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Power and Belonging: Power Reduces Social Affiliative Motivation

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THE FLORIDA STATE UNIVERSITY
COLLEGE OF ARTS AND SCIENCES

POWER AND BELONGING: POWER REDUCES SOCIAL AFFILIATIVE MOTIVATION

By

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A Dissertation submitted to the
Department of Psychology
in partial fulfillment of the
requirements for the degree of
Doctor of Philosophy

Degree Awarded:
Summer Semester, 2012

Kyle Conlon defended this dissertation on May 22, 2012.

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ACKNOWLEDGEMENTS

I wish to thank Jon Maner for his wisdom and guidance; Mary Gerend, Roy Baumeister, Michael Kaschak, and Mark Winegardner for their helpful comments and suggestions; my friends and family for their support; the many undergraduate students who assisted with data collection; and Lauren, my idea of beautiful.

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ABSTRACT

Although it is well known that people have fundamental desires for both social affiliation and power, it is less clear how these core social motives interface with each other. In the current research, I tested the hypothesis that power reduces the strength of social affiliative motives, especially among those high in power motivation. In Study 1, I found that the psychological experience of power reduced people's desire to connect with others. In Study 2, compared to control and low power individuals, powerful individuals displayed less interest in joining a campus service aimed at bringing students together. This effect was most pronounced among individuals high in power motivation. In Study 3, participants were randomly assigned to a powerful role, a powerless role, or a control role on a dyadic task and then completed a variety of measures assessing affiliative desire. Relative to control and low power participants, high power participants experienced significant decreases in their affiliative desire and were more likely to distance themselves physically from anticipated social partners. Together, these results are consistent with the hypothesis that power reduces people's need for social connection.

CHAPTER ONE

INTRODUCTION

Human beings are driven to live in social groups in part because people share a basic need for positive interpersonal relationships (Baumeister & Leary, 1995). Although people strongly desire interpersonal connection, many people also desire power and control over others (McClelland, 1975); the hierarchical formation of social groups permits some individuals to hold elevated power over others and there are many benefits to having power. Indeed, substantial evidence demonstrates that people have fundamental desires for both social affiliation and power. However, little is known about how the core social motives of belongingness and power interface with each other. Do powerful people desire interpersonal connection as strongly or more strongly than other, less powerful people? Or, instead, might power lessen one's desire to connect with other people?

There are reasons for thinking that power reduces the desire for social affiliation. Power gives people the ability to secure resources and desired outcomes (Keltner et al., 2003), thus making them less dependent on others for pursuing and reaching important goals (Galinsky, Gruenfeld, & Magee, 2003). Because power gives people the resources they need to control their own outcomes, powerful individuals may be less inclined to affiliate with and seek out support from others. This would not be unlike evidence that money, which like power gives people the capacity to satisfy their goals, creates feelings of self-sufficiency and independence (Vohs, Mead, & Goode, 2006). Thus, like material wealth, power may reduce people's need or desire for affiliation and interdependence.

In the current research, I tested the hypothesis that power reduces social affiliative motivation. I expected that priming the experience of power (Studies 1 and 2) and having people anticipate a powerful role within a dyadic task (Study 3) would decrease people's desire to affiliate with others. If power is associated with resource acquisition potential, then powerful individuals may devalue social affiliation as a function of their increased autonomy. Conversely, I expected that experiencing a lack of power might increase people's desire to affiliate. If reduced power is associated with reliance on others to meet basic needs, then powerless individuals may reach out to others in an effort to achieve desired outcomes.

Power and Social Affiliation

Power is a defining feature of human social relationships. Power refers to a person's control over valuable material or social resources. Power affords the ability to provide or withhold resources to others or to administer punishments (Keltner et al., 2003; Overbeck & Park, 2001). Power also reduces people's susceptibility to punishment and interference from others (Fiske, 1993; Overbeck & Park, 2001).

Given the nature of power, it is plausible that power will lead to a reduction in affiliative motivation. Power confers access to resources and desired outcomes (Keltner et al., 2003). Powerful individuals are, by definition, less dependent on others for acquiring and maintaining resources (Galinsky et al., 2003). These luxuries of power afford individuals increased freedom and control to act toward others according to their own motivations. Because powerful individuals are able to satisfy many of their own needs, they are less dependent on, and possibly less interested in, satisfying their needs by enlisting the help of others. Consequently, power might reduce social affiliative motives because power helps people fulfill many of the needs that might otherwise require social belonging.

It is important to distinguish between affiliating with others to establish and strengthen social bonds—that is, affiliating for the sake of affiliating—and affiliating with others to acquire resources and satisfy other, non-affiliative goals. It is likely that power reduces only the latter type of affiliation. Indeed, power bestows individuals with resource acquisition potential, thus freeing them from relying on others to satisfy their goals. The need to belong, however, is so fundamental to healthy social functioning that power likely would not reduce or eliminate this need altogether. Thus, power is expected to reduce people's desire to affiliate with others in order to gain access to resources.

The prediction that power reduces people's social affiliative motivation is consistent with other research indicating that power increases social distance (Lammers, Galinsky, Gordijn, & Otten, 2012). Social distance refers to the extent to which a person is seen as less psychologically close to the self (Lieberman, Trope, & Stephan, 2007). This work has shown, for instance, that people primed with legitimate power preferred to play socially distant computer games and expressed a greater desire to work alone on a series of puzzles. People primed with power also became less cooperative. Moreover, the effect of power on social distance was mediated by feelings of self-sufficiency (Lammers et al., 2012). These findings are consistent with the idea

that power enables one to independently pursue and attain one's goals, thus reducing the need to reach out and affiliate with others to gain access to resources.

It is worth noting that my prediction is different from what one might predict from the dominant theory of power in the scientific literature – the Approach/Inhibition Theory of Power (Keltner et al., 2003). An emerging body of research suggests that powerful people are action-oriented and tend to quickly approach sources of reward (Galinsky et al., 2003). To explain this relationship, Keltner et al. (2003) proposed that power differentially affects activation of the behavioral approach and inhibition systems (Gray, 1982). The approach system orients behavior toward positively valenced stimuli. This system regulates behavior associated with rewards, such as food, sex, and social attachment. The inhibition system, in contrast, directs behavior away from negatively valenced stimuli, such as threats and potential punishments (Elliot & Niesta, 2009).

According to Keltner et al. (2003), power activates the behavioral approach system, whereas lacking power activates the behavioral inhibition system (cf. Gray, 1982). Because powerful individuals tend to live in reward-filled environments and are relatively unconstrained in pursuing resources, they tend to experience fewer obstacles in pursuing their goals (Fiske, 1993; Overbeck & Park, 2001). Powerful individuals therefore are especially inclined to approach positive stimuli and desirable outcomes (Keltner et al., 2003). Power, then, might conceivably lead people to approach and affiliate with others. Indeed, reaching out to others and establishing social relationships is one of the most fundamental human approach tendencies. Through its link with behavioral approach, power could increase—rather than decrease—people's pursuit of affiliative goals.

Although the Approach/Inhibition Theory of Power (Keltner et al., 2003) implies that power might increase people's desire for social connection, I propose that power will instead reduce people's desire for social connection. Given that powerful individuals are less dependent on others for pursuing and achieving their goals (Galinsky et al., 2003), they may be less inclined to reach out to others and establish social relationships for the purpose of acquiring resources. Thus, the primary hypothesis of the current investigation is that power reduces people's desire for social affiliation.

Another goal of the current research is to test a subsidiary hypothesis that the experience of low power increases social affiliative motivation. If experiencing power decreases the desire

for social connection, as I predict, then experiencing subordination might increase the desire for social connection. Far from enjoying the same material resources and physical comforts as powerful individuals, those who lack power are highly susceptible to social and physical threats and are more dependent on others for avoiding such threats. Consequently, powerless individuals might be more inclined to reach out to others and establish social relationships, relative to both powerful and control individuals.

Moderating Effects of Power Motivation

Although power may reduce the desire for social affiliation, this effect is expected to depend on individual differences in power motivation (Cassidy & Lynn, 1989). Power motivation reflects a tendency to seek dominance and status over others (see Maner & Mead, 2010). Individuals high in power motivation are interested in having authority over people and having control over the decisions and actions of others. Compared to individuals high in power motivation, individuals low in power motivation are not as interested in having power and control over others.

I predict that individuals high in power motivation might be especially disinterested in affiliating with others after being primed with power. For those individuals, power is a desired state filled with rewards, so power might reduce the perceived need to rely on other people. For people low in power motivation, however, power is not a desired state and may even cause anxiety (because power and status may bring unwanted attention). Thus, I expected that power would cause decrements in affiliative motivation more strongly among people high in power motivation than people low in power motivation. That is, I predicted that power would lead to disinterest in affiliating with others among power-motivated individuals, whereas no such effects were expected to emerge among individuals low in power motivation.

Overview of Current Research

The current research tests the hypothesis that power reduces social affiliative motives, especially among those high in power motivation. In two preliminary experiments, I activated the psychological experience of power by randomly assigning participants to complete a power prime essay. I measured participants' desire for affiliation using a self-report measure (Study 1) and a behavioroid measure assessing participants' interest in connecting with others via a student networking service (Study 2).

In Study 3, I experimentally induced the experience of power and examined its effect on people's affiliative cognition and behavior. Participants were randomly assigned to play a powerful role, a powerless role, or a control role on a dyadic task. Following the power prime, participants completed a word stem task tapping into the presence of affiliative motivation. They then indicated their interest in participating in future studies that involve either interacting with social partners or working alone. Next, participants completed pre- and post-measures of affiliative desire. Finally, participants provided an implicit behavioral measure of affiliative motivation (how closely participants sit to an anticipated partner). I predicted that power would reduce participants' desire for social connection across all measures, thus providing additional support for the hypothesis that power reduces social affiliative motives. Moreover, I expected that these effects would be moderated by individual differences in power motivation; I expected effects to be relatively larger among participants high in power motivation than those low in power motivation.

CHAPTER TWO

STUDY 1

Study 1 was an initial test of the hypothesis that power reduces social affiliative motivation. After undergoing a priming procedure intended to elicit either feelings of power or a control state, participants completed a measure assessing their desire for affiliation. If power reduces one's desire for affiliation, then individuals primed with power should express less interest in affiliating with others than individuals not primed with power.

Method

Participants

Sixty-seven undergraduate students (39 females) enrolled in introductory psychology classes participated in exchange for partial course credit. One participant was excluded due to experimenter error.

Design and Procedure

Upon entering the lab, participants were randomly assigned to complete a priming essay intended to elicit either feelings of power or a control state (Galinsky et al., 2003). In the power condition, participants wrote about a time in which they had power over another individual or individuals. ("Power" was defined as a situation in which participants controlled the ability of another person or persons to get something they wanted, or were in a position to evaluate those individuals; see Galinsky et al., 2003). In the neutral control condition, participants wrote about their day yesterday. This power priming procedure was borrowed from previous research on power (Galinsky et al., 2003).

To test for possible mood effects as a result of the power manipulation, participants completed the 20-item Positive and Negative Affect Schedule (PANAS; Watson, Clark, & Tellegen, 1988). Participants indicated their current emotional states in response to various emotion words on a scale from 1 (*very slightly or not at all*) to 5 (*extremely*). Cronbach's alphas for the positive and negative affect scales were .90 and .81, respectively. To assess participants' current desire for social belongingness, participants completed an ad hoc questionnaire measuring desire for affiliation. Participants indicated their agreement with the following

statements on a 5-point Likert scale: “I don’t think I’d be happy if it weren’t for my family and friends,” “I can’t imagine life without my friends,” “I really need my friends and family for social support,” “My friends are central to who I am as a person,” and “I need other people to make me feel whole” (1 = *strongly disagree*; 5 = *strongly agree*). Responses to these five items were averaged to form a composite index of desire for affiliation ($\alpha = .81$). Higher scores indicated greater desire for affiliation. After completing this measure, participants completed a demographics questionnaire, a manipulation check, and were fully debriefed.

Results

Preliminary Analyses

To ensure that any differences between priming conditions were not due simply to changes in positive or negative affect, current affective valence was compared between priming conditions. No significant differences between priming conditions were found for either positive ($t = -.60, p = .55$) or negative affect ($t = 1.24, p = .22$). There were no main effects or moderating effects of gender. Thus, gender is not mentioned further.

Effect of Condition on Desire for Affiliation

The main hypothesis was that, relative to control participants, high power participants would show less desire for social affiliation (assessed with the 5-item ad hoc measure of desire for affiliation). Consistent with this hypothesis, a significant difference emerged for the desire for affiliation measure, such that high power participants ($M = 3.26, SD = .83$) expressed less desire for affiliation relative to control participants ($M = 3.70, SD = .81$), $t(65) = 2.20, p = .03$.

Discussion

Results from Study 1 provided initial support for the hypothesis that power reduces social affiliative motivation. Compared to control participants, participants who were primed with power expressed a lower desire for affiliation, suggesting that the mental experience of power reduced their desire to connect with others. To provide additional evidence for this hypothesis, in Study 2, I again primed the experience of power and assessed desire for affiliation with a behavioroid measure on which participants indicated their interest in a campus-affiliated social networking service.

CHAPTER THREE

STUDY 2

Study 1 provided preliminary support for the hypothesis that power reduces social affiliative motivation. In Study 2, I tested for additional evidence of this hypothesis and included a number of design enhancements. As in Study 1, participants completed a priming essay intended to elicit feelings of power or a control state. However, I added a low power condition in which participants wrote about an experience of subordination. This comparison group was included to ensure that the power manipulation was not merely activating a cognitive schema associated with power. This comparison group also was included to test a subsidiary hypothesis that the experience of low power increases social affiliative motivation, relative to both high power and control states. If experiencing power decreases one's desire for social connection, as I hypothesize, then experiencing subordination might increase one's desire for social connection. The second design improvement involved the primary dependent measure. Rather than having people report their motivations, I included a behavioroid measure in which participants reported their interest in using a student service whose overarching goal was to facilitate interpersonal relationships among FSU students. The third design enhancement was measuring individual differences in power-related motivations to test for potential moderating effects.

Method

Participants

One hundred forty five undergraduate students (93 females) enrolled in introductory psychology classes participated in exchange for partial course credit. Four participants were excluded for not following directions and one participant was excluded because the participant's data were lost.

Design and Procedure

Upon entering the lab, participants received a packet of questionnaires containing the primary individual difference measure, the experimental manipulation, and dependent variables. Participants first completed 20 items from the Achievement Motivation Scale (AMS; Cassidy & Lynn, 1989); the items assessed individual differences in dominance motivation (e.g., "I think I

would enjoy having authority over other people”), competitiveness (e.g., “I try harder when I’m in competition with other people”), and status aspiration (e.g., “I would like an important job where people looked up to me”). The overall measure demonstrated good internal consistency ($\alpha = .77$). Participants indicated their responses on a scale from 1 (*strongly disagree*) to 5 (*strongly agree*).

Following the AMS, participants completed a priming procedure similar to that in Study 1. Participants were randomly assigned to complete a priming essay intended to elicit either feelings of high power, low power, or a control state. Participants in the high power condition wrote about a time in which they had power over another individual or individuals. Participants in the low power condition wrote about a time in which an individual or individuals had power over them. Participants in the control condition wrote about the last time they watched a show on television.

Participants then indicated their interest in a fictitious student service—FSU Connect—whose implementation on campus ostensibly was being considered. This served as the primary measure of desire for affiliation. Participants read that the purpose of FSU Connect would be to organize and put on student events with the overarching goal of facilitating social relationships among FSU students. They read further that student fees at FSU would need to be increased by \$75 to cover the cost of the student service; this was done to create some incentive for not supporting the service. Participants indicated the extent to which they were interested in participating in FSU Connect by responding to statements such as “I have a strong interest in meeting new friends” and “FSU Connect is a student service that I might try.” Responses were recorded using 12-point Likert scales ranging from 1 (*strongly disagree*) to 12 (*strongly agree*). Responses were averaged to form a composite index of participants’ desire to connect with others via the FSU Connect service ($\alpha = .94$). This measure has been used in previous research to assess people’s desire for interpersonal connection (Maner, DeWall, Baumeister, & Schaller, 2007).

Following these measures, participants completed the Brief Mood Introspection Scale (BMIS; Mayer & Gaschke, 1988), a 16-item scale in which participants indicated the extent to which they were currently feeling various arousal (e.g., “jittery,” “active”) and mood states (e.g., “content,” “happy”). The BMIS was included to ensure that any differences among priming

conditions were not due simply to affect as well as to complement the use of the PANAS in Study 1.

Results

Preliminary Analyses

To ensure that any differences among priming conditions were not due simply to changes in affect or arousal, current mood valence and arousal were compared among priming conditions. No significant differences among priming conditions were found for current mood valence ($F = .33, p = .72$) or current arousal ($F = 2.23, p = .11$). There were no main effects or moderating effects of gender. Thus, gender is not discussed further.

Interactive Effect of Power and Power Motivation

My hypothesis was that power would decrease participants' interest in FSU Connect, and that this effect would be larger among individuals high in power motivation than those low in power motivation. I used moderated regression analyses to test this hypothesis. Regression analyses were performed to assess the effect of priming condition (dummy coded to compare the control condition to each of the two power conditions), power motivation, and their centered interaction on desire to connect with others via FSU Connect. Analyses revealed a significant interaction between power condition (control vs. high power) and power motivation, $\beta = -.28, t(134) = -2.13, p = .04$. To interpret this interaction, I tested the simple effect of the power manipulation at relatively high and low levels of power motivation (one standard deviation above and below the mean; Aiken & West, 1991). Among participants high in power motivation, experiencing high power (versus control) decreased interest in the FSU Connect service, $\beta = -.28, t(134) = -2.09, p = .04$; this provides support for the key prediction. No such effect was observed among those low in power motivation and, if anything, the trend was in the opposite direction, $\beta = .18, t(134) = 1.13, p = .26$. No significant main effects or interactions associated with the low power condition were observed (Figure 1).

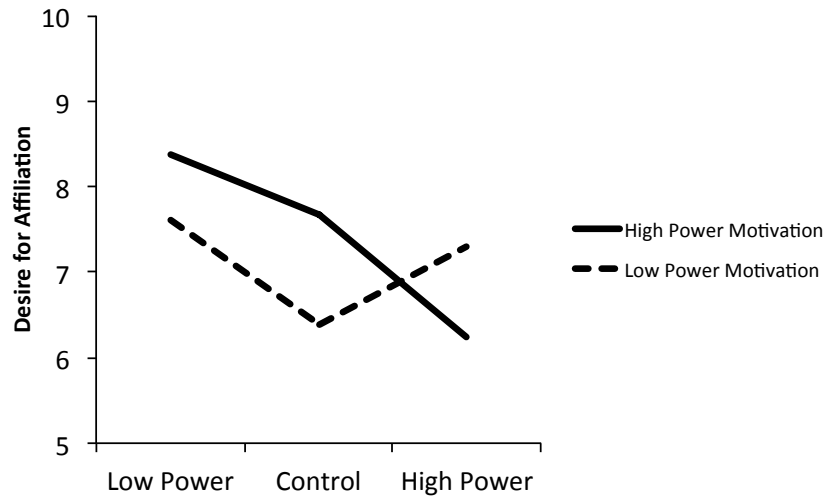


Figure 1. Effect of power on affiliative desire among people high and low in power motivation.

Discussion

Results from Study 2 provided additional support for the hypothesis that power reduces social affiliative motivation. Analyses revealed that the effect of power on desire for affiliation depended on participants' level of power motivation. For participants high in power motivation, power reduced their desire for social connection; however, no such effect occurred for those low in power motivation. These results suggest that the hypothesis that power reduces social affiliative motivation is especially true for individuals who desire dominance and status over others. Coupled with the findings from Study 1, these results provide additional evidence for the hypothesis and suggest an important boundary condition that helps clarify how the experience of power interacts with pre-potent power motives to affect one's need for interpersonal connection.

CHAPTER FOUR

STUDY 3

Study 3 provided a more rigorous test of the hypothesis that power reduces social affiliative motivation. In Studies 1 and 2, I created the psychological experience of power by randomly assigning participants to complete a priming essay. To ensure that the effects of power we observed are not specific to the essay manipulation, Study 3 used a different—and more realistic—power manipulation in which participants anticipated having power in a dyadic lab task. In addition, the dependent variables in Study 3 consisted of cognitive and behavioral dependent variables. After being placed into a powerful role, a powerless role, or a control role, participants performed a word stem completion task (assessing the activation of affiliative goals), reported their interest in participating in future studies that involve either interacting with others or working alone, completed pre- and post-measures of affiliative desire, and provided a behavioral measure of desire for social closeness. Together with the findings from Studies 1 and 2, the predicted results would provide additional support for the hypothesis across a variety of methods and dependent measures.

Method

Participants

One hundred sixty two undergraduate students (111 females, 50 males, 1 not reported) enrolled in introductory psychology classes participated in exchange for partial course credit. Three participants were excluded for not following directions; three participants were excluded due to suspicion; one participant was excluded due to computer malfunction; and one participant was excluded due to experimenter error.

Design and Procedure

Upon entering the lab, participants were informed that the study consisted of two parts. Participants were told that they would first complete a few short questionnaires before interacting with an ostensible participant, whom they were led to believe was seated in another lab room. Following these instructions, participants completed a pre-questionnaire (The Big Five Inventory; John, Donahue, & Kentle, 1991) and were told that their responses would be used to

determine their role on the dyadic task. This was done to legitimize participants' assignment to condition. Previous research shows that effects of power tend to hold only when power is perceived to be legitimate (Lammers, Galinsky, Gordijn, & Otten, 2008).

While the experimenter ostensibly scored their answers on the pre-questionnaire, participants completed the AMS (see Study 1 for details; Cassidy & Lynn, 1989) and a baseline measure of need for affiliation. This measure consisted of 20 items, five of which were the same items from the ad hoc desire for affiliation measure used in Study 1. Of the remaining items, six items assessed participants' satisfaction with the quality of their relationships (e.g., "I am satisfied with how connected I feel to other people," "The quality of my friendships is as good as I want it to be") and nine items were filler items. All items were completed using 5-point Likert scales (1 = *strongly disagree*; 5 = *strongly agree*).

Power Manipulation. After completing these measures, participants were given instructions for performing the dyadic task with the other participant. The task, which was adapted from Galinsky et al. (2003), consisted of participants building a Lego model (called a Tanagram) with another participant. Participants were randomly assigned to one of three positions within the task: manager (high power), builder (low power), or control. In the high power condition, participants were assigned the role of manager, whose task it was to direct and evaluate the builder in building the Tanagram. Participants in the high power condition received the following instructions: "As manager, you are in charge of directing the builder in constructing a Tanagram from a set of Legos. You will decide how to structure the process for building the Tanagram. You will be shown a picture of a Tanagram and will have 3 minutes to study it. Next, you will be asked to verbally instruct the builder to recreate the Tanagram as closely to the original as possible. In addition, you will also evaluate your partner at the end of the session in a private questionnaire—that is, the builder will never see your evaluation. The builder will not have the opportunity to evaluate you. Thus, as a manager, you will be in charge of directing the building and evaluating the builder."

In the low power condition, participants were assigned the role of builder, whose task it was to build the Tanagram according to instructions given by the manager. Participants in the low power condition received the following instructions: "As a builder, you will have the responsibility of carrying out the task of building a Tanagram according to instructions given to you by your manager. Your manager will decide how to structure the process for building the

Tanagram. Which tasks you complete will be decided by the manager. In addition, you will be evaluated by the manager at the end of the session. This evaluation will be private; that is, you will not see your manager's evaluation of you. You will not have an opportunity to evaluate your manager. Only the manager will be in charge of directing production and evaluating your performance."

In the control condition, participants were not assigned a role of manager or builder; rather, participants merely completed the Tanagram with their partner. Participants in the control condition read the following instructions: "Along with your partner, you will have the responsibility of building the Tanagram according to instructions given to you by the experimenter. You and your partner will be shown a picture of a Tanagram and will have 3 minutes to study it. Next, you and your partner will be asked to recreate the Tanagram as closely to the original as possible."

After assigning participants to their roles, the experimenter informed participants that their partner was still completing the first part of the study and asked them to complete a few short questionnaires while they waited. Following these instructions, participants completed the PANAS (Watson et al., 1988).

Dependent Variables. Next, participants completed a sheet of word stems consisting of five word stems designed specifically so they could be completed with either a social affiliation word or a neutral word (CO__ECT could be filled in to form *connect* or a neutral word such as *collect*; _OIN, *join* or *coin*; FRI__D, *friend* or *frigid*; ___ONG, *belong* or *strong*; ME__ER, *member* or *meeker*). The number of word stems completed as social affiliation words (from 0 to 5) served as an implicit measure of affiliative motivation.

Following the word stem completion task, participants provided feedback about future research studies that ostensibly were under consideration in the lab. Participants read 10 short descriptions of future studies, five of which involved working with others (e.g., "Participants will discuss their life experiences with 4-6 people") and five of which involved working alone (e.g., "Participants will write about their life experiences"). Participants indicated their interest in participating in each study on a 7-point Likert scale (1 = "I am not at all interested in participating in this study"; 7 = "I am very interested in participating in this study"). Next, participants completed a post-measure of affiliative desire consisting of the same items from the

baseline measure and nine new filler items. This allowed me to measure changes in participants' affiliative desire following the power manipulation.

Following these measures, the experimenter instructed participants to bring in a chair from the lab waiting room and to set it up for their partner. While participants retrieved the chair from the waiting room, the experimenter positioned the participant's chair atop hidden tape markings on the floor; this standardized the measurement between the participants' chair and the anticipated partner's chair. Participants were told to place the chair at the desk where they would complete the Tanagram with their partner. Immediately after participants positioned the partner's chair, the experimenter directed participants to a different lab room where they completed a demographics questionnaire, were probed for suspicion, and were fully debriefed. Upon completion of the session, the experimenter measured and recorded the distance (in inches) between the inner front leg of the participant's chair and the inner front leg of the anticipated partner's chair.

Results

Preliminary Analyses

Descriptive statistics (means, standard deviations, range, and inter-item correlations) for all dependent variables are reported in Table 1.

Table 1.

Means, Standard Deviations, Range, and Inter-Item Correlations for All Dependent Variables

| | <i>M (SD)</i> | Range | 1 | 2 | 3 | 4 | 5 |
|----------------------------|---------------|---------------|------|------|------|-----|----|
| 1. Word stems | 2.04 (.92) | 0.00 to 5.00 | -- | | | | |
| 2. Future studies interest | 3.88 (.75) | 1.00 to 5.80 | .13 | -- | | | |
| 3. Pre-DFA | 3.58 (.80) | 1.40 to 5.00 | -.07 | .01 | -- | | |
| 4. Post-DFA | 3.49 (.91) | 1.00 to 5.00 | -.07 | -.05 | .88* | -- | |
| 5. Chair distance | 16.40 (3.83) | 8.25 to 27.50 | -.02 | -.14 | .03 | .04 | -- |

Note. DFA = self-reported desire for affiliation; * $p < .001$. $N = 154$ for variables 1-4; $N = 148$ for variable 5.

To ensure that any differences among priming conditions were not due simply to changes in positive or negative affect, current affective valence was compared among priming conditions. No significant differences among priming conditions were found for either positive ($F = 1.77, p = .18$) or negative affect ($F = 1.38, p = .26$). Participants' level of power motivation did not vary by condition, $F(2,151) = .05, p = .95$.

There was a main effect of gender for the future studies dependent variable, such that males ($M = 4.11, SD = .92$) expressed greater interest in participating in studies that involved working with others compared to females ($M = 3.78, SD = .65$), $t(152) = -2.54, p = .01$. Therefore, I included gender as a covariate in the analysis of this dependent variable. There were no main effects of gender for the remaining dependent variables and no moderating effects of gender for any of the dependent variables.

Effect of Power on Word Stem Completions

Primary analyses focused on testing effects of the power manipulation. Analyses focus first on main effects of power and then on moderating effects of power motivation (below). I assessed participants' implicit affiliative motivation by computing the number of word stems participants completed as social affiliation words (from 0 to 5) on the word stem completion task. Higher scores indicated greater implicit affiliative motivation. I hypothesized that participants in the high power condition would be less likely than participants in the low power and control conditions to complete the word stems as social affiliation words. Contrary to the hypothesis, participants in the high power condition ($M = 1.98, SD = .97$) did not differ from participants in the control ($M = 1.92, SD = .86$) or low power ($M = 2.21, SD = .91$) conditions in the number of social affiliation words generated, $F(2,151) = 1.45, p = .24$.

Effect of Power on Study Participation Interest

I created a composite measure of participants' interest in participating in future studies that involved affiliating with another individual or individuals. I averaged across items indicating people's desire to participate in studies involving other people, as well as items indicating their desire to participate in studies alone. I then subtracted the latter from the former to generate a measure indicating greater interest in participating in studies involving affiliation. I hypothesized that participants in the high power condition would be less interested in participating in studies involving affiliation compared to participants in the control and low power conditions. An

ANCOVA analysis controlling for gender revealed a marginally significant effect of power condition on study participation interest, $F(2,150) = 2.42, p = .09$. Participants in the low power condition ($M = 4.03, SD = .67$) expressed greater interest in studies involving affiliation than participants in the control condition ($M = 3.74, SD = .87$), $p = .03$, but not the high power condition ($M = 3.87, SD = .70$), $p = .24$.

Effect of Power on Desire for Affiliation

Participants completed the desire for affiliation measure (Study 1) before and after the power manipulation. As in Study 1, I created a composite measure of participants' desire for affiliation, with higher scores indicating greater desire for affiliation. I computed pre- and post-scores and then compared the change in scores among the three conditions. I hypothesized that, compared to participants in the control and low power conditions, participants in the high power condition would show a decreased desire for affiliation from baseline to post-measure. Although the omnibus test was not significant, $F(2,150) = 1.50, p = .23$, I tested the a priori hypothesis by examining pre to post change within the three conditions. Consistent with the hypothesis, desire for affiliation decreased significantly among participants in the high power condition (from $M = 3.55$ to $M = 3.38$), $t(52) = 2.31, p = .03$, but not among those in the control condition ($M = 3.67$ and $M = 3.65$, respectively), $t(48) = .46, p = .65$, or the low power condition ($M = 3.52$ and $M = 3.46$, respectively), $t(51) = .98, p = .33$ (see Figure 2).

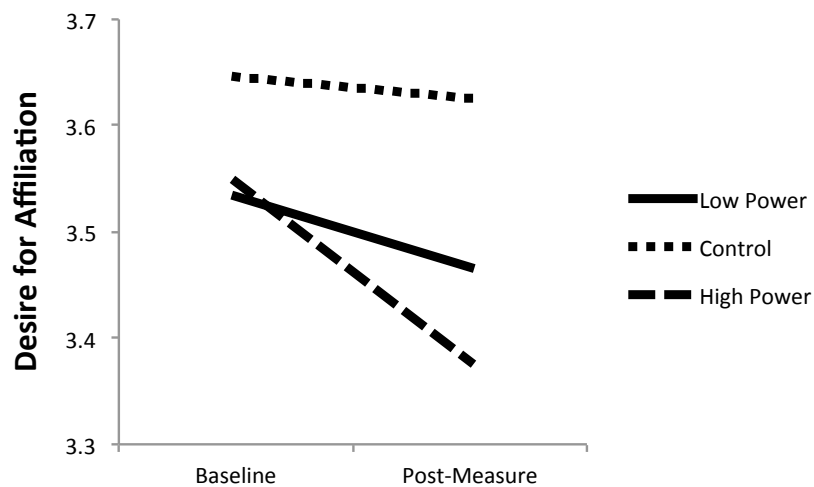


Figure 2. Change in desire for affiliation from before to after the power manipulation.

Effect of Power on Relationship Satisfaction

Although the results above suggest that power decreased interest in affiliating with others, one plausible alternative explanation is that experiencing power satisfies people's sense of connection in their relationships. That is, powerful people may desire to affiliate less with others because power makes people feel that their affiliative needs are already being satisfied. To assess this possibility, I assessed changes in participants' satisfaction with the quality of their relationships (from before to after the power manipulation). However, pre-post change scores of relationship satisfaction did not differ among conditions, all p 's > .25. Thus, it appears that the effect of power on affiliative desire reported above is not attributable to an increased satisfaction with one's level of social affiliation.

Effect of Power on Chair Distance

As a behavioral measure of participants' desire for social closeness, participants were instructed to position an anticipated partner's chair in relation to their own chair. The experimenter measured and recorded the distance in inches between the participant's chair and the anticipated partner's chair, with greater distance indicating a greater desire for interpersonal distance from the partner. I hypothesized that participants in the high power condition would position the anticipated partner's chair farther away from their own chair compared to those in the control and low power conditions. Two participants were excluded from the analysis for not following directions; two participants were excluded for providing chair distances that were extreme outliers (i.e., more than 3 standard deviations above the mean); one participant was excluded due to experimenter error; and one participant was excluded because he or she was physically unable to lift the chair. In total, 148 participants completed the chair placement task.

A one-way ANOVA with power as the independent variable and chair distance as the dependent variable indicated significant variability across the three conditions, $F(2,145) = 3.38$, $p = .04$. Planned contrasts revealed that participants in the high power condition ($M = 17.26$) positioned the anticipated partner's chair farther away from their own chair compared to those in the low power condition ($M = 15.34$), $t(145) = 2.56$, $p = .01$ (see Figure 3).

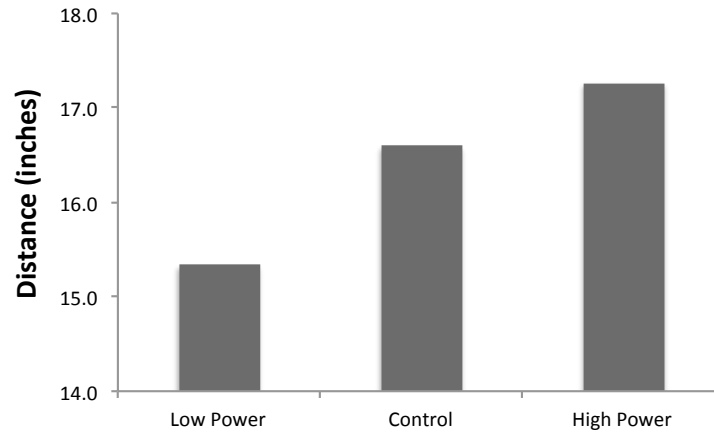


Figure 3. Average chair placement distance by condition.

Although a planned contrast comparing the high power and control conditions was not significant ($p = .38$), when comparing the high power condition to the control and low power conditions (i.e., 2 vs. -1 -1 contrast), participants in the high power condition positioned the anticipated partner's chair farther away from their own chair, $t(145) = 1.99, p < .05$. Taken together, these results suggest that high power participants expressed their decreased desire to affiliate with others by distancing themselves physically from anticipated social partners.

Interactive Effect of Power and Power Motivation on Word Stem Completions

I hypothesized that power would decrease participants' implicit affiliative motivation, and that this effect would be larger among individuals high in power motivation than those low in power motivation. I used moderated regression analyses to test this hypothesis. Regression analyses were performed to assess the effect of priming condition (dummy coded to compare the control condition to each of the two power conditions), power motivation, and their centered interaction on the number of word stems completed as social affiliation words. Analyses revealed a significant interaction between power condition (control vs. high power) and power motivation, $\beta = .28, t(148) = 2.62, p = .01$. To interpret this interaction, I tested the simple effect of the power manipulation at relatively high and low levels of power motivation (one standard deviation above and below the mean; Aiken & West, 1991). Among participants high in power motivation, high power increased the number of word stems completed as social affiliation words, $\beta = .27, t(148) = 2.09, p = .04$. No such effect was observed among those low in power motivation, $\beta = -$

.20, $t(148) = -1.56, p = .12$. No significant main effects or interactions associated with the low power condition were observed.

Interactive Effect of Power and Power Motivation on Study Participation Interest

I hypothesized that power would decrease participants' interest in participating in future studies that involved affiliation, and that this effect would be larger among individuals high in power motivation than those low in power motivation. As in the analysis above, I used moderated regression analyses to test this hypothesis. Results indicated a marginally significant main effect of control versus low power, $\beta = .18, t(148) = 1.90, p = .06$, such that low power participants expressed greater interest in studies involving affiliation than control participants. No significant main effects were observed for control versus high power or for power motivation (p 's > .40). Analyses also did not reveal a significant interaction between power condition (control vs. low power) and power motivation, $\beta = .03, t(148) = .31, p = .76$. Contrary to the main hypothesis, analyses did not reveal a significant interaction between power condition (control vs. high power) and power motivation, $\beta = -.02, t(148) = -.21, p = .84$.

Interactive Effect of Power and Power Motivation on DFA Change Score

I hypothesized that power would decrease participants' desire for affiliation after the manipulation, and that this change would be larger among individuals high in power motivation than those low in power motivation. I used moderated regression analyses to test this hypothesis. No significant effects were observed for control versus low power, control versus high power, or power motivation (all p 's > .10). Analyses also did not reveal a significant interaction between power condition (control vs. low power) and power motivation, $\beta = -.07, t(148) = .64, p = .52$. Contrary to the main hypothesis, analyses did not reveal a significant interaction between power condition (control vs. high power) and power motivation, $\beta = -.01, t(148) = -.05, p = .96$.

Interactive Effect of Power and Power Motivation on Chair Placement

I hypothesized that participants in the high power condition would position their anticipated partner's chair farther away from their own chair compared to those in the control and low power conditions, and that this change would be larger among individuals high in power motivation than those low in power motivation. I again used moderated regression analyses to test this hypothesis. No significant effects were observed for control versus low power, control

versus high power, or power motivation (all p 's > .10). Analyses also did not reveal a significant interaction between power condition (control vs. low power) and power motivation, $\beta = .12$, $t(142) = 1.08$, $p = .28$. Contrary to the main hypothesis, analyses did not reveal a significant interaction between power condition (control vs. high power) and power motivation, $\beta = .04$, $t(142) = .37$, $p = .71$.

Discussion

Results from Study 3 provided mixed support for the hypothesis that power reduces social affiliative motivation. My predictions were supported across two of the four dependent variables. Compared to control and low power participants, high power participants experienced significant decreases in their affiliative desire from before to after the power manipulation. Moreover, participants in the high power condition, relative to those in the control and low power conditions, positioned the anticipated partner's chair farther away from their own chair, indicating a desire to distance themselves physically from social partners. Coupled with the findings from Studies 1 and 2, these results provide additional evidence for the hypothesis that power reduces social affiliative motivation.

The predicted effects for the word stems or future studies questionnaire, however, were not observed. Comparing the means, low power participants were more likely to generate social affiliation words relative to both control and high power participants. In a similar vein, low power participants expressed greater interest in studies involving affiliation than participants in the control or high power conditions. These trends fit with the subsidiary hypothesis that low power increases social affiliative motivation. Low power participants may have generated more social affiliation words than control and high power participants due to increased accessibility of affiliation-related thoughts. Likewise, low power participants may have preferred future opportunities to affiliate as a way to overcome difficulties associated with lacking power. These conclusions are tentative, however, given that the effects were not statistically significant.

Contrary to my hypothesis, we did not find the predicted moderation effects in Study 3 for any of the dependent measures. This can be contrasted with results of Study 2, in which the effect of power on desire for affiliation depended on participants' level of power motivation. One possible explanation involves the use of different dependent variables. It is possible that the moderating effects of power motivation depend on the specific nature of the outcome variable.

Although there was a significant interaction between power condition and power motivation for the word stems, the effect among high power participants was opposite the predicted direction: power increased rather than decreased the number of affiliative word stems among individuals high in power motivation.

Overall, the results from Study 3 complement the findings from the first two studies and provide additional (albeit mixed) evidence for the hypothesis that power reduces social affiliative motivation. A particular strength of Study 3 is that additional evidence was obtained for the hypothesis using both a behavioral dependent measure (chair placement) and over repeated observations (self-reported affiliative motivation). Together with the findings from Studies 1 and 2, these results demonstrate how power affects both affiliative cognition and behavior.

CHAPTER FIVE

GENERAL DISCUSSION

Considerable research has investigated the motives of power and affiliation; however, significantly less is known about how these core social motives interface with each other. Across three studies using a variety of methods and dependent measures, I found some support for the hypothesis that power reduces social affiliative motivation. In Study 1, the psychological experience of power reduced people's desire to connect with others. In Study 2, powerful individuals displayed less interest in joining a campus service designed to facilitate social relationships relative to control and low power individuals. This effect was larger among individuals high in power motivation than those low in power motivation. In Study 3, powerful individuals experienced decreases in affiliative motivation and distanced themselves further from social partners relative to control and low power individuals. Although previous research has hinted at the relationship between power and affiliation (e.g., Lammers et al., 2012), these studies provide the first direct evidence that power actually reduces people's desire to reach out and affiliate with others.

The current findings reveal the transformative effects of power on affiliative cognition and behavior. Human beings are driven by a basic need for positive interpersonal relationships (Baumeister & Leary, 1995). Group living enables people to satisfy many of their goals by cooperating and affiliating with others. Within most social groups, individuals without power must rely intensely on others, particularly powerful others, to satisfy their basic needs. Even individuals seeking power must occasionally enlist the help of others; indeed, attaining power is difficult, if not impossible, without assistance from others. Once power is obtained, however, it appears to transform how people perceive and behave toward others. In particular, power appears to reduce people's desire to connect socially with others. This is consistent with the notion that, because power affords people the ability to satisfy their own goals, it reduces people's reliance on other people.

The current research expands recent work showing that power reduces cooperation and leads people to distance themselves from others (Lammers et al., 2012). There are a variety of reasons powerful people might distance themselves from others; for example, because they fear

that others might seek to usurp some of their power or resources. The current findings thus go beyond the work of Lammers et al. to show that power affects people's level of affiliative motivation. Power is unlikely to eliminate people's need to belong altogether. Rather, power downregulates the perceived importance of social connection, because power helps individuals fulfill many of their own needs without assistance from others.

Although the results generally yielded support for the hypothesis that power reduces social affiliative motivation, there were a number of specific hypotheses from Study 3 that were not confirmed. I predicted that participants in the high power condition would be less likely than participants in the low power and control conditions to complete the word stems as social affiliation words. I pilot-tested various word stems and selected those that related closely to social affiliation and produced adequate variability in responses. It may have been the case that the particular items I selected did not adequately tap into affiliative desires. Moreover, the word stems relied on written responses to measure thought accessibility and may not have been as immersive as some of the other measures, such as the chair placement, which involved an in-depth interpersonal cover story.

I also predicted that participants in the high power condition would be less interested in participating in studies involving affiliation than participants in the control and low power conditions. However, no effect of high power was observed. Consistent with subsidiary hypotheses, though, individuals in the low power condition expressed relatively greater desire to work with others. This is consistent with the possibility that lacking power increases social affiliative motivation. The items on the future studies questionnaire were purposefully concise so as not to unduly influence participants' preferences. Although I was careful to manipulate only whether each activity was performed alone or with a social partner, the descriptions may have been overly vague or uninteresting. It also is possible that the descriptions did not adequately emphasize the degree of social interaction. Another possibility is that students, fatigued from participating in numerous studies over the course of the semester, were unlikely to rate any study as particularly enjoyable (i.e., the means for all three conditions were at or below the midpoint of the scale, creating a potential floor effect).

The final study also did not find evidence for moderating effects of power motivation. As mentioned above, the moderating effects of power motivation may depend on the specific nature of the outcome variable, which differed across Studies 2 and 3. It is important to consider these

results when interpreting the overall findings from Study 3. Nevertheless, when coupled with the results from Studies 1 and 2, findings from Study 3 do lend additional support to hypotheses pertaining to the main effects of power on affiliative motivation.

The current theoretical framework operates from the perspective that power enables people to control material and social resources with relatively little interference from others (Keltner et al., 2003; Overbeck & Park, 2001). Consequently, powerful individuals are relatively free to pursue and satisfy their goals without assistance from others (Guinote, 2007; Slabu & Guinote, 2010). The idea that powerful people are less dependent on others is reflected in various findings in the power literature. For example, powerful individuals have difficulty taking the perspective of others (Galinsky, Magee, Inesi, & Gruenfeld, 2006), reveal less intimate personal information in social interactions (Earle, Giuliano, & Archer, 1983), and maintain independent self-construals characterized by a subjective sense of separation from others (Lee & Tiedens, 2001). These findings, all of which indicate social disengagement among powerful individuals, dovetail with the idea that power reduces social affiliative motivation.

The current findings also are consistent with the Social Distance Theory of Power (Magee & Smith, 2011). This theory is based on Construal Level Theory (Trope & Liberman, 2010) and posits that power alters mental representation of things in the world. In particular, power creates feelings of heightened social distance and the perception of distinctness between self and others (Lammers et al., 2012; Magee & Smith, 2011). As mentioned earlier, social distance and social affiliation are similar yet conceptually distinct concepts. Social distance refers to psychological or physical distance from others, whereas social affiliation refers specifically to the desire to reach out and establish and maintain relationships with others. Nevertheless, the idea that power reduces social affiliative motivation implies increased psychological or physical distance toward others.

Our findings are different from what one might predict from the Approach/Inhibition Theory of Power (Keltner et al., 2003). According to the theory, power activates the behavioral approach system, whereas lacking power activates the behavioral inhibition system (cf. Gray, 1982). From this perspective, one might have expected power to increase affiliation. After all, affiliating with other people is a basic form of approach behavior. Moreover, power has been shown to activate other kinds of social goals that involve approach behavior (sexual goals; Kunstman & Maner, 2011). However, I predicted and found just the opposite. Although power

activates approach and action, it also enables people to rely less on the actions of others to satisfy their own goals. Consequently, power may reduce, rather than activate, people's affiliative desires.

Implications of Current Research

The current research sheds potentially important light on several social psychological phenomena. First, research has documented the ways in which power can corrupt the decision-making of powerholders (Kipnis, 1972). Indeed, the adage that "Power tends to corrupt, and absolute power corrupts absolutely" (noted by the British historian Lord Acton) reflects the potential for powerful individuals to devalue the worth of others and to manipulate others for personal benefit. Recent evidence that power can lead individuals to objectify others and to use others as means to an end supports this idea (Gruenfeld, Inesi, Magee, & Galinsky, 2008). The current findings that power reduces social affiliative motivation may help account for these effects. If powerful individuals devalue affiliation and wish to distance themselves from others, powerful individuals may end up approaching other people only when those people are instrumental for achieving goals they would not be able to achieve otherwise, such as sexual goals (Kunstman & Maner, 2011; Rudman & Borgida, 1995).

The current work also has implications for understanding the decision-making processes of leaders in social groups (Maner & Mead, 2010). Leaders are endowed with power and assume primary responsibility for making decisions that will advance group goals. If powerholders are disinclined to reach out and enlist the help of others, as the current findings suggest, they may make decisions in their own self-interest or at the expense of the group. Indeed, history is replete with examples of leaders making poor decisions that directly or indirectly harm members of the group. One key advantage of social affiliation is having others to provide input and advice when making important decisions. If power reduces people's desire to connect with others, however, powerful individuals may have fewer opportunities to consider the viewpoint of other people, and may make poor decisions uninformed by the perspective of others.

Although the current research suggests that power reduces social affiliative motivation, it does not speak to the downstream consequences of reduced affiliation. Joiner (2011) proposed that, traditionally, men assume the advantages of holding high-ranking positions in society. However, these advantages—power, status, wealth, money, success, and freedom—come at the

expense of being able to establish and maintain significant, meaningful relationships, which leads to an array of negative social and psychological consequences (Joiner, 2011). The current research is predicated on the notion that power reduces social affiliative motivation because affiliation is a less desirable goal for individuals in power than for others. It is worth noting, however, that the tradeoff between power and belongingness can have unintended and potentially self-destructive effects. The implication, then, is that power may be a double-edged sword: although power appears to enable self-sufficiency and reduce reliance on others, it also may lead to adverse social, emotional, and psychological consequences typically associated with social isolation (see Baumeister & Leary, 1995).

Limitations and Future Directions

Although the current work provides evidence that power reduces social affiliative motivation, there are several limitations that must be taken into account when interpreting these findings. The current research relied on college samples, which potentially limits the generalizability of the findings, particularly because college students tend to have relatively little power compared to people in other stages of life. For example, the “think-of-a-time” procedure used in Studies 1 and 2 may have been difficult for some individuals who had never held a position of real power.

In a related sense, the essay prime used in Studies 1 and 2 may have tapped less into current experience of power and more into retrospective recollection of power, which may be fundamentally different experiences. To overcome this, I included the power manipulation in Study 3 as a more realistic experience of power. Nevertheless, even people in that study did not actually get to exercise power over someone else, so future research would benefit from using other, more direct manipulations of power to test hypotheses about power and affiliative motivation.

Future research would also benefit from including measures that adequately distinguish between affiliating for social bonding and affiliating to gain access to resources. Power enables people to secure desired resources, making them less dependent on others for the things they want. Power is likely to reduce people’s desire to affiliate with those who could be instrumental in satisfying non-affiliative goals. The measures used in the current studies, however, focused more on social bonding than resource acquisition. Although the current findings suggest that

power reduces people's desire to affiliate generally, the effects may be more pronounced for the desire to affiliate for purposes of resource accessibility. An important avenue for future research, then, is to examine whether power reduces the need for social bonding, the need to rely on others to gain access to desired resources, or both.

The distinction between social affiliation and affiliation for resources relates to a classic commentary by Morgenthau (1962) on the relationship between love and power. Morgenthau argues that people both strive for power and seek to affiliate in order to overcome loneliness. This argument is contradictory to the hypothesis that power reduces social affiliative motivation. Indeed, from Morgenthau's perspective, power should create a sense of personal fulfillment through which one is motivated to maintain the love and support of subordinates. Morgenthau points out, however, that the influence of power derives from many sources, among them the expectation of benefits. Thus, it may be the case that while individuals seek power to overcome social isolation—creating, according to Morgenthau, an illusion of love—they need others less for non-affiliative benefits.

An additional consideration is the degree of relatedness to those with whom powerful individuals could potentially affiliate. Individuals tend to favor helping close relatives over non-kin given the genetic benefits of such behavior (e.g., Burnstein, Crandall, & Kitayama, 1994). To the extent that powerful individuals engage in nepotism and share acquired resources with kin (cf. Fukuyama, 2011), it might be the case that powerful individuals are inclined to affiliate with kin over other individuals more generally. The current research did not differentiate between the two; for instance, the desire for affiliation items used in Studies 1 and 3 referenced both family (kin) and friends (non-kin). Future research could help clarify the relationship between power and the desire for affiliation with kin vs. non-kin.

Although the current research focused on the experience of power, another important consideration in future research is the role of expectations of power on affiliative cognition and behavior. Depending on how individuals in power perceive their position, they may be more or less inclined to reach out and affiliate with others. Thus, one potential reason why individuals in power may experience a reduced desire to affiliate is because their own personal expectations imply that such behavior is uncharacteristic of their powerful role. Future research is needed to address this possibility.

The current research also failed to exhaust all potential individual differences that might moderate the relationship between power and affiliation. For example, the effect of power on affiliation might depend on individual differences in affiliative motivation (Hill, 1987); one possibility, for example, is that those low in baseline affiliative motivation might not display a substantial decrease in affiliative desire when primed with power, because their affiliative needs are already quite low. Another potential moderating variable is stress management (cf. Cohen, Kamarck, & Mermelstein, 1983). To the extent that many high-ranking positions are associated with high levels of stress, powerful individuals who are capable of managing stress may be especially disinclined to affiliate with others. Powerful individuals unable to manage stress successfully, on the other hand, might reach out for other people's help. Future research should explore additional moderating variables to better understand the boundary conditions surrounding power and affiliation.

In a related sense, I did not measure processes that might mediate the relationship between power and affiliation. For example, research suggests that power creates feelings of illusory personal control (Fast, Gruenfeld, Sivanathan, & Galinsky, 2009). Power may lead people to overestimate their actual control and ability to satisfy their own goals, which in turn could cause reduced reliance on others. Another potential mediator is level of self-construal. Previous work has shown that powerful individuals tend to hold independent self-construals (Lee & Tiedens, 2001). Thus, power may lead people to develop independent self-construals, which in turn create feelings of separation from others. The current work could benefit from additional research aimed at revealing the mechanisms underlying the relationship between power and affiliation.

An additional avenue for future research is to investigate the process of attaining power. Indeed, the current research examines the effect of power on affiliative desire. As noted earlier, most individuals in social groups are motivated to affiliate with others, and this effect might be especially strong among those seeking to move up the group hierarchy. It is plausible that those seeking power would possess a relatively strong need to belong. Although this idea has received little empirical attention, it highlights the dynamic relationship between power and affiliation. It may be that individuals seeking power reach out to others on their way to the top but withdraw once they actually reach the top. For example, supporters and contributors to political campaigns may notice increased calls for support as an election (or re-election) nears, yet their input is

sought less immediately following an election (i.e., once a candidate's power is secured). Studies of belongingness among people aspiring to become leaders might constitute a fruitful avenue for future research.

Conclusion

Social belonging and power both reflect fundamental human motivations. The current work offers an initial understanding of how these core social motives interface with each other. Power is a valuable commodity, as it confers access to desired resources and enables control over these resources. But power may fundamentally change the way people think about and behave toward others, reducing their desire to establish and maintain interpersonal relationships. This work provides a new perspective on power that differs from what one might expect based on theories of power, approach, and agency (Keltner et al., 2003). When speaking of power, it often is said that it is lonely at the top, referring to feelings of loneliness and isolation that afflict people in high-ranking positions. In reality, individuals at the top may be loners, not lonely, in the sense that they lack the desire to affiliate with and seek out support from others.

APPENDIX A

POWER PRIME ESSAYS

Participants in the “high power” condition read the following instructions:

“Please recall a particular incident in which you had power over another individual or individuals. By power, we mean a situation in which you controlled the ability of another person or persons to get something they wanted, or were in a position to evaluate those individuals. Please describe this situation in which you had power—what happened, how you felt, etc.”

Participants in the “low power” condition read the following instructions:

“Please recall a particular incident in which someone else had power over you. By power, we mean a situation in which someone had control over your ability to get something you wanted, or were in a position to evaluate you. Please describe this situation in which you did not have power—what happened, how you felt, etc.”

Participants in the control condition read the following instructions:

“Please recall your day yesterday. Please describe your experiences yesterday—what happened, how you felt, etc.”

APPENDIX B

ACHIEVEMENT MOTIVATION SCALE

For each of the following statements, please indicate how much you agree with the statement.

Please provide a rating from **1 to 5**, using the following scale:

| 1 | 2 | 3 | 4 | 5 |
|----------------------|----------|-------------------------------|-------|-------------------|
| Strongly Disagree | Disagree | Neither agree nor disagree | Agree | Strongly Agree |

- _____ 1. I think I would enjoy having authority over other people.
- _____ 2. I try harder when I'm in competition with other people.
- _____ 3. I would like an important job where people looked up to me.
- _____ 4. If given the chance I would make a good leader.
- _____ 5. It annoys me when other people perform better than I do.
- _____ 6. I like talking to people who are important.
- _____ 7. I think I am usually a leader in my group.
- _____ 8. I judge my performance on whether I do better than others rather than on just getting a good result.
- _____ 9. I want to be an important person in the community.
- _____ 10. I enjoy planning things and deciding what other people should do.
- _____ 11. If I get a good result, it doesn't matter if others do better.
- _____ 12. I like to be admired for my achievements.
- _____ 13. I like to give orders and get things going.
- _____ 14. I would never allow others to get the credit for what I have done.
- _____ 15. I like to have people come to me for advice.
- _____ 16. People take notice of what I say.
- _____ 17. To be a real success I feel I have to do better than everyone I come up against.
- _____ 18. I find satisfaction in having influence over others because of my position in the community.

- _____ 19. When a group I belong to plans an activity I would rather direct it myself than just help out and have someone else organize it.
- _____ 20. It is important for me to perform better than others on a task.

APPENDIX C

HUMAN SUBJECTS COMMITTEE APPROVAL MEMO

Office of the Vice President For Research
Human Subjects Committee
Tallahassee, Florida 32306-2742
(850) 644-8673, FAX (850) 644-4392

APPROVAL MEMORANDUM

Date: 7/16/2010

To: Kyle Conlon

Address: Department of Psychology, Florida State University, PO Box 3064301, 1107 W. Call Street, Tallahassee, FL 32306
Dept.: PSYCHOLOGY DEPARTMENT

From: Thomas L. Jacobson, Chair

Re: Use of Human Subjects in Research
Motives and Judgment

The application that you submitted to this office in regard to the use of human subjects in the research proposal referenced above has been reviewed by the Human Subjects Committee at its meeting on 07/14/2010. Your project was approved by the Committee.

The Human Subjects Committee has not evaluated your proposal for scientific merit, except to weigh the risk to the human participants and the aspects of the proposal related to potential risk and benefit. This approval does not replace any departmental or other approvals, which may be required.

If you submitted a proposed consent form with your application, the approved stamped consent form is attached to this approval notice. Only the stamped version of the consent form may be used in recruiting research subjects.

If the project has not been completed by 7/13/2011 you must request a renewal of approval for continuation of the project. As a courtesy, a renewal notice will be sent to you prior to your expiration date; however, it is your responsibility as the Principal Investigator to timely request renewal of your approval from the Committee.

You are advised that any change in protocol for this project must be reviewed and approved by the Committee prior to implementation of the proposed change in the protocol. A protocol change/amendment form is required to be submitted for approval by the Committee. In addition, federal regulations require that the Principal Investigator promptly report, in writing any unanticipated problems or adverse events involving risks to research subjects or others.

By copy of this memorandum, the Chair of your department and/or your major professor is reminded that he/she is responsible for being informed concerning research projects involving human subjects in the department, and should review protocols as often as needed to insure that the project is being conducted in compliance with our institution and with DHHS regulations.

This institution has an Assurance on file with the Office for Human Research Protection. The Assurance Number is IRB00000446.

Cc: Jon Maner, Advisor
HSC No. 2010.4611

APPENDIX D

INFORMED CONSENT

I freely and voluntarily and without element of force or coercion, consent to be a participant in the research project entitled “Motives and Judgment.” This research is being conducted by Kyle Conlon, who is a graduate student in the Department of Psychology at Florida State University. I understand the purpose of this research project is to look at various social motives and how they relate to person judgment in a group task. If I choose to participate, I understand that I will complete a number of computer surveys and complete related tasks. I understand that I must be at least 18 years of age in order to participate. I will receive course credit for this experiment, .5 experimental credits per half hour spent participating. The entire study will take approximately one (1) hour to complete. I also agree not to discuss this study or its methods with other potential participants until after the current academic term is completed.

I understand that my participation is totally voluntary and I may stop participation at anytime. If I decide to stop participation, I will still be entitled to the 1 credit that I would otherwise receive for participating in this study. At all times my responses will remain confidential to the extent allowed by law. No individual responses will be reported. Only group findings will be reported. The data will all be stored in locked rooms on password-protected computers.

I understand there is a possibility of a minimal level of risk involved if I agree to participate in this study. The research assistant will be available to talk with me about any emotional discomfort I may experience while participating and explain the experiment in more detail at the end of the study. I understand there are benefits for participating in this research project. I will be providing researchers with valuable insight into social motives and social judgment.

I understand that this consent may be withdrawn at any time without prejudice, penalty, or loss of benefits to which I am otherwise entitled. I have been given the right to ask and have answered any inquiry concerning the study. Questions, if any, have been answered to my satisfaction. I understand that I may contact Kyle Conlon, Florida State University, Department of Psychology, or Dr. Jon Maner, Florida State University, Department of Psychology Building, Room B342, for answers to questions about this research or my rights. Group results will be sent to me upon my request. If I have questions about my rights as a participant in this research, or if I feel I have been placed at risk, I can contact the Chair of the Human Subjects Committee, Institutional Review Board, through the Office of the Vice President for Research, at (850) 644-8633.

I have read and understand this consent form, and I am 18 years or older.

(Subject - Signature)

(Date)

(Print Name)

FSU Human Subjects Committee approved on 7/16/10. Void after 7/13/11. HSC# 2010.4611

APPENDIX E

HUMAN SUBJECTS COMMITTEE RE-APPROVAL MEMO

Office of the Vice President For Research
Human Subjects Committee
Tallahassee, Florida 32306-2742
(850) 644-8673, FAX (850) 644-4392

APPROVAL MEMORANDUM (for change in research protocol)

Date: 3/29/2011

To: Kyle Conlon

Address: Department of Psychology, Florida State University, PO Box 3064301, 1107 W. Call Street, Tallahassee, FL 32306
Dept.: PSYCHOLOGY DEPARTMENT

From: Thomas L. Jacobson, Chair

Re: Use of Human Subjects in Research (Approval for Change in Protocol)
Project entitled: Motives and Judgment

The form that you submitted to this office in regard to the requested change/amendment to your research protocol for the above-referenced project has been reviewed and approved.

Please be reminded that if the project has not been completed by 7/13/2011, you must request renewed approval for continuation of the project.

By copy of this memorandum, the chairman of your department and/or your major professor is reminded that he/she is responsible for being informed concerning research projects involving human subjects in the department, and should review protocols as often as needed to insure that the project is being conducted in compliance with our institution and with DHHS regulations.

This institution has an Assurance on file with the Office for Human Research Protection. The Assurance Number is IRB00000446.

Cc: []
HSC No. 2011.6135

APPENDIX F

HUMAN SUBJECTS COMMITTEE RE-APPROVAL MEMO

Office of the Vice President For Research
Human Subjects Committee
Tallahassee, Florida 32306-2742
(850) 644-8673, FAX (850) 644-4392

APPROVAL MEMORANDUM (for change in research protocol)

Date: 9/22/2011

To: Kyle Conlon

Address: Department of Psychology, Florida State University, PO Box 3064301, 1107 W. Call Street, Tallahassee, FL 32306
Dept.: PSYCHOLOGY DEPARTMENT

From: Thomas L. Jacobson, Chair

Re: Use of Human Subjects in Research (Approval for Change in Protocol)
Project entitled: Motives and Judgment

The form that you submitted to this office in regard to the requested change/amendment to your research protocol for the above-referenced project has been reviewed and approved.

If the project has not been completed by 8/8/2012, you must request a renewal of approval for continuation of the project. As a courtesy, a renewal notice will be sent to you prior to your expiration date; however, it is your responsibility as the Principal Investigator to timely request renewal of your approval from the Committee.

By copy of this memorandum, the chairman of your department and/or your major professor is reminded that he/she is responsible for being informed concerning research projects involving human subjects in the department, and should review protocols as often as needed to insure that the project is being conducted in compliance with our institution and with DHHS regulations.

This institution has an Assurance on file with the Office for Human Research Protection. The Assurance Number is FWA00000168/IRB number IRB00000446.

Cc: Jon Maner, Advisor
HSC No. 2011.7028

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BIOGRAPHICAL SKETCH

Kyle Evan Conlon attended York College of Pennsylvania where he developed interests in both social and clinical psychology. Kyle graduated *magna cum laude* from York College of Pennsylvania with a B.S. in Psychology in the spring of 2006. In the fall of 2006, he enrolled in the Clinical Psychology Master's program at Southern Illinois University Edwardsville. Upon completing his M.A., he enrolled in the Social Psychology program at Florida State University where he currently is pursuing a Ph.D. under the advisement of Dr. Jon Maner.

Kyle is interested in how fundamental social motives influence the way people think about themselves and others. His research program has centered around two primary themes: social power and goal pursuit.

In his spare time, Kyle enjoys traveling, writing, and supporting his beloved Florida State Seminoles.