



Power, Compliancy and Ethical Legitimacy

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What Is Power...?

“The individual/personal capacity to influence the behaviour of others so that they act in accordance with his/her wishes”.



5 Basis of Power

1. Coercive power
2. Reward power
3. Formal / Official power
4. Expert power
5. Referent power

Coercive Power



Adolf Hitler
(Germany, 1945)

Starvation under Nazi's Coercive Power...

Jews Concentration Camps





... and Zionists have been slaughtering
Palestinians. The vendetta..?





Joseph Stalin
(Soviet Union, 1933)



All kinds of weapons have been used...





Idi Amin (Uganda, 1977)



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 highlights 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

