



Legitimacy and Compliance

Subject : Public Sector Accountability
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5 Basis of Power

1. Coercive power
2. Reward power
3. Legitimate power
4. Expert power
5. Referent power

Accountability Systems



Types	Analogy	Relation Basis
Hierarchical	Superior / Subordinate	Supervision
Legal	Regulator / Executor Leader / Agent	Fiduciary
Professional	Expert / Commoner	Acknowledgement of expertise
Political	Constituent / Representative	Responsiveness

Source: Romzek & Dubnick, 1997

Multi-Perspective Framework on Legitimacy (McGarvey, 2001)



1. **Traditional Perspective;**

Each official is technically accountable, through the hierarchical structure of the bureaucracy (i.e. Weber), to elected parliament members, and to the citizenry at large.

2. **Democratic Perspective;**

It highlight both representative and participatory forms of democracy as channels for holding public administration to account.

3. **Professional Perspective;**

He or she once licensed by training into professional knowledge and values, becomes the guardian of the standards, values, and innovation in his or her chosen profession.

4. **Managerialist Perspective;**

More effective management, choice, empowerment delivers more responsive and accountable public services.

5. **Governance Perspective;**

To understand the process of governance, one must widen the spotlight to encompass the networks of other bodies involved in the process.

6. **Regulatory Perspective;**

There are numerous regulators inside the government; public auditors, professional inspectorates, ombudsmen. Regulatory capacity ties in quite neatly with the needs for democracy.

7. **Rational Choice Perspective;**

It highlights the potential of public administrators to evade traditional, democratic, professional, managerialist, governance and regulatory channels of accountability.



Normative Aspects In Public Decision Making

1. Pervasive aspect; accountability to public benefit.
2. Limited aspect; responsibility on individual and/or organisational productive activities.

TYPES OF ACCOUNTABILITY

(Stewart, 1989)



1. ***Policy Accountability***; it is related to policy choices being made by decision makers.
2. ***Program Accountability***; on the achievement of objectives, results and its effectiveness.
3. ***Performance Accountability***; on the performance or task undertakings on public service delivery.
4. ***Process Accountability***; on the process, procedures, and other measurements appropriate for certain actions.
5. ***Probity and Legal Accountability***; on the use of funds and public budgets or compliance on relevant regulations.



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THANK YOU

