amount of perceived power that a person attributes to himself in relation to another, according to Zander et al. 429

Contradictory elements: For Homans, 430 Rosen, 431 and Morphet et al., 432 the power of an individual is extremely limited whereas groups and organizations are organized to be more powerful through collective action and by influencing the magnitude and direction of communications thereby controlling the effectiveness of one person to influence another. On the other hand, Berle 433 claims that no collective category, or class, or group in and of itself can wield or use power.

G. Elements assigned to the dimension cause of the phenomenon of power.

The elements identified by authors are assigned to the dimension cause of the phenomenon of power according to

the classification utilized for the analysis of these elements. Since no contradictory elements have been identified, only common and complementary elements are reported.

Common elements: A number of authors, Blau, Griffiths, Sachs and Parsons view the mobilization and enhancement of power as originating with the organization of collective effort as would be seen in processes of leadership. According to Cartwright, McClelland, and Berle a person who builds his resources, personal and material is more likely to become powerful.

Complementary elements: According to Berle, power is brought into existence by the coalescence of men, a philosophy and a group capable of organization into institutions. While Lane et al. regard power as evolving from control

438 Ibid., p. 211.
442 Ibid., p. 69.
over rules, Balandier views power as resulting from the need to fight against entropy that threatens society with disorder. Power on one side of a market situation creates the need for countervailing power to be exercised from the other side, Galbraith. According to French and Raven, the stronger the basis of power, the greater is the capacity to exercise power. The granting of authority by united consent, and passing of powers to one man gives rise to the greatest powers according to Hobbes. Finally, Lasswell and Kaplan stipulate that identification with others enhances the potential and position of power.

H. Elements assigned to the dimension consequence of the phenomenon of power.

The elements identified by authors and assigned to the dimension consequence of the phenomenon of power are classified according to their commonality, complementarity and divergence.


Common elements: Illegitimate, coercive and unfair exercise of power gives rise to disapproval, frustration of needs, anger, aggression, hostility, retaliation, and reduction in power on the part of the power-holder, according to Blau, French and Raven, Bell, Etzioni, Pettigrew, and Zaleznik. Whenever two kinds of power are emphasized at the same time or with repeated exchanges between men, there is a tendency for equalization or neutralization of power to occur. Power results in an uncomfortable psychological position of dependence on a power-holder by the person subjected to his power according to Blau and Hicks and Gullett.

450 Ibid., p. 155.
Complementary elements: Different authors have expressed varying views about the consequence of power. These are expressed in the following manner: managerial use of power stifles initiative, enthusiasm and self-expression; authority is created from acceptance and institutionalization of power; power allows a person to withdraw from an authority figure and to establish his own independence; the mechanization of power suppresses ambiguities; power widens the field of responsibility with a resultant impact on the personality of a man; whenever new power enters a system it increases the amount of power at the top with an increased possibility of forming further levels; when mobilized, power changes through the redistribution of old power and formation of new equilibria; power use results in an expenditure of time and energy which could conceivably be spent on alternative activity thus resulting in loss of

463 Ibid., p. 69.
opportunity; the outcome of power interaction may affect the power-holder's reputation positively or negatively in relation to future interactions; a person in an administrative position of power has access to certain privileges such as information, control of appraisals, channels of promotion; business power yields command over wealth; all sources of power yield influence; power creates the need for more power; power reduces uncertainty in securing control; power visions expressed as a revolt against established authority can stir social movements; in a relationship, the person with greatest power gets the least from the exchanges; the enjoyment of power gives ascendancy; power over opinions tends to result in coalescence,

468 Ibid.
470 Ibid., p. 389.
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concentration and eventually a State monopoly; expert power is self-defeating and disappears with the end results of the rationalization process that is rules, programs, etc.; highly monopolistic and conservative power makes dynamic supervision very difficult; and reciprocal power relationships result in an increased systemic complexity and pluralism, whereas power relationships with low reciprocity give rise to systemic simplicity and elitism.

Contradictory elements: Whereas Lippitt and Sachs indicate that ambivalence, suspicion and mistrust result from the exercise of administrative power in an organization, Stogdill states that powerful members of a group tend to be better liked than members with less power.

I. Elements assigned to the dimension relation of the phenomenon of power.

Common, complementary and contradictory elements are identified by authors and are assigned to the dimension

relation of the phénomemon of power.

Common elements: Several authors have discussed the relation of power and authority. According to Etzioni,\textsuperscript{484} Homans,\textsuperscript{485} Griffiths,\textsuperscript{486} Blau,\textsuperscript{487} Leavitt,\textsuperscript{488} Skibbins,\textsuperscript{489} Leavitt et al.,\textsuperscript{490} Bell,\textsuperscript{491} Adams,\textsuperscript{492} Morphet et al.,\textsuperscript{493} Hicks and Gullett,\textsuperscript{494} legitimate power is the same as authority. Providing greater precision, Hicks and Gullett,\textsuperscript{495} Homans,\textsuperscript{496} and Lane et al.,\textsuperscript{497} regard power as the ability


\textsuperscript{486} Daniel E. Griffiths, \textit{Op. Cit.}, 1956, p. 120.


\textsuperscript{495} Ibid., p. 230.


\textsuperscript{497} Willard R. Lane, \textit{et al.}, \textit{Op. Cit.}, p. 201.
to use force, sanctions or rewards while viewing authority as a legitimate right. Finally, Wolfe\textsuperscript{498} and Kolb\textsuperscript{499} both regard power and authority as similar concepts, both referring to a relationship which deals with the ability of one to influence or persuade another.

In the case of the relation between power and influence, power is seen as coercive while influence is viewed as persuasive.\textsuperscript{500,501}

Leadership and power are regarded as two closely related concepts by McClelland\textsuperscript{502} and French and Raven.\textsuperscript{503}

Complementary elements: The following elements have been identified as authors have related power to other phenomena: authority derived from status settles the terms on which power will be exchanged with influence;\textsuperscript{504} authority and influence are related concepts, they are elements of

\begin{itemize}
\item Eugene J. Kolb, \textit{Op. Cit.}, p. 36.
\end{itemize}
power; while power is the potential for influence supported by the means to coerce compliance, influence includes about any interpersonal transaction with behavioral or psychological effects and control includes successful influence attempts; the phenomena of power and influence involve a dynamic relationship between two agents; in a general sense, power, influence and control can be conceived as the capacity for one person to do something affecting another with a resulting change in probable pattern of future events; power involves control and resistance to it; and while it is viewed as capacity to influence behavior, authority is seen as legitimized power.

Contradictory elements: On one hand, Litterer describes power as resting on legitimate authority, while

507 Ibid.
on the other hand Hicks and Gullett\(^{513}\) argue that power is
frequently recognized as the basis of authority. While
Adams\(^{514}\) indicates that the exercise of control and power
are often interchanged, within a system, Berle\(^{515}\) distin-
guishes between these two phenomena by stating that the power
to cause an event has little relation to the capacity to con-
trol feelings and opinions of men. According to Lasswell
and Kaplan\(^{516}\) power can be exchanged for influence, while
according to Parsons\(^{517}\) power must be distinguished from
influence.

2. Interdimensional analysis of
the phenomenon of power.

In this section interdimensional elements of the
phenomenon of power are identified. These interdimensional
elements are those which have been assigned to one dimension
of this phenomenon and which are also assigned to another
dimension of this same phenomenon.


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For purposes of this study, only common elements within each dimension of the phenomenon of power are utilized for the interdimensional analysis.

A. Interdimensional elements assigned to definitions and bases of the phenomenon of power.

In this subsection, interdimensional elements which have been assigned to definitions of the phenomenon of power and which have equally been assigned to bases of this phenomenon are reported.

Interdimensional elements: An interaction or relationship between people is regarded as a definition of power by Stogdill,\textsuperscript{518} Cartwright,\textsuperscript{519,520} Lutz and Iannacone,\textsuperscript{521} McClelland,\textsuperscript{522} Bell,\textsuperscript{523} French and Raven,\textsuperscript{524} Presthus,\textsuperscript{525}

\textsuperscript{520} \textit{Ibid.}, p. 218.
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Blau, 542, 543 Dahl, 544 Weber, 545 Kolb, 546 and Russell 547 identify this element as part of the bases of this phenomenon.

B. Interdimensional elements assigned to definitions and purposes of the phenomenon of power.

Interdimensional elements, that is those assigned to definitions of the phenomenon of power and equally assigned to purposes of the same phenomenon are identified in this subsection.

Interdimensional elements: While Hollander, 548 d'Antonio and Ehrlichs, 549 Blau, 550 Scott, 551 Homans, 552

543 Ibid., p. 116.
Adams, 553, 554 and Cohen 555 view the control of others, events and decision-making as a definition of the phenomenon of power, Griffiths, 556, 557 identifies this element as part of purpose.

Securement of individual and collective goals is assigned to definitions by Wilson, 558 Parsons, 559 Lucio and McNeil, 560 Kimbrough, 561 Deutsch, 562 and Russell 563 while it is assigned to purposes by Wilson, 564 Gregg, 565 and Pettigrew. 566

554 Ibid., p. 12.
C. Interdimensional elements assigned to definitions and functions of the phenomenon of power.

Interdimensional elements, that is those assigned to definitions of the phenomenon of power and equally assigned to functions of the same phenomenon are identified in this subsection.

Interdimensional elements: While the control of others is perceived as an element assigned to a definition of the phenomenon of power by Hollander,567 d'Antonio and Ehrlich,568 Blau,569 Scott,570 Homans,571 Adams,572 and Cohen,573 it is seen as an element assigned to a function of this phenomenon by Griffiths,574 Scott,575 Netzer et al.576

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D. Interdimensional elements assigned to bases and conditions of the phenomenon of power.

In this subsection, interdimensional elements are presented which having been assigned to bases of the phenomenon...
of power are also assigned to conditions of this phenomenon. Interdimensional elements: While mentioned by Kolb,588 and Dahl589 as an element assigned to a basis of the phenomenon of power, possession of resources is regarded by Litterer,590 Kolb,591 Blau,592 Newcomb et al.,593 and Lane et al.594 as assigned to conditions of this phenomenon. Control over resources has been assigned to bases of the phenomenon of power by Adams,595 King,596 Lasswell and Kaplan,597 Newcomb et al.,598 Charters et al.,599 Bell,600

and Berle, 601 while Lucio and McNeil, 602 Bell, 603 and Mechanic 604 have assigned this element to the dimension condition of this phenomenon.

. Legitimacy is recognized as a basis of power by Pettigrew, 605 Parsons, 606, 607 McClelland, 608 Scott, 609 and French and Raven, 610 it is also seen as a condition of the phenomenon of power by French and Raven, 611 Litterer, 612 Scott, 613 and Cartwright. 614 While Kolb, 615

611 Ibid., p. 155-156.
Mechanic, Berle, Zaleznik, and Wilson regard dependence on institutions as a basis of power, it is identified by Presthus and Hunter as a condition of power.

A system of morals and beliefs is viewed as one of the bases of the phenomenon of power by Griffiths, Russell, Berle and Litterer while being regarded as a condition of this same phenomenon by Berle, McCarty and Ramsey, and Lasswell and Kaplan.

E. Interdimensional elements assigned to bases and relation of the phenomenon of power.

Under this heading, interdimensional elements are presented which having been assigned to bases of the phenomenon of power are also assigned to relations of this phenomenon.

According to Kolb, Wilson, Hobbes, Russell, and Reedy, capacity for persuasion is an element of definitions of the phenomenon of power while Wolfe and Kolb assign this element to relation as they relate power and authority as similar concepts.

Coercion is regarded as a basis of the phenomenon of power by French and Raven, Litterer, Scott,

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Lippitt,639 Wolfe,640 Zaltman et al.,641 Blau,642,643 Dahl,644 Weber,645 Kolb,646 and Russell647 while it is identified as part of the relation dimension of this phenomenon by Bierstedt,648 and Martindale649 as they relate power and influence, and by Hicks and Gullet650 Homans,651 and Lane et al.652 as they relate power and authority.

643 Ibid., p. 116.
F. Interdimensional elements assigned to conditions and causes of the phenomenon of power.

In this subsection, elements which have been identified as conditions of the phenomenon of power and which have also been assigned to causes of this phenomenon are reported.

While Parsons, 653 Hicks and Gullett, 654 Berle, 655 Lazarus and Warren, 656 Kimbrough, 657, 658 Russell, 659, 660 Griffiths, 661 and Rosen 662 regard unifying of staff and organization of collective efforts as a condition essential to the exercise of effective power, Blau 663 Griffiths, 664

Sachs, 665 Parsons 666 view this element as part of causes.

G. Interdimensional elements assigned to purposes and functions of the phenomenon of power.

Interdimensional elements, that is, those assigned to the dimension purpose of the phenomenon of power and equally assigned to the dimension function of this phenomenon are identified under this heading.

Interdimensional elements: Control of people's behavior is assigned to purposes of the phenomenon of power by Griffiths, 667, 668 while being assigned to functions of this phenomenon by Galbraith, 669 Kolb, 670 Blau and Scott, 671 Netzer et al., 672 Scott, 673 Griffiths. 674, 675 While

Wilson,676 Gregg,677 and Pettigrew678 regard pursuit of goals as purposes of the phenomenon of power, Newman,679 and Blau680 regard this element as part of functions of this phenomenon.

In the first two sections of this chapter, intradimensional and interdimensional analyses have been presented whereby elements identified by authors studied have been classified within each dimension of the phenomenon of power according to their commonality, complementarity, and divergence. In addition, elements common to more than one dimension have also been identified.

3. Presentation of findings resulting from the intradimensional and interdimensional analyses of the phenomenon of power.

Findings from the intradimensional and interdimensional analyses of the phenomenon of power are presented in this section in a ranked order according to their degree of adherence to each dimension. The findings of these analyses

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will therefore be presented according to the following ranked categories: elements assigned to a dimension of the phenomenon of power which are mentioned by more than one author and previously identified as common elements will comprise the first category; elements assigned to a dimension of the phenomenon of power and mentioned by only one author and previously identified as complementary elements will be part of the second category; the third category will list contradictory elements or those assigned to a dimension of the phenomenon of power and which gave rise to divergent views from authors; finally, the fourth category will contain the elements assigned to at least two dimensions of the phenomenon of power and previously reported as interdimensional elements.

A. Constituent elements of the essential definition of the phenomenon of power.

First category or common elements: The following elements constitute essential definitions of the phenomenon of power and are mentioned by more than one author: the potential for influence; the ability to control others and events, more specifically, the ability to control the reward and punishment system, the control of rewards, the control of processes that are part of the meaningful environment of a person, and the potential to permit or to withhold gratification of a need; the capacity of the power-holder to make
decisions; participation in the decisions affecting another; an influence relationship between people; a capacity within a relationship of imposing one's own will even against resistance; social causation, that is the capacity of a person to change the behavior of another; the ability to secure the achievement of goals; the potential ability to use force; a capacity for action; the exercise of coerciveness; a part of human action; and influencing others to behave in terms of one's own goals and interests.

Second category or complementary elements: The following elements constitute essential definitions of the phenomenon of power and are mentioned by only one author: a functional-relational system which is controlled by institutional patterns, collectivities and roles; an interinfluence between authorities and potential partisans; a declared intent to shift an individual's value position either in the direction of more or less enjoyment depending on the use of promise or threat; a present means which serves to obtain some future apparent good; a force that makes organizations operate; the basis of responsible action; a latent force; as authority; influence over thought; the ability of a person or group to impose its will on others in a recurrent manner; and the cement which holds a society.

Third category or contradictory elements: Various authors have expressed divergent opinions regarding the
following elements which constitute essential definitions of
the phenomenon of power: the relative ability of people to
influence each other, that is the dependence or interdepen-
dence of one person on another; and the provision of sanc-
tions or rewards.

Fourth category or interdimensional elements: The
following elements constituting essential definitions of the
phenomenon of power are part of at least another dimension of
this same phenomenon; an interaction or relationship between
people; the exercise of coercion; the control of others,
events and decision-making; and securement of individual and
collective goals.

B. Constituent elements of the bases
of the phenomenon of power.

First category or common elements: The following
elements constitute bases of the phenomenon of power and are
mentioned by more than one author: the possession of
resources; the resources that a person can use in order to
affect others such as wealth, prestige and reputation,
knowledge, competence, skill and expertise, physical strength,
physical force, personality, popularity, charisma, intellec-
tual ability, legal authority, effort and interest, personal
ambition, leadership ability, access to mass media, family
ties, leadership in informal groups, friendship ties,
knowledge of the political system, and ownership; control over resources generally and more specifically control over jobs, credit, votes, income, terms of relationship, information, and economic power such as production and delivery of goods and services; coercion; rewards; legitimacy; an official position or office; institutions or organizations; beliefs and a system of morals; a system of ideas or philosophy; persuasion; the relationship between two individuals; the needs or values of the person to whom a power act is being directed; and violent force.

Second category or complementary elements: The following elements constitute the bases of the phenomenon of power and are mentioned by only one author: coalescence of three elements that is men, a philosophy, and a group capable or organization into institutions; a system of inequalities that permits influence of lower class by coalitions; provision of service; distribution of resources; a leader's association with various collective systems of power, on subsystems, and on his ability to manipulate the larger system; control of the decision-making process; availability of controls over power or accountability; the interaction among 1) the possession or control of resources, 2) the target's needs or values, 3) credibility, and 4) good will and responsiveness; political symbols; implied terms of statutes, rules and regulations; creed; plurality in kinds of power;
anonymity; fear; tradition; interaction between creeds and other sources of power; substitution of a new creed for an old one; political alliance; sensitivity to the needs of others; numbers; manipulation of symbolic rewards; and success.

Third category or contradictory elements: Elements have not been identified as part of bases of the phenomenon of power which would express contradictory views by authors.

Fourth category or interdimensional elements: The following elements constituting bases of the phenomenon of power are part of at least another dimension of this same phenomenon: an interaction or relationship between people; the exercise of coercion; possession of resources; control over resources; legitimacy; dependence on institutions; a system of morals and beliefs; and capacity for persuasion.

C. Constituent elements of conditions of the phenomenon of power.

First category or common elements: The following elements constitute conditions of the phenomenon of power and are mentioned by more than one author: the possession of one or more resources; control of some resources or access to resources which could serve as sanction or means to ends being sought; person's needs that could be satisfied by resources that the influencing agent has to offer; the marginal value the person attaches to the resources being
utlized by the power-wielder; resources must be low in relation to demand; the perception of those being influenced of the number of rewards that an influencing agent can mobilize; the perception by those influenced of the ability of the influencing agent to mediate punishment; a person's perception that the influencing agent has a legitimate right to prescribe behavior for him thereby sanctioning the authority of the position; integration of the system including unifying of staff, and binding of units, individual and collective; the ability of individuals to command the loyalty of those that they wish to influence; a realistic appraisal by the power-holder of his power relative to that of others; a more or less accepted system of ideas and morals; the number of available alternatives; the degree of threat and fear experienced by an individual; a structured institutional framework; and the effective use of resources that is on the degree of congruence with goals, cultural norms, etc.

Second category or complementary elements: The following elements constitute the conditions of the phenomenon of power and are mentioned by only one author: the command over and rendering of services others need by the influencing agent establishes their dependence on and obligation to him; the distribution of resources, within power structures, by means of which compliance can be enforced; coming through with promised reward by the power-holder; the need for a wide
range of implied powers; the maintenance of a threat capability; the perception by the subordinated individuals of the legitimacy of the power-holder's acts; a belief in the sanctity of traditions by which the power-holder exercises power; a belief in the legalities of the laws, decrees and directives promulgated by the power-holder; an apparent conformity by the influencing agent to the political formula; the relationship of good will that prevails between the power-holder and the target; a deep feeling of creed or sentiment by the majority of the population; some demand for reward; a generalized capacity to secure compliance along with use of symbolic means; a cultural recognition by others of an actor's control of the environment; the existence of a time lag between the actions of the person exerting power and the responses of the respondent; the existence of some connection between the actor and the respondent; the making of decisions by a person which affect the course of action of an enterprise to a greater extent than do decisions of others and which influence other decisions; the right of expulsion and its related financial hardship; communication about the relevant rewards and punishments and about the specific behavior upon which they depend; the perception and understanding of the power communication; the size of the unit governed by the power-holder; an individual's perception that the influencing agent has some special knowledge or expertise; and the power-holder
remaining indifferent to the benefits that others can offer him in exchange for his benefits.

Third category or contradictory elements: no element has been identified which constitutes one of the conditions of the phenomenon of power which gave rise to divergent views among authors.

Fourth category or interdimensional elements: The following elements constituting conditions of the phenomenon of power are part of at least another dimension of this phenomenon: the possession of resources; control over resources; legitimacy; dependence on institutions; a system of morals and beliefs; and unifying of staff and organization of collective efforts.

D. Constituent elements of purposes of the phenomenon of power.

First category or common elements: The following elements constitute purposes of the phenomenon of power and are mentioned by more than one author: to keep individuals and organizations moving toward their respective goals; and to control people and the decision-making process.

Second category or complementary elements: The following elements constitute the purposes of the phenomenon of power and are mentioned by only one author: to coordinate human activity which is important for effective organizations;
to enforce laws and decisions; to seek to acquire authority; to obtain and secure the objects of one's desires; to perpetuate interests already vested in an organization; to feel powerful; and to aspire to the ideal of conformity.

Third category or contradictory elements: No element has been identified which constitutes one of the purposes of the phenomenon of power which gave rise to divergent views among authors.

Fourth category or interdimensional elements: The following elements constituting purposes of the phenomenon of power are part of at least another dimension of this phenomenon: the control of others, events, and decision-making; securement of individual and collective goals; control of people's behavior; and pursuit of goals.

E. Constituent elements of functions of the phenomenon of power.

First category or common elements: The following elements constitute functions of the phenomenon of power and are mentioned by more than one author: control of the behavior of others by an individual or by an organization; stabilization of the organization in the face of a changing environment; the coordination of activities in the pursuit of a purposeful course of action; the capacity to provide services to others; and the capacity to mobilize resources and
capacities, it can be seen as the energy of an organization.

Second category or complementary elements: The following elements constitute the functions of the phenomenon of power and are mentioned by only one author: essential to the inauguration, guaranteed continuance and order of an association; to allow growth, progress and experimentation in an organization by providing a frontier where imaginative and dynamic administration can occur; to determine to whose demand the organization will yield; to serve as a vital determinant of the nature and quality of the interaction of persons; to influence the kind of adjustment people reach in an organization, and the outcomes and efficiency of such an organization; organization and recognition of the field of responsibility; to secure institutional action; to provide the bargaining strength of an organization; to determine the criteria to be used in measuring organizational effectiveness and the means for evaluating such criteria; to provide legitimate rights to make and implement decisions which are collectively binding; to shape the process in building a school system; to change the way that people perceive education and to supply them with information and opinion which is in keeping with national policy; to allow the operation of schools by levying taxes, determining scope of programs, determining curriculum, and to establish rules and regulations; to support the fundamental order of society and its
social organizations; to dominate and control the environment allowing societies to survive; to serve basic needs of the entire society; to serve as the medium with political primacy which can serve to acquire both human services and the demands for collective action; to contribute to the development of a desirable pattern of behavior; to affect the distribution of resources by having an effect on the setting of objectives and on the operation of the political-economic system; to satisfy one's desire for more; and to monopolize needed rewards and to discourage coalitions.

Third category or contradictory elements: No element has been identified which constitutes one of the functions of the phenomenon of power which gave rise to divergent views among authors.

Fourth category or interdimensional elements: The following elements constituting functions of the phenomenon of power are part of at least another dimension of this same phenomenon: the control of others; securement of goal achievement; and the control of people's behavior.

F. Constituent elements of limits of the phenomenon of power.

First category or common elements: The following elements constitute limits of the phenomenon of power and are mentioned by more than one author: the capacity of a
group to enforce or influence decisions is constrained by its environment; power is confined and directed by policies and actions permissible by a framework of socially sanctioned authority; power is controlled by extraneous facts, indeed decisions are subject to challenge; power is constrained by public opinion; the magnitude of power changes from one system to another, or from region to region; and private economic power or corporate management is constrained by the countervailing power of those who are subject to it.

Second category or complementary elements: The following elements constitute the limits of the phenomenon of power and are mentioned by only one author: the philosophy of a power system confines the exercise of power; the means utilized to achieve the collective goals of a power system contain influence; the conditions of legitimacy restrain the use of power; conscience and intellectual restraint contain power; power is ineffective in generating in others feelings of personal obligation and initiative required for many jobs; a supervisor who resorts to sanctions in relating with his subordinates will create alienation and eventually undermine his authority; power resting on coercion is more limited in scope than power resting on unmet needs; the power of a supervisor diminishes if subordinates can turn to coercion, do without benefits he has to offer, or have access to equally viable alternatives; power based on expertise is fragile and
constantly shifting since it rests on the frontier of progress; power is depleted when an individual secures the advantages of superior status and makes stringent demands on others; an executive's ability to enforce his will is reduced by counter powers that companies impose on the use of power; social change checks the abuse of power; the external power of an administration is often reduced when authority is viewed as service; whenever a creed is used as a source of power, it eventually produces weariness and skepticism especially if the great efforts that it may inspire are not very successful; love of power, as a motive, is confined by timidity which in turn contains the desire for self-direction; and a person's power is confined by the amount of perceived power that a person attributes to himself in relation to another.

Third category or contradictory elements: Various authors have expressed divergent opinions regarding the following element which constitutes a limit of the phenomenon of power: the relative power of an individual and of a collectivity.

Fourth category or interdimensional elements: No element has been identified which constitutes one of the limits of the phenomenon of power while also being part of at least another dimension of this phenomenon.
G. Constituent elements of causes of the phenomenon of power.

First category or common elements: The following elements constitute the causes of the phenomenon of power and are mentioned by more than one author: the mobilization and enhancement of power as originating with the organization of collective effort; the building of a person's resources, personal and material, is likely to generate power.

Second category or complementary elements: The following elements constitute the causes of the phenomenon of power and are mentioned by only one author: power is brought into existence by the coalescence of men, a philosophy and a group capable of organization into institutions; power evolves from control over rules; power results from the need to fight against entropy that threatens society with disorder; power on one side of a market situation creates the need for countervailing power to be exercised from the other side; a strong basis of power provides a stronger capacity to exercise power; the granting of authority by united consent and passing of powers to one man gives rise to the greatest powers; and identification with others enhances the potential and the position of power.

Third category or contradictory elements: No element has been identified which constitutes one of the causes of the phenomenon of power which gave rise to divergent views.
among authors.

Fourth category or interdimensional elements: The following element constituting one of the causes of the phenomenon of power is part of at least another dimension of this phenomenon: unification of staff and organization of collective efforts.

H. Constituent elements of consequences of the phenomenon of power.

First category or common elements: The following elements constitute the consequences of the phenomenon of power and are mentioned by more than one author: illegitimate, coercive and unfair exercise of power gives rise to disapproval, frustration of needs, anger, aggression, hostility, retaliation, and reduction in power on the part of the power-holder; whenever two kinds of power are emphasized at the same time or with repeated exchanges between men, there is a tendency for equalization or neutralization of power to occur; and power results in an uncomfortable psychological position of dependence on a power-holder by the person subjected to his power.

Second category or complementary elements: The following elements constituting consequences of the phenomenon of power are mentioned by only one author: the managerial use of power stifles initiative, enthusiasm and self-expression; authority is created from acceptance and
institutionalization of power; power allows a person to withdraw from one authority figure and to establish his own independence; the mechanization of power suppresses ambiguities; power widens the field of responsibility with a resultant impact on the personality of a man; whenever new power enters a system it increases the amount of power at the top with an increased possibility of forming further levels; when mobilized, power changes through the redistribution of old power and formation of new equilibria; power use results in an expenditure of time and energy which could conceivably be spent on alternative activity thus resulting in loss of opportunity; the outcome of power interaction may affect the power-holder's reputation positively or negatively in relation to future interactions; a person in an administrative position of power has access to certain privileges, such as information, control of appraisals, channels of promotion; business power yields command over wealth; power creates the need for more power; power reduces uncertainty in securing control; power visions expressed as a revolt against established authority can stir social movements; in a relationship, the person with greatest power gets the least from the exchanges; enjoyment of power gives ascendancy; power over opinions tends to result in coalescence, concentration, and eventually in a State monopoly; expert power is self-defeating and disappears with the end results of the rationalization
process that is rules, programs, etc.; highly monopolistic and conservative power makes dynamic supervision very difficult; and reciprocal power relationships result in increased systemic complexity and pluralism, whereas power relationships with low reciprocity give rise to systemic simplicity and elitism.

Third category or contradictory elements: Various authors have expressed divergent opinions regarding the following element which constitutes a consequence of the phenomenon of power: the exercise of power results in ambivalence, suspicion and mistrust or alternatively in increased liking of the powerful members by those members with less power.

Fourth category or interdimensional elements: No element has been identified which constitutes a consequence of the phenomenon of power while at the same time being part of another dimension of this phenomenon.

I. Constituent elements of relations of the phenomenon of power.

First category or common elements: The following elements constitute the relations of the phenomenon of power which are mentioned by more than one author: legitimate power is the same as authority; power is the ability to use force, sanctions or rewards while authority is a legitimate right; both power and authority refer to a relationship
which deals with the ability of one to influence or persuade another; power is coercive while influence is persuasive; and leadership and power are regarded as two closely related concepts.

Second category of complementary elements: The following elements constituting relations of the phenomenon of power are mentioned by only one author: authority derived from status settles the terms on which power will be exchanged with influence, they are elements of power; power is the capacity to exert influence; while power is the potential for influence supported by the means to coerce compliance, influence includes about any interpersonal transaction with behavioral or psychological effect and control includes successful influence attempts; the phenomena of power and influence involve a dyadic relationship between two agents; in a general sense, power, influence and control can be conceived as the capacity for one person to do something affecting another with a resulting change in probable pattern of future events; power involves control and resistance to it; and while power is viewed as capacity to influence behavior, authority is seen as legitimized power.

Third category of contradictory elements: Various authors have expressed divergent opinions on the following elements of limits of power: power as resting on authority or alternatively as a basis of authority; the interchangeability or noninterchangeability of the exercise of controls and of power; and the exchangeability of
distinctiveness of power and influence.

Fourth category or interdimensional elements: The following elements constituting relations of the phenomenon of power are part of at least another dimension of this same phenomenon: a capacity for persuasion; and coercion.

4. Interpretation of findings.

For each of the nine dimensions of the phenomenon of power, elements have been identified where there was agreement on the part of authors studied. Although the number of such elements varied from one dimension to the other, all dimensions had a number of common elements. The same findings apply to the complementary elements with the only difference being in the larger number of complementary elements identified by authors under each dimension.

Few authors presented divergent views. Contradictory elements were identified in four of the nine dimensions and under each of the four dimensions where contradictory elements were identified, their number varied from one to three. All dimensions with the exception of two contain elements which are also part of at least another dimension.

This chapter contained an intraphenomenal intradimensional, and an intraphenomenal interdimensional analysis of the phenomenon of power. The following chapter consists of an interphenomenal analysis of the phenomena of influence and power.
CHAPTER IV

INTERPHENOMENAL ANALYSIS OF THE PHENOMENA
OF INFLUENCE AND POWER

An interphenomenal intradimensional analysis of influence and power is presented in this chapter. An interphenomenal intradimensional analysis of influence and power is presented in the first section, followed by a presentation of general results arising from this analysis in the second section, and ending by an interpretation of findings in the third section.

1. Interphenomenal and intradimensional analysis of the phenomena of influence and power.

In this section, an attempt is made to identify, at the level of each dimension, elements which are specific to each phenomenon under study and those which are common to both phenomena. Specific elements are therefore those assigned to a dimension of the phenomenon of influence and not found in the corresponding dimension of the phenomenon of power, and those which having been assigned to a dimension of the phenomenon of power are not found in the corresponding dimension of the phenomenon of influence. Common elements are those elements which having been assigned to a dimension of the phenomenon of influence are also found in the
corresponding dimension of the phenomenon of power. This analysis will be carried out at the level of the nine dimensions utilized in this study: the essential definition, the basis, the condition, the purpose, the function, the limit, the cause, the consequence, and the relation.

A. Elements assigned to essential definitions of the phenomena of influence and power.

Specific elements: The following elements are assigned to essential definitions of the phenomenon of influence and are not found as elements of essential definitions of the phenomenon of power: a medium of persuasion;¹,²,³,⁴ a process which induces a change in the state of another individual or group of individuals;⁵,⁶ whenever a behavior


is attempted by an influencee to meet an intention of an influencer without any action on the part of the latter or implicit influence; 7, 8 a capacity to have an impact on the events of the organization or the behavior of a person or group; 9 the value position and potential of a person or group; 10 the result of actualized power; 11 the kind of power that changes attitudes; 12 kinetic power; 13 a symbolic medium; 14 an effort to change behavior; 15 a process implicating two or more people; 16 both an alteration of behavior

and maintenance of behavior, other than it would have been
without an intervention of the influencer; a transferable
process from one solidarity grouping to another in a way
similar to the transfer of wage income from the employer to
the householder; a process consisting in affecting policies
of others than the self; ideas or a plan of action spon-
sored by some and followed by others in preference to alterna-
tives; the resultant force on a system in the life of a
person which has its course in an act of the influencer, this
resultant force induced by the influencer consists of a force
to change the system in the direction desired by the influ-
encer and an opposing resistance initiated by this same act;
voluntary acceptance of guidance; leadership; giving

17 Herbert Goldhamer and Edward A. Shils, "Types of
Power and Status", in American Journal of Sociology, Vol. 45,
September 1939, p. 171.


19 Herbert A. Simon, Models of Man, New York, Wiley,
1957, p. 65.

20 Don Martindale, Institutions, Organizations and

p. 151.

22 William Herman Newman and E. Kirby Warren, The
Process of Management: Concepts, Behavior and Practice, 4th

23 Gerald J. Skibbins, Organizational Evolution: A
Program for Managing Radical Change, New York, AMACOM, 1974,
p. 240.
another the premises for action, attitudes, habits, etc., leading to organizational goals;\textsuperscript{24} a sort of prediction in the form of advice, encouragement, warning, etc., that given certain actions certain outcomes will occur;\textsuperscript{25} the likelihood of a give-and-take communication ending with the person who accepts advice potentially influencing the outcome to some minor extent;\textsuperscript{26} and control over the premises of decisions, with the decisions of the subordinate being consistent with premises selected for him by his superior.\textsuperscript{27}

The following elements are assigned to essential definitions of the phenomenon of power and are not found as elements of essential definitions of the phenomenon of influence: potential for influence;\textsuperscript{28,29,30}


\textsuperscript{27} Herbert A. Simon, \textit{Administrative Behavior}, New York, MacMillan, 1965, p. 223.


31, 32, 33, 34, 35, 36, 37, 38 decisions made by the power-holder; 39, 40, 41, 42 an influence relationship; 43, 44, 45


46, 47, 48, 49, 50, 51, 52, 53, 54 a capacity within a relationship of imposing one's own will even against resistance; 55, 56, 57, 58, 59


The ability to secure the achievement of goals; potential ability to use force;


63 Robert F. Wilson, Educational Administration, Columbus, Ohio, Charles E. Merrill, 1966, p. 90.


65 Ibid., p. 206.


capacity for action;\textsuperscript{74,75,76} the exercise of coerciveness;\textsuperscript{77,78,79} a part of human action;\textsuperscript{80,81} the influence of others to behave in terms of one's own goals and interests;\textsuperscript{82,83} participation in the decisions affecting another;\textsuperscript{84} a functional-relational system which is controlled by institutional patterns, collectivities, and roles;\textsuperscript{85} a mutual influence


\textsuperscript{75} Lanore A. Netzer et al., \textit{Interdisciplinary Foundations of Supervision}, Boston, Allyn and Bacon, 1970, p. 214.


\textsuperscript{77} Harold D. Lasswell and Abraham Kaplan, \textit{Op. Cit.}, p. 98.


\textsuperscript{84} Harold D. Lasswell and Abraham Kaplan, \textit{Op. Cit.}, p. 75.

between authorities and potential partisans; a declared intent to shift an individual's value position either in the direction of more or less enjoyment depending on the use of promise or threat; a present means which serves to obtain some future apparent good; a force that makes organizations operate; the basis of responsible action; a latent force; authority; influence over thought; the enhancement of others; the ability of a person or group to impose its will on others in a recurrent manner; the cement which holds a society; a relative ability of people to influence

each other; an asymmetrical relationship with one person dependent on another; an ability to provide sanctions or to give rewards; and the use of sanctions.

Common elements: The following elements are assigned to essential definitions of the phenomenon of influence and are found as elements assigned to essential definitions of the phenomenon of power: a behavior causing behavior.


105 Ibid., p. 154.


109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124


116 Ibid., p. 89.


123 Ibid., p. 6-7.

and control over the behavior of another person or persons.


137 Ibid., p. 12.

B. Elements assigned to bases of the phenomena of influence and power.

Specific elements: The following elements are assigned to bases of the phenomenon of influence and are not found as elements of bases of the phenomenon of power: possession of specific resources such as power, \(^{139,140,141,142}\) achievements, \(^{143}\) motivation and self-esteem, \(^{144}\) access to communication channels, \(^{145}\) the ability to hire, promote, and fire, the ability to allocate corporation money to civic projects, the ability to influence large numbers of voters and the ability to enhance or damage reputation, \(^{146}\) information; \(^{147,148,149}\) control over specific resources such as

controls over gains and costs and physical control over another's body, control over funding and control over legal sanctions, and control over communication; rational persuasion which entails improving logic and/or information of the influencee; the solidarity of a group which gives rise to loyalty and belongingness; friendship; respect; authority;

162 Ibid.
164 Ibid.
acceptance of role within an organization;\textsuperscript{166,167} the use of
supportive relationships and group methods of decision-making
and supervision;\textsuperscript{168} the strengthening and inspiring of an
audience by a leader;\textsuperscript{169} environmental matters such as laws,
governmental regulations, professional organizations, trade
unions, and customer reactions;\textsuperscript{170} the exercise of influence
over another sustains the capacity of the influencer to exer-
cise influence by placing him in a favorable position vis-à-
vis the influencee;\textsuperscript{171} the adherence of an individual to
agreed upon procedures;\textsuperscript{172} the command over commitments;
the established rules of an organizations;\textsuperscript{174} temporal fea-
tures, that is, the time dimension;\textsuperscript{175} control over

\begin{thebibliography}{175}
\newcommand{\urlprefix}{\textit{http://www.}
\item[166] Ibid., p. 218.
\item[168] Rensis Likert, \textit{The Human Organization}, New York,
\item[170] Stephen J. Bennett, \textit{The School: An Organiza-
tional Analysis}, Glasgow, Blackie, 1974, p. 18-19.
\item[171] Harold D. Lasswell and Abraham Kaplan, \textit{Op. Cit.},
p. 83.
\item[172] Edwin Paul Hollander, \textit{Leaders, Groups, and In-
\item[174] George Levinger, \textit{Op. Cit.}, p. 84.
\end{thebibliography}
another; knowledge about the environment; insight into the decision-making process; selection of symbols and words that create a favorable impression; a debt or obligation that an influencer can collect; similarity; membership group; communication; inspiration or appeal to emotions; and norms underlying organic solidarity.

The following elements are assigned to bases of the phenomenon of power and are not found as elements of bases of the phenomenon of influence: the possession of resources, such resources being physical force, popularity, and norms underlying organic solidarity.

178 Ibid.
180 Ibid.
182 Ibid.
183 Ibid.
charisma, intellectual ability, legal authority, effort and interest, personal ambition, leadership ability, access to mass media, family ties, leadership in informal groups, friendship ties, knowledge of the political system, and ownership; control over specific resources such as jobs and credits, votes, income, terms of relationship, and economic power such as


202 Ibid.
production and delivery of goods and services;\textsuperscript{206} legitimacy;\textsuperscript{207,208,209,210,211,212,213,214,215,216,217}
reference;\textsuperscript{218,219,220,221} institutions or


\textsuperscript{210} Gordon L. Lippitt, Organizational Renewal, New York, Appleton-Century-Crofts, 1969, p. 44.


\textsuperscript{212} Ibid., p. 144.


\textsuperscript{221} Gordon L. Lippitt, Op. Cit., p. 44.
organizations;\textsuperscript{222,223,224,225,226} persuasion;\textsuperscript{227,228,229,230,231} the needs or values the power act is being directed;\textsuperscript{232,233,234} violent force;\textsuperscript{235,236} coalescence of three elements, men, a philosophy, and a group capable of organization into institutions;\textsuperscript{237} a system of inequalities that permits

\begin{enumerate}
\item \textsuperscript{224} Adolf A. Berle, Op. Cit., p. 37.
\item \textsuperscript{225} Eugene J. Kolb, Op. Cit., p. 39-49.
\item \textsuperscript{226} D. Mechanic, Op. Cit., p. 57.
\item \textsuperscript{227} Eugene J. Kolb, Op. Cit., p. 54-56.
\item \textsuperscript{228} L. Craig Wilson, Op. Cit., p. 337.
\item \textsuperscript{229} Thomas Hobbes, Op. Cit., p. 57.
\item \textsuperscript{230} Bertrand Russell, Op. Cit., 1938, p. 141.
\item \textsuperscript{232} David V. J. Bell, Op. Cit., p. 30.
\item \textsuperscript{235} Eugene J. Kolb, Op. Cit., p. 39-49.
\item \textsuperscript{236} Amitai Etzioni, Op. Cit., p. 5.
\item \textsuperscript{237} Adolf A. Berle, Op. Cit., p. 50.
\end{enumerate}
influence of lower class by coalitions;\textsuperscript{238} the provision of service;\textsuperscript{239} the distribution of resources;\textsuperscript{240} a leader's association with various collective systems of power;\textsuperscript{241} on subsystems,\textsuperscript{242} and on his ability to manipulate the larger system;\textsuperscript{243} control of the decision-making process;\textsuperscript{244} availability of controls over power or accountability;\textsuperscript{245} an interaction among 1) the possession or control of resources, 2) the target's needs or values, 3) credibility, and 4) good will and responsiveness;\textsuperscript{246} political symbols;\textsuperscript{247} implied terms of statutes, rules and regulations;\textsuperscript{248} creed;\textsuperscript{249}


\textsuperscript{242} Ibid., p. 29.

\textsuperscript{243} Ibid., p. 5.

\textsuperscript{244} Daniel E. Griffiths, Op. Cit., 1959, p. 87.


\textsuperscript{247} Harold D. Lasswell and Abraham Kaplan, Op. Cit., p. 105-104.


plurality in kinds of power;\textsuperscript{250} anonymity;\textsuperscript{251} fear, tradition, interaction between creeds and other sources of power, and substitution of a new creed for an old one;\textsuperscript{252} political alliance;\textsuperscript{253} sensitivity to the needs of others;\textsuperscript{254} numbers;\textsuperscript{255} manipulation of symbolic rewards;\textsuperscript{256} success;\textsuperscript{257} and a system of ideas or philosophy.\textsuperscript{258}

Common elements: The following elements are assigned to bases of the phenomenon of influence and are also found as elements assigned to bases of the phenomenon of power: the possession of specific resources such as wealth,\textsuperscript{259,260,261,}

\begin{enumerate}
\item\textsuperscript{250} Edward Christie Banfield, \textit{Op. Cit.}, p. 320.
\item\textsuperscript{251} Harold J. Leavitt, \textit{Op. Cit.}, p. 149.
\item\textsuperscript{253} L. Craig Wilson, \textit{Op. Cit.}, p. 337.
\item\textsuperscript{254} Harold J. Leavitt, \textit{Op. Cit.}, p. 136.
\item\textsuperscript{255} Ibid., p. 149.
\item\textsuperscript{256} Amitai Etzioni, \textit{Op. Cit.}, p. 5.
\item\textsuperscript{257} Thomas Hobbes, \textit{Op. Cit.}, p. 56.
\item\textsuperscript{258} Adolf A. Berle, \textit{Op. Cit.}, p. 37.
\item\textsuperscript{259} George Caspar Homans, \textit{Op. Cit.}, p. 74-75.
\item\textsuperscript{260} Eugene J. Kolb, \textit{Op. Cit.}, p. 39-49.
\item\textsuperscript{261} Ralph B. Kimbrough and Michael Y. Nunnery, \textit{Op. Cit.}, p. 335.
\end{enumerate}
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262, 263, 264, 265, 266, 267, 268 prestige and reputation, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279


270 Ibid., p. 39-49.


INTERPHENOMENAL ANALYSIS

Knowledge, competence, skill, and expertise.

INTERPHENOMENAL ANALYSIS

298, 299, 300, 301, 302, 303, 304, 305, 306 physical strength, 307,
308, 309, 310 personality, 311, 312, 313, 314, 315, 316 social

INTERPHENOMENAL ANALYSIS

317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328

status; 329, 330, 331, 332, 333, 334,
control over resources;

control over information; coercion in the form of threats or appeals; Andrew M. Pettigrew, "Information as a Power Source", in Sociology, Vol. 6, 1976, p. 187-204.


Ibid., p. 116.


353, 355, 356, 357 official position or office; 358, 359, 360
361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372 rewards and

INTERPHENOMENAL ANALYSIS

Inducements; beliefs and a system of morals; and the relationship between two individuals or interpersonal

C. Elements assigned to conditions of the phenomena of influence and power.

Specific elements: The following elements are assigned to conditions of the phenomenon of influence and are not found as elements of conditions of the phenomenon of power: a person's perception is important in determining whether he will react to an influence attempt from another person; an individual's motivation; the selection of resources constituting a base which are


397 George Levinger, Op. Cit., p. 84.


400 Ibid.


appropriate to the social setting under consideration;\textsuperscript{403, 404, 405} the manipulation of a person's environment, especially in keeping with his needs;\textsuperscript{406, 407, 408, 409} dependence of one person on another;\textsuperscript{410, 411} dependence of the influencee on information;\textsuperscript{412, 413} institutionalization of moral values and affect;\textsuperscript{414, 415} the occurrence of interaction;\textsuperscript{416, 417} the perception by others that the influencing agent is


\textsuperscript{409} George Levinger, \textit{Op. Cit.}, p. 83.


\textsuperscript{412} \textit{Ibid.}, p. 27-31.


living up to the group's tasks and expectations; operation, by the influencing agent, on the intentions of the object of persuasion and through positive channels; location of centers of latent power in the development of educational influence strategies; devotion from subordinates and close alliance with other executives both at one's own level and above serves to protect and enhance one's sphere of influence; the consistency between the advocated premise and the receiver's cognitive state; obtention of agreement that influence exists as a prerequisite to consent; the adequacy of the means employed by the influencer to act on the influencee's motivations and expectations; the attraction of a person to the influencing agent;

command over commitments; access to skills, knowledge, tools; combination of resources by individuals and groups; the effectiveness of the communication processes; the relation of the influence act to the functional equilibrium of the system on which it impinges; informing the influencee of the rewards available to satisfy his needs; knowledge about the consequences of behavior; increasing the skills of people in an organization; the behavior of a person in the use of a base; a person's accurate view of reality; and the perceived adherence by the influencing agent to the normative behavior of the group.

The following elements are assigned to conditions of the phenomenon of power and are not found as elements of conditions of the phenomenon of influence: the possession of one or more resources; the marginal value the person attaches to the resources being utilized by the power-wielder; resources must be low in relation to demand; the perception by those influenced of the number of positive rewards they think a potential social

agent can mobilize; the perception by those influenced of the ability of the influencing agent to mediate punishment; integration of the system including unifying of staff and binding of units, individual and collective;  

452 George Levinger, Op. Cit., p. 84.  
457 Ibid., p. 413.  
458 George Levinger, Op. Cit., p. 84.  
465 Ibid., p. 215.  
the ability of individuals to command the loyalty of those that they wish to influence; a realistic appraisal by the power-holder of his power relative to that of others; a more or less accepted system of ideas and morals; the number of available available


alternatives; the degree of threat and fear experienced by an individual; a structured institutional framework; the command over and rendering of services others need by the influencing agent establishes their dependence on and obligation to him; the distribution of resources within power structures by means of which compliance can be enforced; coming through with the promised reward by the power-holder; the need for a wide range of implied powers; the maintenance of a threat capability; a belief in the sanctity of traditions by which the power-holder exercises power and in the legalities of the laws,

decrees, and directives promulgated by the power-holder;\textsuperscript{493} an apparent conformity of the influencing agent to the political formula;\textsuperscript{494} the relationship of good will that prevails between the power-holder and the target;\textsuperscript{495} a deep feeling of creed or sentiment by the majority of the population;\textsuperscript{496} some demand for reward;\textsuperscript{497} a generalized capacity to secure compliance along with the use of symbolic means;\textsuperscript{498} a cultural recognition by others of an actor's control of the environment;\textsuperscript{499} the existence of a time lag between the actions of the person exerting power and the response of the respondent;\textsuperscript{500} the existence of some connection between the actor and the respondent;\textsuperscript{501} a uniformity which depends upon sentiment and habit;\textsuperscript{502} the making of decisions by a person

\begin{thebibliography}{999}
\bibitem{495} Eugene J. Kolb, \textit{Op. Cit.}, p. 32.
\bibitem{501} \textit{Ibid.}
\end{thebibliography}
which affect the course of action of an enterprise to a greater extent than do decisions of others, and which influence other decisions; the right of expulsion and its related financial hardship; communication about the relevant rewards and punishments and about the specific behavior upon which they depend; the perception and understanding of the power communication; the size of the unit governed by the power-holder; the power-holder remaining indifferent to the benefits that others can offer him in exchange for his benefits; and a recognition that subdominants as well as dominants operate in the community power structure of the school.

Common elements: The following elements are assigned to conditions of the phenomenon of influence and are also found as elements of the phenomenon of power: control of

some resources or access to resources which could serve as rewards or sanctions or means to ends being sought,\textsuperscript{510,511,512,513,514,515,516,518,519} persons having needs that could be satisfied by resources that the influencing agent has to offer,\textsuperscript{519,520,521,522,523,524} the perception by a person that the influencing agent has a legitimate right to prescribe behavior for him, thereby sanctioning the authority of the position and accepting the influencing agent and his


\textsuperscript{513} \textit{Ibid.}, p. 355.


\textsuperscript{524} Stephen W. King, \textit{Op. Cit.}, p. 77-78.
authority; the effective use of resources, that is, on the degree of congruence between the act of influence and goals and cultural norms, etc.; and the perceived competence

537 Eugene J. Kolb, *Op. Cit.*, p. 120.
of the influencing agent by the influencee.542, 543, 544

D. Elements assigned to purposes of the phenomena of influence and power.

Specific elements: The following elements are assigned to purposes of the phenomenon of influence and are not found as elements of purposes of the phenomenon of power: to shape the attitudes or behavior of others;545 to strengthen an individual's power base by increasing his resources;546 to augment future influence;547 and to achieve some sort of gratification.548

The following elements are assigned to purposes of the phenomenon of power and are not found as elements of purposes of the phenomenon of influence: to control people and the decision-making process;549, 550 to coordinate human

activity which is important for effective organizations; to enforce laws and decisions; to acquire authority; to obtain and secure the objects of one's desires; to perpetuate interests already vested in an organization; to feel powerful; and autocratic power aspires to the ideal of conformity.

Common elements: The following element is assigned to purposes of the phenomenon of influence and is also found as an element of the phenomenon of power: to achieve goals.


E. Elements assigned to functions of the phenomena of influence and power.

Specific elements: The following elements are assigned to functions of the phenomenon of influence and are not found as elements of functions of the phenomenon of power: persuasion of others toward performance; altering the ability of others to achieve their goals or satisfy their needs; integration of social systems; the handling of tensions which arise continually in a dynamic society between the egalitarian and the elitist components; bringing about organizational change through the peer group; augmenting future

influence;\textsuperscript{572} affecting the motivation to produce;\textsuperscript{573} regulation of communication in systems;\textsuperscript{574} mediation;\textsuperscript{575} regulation of the interplay between political support and identification by membership in solidary involvements;\textsuperscript{576} bringing about an allocation of sub-collectivity organizations and their memberships, statuses, roles compatible with the interest of the collectivity and of the units;\textsuperscript{577} and enhancement of the capacity for solidarity of the societal community.\textsuperscript{578}

The following elements are assigned to functions of the phenomenon of power and are not found as elements of functions of the phenomenon of influence: the control of others' behavior by an individual or by an organization;\textsuperscript{579},

\begin{itemize}
  \item \textsuperscript{572} Herbert A. Simon, \textit{Op. Cit.}, 1957, p. 70.
  \item \textsuperscript{573} James G. March and Herbert A. Simon, \textit{Op. Cit.}, p. 82.
  \item \textsuperscript{574} Talcott Parsons, \textit{Op. Cit.}, 1977, p. 213.
  \item \textsuperscript{575} \textit{Ibid.}, p. 357.
  \item \textsuperscript{576} \textit{Ibid.}, p. 213-214.
  \item \textsuperscript{577} \textit{Ibid.}, p. 358.
  \item \textsuperscript{578} Talcott Parsons, \textit{Op. Cit.}, 1969, p. 51.
  \item \textsuperscript{579} Daniel E. Griffiths, \textit{Op. Cit.}, 1959, p. 86.
\end{itemize}
stabilization of the organization in the face of a changing environment; the coordination of activities in the pursuit of a purposeful course of action; the provision of services to others; an essential aspect to the inauguration, guaranteed continuance, and order of an association; implied powers allow progress, growth and experimentation in an organization by providing a frontier where imaginative and dynamic

administration can occur; determining to whose demand the organization will yield; a vital determinant of the nature and quality of the interaction of persons; the allocation of power and the system of power arrangements have a decisive influence over the kind of adjustment people reach in an organization and over the outcomes and efficiency of such an organization; organization and recognition of the field of responsibility; institutions give power in order to secure institutional action in their power; provision of the bargaining strength of an organization; the determination of criteria to be used in measuring organizational effectiveness and the means for evaluating such criteria; the provision of legitimated rights to make and implement

598 Ibid., p. 101.
decisions which are collectively binding; shaping the process in building a school system; the exercise of power by educational decision-makers serves to change the way people perceive education and to supply them with information and opinion which is in keeping with national policy; school authorities utilize and have power to levy taxes, determine the scope of programs, determine curriculum and to establish rules and regulations relating to the operation of schools; supporting the fundamental order of society and its social organizations; dominating and controlling the environment thereby allowing societies to survive; serving the basic needs of society; serving as the medium with political primacy which can serve to acquire both human services and the demands for collective action; a capacity

of affecting the distribution of resources by having an effect on the setting of objectives and on the operation of the political-economic system; 609 a means of attempting to satisfy one's desire for more; 610 and serving to monopolize needed rewards, and discouraging coalitions. 611

Common elements: The following elements are assigned to functions of the phenomenon of influence and are also found as elements of the phenomenon of power: helping to shape the attitudes and/or behavior of influencees; 612, 613 the mobilization of resources, capacities and commitments of units to valued association. 614, 615, 616, 617, 618

610 Ibid., p. 241.
F. Elements assigned to limits of the phenomena of influence and power.

Specific elements: The following elements are assigned to limits of the phenomenon of influence and are not found as elements of limits of the phenomenon of power: influence is likely to be contained by subordinates or low-ranking individuals within a system since they are in larger numbers and may see as irrelevant the threats posed by authorities; influence may vary in the amount of restriction it places on the behavior of those subjected to influence and on the degree of bindingness that it creates for them; authorities can confine the influence of potential partisans by regulating access to resources, by making rewards or punishments contingent on attempts at influence, and by altering attitudes and desires of potential partisans toward political objects; influence is highly restricted with non-face-to-faceness of large formal

organizations by comparison to the greater opportunity for full and complete influence of small work group decision-making; the influence exerted by the influencing agent is contained by the resisting force of the person being influenced; the maladjustment in a person reduces his capacity for influencing others; the degree of influence is restricted by the amount of control a person possesses; environmental elements in an organization such as societal needs, available resources, state of knowledge, and socio-political values affect the capacity to influence; an organization's technology restricts its range of alternatives and the manager is constrained by the structure in which he operates; influence on others, especially on students by teachers, must be exercised with scrupulous caution thereby placing a moral limit on the degree of influence to be exercised; and, differences in the amount of influence

630 Ibid., p. 13-14.
that persons exercise can be attributed directly to differences in the distribution of political resources, to variations in the efficiency with which individuals use their political resource, and in the extent to which persons use their resources toward political purposes. 632

The following elements are assigned to limits of the phenomenon of power and are not found as elements of limits of the phenomenon of influence: power is confined and directed by policies and actions permissible by a framework of socially sanctioned authority; 633, 634 power is controlled by extraneous facts, indeed decisions are subject to challenge; 635, 636 power is constrained by public opinion; 637, 638 the magnitude of power changes from one system to another, or from region to region; 639, 640 private economic power or

corporate management is constrained by the countervailing
to it; 641, 642, 643 the
power of those who are subject to it; 644
philosophy of a power system confines the exercise of power;
the means utilized to achieve the collective goals of a power
system contain influence; 645 the conditions of legitimacy
restrain the use of power; 646 conscience and intellectual
restraint contain power; 647 power is ineffective in gener-
ating in others feelings of personal obligation and initia-
tive required for many jobs; 648 a supervisor who resorts to
sanctions in relating with his subordinates will create
alienation and eventually undermine his authority; 649 power
resting on power is more limited in scope than power result-
ing from met needs; 650 the power of a supervisor diminishes

648 William Herman Newman and E. Kirby Warren,
p. 142.
if subordinates can turn to coercion, do without benefits he has to offer, or have access to equally viable alternatives; power based on expertise is fragile and constantly shifting since it rests on the frontier of progress; power is depleted whenever an individual secures the advantages of superior status and makes stringent demands on others; an executive's ability to enforce his will is reduced by counterpowers that companies impose on the use of power; social exchange checks the abuse of power; the external power of an administrator is often reduced when authority is viewed as service; a creed used as a source of power eventually produces weariness and skepticism especially if the great efforts that it may inspire are not very successful; love of power, as a motive, is confined by timidity which in turn contains the desire for self-direction; a person's power

651 Ibid.
is confined by the amount of perceived power that a person attributes to himself in relation to another;\(^\text{659}\) the power of an individual is extremely limited whereas groups and organizations are organized to be more powerful through collective action and by influencing the magnitude and direction of communications thereby controlling the effectiveness of one person to influence another;\(^\text{660,661,662}\) and no collective category, or class, or group in and of itself can wield or use power.\(^\text{663}\)

Common elements: The following element is assigned to limits of the phenomenon of influence and is also found as an element assigned to limits of the phenomenon of power: the capacity of an individual, a group or an organization to enforce or influence decisions is confined by its environment or the particular circumstances of situation and space within


a system or a subsystem. 664, 665, 666, 667, 668

G. Elements assigned to causes of the phenomena of influence and power.

Specific elements: The following elements are assigned to causes of the phenomenon of influence and are not found as elements of causes of the phenomenon of power: influence and decisions often originate through the informal group activity of a few leaders prior to formal action by authorities; 669 influence is produced from the plurality of competing formal interest groups and associations which serves as a medium for effective expression of the people's self-interests; 670 the behavior of an operative employee can be influenced by establishing in him attitudes, habits, and state of mind which will guide him toward decisions advantageous to the organization and to greater influence; 671

670 Ibid., p. 13.
influence originates from ecological control; influence results from communication; influence originates from highly specific capacities and achievements; influence comes about from the exercise of influence which places the influencing agent in a favorable position over the influencee.

The following elements are assigned to causes of the phenomenon of power and are not found as elements of causes of the phenomenon of influence: the mobilization and enhancement of power originates with the organization of collective effort as would be seen in processes of leadership, a person who builds his resources, personal

680 Ibid., p. 211.
and material, is more likely to become powerful;\textsuperscript{681,682,683} power is brought into existence by the coalescence of men, a philosophy and a group capable of organization into institutions;\textsuperscript{684} power evolves from control over rules;\textsuperscript{685} power results from the need to fight against entropy that threatens society with disorder;\textsuperscript{686} power on one side of a market situation creates the need for countervailing power to be exercised from the other side;\textsuperscript{687} the strongest the basis of power, the greater is the capacity to exercise power;\textsuperscript{688} the granting of authority by united consent, and passing of powers to one man gives rise to the greatest powers;\textsuperscript{689} and identification with others enhances the potential and position of power.\textsuperscript{690}

\textsuperscript{682} David C. McClelland, \textit{Op. Cit.}, p. 78.
\textsuperscript{684} Ibid., p. 69.
\textsuperscript{690} Harold D. Hasswell and Abraham Kaplan, \textit{Op. Cit.}, p. 78.
H. Elements assigned to consequences of the phenomena of influence and power.

Specific elements: The following elements are assigned to consequences of the phenomenon of influence and are not found as elements of consequences of the phenomenon of power: participation in acts of influence yield commitment, personal growth, and satisfaction;\textsuperscript{691,692,693} an influence attempt may result in producing an effect exactly opposite to the intent;\textsuperscript{694} whenever an individual succeeds in influencing people, although he considers that it is for their own good, he may be accused of manipulation;\textsuperscript{695} the influencing agent through the use of influence, receives certain commitments which he can then use;\textsuperscript{696} inability to influence is a major liability since the achievement of many goals occurs through influence;\textsuperscript{697} the use of a congruent means of influence increases the strength and stability of an existing orientation, especially if perceived as

\begin{itemize}
\item \textsuperscript{691} Gordon L. Lippitt, \textit{Op. Cit.}, p. 78.
\item \textsuperscript{693} Joseph A. Litterer, \textit{Op. Cit.}, p. 422.
\item \textsuperscript{694} Daniel Katz and Robert L. Kahn, \textit{Op. Cit.}, p. 219.
\item \textsuperscript{695} David C. McClelland, \textit{Op. Cit.}, p. 255.
\item \textsuperscript{696} Talcott Parsons, \textit{Op. Cit.}, 1969, p. 431.
\item \textsuperscript{697} Sidney Rosen, \textit{Op. Cit.}, p. 70.
\end{itemize}
successful; a person may anticipate the expectations of the influence about the consequences of his behavior and he may act accordingly; influence which is not readily detected, such as the case of a teacher influencing a student, is easily subject to abuse; an effect of social influence is seen as an alteration of knowledge and belief about some aspect of the environment, as an alteration of attitudes, motivations, values, feelings toward some aspect of the environment, and alteration of overt behavior toward some aspect of the environment; influence forms coalitions; with occurrence of influence, ownership or control of resources may be relinquished, if, for example, money is paid for services; influence contributes to higher morale, and greater participant commitment in the organization when there is an increase in the total influence of an organization; the permeability of a group varies inversely with its

703 Ibid., p. 17.
influence; interpersonal influence is an asymmetrical relation between people; and the exercise of influence by a person does not necessarily alter the other person's influence.

The following elements are assigned to consequences of the phenomenon of power and are not found as elements of consequences of the phenomenon of influence: whenever two kinds of power are emphasized at the same time or with repeated exchanges between men, there is a tendency for equalization or neutralization of power to occur; power results in an uncomfortable psychological position of dependence on a power-holder by the person subjected to his power; managerial use of power stifles initiative, enthusiasm and self-expression; authority is created from acceptance and institutionalization of power; power allows

a person to withdraw from an authority figure and to establish his own independence;\textsuperscript{714} the mechanization of power suppresses ambiguities;\textsuperscript{715} power widens the field of responsibility with a resultant impact on the personality of a man;\textsuperscript{716} whenever new power enters a system it increases the amount of power at the top with an increased possibility of forming further levels;\textsuperscript{717} when mobilized, power changes through the redistribution of old power and formation of new equilibria;\textsuperscript{718} a person in an administrative position of power has access to certain privileges such as information, control of appraisals, channel of promotion;\textsuperscript{719} business power yields command over wealth;\textsuperscript{720} all sources of power yield influence; power creates the need for more power;\textsuperscript{722} power reduces uncertainty in securing control;\textsuperscript{723} power

\textsuperscript{715} \textit{Ibid.}, p. 69.
\textsuperscript{716} Adolf A. Berle, \textit{Op. Cit.}, p. 121.
\textsuperscript{718} Lanore A. Netzer, \textit{et al.}, \textit{Op. Cit.}, p. 84.
\textsuperscript{720} \textit{Ibid.}, p. 389.
visions expressed as a revolt against established authority can stir social movements;\textsuperscript{724} in a relationship, the person with the greatest power gets the least from the exchanges;\textsuperscript{725} the enjoyment of power gives ascendancy;\textsuperscript{726} power over opinions tends to result in coalescence, concentration, and eventually a State monopoly;\textsuperscript{727} expert power is self-defeating and disappears with the end results of the rationalization process that is rules, programs, etc.;\textsuperscript{728} highly monopolistic and conservative power makes dynamic supervision very difficult;\textsuperscript{729} and, reciprocal power relationships result in an increased systemic complexity and pluralism, whereas power relationships with low reciprocity give rise to systemic simplicity and elitism.\textsuperscript{730}

Common elements: The following elements are assigned to consequences of the phenomenon of influence and are also found as elements assigned to consequences of the phenomenon

\textsuperscript{725} George Caspar Homans, \textit{Op. Cit.}, 1974; p. 73.  
\textsuperscript{726} Harold D. Lasswell and Abraham Kaplan, \textit{Op. Cit.}, p. 82.  
of power: influence and power which is coercive, domineering, illegitimate and unfair gives rise to disapproval, frustration of needs, anger, aggression, alienation, retaliation, and resentful acquiescence on the part of those subjected to influence and power and reduction in power on the part of the power-holder;\textsuperscript{731,732,733,734,735,736,737,738,739,740,741} resources consumed in an influence or power transaction could be spent on alternative activity, which has been lost;\textsuperscript{742,743,744}

732 Ibid., p. 135.
744 Ibid.
and, the outcome of power or influence may affect the power-holder's or influencing agent's reputation positively or negatively especially in relation to future transactions. 745, 746

I. Elements assigned to relations of the phenomena of influence and power.

Specific elements: The following elements are assigned to relations of the phenomenon of influence and are not found as elements assigned to relations of the phenomenon of power: power is the potential for influence and influence is the result of actualized power; 747, 748, 749, 750 the use of authority in the sense of respect accorded to the authority figure implies influence; 751, 752 influence is a generic term including authority, control and power; 753, 754 the

745 Ibid.
746 Ibid.
process of influence is one of leadership;\textsuperscript{755,756,757} forms of influence based on power are forms of power to the extent that the scope of the influence is included within that of power;\textsuperscript{758} the medium focal to the societal community is influence and it is interchangeable for power, money, and value commitments;\textsuperscript{759} authority is but one of several forms of social influence or control;\textsuperscript{760} influence over subordinates which is acquired by obligating them does not initially form an established authority over them, it may eventually lead to this;\textsuperscript{761} influence is a complex component of leadership;\textsuperscript{762} social influence and communication are inseparable and equivalent aspects of an undifferentiated social process.\textsuperscript{763}

The following elements are assigned to relations of the phenomenon of power and are not found as elements of relations of the phenomenon of influence: legitimate power is the same as authority;^764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774 power is the ability to use force, sanctions or rewards and authority is a legitimate right;^775, 776, 777 power and authority are similar concepts, both refer to a

766 Daniel E. Griffiths, *Op. Cit.*, 1956, p. 120.
775 Ibid., p. 230.
relationship which deals with the ability of one to influence or persuade another; authority derived from status settles the terms on which power will be exchanged with influence; power is seen as the capacity to exert influence; power involves control and resistance to it; power is the capacity to influence behavior, authority is legitimized power; power rests on legitimate authority; power is the basis of authority; the exercise of control and power are often interchanged within a system; the power to cause an event has little relation to the

capacity to control feelings and opinions of men; power can be exchanged for influence; and power must be distinguished from influence.

Common elements: The following elements are assigned to relations of the phenomenon of influence and are also found as elements assigned to relations of the phenomenon of power: influence is persuasive and power is coercive; the phenomena of influence and power involve a dyadic relationship; in a general sense, one can consider power, influence and control as the capacity of one person to do something affecting another which changes the likely pattern of specified future events; authority

794 Ibid.
797 Ibid.
799 Ibid.
is the most restricted of a set of related concepts, influence includes mostly any interpersonal transaction with a psychological or behavioral effect, control includes successful and intended influence attempts, and power is the potential for influence backed by the means to coerce compliance; \(^{800,801}\) and authority and influence are related concepts which are elements of power. \(^{802,803}\)

In this first section an interphenomenal intradimensional analysis of influence and power has been presented, that is at the level of each dimension, elements are identified which are 1) specific to each phenomenon under study, and 2) common to both phenomena. Findings from this analysis are presented in the next section.

2. Presentation of Findings Resulting from the Interphenomenal Intradimensional Analysis of Influence and Power.

Findings from the interphenomenal intradimensional analysis of influence and power are presented in this section. At the level of each dimension, elements are presented which are specific to each phenomenon as well as common to

\(^{801}\) Ibid.
\(^{803}\) Ibid.
both phenomena. The findings from this analysis will be presented in the following manner. First, specific elements are identified as those assigned to a dimension of the phenomenon of influence and not found in the corresponding dimension of the phenomenon of power, and those which having been assigned to a dimension of the phenomenon of power are not found in the corresponding dimension of the phenomenon of influence. These are classified within each dimension according to common elements or those mentioned by more than one author, complementary elements or those mentioned by only one author and contradictory elements or those giving rise to divergent views from authors. Second, common elements are identified, these are elements which having been assigned to a dimension of the phenomenon of influence are also found in the corresponding dimension of the phenomenon of power.

A. Constituent elements of essential definitions of the phenomena of influence and power.

Specific elements assigned to the phenomenon of influence: Elements in this subsection are assigned to essential definitions of the phenomenon of influence and are not found as essential definitions of the phenomenon of power. The following elements are mentioned by more than one author: a medium of persuasion; a process which induces a change in the state of another individual or group of
individuals; whenever a behavior is attempted by an influencee to meet an intention of an influencer without any action on the part of the latter or implicit influence.

The following elements are mentioned by only one author: a capacity to have an impact on the events of the organization or the behavior of a person or group; the value position and potential of a person or group; the result of actualized power; the kind of power that changes attitudes; kinetic power; a symbolic medium; an effort to change behavior; a process implicating two or more people; both an alteration of behavior and maintenance of behavior, other than it would have been without an intervention of the influencer; a transferable process from one solidarity grouping to another in a way similar to the transfer of wage income from the employer to the householder; a process consisting in affecting policies of others than the self; ideas or a plan of action sponsored by some and followed by others in preference to alternatives; the resultant force on a system in the life of a person which has its source in an act of the influencer, this resultant force induced by the influencer consists of a force to change the system in the direction desired by the influencer and an opposing resistance initiated by this same act; voluntary acceptance of guidance; leadership; giving another the premises for action, attitudes, habits, etc. leading to organizational goals; a sort of
prediction in the form of advice, encouragement, warning, etc. that given certain actions certain outcomes will occur.

The following elements give rise to divergent views from authors: the likelihood of a give-and-take communication ending with the person who accepts advice potentially influencing the outcome to some minor extent; and control over the premises of decisions, with the decisions of the subordinate being consistent with premises selected for him by his superior.

Specific elements assigned to the phenomenon of power: Elements which follow are assigned to essential definitions of the phenomenon of power and are not found as essential definitions of the phenomenon of influence.

The following elements are mentioned by more than one author: potential for influence; decisions made by the power-holder; an influence relationship; a capacity within a relationship of imposing one's own will even against resistance; the ability to secure the achievement of goals; potential ability to use force; a capacity for action; the exercise of coerciveness; a part of human action; the influence of others to behave in terms of one's own goals and interests.

The following elements are mentioned by only one author: participation in the decisions affecting another; a functional-relational system which is controlled by
institutional patterns, collectivities and roles; a mutual influence between authorities and potential partisans; a declared intent to shift an individual's value position either in the direction of more or less enjoyment depending on the use of promise or threat; a present means which serves to obtain some future apparent good; a force that makes organizations operate; the basis of responsible action; a latent force; authority; influence over thought; the enhancement of others; the ability of a person or group to impose its will on others in a recurrent manner; the cement which holds a society.

The following elements give rise to divergent views on the part of various authors: the relative ability of people to influence each other, that is the dependence or interdependence of one person on another; and the provision of sanctions or rewards.

Common elements assigned to the phenomena of influence and power: The following elements are assigned to essential definitions of the phenomenon of influence and are also found as elements assigned to essential definitions of the phenomenon of power: a behavior causing behavior; and control over the behavior of another person.
B. Constituent elements of the bases of the phenomena of influence and power.

Specific elements assigned to the phenomenon of influence: Elements in this subsection are assigned to bases of the phenomenon of influence and are not found as bases of the phenomenon of power.

The following elements are mentioned by more than one author: possession of specific resources such as power, achievements, motivation and self-esteem, access to communication channels, the ability to hire, promote and fire, the ability to allocate corporation money to civic projects, the ability to influence large numbers of voters and the ability to enhance or damage reputation, information; control over specific resources such as controls over gains and costs and physical control over another's body, control over funding and control over legal sanctions, and control over communication; rational persuasion which entails improving logic and/or information of the influencee; the solidarity of a group which gives rise to loyalty and belongingness; friendship; respect; authority; and acceptance of role within an organization.

The following elements are mentioned by only one author: the use of supportive relationships and group methods of decision-making and supervision; the strengthening and inspiring of an audience by a leader; environmental
matters such as laws, governmental regulations, professional organizations, trade unions, and customer reactions; the exercise of influence over another sustains the capacity of the influencer to exercise influence by placing him in a favorable position vis-a-vis the influencee; the adherence of an individual to agreed upon procedures; the command over commitments; the established rules of an organization; temporal features that is the time dimension; control over another; knowledge about the environment; insight into the decision-making process; selection of symbols and words that create a favorable impression; a debt or obligation that an influencer can collect; similarity; membership group; communication; inspiration or appeal to emotions; and norms underlying organic solidarity.

Elements have not been identified as part of bases of the phenomenon of influence which would express contradictory views on the part of authors.

Specific elements assigned to the phenomenon of power: Elements in this subsection are assigned to bases of the phenomenon of power and are not found as elements of bases of the phenomenon of influence.

The following elements are mentioned by more than one author: the possession of resources, such resources being physical force, popularity, charisma, intellectual ability, legal authority, effort and interest, personal ambition,
leadership ability, access to mass media, family ties, leadership in informal groups, friendship ties, knowledge of the political system, and ownership; control over specific resources such as jobs and credits, votes, income, terms of relationship, and economic power such as production and delivery of goods and services; legitimacy, reference, institutions or organizations; persuasion; the needs or values the power act is being directed; and violent force.

The following elements are mentioned by only one author: coalescence of three elements, men, a philosophy, and a group capable of organization into institutions; a system of inequalities that permits influence of lower class by coalitions; the provision of service; the distribution of resources; a leader's association with various collective systems of power, on subsystems, and on his ability to manipulate the larger system; control of the decision-making process; availability of controls over power or accountability; an interaction among 1) the possession or control of resources, 2) the target's needs or values, 3) credibility, and 4) good will and responsiveness; political symbols; implied terms of statutes, rules and regulations; creed; plurality in kinds of power; anonymity; fear, tradition, interaction between creeds and other sources of power, and substitution of a new creed for an old one; political alliance; sensitivity to the needs of others; numbers;
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manipulation of symbolic rewards; success; and a system of ideas or philosophy.

Elements have not been identified as part of bases of the phenomenon of power which would express contradictory views by authors.

Common elements assigned to the phenomenon of influence and power: The following elements are assigned to bases of the phenomenon of influence and are also found as elements assigned to bases of the phenomenon of power: the possession of specific resources such as wealth, prestige and reputation, knowledge, competence, skill and expertise, physical strength, personality, social status; control over resources; control over information; coercion in the form of threats or appeals; official position or office; rewards and inducements; beliefs and a system of morals; and the relationship between two individuals or interpersonal transaction.

C. Constituent elements of the conditions of the phenomena of influence and power.

Specific elements assigned to the phenomenon of influence: Elements in this subsection are assigned to conditions of the phenomenon of influence and are not found as conditions of the phenomenon of power.

The following elements are mentioned by more than one author: a person's perception is important in determining whether he will react to an influence attempt from another
person; an individual's motivation; the selection of resources constituting a base which are appropriate to the social setting under consideration; the manipulation of a person's environment especially in keeping with his needs; dependence of one person on another; dependence of the influencee on information; institutionalization of moral values and affect; the occurrence of interaction; the perception by others that the influencing agent is living up to the group's tasks and expectations.

The following elements are mentioned by only one author: operation, by the influencing agent, on the intentions of the object of persuasion and through positive channels; location of centers of latent power in the development of educational influence strategies; devotion from subordinates and close alliance with other executives both at one's own level and above serves to protect and enhance one's sphere of influence; the consistency between the advocated premise and the receiver's cognitive state; obtention of agreement that influence exists as a prerequisite to consent; the adequacy of the means employed by the influencer to act on the influencee's motivations and expectations; the attraction of a person to the influencing agent; command over commitments; access to skills, knowledge, tools; combination of resources by individuals and groups; the effectiveness of the communication processes; the relation of the influence act to
the functional equilibrium of the system on which it impinges: informing the influencee of the rewards available to satisfy his needs; knowledge about the consequences of behavior; increasing the skills of people in an organization; the behavior of a person in the use of a base; a person's accurate view of reality; and the perceived adherence by the influencing agent to the normative behavior of the group.

No element has been identified which constitutes one of the conditions of the phenomenon of influence which gave rise to divergent views among authors.

Specific elements assigned to the phenomenon of power: Elements in this subsection are assigned to conditions of the phenomenon of power and are not found as conditions of the phenomenon of influence.

The following elements are mentioned by more than one author: the possession of one or more resources; the marginal value the person attaches to the resources being utilized by the power wielder; resources must be low in relation to demand; the perception by those influenced of the number of positive rewards they think a potential social agent can mobilize; the perception by those influenced of the ability of the influencing agent to mediate punishment; integration of the system including unifying of staff and binding of units, individual and collective; the ability of individuals to command the loyalty of those that they wish to influence;
a realistic appraisal by the power-holder of his power relative to that of others; a more or less accepted system of ideas and morals; the number of available alternatives; the degree of threat and fear experienced by an individual; a structured institutional framework.

The following elements are mentioned by only one author: the command over and rendering of services others need by the influencing agent establishes their dependence on and obligation to him; the distribution of resources within power structures by means of which compliance can be enforced; coming through with the promised reward by the power-holder; the need for a wide range of implied powers; the maintenance of a threat capability; a belief in the sanctity of traditions by which the power-holder exercises power and in the legalities of the laws, decrees, and directives promulgated by the power-holder; an apparent conformity of the influencing agent to the political formula; the relationship of good will that prevails between the power-holder and the target; a deep feeling of creed or sentiment by the majority of the population; some demand for reward; a generalized capacity to secure compliance along with the use of symbolic means; a cultural recognition by others of an actor's control of the environment; the existence of a time lag between the actions of the person exerting power and the response of the respondent; the existence of some connection between the actor and the
respondent; a uniformity which depends upon sentiment and habit; the making of decisions by a person which affect the course of action of an enterprise to a greater extent than do decisions of others, and which influences other decisions; the right of expulsion and its related financial hardship; communication about the relevant rewards and punishments and about the specific behavior upon which they depend; the perception and understanding of the power communication; the size of the unit governed by the power-holder; the power-holder remaining indifferent to the benefits that others can offer him in exchange for his benefits; and a recognition that subordinants as well as dominants operate in the community power structure of the school.

Elements have not been identified as parts of conditions of the phenomenon of power which give rise to divergent views among authors.

Common elements assigned to the phenomenon of influence and power: The following elements are assigned to conditions of the phenomenon of influence and are also found as elements assigned to conditions of the phenomenon of power: control of some resources which could serve as rewards or sanctions or ends to means being sought; persons having needs that could be satisfied by resources that the influencing agent has to offer; the perception by a person that the influencing agent has a legitimate right to prescribe behavior
for him, thereby sanctioning the authority of the position and accepting the influencing agent and his authority; the effective use of resources, that is, on the degree of congruence between the act of influence and goals and cultural norms, etc.; and the perceived competence of the influencing agent by the influencee.

D. Constituent elements of purposes of the phenomena of influence and power.

Specific elements assigned to the phenomenon of influence: Elements in this subsection are assigned to purposes of the phenomenon of influence and are not found as purposes of the phenomenon of power.

No element has been identified which constitutes one of the purposes of the phenomenon of influence and which is mentioned by more than one author.

The following elements are mentioned by only one author: to shape the attitudes or behavior of others; to strengthen an individual's power base by increasing his resources; to augment future influence; and to achieve some sort of gratification.

No element has been identified which constitutes one of the purposes of the phenomenon of influence which gave rise to divergent views among authors.
Specific elements assigned to the phenomenon of power: Elements in this subsection are assigned to purposes of the phenomenon of power and are not found as purposes of the phenomenon of influence.

The following element is mentioned by more than one author: to control people and the decision-making process.

The following elements are mentioned by only one author: to coordinate human activity which is important for effective organizations; to enforce laws and decisions; to acquire authority; to obtain and secure the objects of one’s desires; to perpetuate interests already vested in an organization; to feel powerful; and autocratic power aspires to the ideal of conformity.

No element has been identified which constitutes one of the purposes of the phenomenon of power which gave rise to divergent views among authors.

Common elements assigned to the phenomena of influence and power: The following element is assigned to purposes of the phenomenon of influence and is also found as an element of the phenomenon of power: to achieve goals.

E. Constituent elements of functions of the phenomena of influence and power.

Specific elements assigned to the phenomenon of influence: Elements in this subsection are assigned to functions of the phenomenon of influence and are not found as
elements of functions of the phenomenon of power.

The following elements are mentioned by more than one author: persuasion of others toward performance; altering the ability of others to achieve their goals or satisfy their needs; integration of social system.

The following elements are mentioned by only one author: the handling of tensions which arise continually in a dynamic society between the egalitarian and the elitist components; bringing about organizational change through the peer group; augmenting future influence; affecting the motivation to produce; regulation of communication in systems; mediation; regulation of the interplay between political support and identification by membership in solidarity involvements; bringing about an allocation of sub-collectivity organizations and their memberships, statuses, roles compatible with the interest of the collectivity and of the units; and enhancement of the capacity for solidarity of the societal community.

No element has been identified which constitutes one of the functions of the phenomenon of influence which gave rise to divergent views among authors.

Specific elements assigned to the phenomenon of power: Elements in this subsection are assigned to functions of the phenomenon of power and are not found as functions of the phenomenon of influence.
The following elements are mentioned by more than one author: the control of others' behavior by an individual or by an organization; stabilization of the organization in the face of a changing environment; the coordination of activities in the pursuit of a purposeful course of action; and the provision of services to others.

The following elements are mentioned by only one author: an essential aspect to the inauguration, guaranteed continuance, and order of an association; implied powers allow progress, growth and experimentation in an organization by providing a frontier where imaginative and dynamic administration can occur; determining to whose demand the organization will yield; a vital determinant of the nature and quality of the interaction of persons; the allocation of power and the system of power arrangements have a decisive influence over the kind of adjustment people reach in an organization and over the outcomes and efficiency of such an organization; organization and recognition of the field of responsibility; institutions give power in order to secure institutional action in their power; provision of the bargaining strength of an organization; the determination of criteria to be used in measuring organizational effectiveness and the means for evaluating such criteria; the provision of legitimated rights to make and implement decisions which are collectively binding; shaping the process is building a school
system; the exercise of power by educational decision-makers serves to change the way people perceive education and to supply them with information and opinion which is in keeping with national policy; school authorities utilize and have power to levy taxes, determine the scope of programs, determine curriculum and to establish rules and regulations relating to the operation of schools; supporting the fundamental order of society and its social organizations; dominating and controlling the environment thereby allowing societies to survive; serving the basic needs of society; serving as the medium with political primacy which can serve to acquire both human services and the demands for collective action; a capacity of affecting the distribution of resources by having an effect on the setting of objectives and on the operation of the political-economic system; a means of attempting to satisfy one's desire for more; and serving to monopolize needed rewards, and discouraging coalitions.

No element has been identified which constitutes one of the functions of the phenomenon of power which gave rise to divergent views among authors.

Common elements assigned to the phenomena of influence and power: helping to shape the attitudes and/or behavior of influencees; and the mobilization of resources, capacities and commitments of units to valued association.
F. Constituent elements of limits of the phenomena of influence and power.

Specific elements assigned to the phenomenon of influence: Elements in this subsection are assigned to limits of the phenomenon of influence and are not found as part of limits of the phenomenon of power.

The following elements are mentioned by more than one author: influence is likely to be contained by subordinates or low-ranking individuals within a system since they are in larger numbers and may see as irrelevant the threats posed by authorities; and influence may vary in the amount of restriction it places on the behavior of those subjected to influence and on the degree of bindingness that it creates for them.

The following elements are mentioned by only one author: authorities can confine the influence of potential partisans by regulating access to resources, by making rewards or punishments contingent on attempts at influence, and by altering attitudes and desires of potential partisans toward political objects; influence is highly restricted with non-face-to-faceness of large formal organizations by comparison to the greater opportunity for full and complete influence of small work group decision-making; the influence exerted by the influencing agent is contained by the resisting force of the person being influenced; the maladjustment in a person
reduces his capacity for influencing others; the degree of influence is restricted by the amount of control a person possesses; environmental elements in an organization such as societal needs, available resources, state of knowledge, and socio-political values affect the capacity to influence; an organization's technology restricts its range of alternatives and the manager is constrained by the structure in which he operates; influence on others, especially on students by teachers, must be exercised with scrupulous caution thereby placing a moral limit on the degree of influence to be exercised; and, differences in the amount of influence that persons exercise can be attributed directly to differences in the distribution of political resources, to variations in the efficiency with which individuals use their political resource, and in the extent to which persons use their resources toward political purposes.

No element has been identified which constitutes one of the limits of the phenomenon of influence which gave rise to divergent views among authors.

Specific elements assigned to the phenomenon of power: Elements in this subsection are assigned to limits of the phenomenon of power and are not found as part of limits of the phenomenon of influence.

The following elements are mentioned by more than one author: power is confined and directed by policies and
actions permissible by a framework of socially sanctioned authority; power is controlled by extraneous facts, indeed decisions are subject to challenge; power is constrained by public opinion; the magnitude of power changes from one system to another, or from region to region; private economic power or corporate management is constrained by the countervailing power of those who are subject to it.

The following elements are mentioned by only one author: the philosophy of a power system confines the exercise of power; the means utilized to achieve the collective goals of a power system contain influence; the conditions of legitimacy restrain the use of power; conscience and intellectual restraint contain power; power is ineffective in generating in others feelings of personal obligation and initiative required for many jobs; a supervisor who resorts to sanctions in relating with his subordinates will create alienation and eventually undermine his authority; power resting on power is more limited in scope than power resulting from met needs; the power of a supervisor diminishes if subordinates can turn to coercion, do without benefits he has to offer, or have access to equally viable alternatives; power based on expertise is fragile and constantly shifting since it rests on the frontier of progress; power is depleted whenever an individual secures the advantages of superior status and makes stringent demands on others; an executive's
ability to enforce his will is reduced by counter-powers that companies impose on the use of power; social exchange checks the abuse of power; the external power of an administrator is often reduced when authority is viewed as service; a creed used as a source of power eventually produces weariness and skepticism especially if the great efforts that it may inspire are not very successful; love of power, as a motive, is confined by timidity which in turn contains the desire for self-direction; a person's power is confined by the amount of perceived power that a person attributes to himself in relation to another.

Various authors have expressed divergent opinions regarding the following element which constitutes a limit of the phenomenon of power: the relative power of an individual and of a collectivity.

Common elements assigned to the phenomena of influence and power: The following element is assigned to limits of the phenomenon of influence and is also found as an element assigned to limits of the phenomenon of power: the capacity of an individual, a group or an organization to enforce or influence decisions is confined by its environment or the particular circumstances of situation and space within a system or a subsystem.
G. Constituent elements of causes of the phenomena of influence and power.

Specific elements assigned to the phenomenon of influence: Elements in this subsection are assigned to causes of the phenomenon of influence and are not found as part of causes of the phenomenon of power.

No element has been identified as mentioned by more than one author while being assigned to causes of the phenomenon of influence.

The following elements are mentioned by only one author: influence and decisions often originate through the informal group activity of a few leaders prior to formal action by authorities; influence is produced from the plurality of competing formal interest groups and associations which serves as a medium for effective expression of the people's self-interests; the behavior of an operative employee can be influenced by establishing in him attitudes, habits, and state of mind which will guide him toward decisions advantageous to the organization and to greater influence; influence originates from ecological control; influence results from communication; influence originates from highly specific capacities and achievements; influence comes about from the exercise of influence which places the influencing agent in a favorable position over the influencee.
No element has been identified which constitutes one of the causes of the phenomenon of influence which gave rise to divergent opinions among authors.

Specific elements assigned to the phenomenon of power: Elements in this subsection are assigned to causes of the phenomenon of power and are not found as causes of the phenomenon of influence.

The following elements are mentioned by more than one author: the mobilization and enhancement of power originates with the organization of collective effort as would be seen in processes of leadership; and a person who builds his resources, personal and material, is more likely to become powerful.

The following elements are mentioned by only one author: power is brought into existence by the coalescence of men, a philosophy and a group capable of organization into institutions; power evolves from control over rules; power results from the need to fight against entropy that threatens society with disorder; power on one side of a market situation creates the need for countervailing power to be exercised from the other side; the strongest the basis of power, the greater is the capacity to exercise power; the granting of authority by united consent, and passing of powers to one man gives rise to the greatest powers; and identification with others enhances the potential and position of power.
INTERPHENOMENAL ANALYSIS

No element has been identified which constitutes one of the causes of the phenomenon of power which gave rise to divergent opinions among authors.

Common elements assigned to the phenomena of influence and power: No element has been identified which having been assigned to causes of the phenomenon of influence was equally assigned to causes of the phenomenon of power.

H. Constituent elements of consequences of the phenomena of influence and power.

Specific elements assigned to the phenomenon of influence: Elements in this subsection are assigned to consequences of the phenomenon of influence and are not found as part of consequences of the phenomenon of power.

The following element is mentioned by more than one author: participation in acts of influence yields commitment, personal growth, and satisfaction.

The following elements are mentioned by only one author: an influence attempt may result in producing an effect exactly opposite to the intent; whenever an individual succeeds in influencing people, although he considers that it is for their own good, he may be accused of manipulation; the influencing agent through the use of influence, receives certain commitments which he can then use; inability to influence is a major liability since the achievement of many goals occurs through influence; the use of a congruent means
of influence increases the strength and stability of an existing orientation, especially if perceived as successful; a person may anticipate the expectations of the influence about the consequences of his behavior and he may act accordingly; influence which is not readily detected, such as the case of a teacher influencing a student, is easily subject to abuse; an effect of social influence is seen as an alteration of knowledge and belief about some aspect of the environment, as an alteration of attitudes, motivations, values, feelings toward some aspect of the environment, and alteration of overt behavior toward some aspect of the environment; influence forms coalitions; with occurrence of influence, ownership or control of resources may be relinquished, if, for example, money is paid for services; influence contributes to higher morale, and greater participant commitment in the organization when there is an increase in the total influence of an organization; the permeability of a group varies inversely with its influence.

Various authors have expressed divergent opinions regarding the following element which constitutes a consequence of the phenomenon of influence: the symmetry or asymmetry in relations between people.

Specific elements assigned to the phenomenon of power: Elements in this subsection are assigned to consequences of the phenomenon of power and are not found as part of
consequences of the phenomenon of influence.

The following elements are mentioned by more than one author: whenever two kinds of power are emphasized at the same time or with repeated exchanges between men, there is a tendency for equalization or neutralization of power to occur; power results in an uncomfortable psychological position of dependence on a power-holder by the person subjected to his power.

The following elements are mentioned by only one author: managerial use of power stifles initiative, enthusiasm and self-expression; authority is created from acceptance and institutionalization of power; power allows a person to withdraw from an authority figure and to establish his own independence; the mechanization of power suppresses ambiguities; power widens the field of responsibility with a resultant impact on the personality of a man; whenever new power enters a system it increases the amount of power at the top with an increased possibility of forming further levels; when mobilized, power changes through the redistribution of old power and formation of new equilibria; a person in an administrative position of power has access to certain privileges such as information, control of appraisals, channel of promotion; business power yields command over wealth; all sources of power yield influence; power creates the need for more power; power reduces uncertainty in securing control;
power visions expressed as a revolt against established authority can stir social movements; in a relationship, the person with the greatest power gets the least from the exchanges; the enjoyment of power gives ascendancy; power over opinions tends to result in coalescence, concentration, and eventually a State monopoly; expert power is self-defeating and disappears with the end results of the rationalization process that is rules, programs, etc.; highly monopolistic and conservative power makes dynamic supervision very difficult; and, reciprocal power relationships result in an increased systemic complexity and pluralism, whereas power relationships with low reciprocity give rise to systemic simplicity and elitism.

Various authors have expressed divergent opinions regarding the following element which constitutes a consequence of the phenomenon of power: the exercise of power results in ambivalence, suspicion and mistrust or alternatively in increased liking of the powerful members by those members with less power.

Common elements assigned to the phenomena of influence and power: Elements in this subsection are assigned to consequences of the phenomenon of influence and are also found as elements assigned to consequences of the phenomenon of power: influence and power which is coercive, domineering, illegitimate and unfair gives rise to disapproval, frustration
of needs, anger, aggression, alienation, retaliation, and resentful acquiescence on the part of those subjected to influence and power and reduction in power on the part of the power-holder; resources consumed in an influence or power transaction could be spent on alternative activity, which has been lost; and, the outcome of power or influence may affect the power-holder's or influencing agent's reputation positively or negatively especially in relation to future transactions.

I. Constituent elements of relations of the phenomena of influence and power.

Specific elements assigned to the phenomenon of influence: Elements in this subsection are assigned to relations of the phenomenon of influence and are not found as part of relations of the phenomenon of power.

The following elements are mentioned by more than one author: power is the potential for influence and influence is the result of actualized power; the use of authority in the sense of respect accorded to the authority figure implies influence; influence is a generic term including authority, control and power; the process of influence is one of leadership.

The following elements are mentioned by only one author: forms of influence based on power are forms of power to the extent that the scope of the influence is included
within that of power; the medium focal to the societal community is influence and it is interchangeable for power, money, and value commitments; authority is but one of several forms of social influence or control; influence over subordinates which is acquired by obligating them does not initially form an established authority over them, it may eventually lead to this; influence is a complex component of leadership; social influence and communication are inseparable and equivalent aspects of an undifferentiated social process.

No element has been identified which constitutes one of the relations of the phenomenon of influence which gave rise to divergent views among authors.

Specific elements assigned to the phenomenon of power: Elements in this subsection are assigned to relations of the phenomenon of power and are not found as part of relations of the phenomenon of influence.

The following elements are mentioned by more than one author: legitimate power is the same as authority; power is the ability to use force, sanctions or rewards and authority is a legitimate right; power and authority are similar concepts, both refer to a relationship which deals with the ability of one to influence or persuade another; leadership and power are regarded as two closely related concepts.

The following elements are mentioned by only one author: authority derived from status settles the terms on
which power will be exchanged with influence; power is seen as the capacity to exert influence; power involves control and resistance to it; power is the capacity to influence behavior, authority is legitimized power.

Various authors have expressed divergent opinions regarding the following elements which constitute relations of the phenomenon of power; power as resting on authority or alternatively as a basis of authority; the interchangeability or noninterchangeability of the exercise of controls and of power; and the exchangeability or distinctiveness of power and influence.

Common elements assigned to the phenomena of influence and power: The following elements are assigned to relations of the phenomenon of influence and are also found as elements assigned to relations of the phenomenon of power: influence is persuasive and power is coercive; the phenomena of influence and power involve a dyadic relationship; in a general sense, one can consider power, influence and control as the capacity of one person to do something affecting another which changes the likely pattern of specified future events; authority is the most restricted of a set of related concepts, influence includes mostly any interpersonal transaction with a psychological or behavioral effect, control includes successful and intended influence attempts, and power is the potential for influence backed by the means to coerce
compliance; and authority and influence are related concepts which are elements of power.

Findings from the interphenomenal intradimensional analysis of influence and power have been presented in this section. The next brief section will contain an interpretation of these findings.

3. Interpretation of findings.

All dimensions studied as part of the interphenomenal intradimensional analysis of influence and power contained elements assigned by authors which were specific to each phenomenon, and all dimensions with one exception contained elements which were common to both phenomena.

This chapter contained an interphenomenal intradimensional analysis of influence and power. Chapter V, which follows, will consist of a synoptic view of essential findings from the analyses contained in chapters II, III, and IV.
CHAPTER V

ESSENTIAL FINDINGS FROM THE ANALYSES OF THE PHENOMENA OF INFLUENCE AND POWER: A SYNOPTIC VIEW

This chapter contains a synoptic view of the essential findings arising from the intraphenomenal intradimensional, intraphenomenal interdimensional, and interphenomenal intradimensional analyses presented in the three previous chapters. It serves to identify, within the limits of descriptive, comparative and exploratory analysis, those elements which could be utilized in the development of a differential theory of influence and power.

Based on results from writings found in chapters II, III and IV, it seems therefore necessary to note that from a descriptive, comparative and exploratory angle the common elements arising from the intraphenomenal intradimensional analysis of each phenomenon, the specific elements arising from the intraphenomenal interdimensional analysis of each phenomenon and the specific elements arising from the interphenomenal intradimensional analysis of these phenomena should be important in the elaboration of a differential theory of influence and of power.

In considering elements listed in the synoptic view, the gradation toward an increased degree of specificity should be noted. It should, therefore, be recognized that
A SYNOPTIC VIEW

Common elements arising from the intraphenomenal intradimensional analysis are important since they are mentioned by more than one author, but that specific elements arising from the intraphenomenal interdimensional analysis and especially those arising from the interphenomenal intradimensional analysis have greater importance, due to their increased degree of adherence to each dimension of each phenomenon and to each phenomenon.

The following synoptic view lists for each phenomenon respectively: 1) common elements arising from the intraphenomenal intradimensional analysis that is those elements assigned to a dimension of each phenomenon and which are mentioned by more than one author; 2) specific elements arising from the intraphenomenal interdimensional analysis of each phenomenon that is those elements assigned to a dimension of each phenomenon, mentioned by more than one author and which are not found in another dimension of the same phenomenon; and 3) specific elements arising from the interphenomenal intradimensional analysis of these phenomena, that is those elements found in a dimension of one of these phenomena and not found in the corresponding dimension of the other phenomena, and in addition these elements are not assigned to another dimension of the same phenomenon and are mentioned by more than one author.
Synoptic View
Essential Findings from Analyses of Influence and Power

I. Intraphenomenal intradimensional analysis - Common elements that are those assigned to the dimensions of each phenomenon and which are mentioned by more than one author.

1. Phenomenon of influence:
   A. Essential definitions:
      - social causation, that is, a behavior causing behavior, and a behavior producing an effect in behavior, psychological state or any other condition;
      - control over the behavior of another person or persons;
      - a medium of persuasion;
      - a process which induces a change in the state of another individual or group of individuals; and
      - whenever a behavior is attempted by an influencee to meet an intention of an influencer without any action on the part of the latter or implicit influence.

   B. Bases:
      - the possession of resources such as wealth, power, status, prestige and reputation, competence, achievements, knowledge, personality, physical strength and well-being, motivation and self-esteem, access to communication channels, ability to promote, hire and fire, the ability to allocate corporation money to civic projects, the ability to influence large numbers of voters, and the ability to enhance or damage reputation;
      - the control of resources such as control over gains and costs, physical control over another's body, control over funding, legal sanctions, and communication;
A SYNOPTIC VIEW

inducements;

sanctions or constraints in the form of threats or appeals;

the possession and control of information;

customs, beliefs and values;

interpersonal transactions;

rational persuasion which entails improving logic and/or information of the influencee;

the solidarity of a group which gives rise to loyalty and belongingness;

friendship;

the legitimate authority of a position;

respect;

authority; and

acceptance of role within an organization.

C. Conditions:

acceptance of the influencing agent and his authority by those subjected to the influencing act;

the perceived competence of the influencing agent by the influencee;

a person's perception in determining whether he will react to an influence attempt from another person;

an influencee's motivation;

the consonance between the act of influence and its apparent purpose and group goals;

resources constituting a base which are appropriate to the social setting under consideration;

the manipulation of a person's environment especially in keeping with his needs;
dependence of one person on another;
dependence of the influencee on information;
institutionalization of moral values and effects;
interaction, or interpersonal transaction;
control over resources, primarily rewards;
the needs of the influencee; and
the perception by others that the influencing agent is living up to the group's tasks and expectations.

D. Purposes:

No element has been identified which constitutes one of the purposes of the phenomenon of influence and which is mentioned by more than one author.

E. Functions:

to persuade others toward performance;
to alter the ability of others to achieve their needs; and
a medium capable of integration of social systems.

F. Limits:

the particular circumstances of situation and space within a system or subsystem;
the subordinates or low-ranking individuals within a system may see as irrelevant the threats posed by authorities due to their larger numbers; and
there is a varying amount of restriction that influence places on the behavior of those subjected to it and on the degree of bindingness that it creates for them.

G. Causes:

No element has been identified which constitutes one of the causes of the phenomenon of influence and which is mentioned by more than one author.
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H. Consequences:

- participation in acts of influence yields commitment, personal growth, and satisfaction;
- hostility, alienation, and resentful acquiescence may happen in those subjected to coercive and domineering influence; and
- resources consumed in an influence transaction could be spent on alternative activity, which has been lost.

I. Relations:

- influence is persuasive while power is coercive;
- power is potential for influence and influence is the result of actualized power;
- authority in the sense of respect accorded to the authority figure implies influence;
- influence is a generic term which includes authority, control, and power; and
- the process of influence is one of leadership.

2. Phenomenon of power

A. Essential definitions:

- the potential for influence;
- the ability to control others and events;
- more specifically, the ability to control the reward and punishment system, rewards, processes that are part of the meaningful environment of a person, and the potential to permit or to withhold gratification of a need;
- the capacity of the power-holder to make decisions;
- participation in the decisions affecting another;
- an influence relationship between people;
- a capacity within a relationship of imposing one's own will even against resistance;
A SYNOPTIC VIEW

- social causation, that is, the capacity of a person to change the behavior of another;
- the ability to secure the achievement of goals;
- the potential ability to use force;
- a capacity for action;
- the exercise of coerciveness;
- a part of human action; and
- influencing others to behave in terms of one's own goals and interests.

B. Bases:

- the possession of resources;
- possession of resources that a person can use in order to affect others such as wealth, prestige and reputation, knowledge, competence, skill and expertise, physical strength, physical force, personality, popularity, charisma, intellectual ability, legal authority, effort and interest, personal ambition, leadership ability, access to mass media, family ties, leadership in informal groups, friendship ties, knowledge of the political system, and ownership;
- control over resources generally and more specifically control over jobs, credit, votes, income, terms of relationship, information, and economic power such as production and delivery of goods and services;
- the exercise of coercion;
- rewards;
- legitimacy;
- an official position or office;
- institutions or organizations;
- beliefs and a system of morals;
A SYNOPTIC VIEW

. a system of ideas or philosophy;
. a capacity for persuasion;
. the relationship between two individuals;
. the needs or values of the person to whom a power act is being directed; and
. violent force.

C. Conditions:

. the possession of one or more resources;
. control of some resources or access to resources which could serve as sanction or means to ends being sought;
. a person's needs that could be satisfied by resources that the influencing agent has to offer;
. the marginal value the person attaches to the resources being utilized by the power-holder;
. resources must be low in relation to demand;
. the perception of those being influenced of the number of rewards that an influencing agent can mobilize;
. the perception by those influenced of the ability of the influencing agent to mediate punishment;
. a person's perception that the influencing agent has a legitimate right to prescribe behavior for him thereby sanctioning the authority of the position;
. integration of the system including unifying of staff, and binding of units, individual and collective;
. the ability of individuals to command the loyalty of those that they wish to influence;
. a realistic appraisal by the power-holder of his power relative to that of others;
A SYNOPTIC VIEW

a more or less accepted system of ideas and morals;
the number of alternatives available;
a structured institutional framework; and
the effective use of resources, that is, on the degree of congruence with goals, cultural norms, etc.

D. Purposes:

to keep individuals and organizations moving toward their respective goals; and

to control people and the decision-making process.

E. Functions:
control of the behavior of others by an individual or by an organization;
stabilization of the organization in the face of a changing environment;
the coordination of activities in the pursuit of a purposeful course of action;
the capacity to provide services to others; and
the capacity to mobilize resources and capacities, it can be seen as the energy of the organization.

F. Limits:

the capacity of a group to enforce or influence decisions is constrained by its environment;
power is confined and directed by policies and actions permissible by a framework of socially sanctioned authority;
power is controlled by extraneous facts, indeed decisions are subject to challenge;
power is constrained by public opinion;
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- the magnitude of power changes from one system to another, or from region to region; and

- private economic power or corporate management is constrained by the countervailing power of those who are subject to it.

G. Causes:

- the mobilization and enhancement of power as originating with the organization of collective effort; and

- the building of a person's resources, personal and material, is likely to generate power.

H. Consequences:

- illegitimate, coercive and unfair exercise of power gives rise to disapproval, frustration of needs, anger, aggression, hostility, retaliation, and reduction in power on the part of the power-holder;

- whenever two kinds of power are emphasized at the same time or with repeated exchanges between men, there is a tendency for equalization or neutralization of power to occur; and

- power results in an uncomfortable psychological position of dependence on a power-holder by the person subjected to his power.

I. Relations:

- legitimate power is the same as authority;

- power is the ability to use force, sanctions of rewards while authority is a legitimate right;

- both power and authority refer to a relationship which deals with the ability of one to influence or persuade another;

- power is coercive while influence is persuasive; and

- leadership and power are regarded as two closely related concepts.
II. Intraphenomenal interdimensional analysis - Elements specific to each dimension within each phenomenon and mentioned by more than one author.

1. Phenomenon of influence.

A. Essential definitions:

- social causation, that is, a behavior causing behavior, and a behavior producing an effect in behavior, psychological state or any other condition;
- control over the behavior of another person or persons;
- a process which induces a change in the state of another individual or group of individuals; and
- whenever a behavior is attempted by an influencee to meet an intention of an influencer without any action on the part of the latter or implicit influence.

B. Bases:

- the possession of resources such as wealth, power, status, prestige and reputation, competence, achievements, knowledge, personality, physical strength and well-being, motivation and self-esteem, access to communication channels, ability to promote, hire and fire, the ability to allocate corporation money to civic projects, the ability to influence large numbers of voters, and the ability to enhance or damage reputation;
- inducements;
- sanctions or constraints in the form of threats or appeals;
- the possession and control of information;
- customs, beliefs and values;
- the solidarity of a group which gives rise to loyalty and belongingness;
- friendship;
the legitimate authority of a position;

respect;

authority; and

acceptance of role within an organization.

C. Conditions:

acceptance of the influencing agent and his authority by those subjected to the influencing act;

the perceived competence of the influencing agent by the influencee;

a person's perception in determining whether he will react to an influence attempt from another person;

an influencee's motivation;

the consonance between the act of influence and its apparent purpose and group goals;

resources constituting a base which are appropriate to the social setting under consideration;

the manipulation of a person's environment especially in keeping with his needs;

dependence of one person on another;

dependence of the influencee on information;

institutionalization of moral values and affect;

the needs of the influencee; and

the perception by others that the influencing agent is living up to the group's tasks and expectations.

A. Purposes:

No element has been identified which constitutes one of the purposes of the phenomenon of influence and which is mentioned by more than one author.
E. Functions:

- the ability of others to achieve their goals or satisfy their needs; and
- a medium capable of integration of social systems.

F. Limits:

- the particular circumstances of situation and space within a system or subsystem;
- the subordinates or low-ranking individuals within a system may see as irrelevant the threats posed by authorities due to their larger numbers; and
- there is a varying amount of restriction that influence places on the behavior of those subjected to it and on the degree of bindingness that it creates for them.

G. Causes:

No element has been identified which constitutes one of the causes of the phenomenon of influence and which is mentioned by more than one author.

H. Consequences:

- participation in acts of influence yields commitment, personal growth and satisfaction;
- hostility, alienation and resentful acquiescence may happen in those subjected to coercive and domineering influence; and
- resources consumed in an influence transaction could be spent on alternative activity, which has been lost.

I. Relations:

- power is potential for influence and influence is the result of actualized power;
- authority, in the sense of respect accorded to the authority figure implies influence;
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. influence is a generic term which includes authority, control and power; and

. the process of influence is one of leadership.

2. Phenomenon of power:

A. Essential definitions:

. the potential for influence;

. the ability to control the reward and punishment system, rewards, processes that are part of the meaningful environment of a person, and the potential to permit or to withhold gratification of a need;

. the capability of the power-holder to make decisions;

. participation in the decisions affecting another;

. a capacity within a relationship of imposing one's own will even against resistance;

. social causation, that is, the capacity of a person to change the behavior of another;

. the potential ability to use force;

. a capacity for action;

. a part of human action; and

. influencing others to behave in terms of one's own goals and interests.

B. Bases:

. the possession of resources that a person can use in order to affect others such as wealth, prestige and reputation, knowledge, competence, skill and expertise, physical strength, physical force, personality, popularity, charisma, intellectual ability, legal authority, effort and interest, personal ambition, leadership ability, access to media, family ties, leadership in informal groups, friendship ties, knowledge of the political system, and ownership;
A SYNOPTIC VIEW

- rewards;
- an official position or office;
- a system of ideas or a philosophy;
- the needs or values of the person to whom a power act is being directed; and
- violent force.

C. Conditions:

- a person's needs that could be satisfied by resources that the influencing agent has to offer;
- the marginal value the person attaches to the resources being utilized by the power-holder;
- resources must be low in relation to demand;
- the perception of those being influenced of the number of rewards that an influencing agent can mobilize;
- the perception by those influenced of the ability of the influencing agent to mediate punishment;
- the ability of individuals to command the loyalty of those whom they wish to influence;
- a realistic appraisal by the power-holder of his power relative to that of others;
- the available number of alternatives; and
- the effective use of resources, that is, the degree of congruence with goals, cultural norms, etc.

D. Purposes:

All elements originally identified as common elements to this dimension are equally part of another dimension.
E. Functions:

- stabilization of the organization in the face of a changing environment;
- the capacity to provide services to others; and
- the capacity to mobilize resources and capacities, it can been as the energy of the organization.

F. Limits:

- the capacity of a group to enforce or influence decisions is constrained by its environment;
- power is confined and directed by policies and actions permissible by a framework of socially sanctioned authority;
- power is controlled by extraneous facts, indeed decisions are subject to challenge;
- power is constrained by public opinion;
- the magnitude of power changes from one system to another, or from region to region; and
- private economic power or corporate management is constrained by the countervailing power of those who are subject to it.

G. Causes:

- the building of a person's resources, personal and material, is likely to generate power.

H. Consequences:

- illegitimate, coercive and unfair exercise of power gives rise to disapproval, frustration of needs, anger, aggression, hostility, retaliation, and reduction in power on the part of the power-holder;
- whenever two kinds of power are emphasized at the same time or with repeated exchanges between men, there is a tendency for equalization or neutralization of power to occur; and
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power results in an uncomfortable psychological position of dependence on a power-holder by the person subjected to his power.

I. Relations:

. legitimate power is the same as authority;

. power is the ability to use force, sanctions or rewards while authority is a legitimate right; and

. leadership and power are regarded as two closely related concepts.

III. Interphenomenal intradimensional analysis - Elements specific to each phenomenon, mentioned by more than one author and not found in another dimension of the same phenomenon.

1. Phenomenon of influence:

A. Essential definitions:

. a process which induces a change in the state of another individual or group of individuals; and

. whenever a behavior is attempted by an influencee to meet an intention of an influencer without any action on the part of the latter or implicit influence.

B. Bases:

. the possession of resources such as power, achievements, well-being, motivation and self-esteem, access to communication channels, ability to promote, hire and fire, the ability to allocate corporation money to civic projects, the ability to influence large numbers of voters, and the ability to enhance or damage reputation;

. the solidarity of a group which gives rise to loyalty and belongingness;

. friendship;

. respect;

. authority; and
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acceptance of role within an organization.

C. Conditions:

- a person's perception in determining whether he will react to an influence attempt from another person;

- an influencee's motivation;

- resources constituting a base which are appropriate to the social setting under consideration;

- the manipulation of a person's environment especially in keeping with his needs;

- dependence of the influencee on information;

- institutionalization of moral values and effects; and

- the perception by others that the influencing agent is living up to the group's tasks and expectations.

D. Purposes:

No element has been identified which constitutes one of the purposes of the phenomenon of influence and which is mentioned by more than one author.

E. Functions:

- to alter the ability of others to achieve their goals or satisfy their needs; and

- a medium capable of integration of social systems.

F. Limits:

- the subordinates or low-ranking individuals within a system may see as irrelevant the threats posed by authorities due to their larger numbers; and

- there is a varying amount of restriction that influence places on the behavior of those subjected to it and on the degree of bindingness that it creates for them.
G. Causes:

No element has been identified which constitutes one of the causes of the phenomenon of influence and which is mentioned by more than one author.

H. Consequences:

. participation in acts of influence yields commitment, personal growth and satisfaction.

I. Relations:

. power is potential for influence and influence is actualized power;

. authority in the sense of respect accorded to the authority figure implies influence;

. influence is a generic term which includes authority, control and power; and

. the process of influence is one of leadership.

2. Phenomenon of power:

A. Essential definitions:

. the potential for influence;

. the ability to control the reward and punishment system, rewards, processes that are part of the meaningful environment of a person, and the potential to permit or to withhold gratification of a need;

. the capability of the power-holder to make decisions;

. participation in the decisions affecting another;

. a capacity within a relationship of imposing one's own will even against resistance;

. the potential ability to use force;

. a capacity for action;

. a part of human action; and
influencing others to behave in terms of one's own goals and interests.

B. Bases:

- the possession of resources that a person can use in order to affect others such as physical force, popularity, charisma, intellectual ability, legal authority, effort and interest, personal ambition, leadership ability, access to media, family ties, leadership in informal groups, friendship ties, knowledge of the political system, and ownership;
- a system of ideas or a philosophy;
- the needs or values of the person to whom a power act is being directed; and
- violent force.

C. Conditions:

- the marginal value the person attaches to the resources being utilized by the power-holder;
- resources must be low in relation to demand;
- the perception of those being influenced of the number of rewards that an influencing agent can mobilize;
- the perception by those influenced of the ability of the influencing agent to mediate punishment;
- the ability of individuals to command the loyalty of those that they wish to influence; and
- a realistic appraisal by the power-holder of his power relative to that of others.

D. Purposes:

In the intraphenomenal interdimensional analysis, there were no elements specific to this dimension.

E. Functions:

- stabilization of the organization in the face of a changing environment; and
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. the capacity to provide services to others.

F. Limits:

. power is confined and directed by policies and actions permissible by a framework of socially sanctioned authority;

. power is controlled by extraneous facts, indeed decisions are subject to challenge;

. power is constrained by public opinion;

. the magnitude of power changes from one system to another, or from region to region; and

. private economic power or corporate management is constrained by the countervailing power of those who are subject to it.

G. Causes:

. the building of a person's resources, personal and material, is likely to generate power.

H. Consequences:

. whenever two kinds of power are emphasized at the same time or with repeated exchanges between men, there is a tendency for equalization or neutralization of power to occur; and

. power results in an uncomfortable psychological position of dependence on a power-holder by the person subjected to his power.

I. Relations:

. legitimate power is the same as authority;

. power is the ability to use force, sanctions or rewards while authority is a legitimate right; and

. leadership and power are regarded as two closely related concepts.
A synoptic view of the essential findings arising from the intraphenomenal intradimensional, intraphenomenal interdimensional and interphenomenal intradimensional analyses of the phenomena of influence and power has been presented in this chapter. The summary and conclusions of this study follow.
SUMMARY AND CONCLUSIONS

This study was conducted with the purpose of attempting to clarify the state of confusion surrounding the use of influence and power in the field of educational administration, and to provide basic information which could serve as a basis to the development of a differential theory of influence and power. Based on authors studied, there was an attempt to identify elements comprising each dimension of each phenomenon, to identify elements specific to each phenomenon and those common to both phenomena. This was accomplished by undertaking intraphenomenal intradimensional and intraphenomenal interdimensional analyses of each phenomenon and an interphenomenal intradimensional analysis of both phenomena.

The methodology utilized is based on a theoretical framework facilitating the analysis of the phenomena under study by: 1) organizing the constituent elements according to nine perceptual dimensions; 2) utilizing a comparative method of systematic analysis of elements within each dimension according to the commonality, complementarity or divergence of elements; 3) and utilizing an operational process in order to determine elements common and specific to corresponding dimensions of influence and power.

From this study, the following statements can be made: most of the perceptual dimensions studied of the
phenomena of influence and power contained elements mentioned by more than one author; all of the perceptual dimensions studied of the phenomena of influence and power contained elements mentioned by one author; most of the perceptual dimensions of the phenomena of influence and power studied contained elements which had also been assigned to at least another dimension of the same phenomenon; there were very few perceptual dimensions of the phenomena of influence and power which gave rise to contradictory views from authors; all the corresponding dimensions of the phenomena of influence and power contained elements specific to one phenomenon or the other; and only one dimension did not have elements common to a corresponding dimension of these phenomena.

The large number of elements each mentioned by one author only, the minimal contradiction among authors, and the extensive number of elements assigned to the phenomenon of power by comparison to the lower number assigned to the phenomenon of influence are findings worthy of note.

In scrutinizing the findings from the interphenomenal intradimensional analyses that is those elements specific to each phenomenon, mentioned by more than one author and not found in another dimension of the same phenomenon, certain salient features come to the attention of the reader. The following observations highlight these main features: medium of persuasion does not appear as an element specific to
essential definitions of influence, although a close link exists in the literature between persuasion and influence; the absence of authority as a basis of power even at the level of common elements raises questions since it would seem that authority is fundamental to both influence and power yet it is only found as a basis of the former; the perceived competence of the influencing agent is not identified as an element specific to conditions of influence yet it seems rather central to this phenomenon; specific elements that are part of bases of influence appear to be of a higher order than specific elements comprising bases of power, to illustrate this point some of the bases of influence are respect, group solidarity, authority while in contrast some of the bases of power are violent force, personal ambition, popularity, charisma. Further, it can also be stated that there is a tendency for a large number of authors to utilize influence as a generic term which includes other phenomena such as power.

On the basis of authors studied, it is evident that operational definitions of influence and power do not seem to have received much attention. Findings from this study could be useful in the development of operational definitions of these two phenomena.

Four related phenomena frequently encountered in writings of authors studied are influence, power, authority,
and control. A future study could focus on a study of their relation and uniqueness.

In reviewing authors studied, four areas recurred regularly as potential additional dimensions. These were: the weight or the degree to which policies are affected; the domain or the number of persons being affected; the scope or the set of matters or systems over which an individual has influence or power; and forms or types of influence or power. Future users of the methodology utilized in this study could consider adding these four dimensions in order to present a more thorough analysis.

Because this study has been limited to a descriptive, comparative and exploratory approach, it is difficult to know whether points of commonality, complementarity and divergence would be sustained given a philosophical interpretation of findings.

In considering the results of this study, it should be noted that, within the limits of a descriptive, comparative and exploratory study, common elements arising from the intraphenomenal intradimensional analysis of each phenomenon, the specific elements arising from the intraphenomenal interdimensional analysis of each phenomenon, and the specific elements arising from the interphenomenal intradimensional analysis of these phenomena could serve as the basis of a differential theory of influence and power. It would also
SUMMARY AND CONCLUSIONS

seem that common elements arising from the intraphenomenal intradimensional analysis have a certain degree of importance because they are mentioned by more than one author, but that specific elements arising from the intraphenomenal inter- dimensional analysis and especially those arising from the interphenomenal intradimensional analysis are probably more relevant in the development of such a differential theory of influence and power. Those involved in behavioral and administrative science studies should equally keep these elements under consideration in their work.

By identifying the constituent elements of the phenomena of influence and power and those elements which are common to both phenomena and specific to each phenomenon, this study should bring some degree of clarity in the state of confusion surrounding the use of these phenomena.
BIBLIOGRAPHY

1. Major Works Annotated.

Author discusses the bases of influence and power. Influence, authority and power are introduced at micro and macro level and their relationship is presented.

Author postulates and discusses five laws of power, he then applies these laws to an elaborate discussion of economic, political and international power.

This text is an analysis of the social processes that govern the relations between individuals and groups. The author uses concepts of exchange, reciprocity, imbalance and power to analyze social life from the simplest interpersonal relations between individuals to the complex relations existing among large collectivities. The differentiation of power and legitimization of organizing authority is also discussed.

From this book of reading various aspects of power are presented, from its bases, to its relation with other phenomena such as authority and leadership, to development of perception in social power relations. There is a distinctive thread throughout this book whereby power is seen as the ability to influence or control some aspect of another person.

By presenting material around a series of hypotheses supported by the literature, author discusses the nature, basis, means, degree, cost, and scope of influence. He uses potential partisans and authorities as a medium to discuss influence.

Author treats social influence from a process point of view and proposes a model of social influence which includes psychological, sociological, situational, biological and cultural factors. This model includes two kinds of
influence processes, a normative and informational. In addition, author presents definition, sources, effects, types and related concepts of social influence.

Some basic concepts about politics, government, and conflict are discussed along with the nature and role of power.

Authors present a framework for communicating postulates, hypotheses and findings of political science and apply this framework to various dimensions of influence and power. From this text a large number of elements have been retained for the current study.

This text provides substantial and abundant information on nature, bases, conditions, and dynamics of influence and power.

Author discusses influence and power in the context of a functional analysis of societies including social interaction, social systems and social structure.

Various kinds of power are presented along with a description of the exercise of power, its various forms and the problem of regulating this phenomenon.

Influence is presented as part of processes such as status, role, communication, decision-making and balance.

2. Other Authors Consulted.


APPENDIX 1

VALIDATION REVIEW PANEL
APPENDIX I

VALIDATION REVIEW PANEL

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APPENDIX 2

ABSTRACT OF

A Comparative Study of Influence and Power in Educational Administration
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ABSTRACT OF

A Comparative Study of Influence and Power
in Educational Administration

By undertaking a comparative analysis of authors in
the field of educational administration, an attempt was made
to identify elements specific to influence and power and
those common to both phenomena.

Authors for this study were selected on the basis
of a review of educational administration literature. The
analytical approach utilized in this study was based on the
methodology developed by Poirier for his doctoral thesis.

This methodology consisted of a theoretical frame-
work allowing for the analysis of influence and power
according to nine perceptual dimensions; a comparative method
of analysis consisting of a description of elements attrib-
uted by authors to the phenomenon under study, interpretation
of these elements and their juxtaposition; and an operational
approach to analysis of constituent elements of dimensions
comprising each phenomenon according to their commonality,
complementarity and divergence.

1 Huguette Labelle, Doctoral Thesis, presented to
the Faculty of Education of the University of Ottawa, Ottawa,
1979, viii-302 p.

2 Pierre Poirier, Une étude des phénomènes de l'autorité et du leadership en administration scolaire, unpublished
Doctoral Thesis, Presented to the Faculty of Education of the
In concluding the author has indicated the potential use of the essential findings of this study as a basis for the development of a differential theory of influence and power. Requirements for additional studies of related phenomena have also been identified.