

# Compliance and loyalty

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PER MORTEN SCHIEFLOE

Kaffe & campus 02.11.23

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# Main points from Denman (2005)

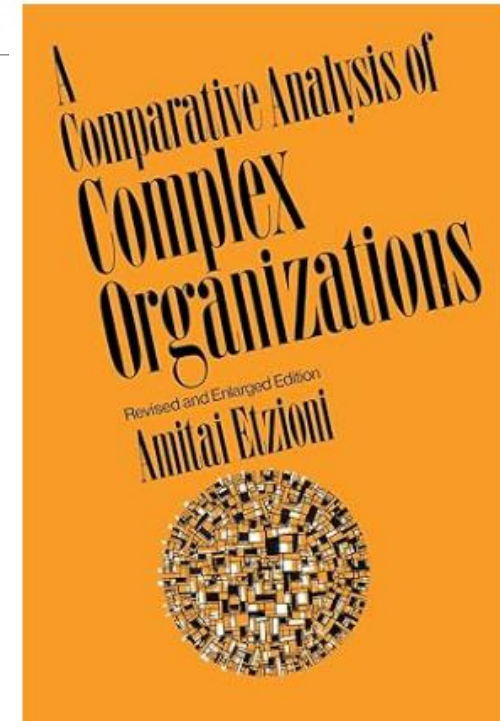
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- Higher education have needed to respond to the increased market orientation of modern government, to increase their political accountability (NPM)
- Universities have become increasingly business and customer-oriented
- From this follows a transition from collegial decision-making to a kind of corporate management
- Universities have become a quasi-marketplace competing not only for students, (and for research grants) but also at an international level

# Back to the classics

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- Amitai Etzioni (1929-2023)
- A Comparative Analysis of Complex Organizations. On Power, Involvement and Their Correlates (1961)
- Compliance: a relationship consisting of the power employed by superiors to control subordinates and the orientation of the subordinates to this power
  - Structural dimension – the distribution of power
  - Motivational dimension – the differential commitment of actors to the organization
- Compliance as a base for comparison



# Power

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- Power differs according to the means employed to make the subjects comply.
- In organizations we find three main types of power:
- *Coercive power* - rests on the application of or the threat of application of physical sanctions
- *Remunerative power* – based on the control of material resources and rewards
- *Normative power* –rests on the allocation and manipulation of symbolic rewards and deprivations (persuasive, manipulative, suggestive)

# Involvement

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- The evaluative orientation of an actor, characterized in terms of intensity and direction – ranging from high to low
  - Positive involvement = commitment
  - Negative involvement = alienation
- *Alienative involvement*: intense negative orientation
- *Calculative involvement*: negative or positive involvement of low intensity, predominant in business and exchange
- *Moral involvement*: a positive orientation of high intensity
  - Internalized norms
  - Social commitment

# Compliance relations

**Power**

**Involvement**

Alienative

Calculative

Moral

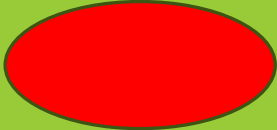
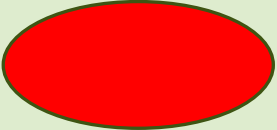

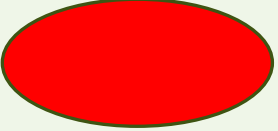
Coercive

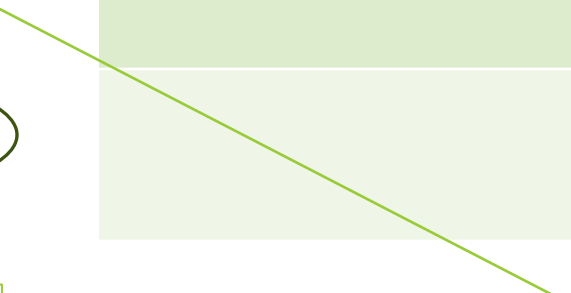
Remunerative

Normative

Leadership

Management



# Management - leadership

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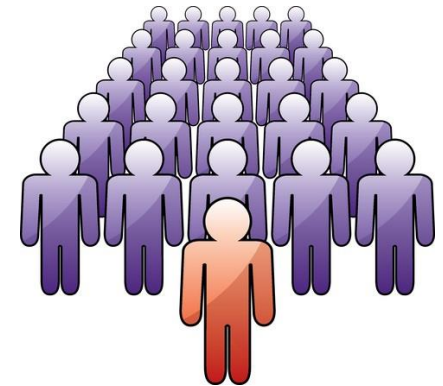
Management - styring – innebærer å fatte beslutninger om organisering, arbeidsdeling, ressursallokering og investeringer

- Forutsetter makt, som delegeres ovenfra
- Makt: evnen til å kontrollere andres atferd, også mot deres vilje

Leadership - lederskap

“the ability of an individual to influence, motivate, and enable others to contribute towards the effectiveness and success of the organizations of which they are members”. (House et al 2004:15)

- Bygger på uformell autoritet, som tildeles nedenfra, og som bygger på tiltro og tillit



# Styring, lederskap og beslutninger



## STYRING

Administrasjon  
Planlegging  
Makt og lydighet  
Kontroll

Teknisk-økonomisk tenkning  
system/fabrikk  
formelle strukturer

Teknisk validering  
eksterne/ekspert-  
begrunnelser

## LEDERSKAP

Visjoner  
Kommunisere  
Motivere  
Skape engasjement

Sosial og symbolsk tenkning  
mennesker  
fellesskap/kultur

Sosial validering  
-oppfattes som  
«riktig»



beslutninger

