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**TYPES OF POWER AND TYPES OF INVOLVEMENT
IN AN ORGANIZATIONAL SETTING
A TEST OF ETZIONI'S MODEL**

~~SECRET~~

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ABSTRACT

An organization is an established system that is composed of people who coordinate their activities to achieve certain objectives. It is a system wherein individuals give something to, in exchange for something from, the organization (Bowditch and Huse, 1978). Every formal organization also has a hierarchy of authority. It is from this hierarchy that higher participants legitimately derive their influence over the rank-and-file. Their ability to make the members accept the organization's goals and direct their activities toward such goals, on the other hand, is known as power.

According to Etzioni (1971), the compliance relationship in organizations is defined by the types of power and the types of involvement present. Power may be coercive, remunerative or utilitarian, and normative. Correspondingly, involvement may be alienative, calculative or moral.

Etzioni's model of course presents ideal types. Thus, in reality, certain other types of combination are possible, e.g., coercive-utilitarian, coercive-normative, and so on.

The purpose of this study is to determine empirical-



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ly the relationship between the types of power and the types of involvement. As hypothesized by Etzioni, the following types of power will elicit their corresponding types of involvement,

<u>Types of Power</u>		<u>Types of Involvement</u>
Coercive	-	Alienative
Utilitarian	-	Calculative
Normative	-	Moral

And how would these power and involvement affect work performance.

The study is limited to one company with 102 employees, 60 percent of whom served as the respondents. A questionnaire was developed and used to determine or measure the type of power and the type of involvement which the employees considered present in the company. The company's available data on work performance were also gathered for subsequent correlation with the type of compliance structure.

The findings proved that Etzioni's model is valid to an extent. As to the relationship of power and involvement with work performance, it is only calculative involvement which is significantly related to it. The others have not much impact on performance because of neutralization effect.

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