EFFECTS OF AFFILIATION MOTIVE, ACHIEVEMENT MOTIVE, AND PRESSURE SOURCES ON CONFORMITY

TOSHIAKI TASAKI AND FUMIYASU SEKI

Saga University Kyushu University

2 experiments were conducted to investigate the effects of 2 motives (affiliation and achievement), and their interaction with pressure sources in conformity. The Ss were all college students. The task given to the Ss was to evaluate the 18 sets of 3 pictures. The evaluations (fictional) of the authorities and group members were given to them as pressure sources. 2 motives were measured by TAT method. The Ss with high affiliation and achievement motives were more conforming than the Ss with low ones. The positive effects of the interaction of affiliation and pressure sources on conformity were confirmed but that of achievement and pressure sources were not.

From various reasons, affiliation motive and achievement motive seem to be closely related to conformity. Naturally, there have been a number of studies that analyzed the relationships between these motives and conformity.

In earlier studies, the researchers were mainly interested in the bilateral relationship of one of these two motives with conformity, namely, the relationship in which affiliation or achievement motive is regarded as an independent variable and conformity, as a dependent variable.

The relationship between affiliation motive and conformity was studied by Hardy (1957), Samelson (1958), Exline (1962a, 1962b), and McGhee and Teevan (1967). Although these studies used different methods for the measurement of affiliation motive, the TAT n-affiliation scale with Hardy, Samelson, and McGhee and Teevan and French's Test of Insight with Exline, the results obtained were the same except in the case of Samelson: Namely, significant positive correlations were consistently found between affiliation motive and conformity in each case. That is, the subjects scoring high affiliation motive were more inclined to conform than those with low scores. Even Samelson, who failed to obtain statistically significant results, found a positive correlation between n-affiliation and conformity under reduced conflict conditions.

As for the relationship between achievement motive and conformity, McClelland, Atkinson, Clark, and Lowell (1953), found a negative correlation between the TAT n-achievement and the Asch type conformity. Krebs (1958) and Marlowe (1959) also found each in turn a significant negative relationship between n-achievement and conformity. In explaining these results, McClelland asserts that achievement motivated individual should be more concerned with being "in the right" than with social relations or being "fitted in" and that, consequently, his n-achievement should be negatively correlated with conformity in group pressure situations. But Samelson (1958), who obtained .50 correlation between n-achievement and conformity in "reduced conflict" situations, suggests that McClelland's explanation might be invalidated under certain conditions.

1 Requests for reprints should be sent to Toshiaki Tasaki, Department of Psychology, Faculty of Education, Saga University, Honjo-machi, Saga City 840, Japan.
On the other hand, Zajonc and Wahi (1961), Walker and Heyns (1962), and Sistrunk and McDavid (1965) regarded conformity not as an end of achievement or affiliation motive but as a means for satisfying these motives and thus tried to reformulate the conceptualization of motive-conformity process. They maintain that, in certain situations, one's affiliation or achievement motive should be satisfied through conformity and that, consequently, positive correlational relationships should be established between these motives and conformity.

Using a group of Indians encountering the American norms as subjects, Zajonc and Wahi demonstrated that those who were high in n-achievement were more conforming than the lows, but such results were obtained mostly under the condition in which conformity was of high instrumentality for the subjects to satisfy n-achievement.

Sistrunk and McDavid analyzed the interaction between the two motivational factors (achievement and affiliation) and the task ambiguity which can affect conformity and confirmed that, while affiliation motive did by itself affect conformity directly, achievement motive did not. However, they found that with the subjects who were strongly achievement-motivated their conformity scores were either extremely high or extremely low. They reasoned that some achievement motivated subjects sought to be independent from the ambiguous situation in order to be successful in the competition, while others with similarly strong achievement motive chose to conform because they had to rely on the judgments of other people for valid information.

Walker and Heyns asked each of their subjects to pick up a friend and to come to the experiment with him as a pair. As soon as they arrived, the pairs were separated. The subjects were then asked to work in an experimental situation in which should a subject increase his productivity and win in the competition his group would lose, but, inversely, should he decrease his productivity and lose in the competition his group would win. In the course of the work, each subject received from his pair a written request to slow down. This was intended to maximize the conflict between the need for achievement which could be satisfied by trying hard to win in the subject's own group and the need for affiliation. The results showed that the subjects with high n-achievement and low n-affiliation conformed to their pair's request but those with low n-affiliation and high n-achievement did not.

If we consider conformity a means to satisfy motive, it should be essential to examine the condition under which conformity can be instrumental in satisfying motive. And especially with reference to affiliation and achievement motives, the pressure source to conform should be regarded as the most important variable.

When a person with high affiliation motive, defined as it is as the concern for establishing, maintaining and restoring positive affective relations with others, yields to the pressure from his group mates, he would satisfy his affiliation motive; but if the pressure comes from other sources, his conformity would not necessarily satisfy his motive. The reason why in all the studies reviewed in the foregoing positive correlations were consistently obtained between affiliation and conformity is that the pressure to conform had its source inside the group.

On the other hand, achievement motive, defined as the concern for the competition with a certain standard of excellence, is more strongly related with conformity when a person is subjected to the pressure from an authority than when he is under the pressure from his group mates. This is because the norms held by one's group mates cannot be regarded as the standard of excellence, but those held by an authority is considered to be a standard.
of excellence to be achieved.  

On the basis of the above review, we ventured to offer the following hypotheses concerning the relationships between affiliation motive, achievement motive, and pressure source on the one hand, and conformity on the other.

Hypothesis I. Affiliation motive will be related to conformity under the interaction with the source of pressure.

Subhypothesis I-a. When the pressure has its source among group mates, positive relationship will exist between affiliation motive and conformity.

Subhypothesis I-b. When the pressure has its source in an authority, no definite relationship will exist between affiliation motive and conformity.

Hypothesis II. Achievement motive will be related to conformity under the interaction with the source of pressure.

Subhypothesis II-a. When the pressure has its source in an authority, positive relationship will exist between achievement motive and conformity.

Subhypothesis II-b. When the pressure has its source among group mates, no definite relationship will exist between achievement motive and conformity.

**Experiment I**

The purpose of this experiment is to examine whether the strength of affiliation motive affects the degree of conformity under the condition that the pressure source is found among one's group mates. In other words, it is to test Subhypothesis I-a.

**Method**

**Subjects.** Forty male and female freshmen of a university were the subjects.

**Measurement of affiliation motive.** After the conformity session, need for affiliation (called n-Aff for short) of the subject was measured by TAT method (Atkinson, 1958) using four thematic pictures. The scoring of n-Aff was taken independently by two experienced scorers. The correlation between their scorings was above .90.

**Experimental materials used in the conformity session.** Eighteen sets of three pictures each drawn by elementary school children were prepared. The three pictures of each set were on the same subject and marked with the letters, A, B, and C.

**Procedure of the conformity session.** All subjects were assembled in a room and given explanation that the experiment was intended to examine the relationship between the students' creative and appreciation abilities in painting, and each of them was handed a "picture judgment sheet". To them the following instruction were given by the experimenter: "On the screen eighteen sets of pictures will be projected in succession. Each set is made up of three pictures drawn by school children on the same theme. You are asked to select the one which you consider the best of the three pictures and check the mark of that picture, A, B, or C, on the first column in your sheet." The subjects watched the eighteen sets of pictures one by one and put their judgments on their sheets.

After one week, the subjects were assembled again and each was given the same sheet as before, but one of the letters for each set in the second column was marked with an asterisk. The subjects were told that the pictures marked with asterisks were those which had been judged to be the best ones by 75% or more of the subjects in the former session. This was a false information purposely given to the subjects with the objective of pressuring them by what was purported to be the standard judgment of the group. The "standards" offered were so devised as to make the half of them to agree, and the other half to disagree, with the average subject's judgments in the first session. This was a false information purposely given to the subjects with the objective of pressuring them by what was purported to be the standard judgment of the group.

The "standards" offered were so devised as to make the half of them to agree, and the other half to disagree, with the average subject's judgments in the first session. Then they were asked to give their judgment again in the third column of the same sheet.

**Results**

**Grouping of the subjects by n-Aff scores.** The TAT n-Aff scores of the subjects were distributed from 0 to 11, with 5 as the
TABLE 1
Mean conformity ratios of high- and low-affiliation group

<table>
<thead>
<tr>
<th>n-Aff</th>
<th>High</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>23</td>
<td>17</td>
</tr>
<tr>
<td>Mean (%)</td>
<td>22.9</td>
<td>15.0</td>
</tr>
<tr>
<td>SD</td>
<td>14.3</td>
<td>13.7</td>
</tr>
</tbody>
</table>

median. So the 40 subjects were divided into two groups: That is, the high n-Aff group of 23 subjects whose scores were 5 or more and the low n-Aff group of 17 subjects whose scores were less than 5.

Effects of n-Aff on conformity. The degree of conformity of each subject was assessed by the ratio (in percentage) of the number of pictures for which he changed his judgment in the second session so as to fall in with the alleged standard judgments, to the total number of pictures for which his judgments in the first session differed from that standard.

In Table 1, which compares the conformity ratios of the high n-Aff and low n-Aff groups, the mean conformity ratio of the former is 22.9%, while that of the latter is 15.0%. The difference between the means of the two groups is not significant by t-test, but still the high n-Aff group tends to show the higher degree of conformity ($t=1.732$, df: 38, $p<.10$).

EXPERIMENT II

Initially we intended to make separate experiments on Subhypotheses I-b, II-a and II-b, too, by establishing appropriate experimental conditions for each of them, but eventually we gave up the idea, because it would be impossible to analyze the interactions of various factors among several groups of subjects in these experiments, and also because the large number of subjects employed in the experiments on all these subhypotheses would necessarily make the procedure too cumbersome and rather inefficient. Instead, we designed Experiment II which would enable us to examine all of the Subhypothesis I-a, I-b, II-a and II-b.

In other words, this experiment was so planned as to examine the effects of affiliation motive, achievement motive, and pressure source, respectively, as well as the effects of their interaction upon conformity. In short, its purpose was to examine both Hypotheses I and II, including their subhypotheses.

Method

Subjects. Seventy-five female students of a junior college were divided into two groups: That is, A-group of 37 subjects who were to be subjected to the pressure to conform from an authority equipped with expert knowledge and M-group of 38 subjects who were to be put under the pressure from their group mates. The experiments with these two groups were held on different days.

Measurement of affiliation and achievement motives. The n-Aff and n-Ach were measured by TAT method using four pictures (Atkinson, 1958). The scoring was taken independently by two experienced scorers. The correlation between their scorings was above .90.

Experimental materials used in the conformity session. The same materials as in Experiment I were used except that the standard judgments presented were different as shown below.

Presentation of the standard judgments to A- and M-group. For the source of pressure for A-group, the judgments allegedly made by five art teachers were used. The pictures judged as the best by those fictional teachers were marked with asterisks on each subject’s judgment sheet when it was returned to her at the beginning of the second session.

On the other hand, the experimenter explained to the M-group that the pictures whose letters were marked with asterisks were those that had been judged as the best by 75% or more of the group members in the previous session. Those standards that were purportedly based on the judgments by either an authority (a group of five art teachers) or the majority of the M-group were in point of fact false pieces of information prepared...
Results

Grouping of subjects by n-Aff and n-Ach scores. The n-Aff scores of all the 75 subjects were ranged from 0 to 9, with 3 as the median. They were divided into two groups: That is, the high affiliation group of 41 subjects who scored 3 or more and the low affiliation group of 34 subjects who scored less than 3.

As for the n-Ach scores of the subjects, they were ranged from -4 to 12, with 3 as the median. They were accordingly classified again into two groups: That is, the high achievement group of 38 subjects who scored 3 or more, and low achievement group of 37 subjects who scored less than 3.

Table 2 shows the divisions of the subjects according to the various combinations of the three different factors, affiliation motive, achievement motive, and pressure source.

Effects of n-Aff, n-Ach and pressure source on conformity. The degree of conformity of each subject was assessed by the ratio (in percentage) of the number of the pictures for which she changed her judgment to agree with the purported standard to the total number of pictures for which her judgments in the first session differed from those of the standard.

Table 3 shows the mean conformity ratios of the eight divisions of subjects in Table 2, and Table 4 gives the analysis of variance of the data given in Table 3. As Table 4 shows, each of the three factors, n-Aff, and n-Ach, and pressure source, individually has statistically significant effects on the conformity ratios. In other words, as concerns the pressure source, the conformity ratios of A-group (authority) is higher than that of M-group (group mates), while, as concerns n-Aff and n-Ach, high-groups reveal higher conformity ratios than low-groups.

Table 4 also shows that there is a significant interaction between the pressure source and n-Aff.

Interaction between pressure source and n-Aff. In order to assess more precisely the effects of the interaction between n-Aff and pressure source on conformity, comparison was made between the conformity ratios of the high and low affiliation groups in A- and M-groups, respectively. Table 5 compares the conformity ratios under the condition that the pressure is exerted by group mates (M-group), while Table 6 compares the conformity ratios under the condition that it comes from an authority (A-group).

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**Table 2**

Divisions of the subjects

<table>
<thead>
<tr>
<th>Pressure source</th>
<th>A-group</th>
<th>M-group</th>
</tr>
</thead>
<tbody>
<tr>
<td>n-Aff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>12</td>
<td>6</td>
</tr>
<tr>
<td>Low</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>n-Ach</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>10</td>
<td>5</td>
</tr>
</tbody>
</table>

by the experimenters beforehand.

**Table 3**

Mean conformity ratios and the standard deviations of the eight divisions of subjects

<table>
<thead>
<tr>
<th>Pressure source</th>
<th>A-group</th>
<th>M-group</th>
</tr>
</thead>
<tbody>
<tr>
<td>n-Aff</td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>High</td>
<td>12</td>
<td>7</td>
</tr>
<tr>
<td>Low</td>
<td>9.8</td>
<td>9.6</td>
</tr>
<tr>
<td>n-Ach</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>49.4</td>
<td>43.7</td>
</tr>
<tr>
<td>Low</td>
<td>43.5</td>
<td>43.2</td>
</tr>
<tr>
<td>Mean (%)</td>
<td>9.8</td>
<td>9.6</td>
</tr>
<tr>
<td>SD</td>
<td>43.5</td>
<td>43.2</td>
</tr>
</tbody>
</table>

Note: The variance of all the cells did not significantly differ according to Bartlett's method ($\chi^2 = 5.33, df: 7, p > .50$)
Affiliation Motive, Achievement Motive, and Pressure Sources on Conformity

### Table 4
Analysis of variance on mean conformity ratios

<table>
<thead>
<tr>
<th>Source</th>
<th>SS</th>
<th>df</th>
<th>MS</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Pressure source</td>
<td>595.44</td>
<td>1</td>
<td>595.44</td>
<td>5.54*</td>
</tr>
<tr>
<td>B. n-Ach</td>
<td>656.47</td>
<td>1</td>
<td>656.47</td>
<td>6.01*</td>
</tr>
<tr>
<td>C. n-Aff</td>
<td>1806.16</td>
<td>1</td>
<td>1806.16</td>
<td>16.53**</td>
</tr>
<tr>
<td>D. A × B</td>
<td>158.95</td>
<td>1</td>
<td>158.95</td>
<td>1.45</td>
</tr>
<tr>
<td>E. A × C</td>
<td>918.05</td>
<td>1</td>
<td>918.05</td>
<td>8.40**</td>
</tr>
<tr>
<td>F. B × C</td>
<td>9.34</td>
<td>1</td>
<td>9.34</td>
<td>&lt;1</td>
</tr>
<tr>
<td>G. A × B × C</td>
<td>196.83</td>
<td>1</td>
<td>196.83</td>
<td>1.80</td>
</tr>
<tr>
<td>Error</td>
<td>7313.19</td>
<td>67</td>
<td></td>
<td>109.21</td>
</tr>
</tbody>
</table>

* p<.05  
** p<.01

### Table 5
Mean conformity ratios of M-group

<table>
<thead>
<tr>
<th>n-Aff</th>
<th>High</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>21</td>
<td>17</td>
</tr>
<tr>
<td>Mean (%)</td>
<td>46.8</td>
<td>32.8</td>
</tr>
<tr>
<td>SD</td>
<td>9.4</td>
<td>12.9</td>
</tr>
</tbody>
</table>

### Table 6
Mean conformity ratios of A-group

<table>
<thead>
<tr>
<th>n-Aff</th>
<th>High</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>20</td>
<td>17</td>
</tr>
<tr>
<td>Mean (%)</td>
<td>46.9</td>
<td>43.4</td>
</tr>
<tr>
<td>SD</td>
<td>11.5</td>
<td>7.8</td>
</tr>
</tbody>
</table>

Figure 1, which gives a graphic representation of the interaction between n-Aff and pressure source, shows that, under the pressure from group mates, the high affiliation groups have significantly higher conformity ratios than the low affiliation groups (t=3.72, df: 36, p<.01), while, under the pressure from an authority, the differences in conformity ratios are statistically insignificant (t=1.03, df: 35, n.s.).

### DISCUSSION

Experiments I and II support Hypothesis I including its subhypotheses. Since Table 3 shows that the effects of the interaction between pressure source and n-Aff on conformity is statistically significant, Hypothesis I can be considered to have been verified.

Although we tried to demonstrate directly by Experiment I that positive relationship exists between affiliation motive and conformity under the condition that the pressure comes from group mates, we failed to obtain statistically significant results that the high affiliation group is more conforming than the low affiliation group (Table 1). Since the significance of the differences in conformity ratios between the high and low affiliation groups...
is under $p < .10$, however, it can at least be maintained that the former is more inclined to conform than the latter. On the other hand, as Table 5 shows, we could obtain by Experiment II statistically significant results ($p < .01$) that, when the pressure comes from group mates, the conformity ratio of the high affiliation group is higher than that of the low affiliation group. We can therefore conclude that Subhypothesis I-a was verified by both Experiments I and II. Thus the results obtained by these experiments regarding the positive relationship between affiliation motive and conformity are consonant with those obtained by other studies.

Subhypothesis I-b can also be said to have been supported, because, as Table 6 shows, no statistically significant differences are found between the conformity ratios of the high and low affiliation groups under the condition that the pressure comes from an authority.

In the situation where they are pressured by their group mates, the affiliation motivated persons, who are concerned with harmonizing with the group, can be impelled to conform by the following two psychological mechanisms: Namely, by the affiliation-maintenance and recovery mechanism which reduces, by conforming to others, interpersonal tensions caused by conflicts of opinions on one hand, and, on the other, by the affiliation-enhancement mechanism which strengthens, by conforming to others, interpersonal relations. These two mechanisms are not separately perceived in the conformer's consciousness, but they rather function compositely. But in a person's process of conformity, either of the two can become more dominant than the other: Namely, the affiliation-maintenance and recovery mechanism can be more dominant in the case of a conformer who has high anxiety, while the affiliation-enhancement mechanism can function more markedly in the case of one with low anxiety. In any case, in the situation where the pressure has its source among group mates, the high affiliation motivated individuals display stronger tendency to conform than the low affiliation motivated.

On the other hand, submission to an authority does not so much satisfy affiliation motive as submission to the influence of group mates. Naturally, the strength of one's affiliation motive does not necessarily affect the degree of conformity to the pressure from an authority.

Since, in Table 3, the effects of the interaction between pressure source and n-Ach is not significant, Hypothesis II is not supported. At the start of this study, we surmised that a standard offered by an authority would be more easily accepted by the subjects as an excellent one, but this experiment showed that whether a standard is regarded as excellent by them is not determined by the difference in pressure sources.

Table 3 also shows that each of the three factors, pressure source, affiliation motive, and achievement motive, can independently affect conformity. With regard to pressure source, apparently the one from an authority was more effective than the one from group mates. This was probably because of the nature of the task given to the subjects in our experiment. The subjects who were unaccustomed to judging the workmanship of children's pictures should have naturally been influenced by the judgments allegedly given by art teachers than those by the group mates who were nonprofessionals.

As far as the effects of achievement motive on conformity is concerned, our results differ from those of McClelland. In the kind of experiment as ours, however, conforming to the standard means in a sense giving a right judgment to the subjects no matter who gives the standard; in other words, it would satisfy their achievement motive to reach the right judgment of an unfamiliar task. This must be the reason why in this study the high achievement group was more con-
forming than the low achievement group.

The n-Aff highs in both A- and M-groups as well as the n-Aff lows in A-group displayed similarly high rates of conformity, but, in contrast with them, the n-Aff lows in M-group showed a very low conformity rate (Fig. 1). This difference between the n-Aff lows in A-group and those in M-group presumably may indicate that persons with low n-Aff are influenced by the pressure from group mates in a very small degree.

It has been generally considered that the conformity rate viewed from affiliation motive is positively correlated with the pressure from group mates. These findings may reflect the fact that persons with low n-Aff are extremely non-conforming rather than the fact that those with high n-Aff are highly conforming.

REFERENCES


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Exline, R. V. 1962b Need affiliation and initial communication behavior in task oriented groups characterized by low interpersonal visibility. Psychological Reports, 10, 79-89.


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