

Abstracts

Temanummer: Den danske offentlige forvaltning i forandring

Organizational changes: A view on the literature on the content of organizational changes, their context and change processes

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The aim of this article is to give a broad introduction to the literature on organizational change and provide practitioners with a deeper understanding of organizational change enabling them to analyze and address organizational changes. On that basis it is discussed what organizational change is, how the context affects organizational change, and what managers should be aware of during the organizational change process? The article shows that organizational changes are complex phenomena that vary in their content, scope and tempo, as in the way they are initiated and decided. Moreover, the article shows that organizational changes are adopted and implemented in organizations characterized by different outer and inner contexts and different change recipients with importance for the change. Finally, the article shows that it is important to be aware of the management of the change process, the change recipients' reactions to organizational changes and the antecedents of their reactions.

Digitalizing the Danish Public Sector: Where are we Heading?

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The Danish public sector has undergone a number of large-scale digitalization reforms over the last decades. These have made a decisive contribution to changing the public sector from the inside as well as from the outside. From being a primarily internal matter between ministries, governments, administrations and municipalities, digital platforms have increasingly become a premise for the interaction with citizens. In this article, we describe how digitalization reforms have developed since the early 1990s and show how these have contributed to influencing the interaction with citizens in the public sector. Based on these descriptions, we reflect on some of the inherent dilemmas that are created in on-going efforts to digitalize the public sector. We also discuss how digitalization relates to existing management reforms. Overall, the article contributes to research on public administration and the welfare state. We show how digitalization has had a profound impact on the Danish public sector.

Rational Illusions. An Analysis of the major reforms of the Danish Tax Agency

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Back in 2005, a majority in the Danish parliament decided two major and large scale reforms of the Danish Tax Administration. The goal was efficiency gains of up to 40 percent on tax administration and the central means were a centralization, a merging, and a digitalization of the Danish tax administration. In addition, it was

estimated that the reforms would be fully implemented by the end of 2009. It did not turn out that way. In 2015, the Danish tax administration had basically collapsed in vital areas and it was decided to start all over again. In this article, we look at the central decisions, the preparation of the decisions, and the subsequent and failed implementation of major parts of the reforms. Theoretically, we compare the process with the recommendations from literature on public organizations and bounded rationality on how to do viable and workable reforms in the public sector.

Does it make sense? The middle manager's defining role in organizational changes

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An essential aspect in successful organizational change is related to how the affected individuals perceive the change, i.e. what does the change mean for me and my organization. When implementing top management initiated changes, the middle manager has an important role, as both change recipient and change agent. The empirical case in this article is the implementation of goal regulation boards (målstringstavler) in SKAT in 2016, where 21 semi-structured interviews were conducted. Building on a sensemaking perspective, this article illustrates how middle managers' change recipient role, i.e. their perception of the top management's initiated change, is important for their change agent role, i.e. their active con-

tribution to the implementation of the change. In conclusion, empirical illustrations demonstrate how the middle managers' change sensemaking influences their change implementation and sensegiving to the employees.

Populism in Europe: A threat to liberal democratic institutions?

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We investigate whether populist parties, once they have gained political representation, use their power to limit the ability of democratic institutions (i.e. the legislature, the judiciary and other oversight agencies) to hold the government accountable and thus decrease horizontal accountability. Our study is based on Mudde's (2004) definition of populism as a 'thin-centred ideology' emphasising the distinction between the 'pure people' versus the 'corrupt elite'. We identify 85 populist parties in 31 European countries and their political representation (ParlGov) for each national election 2000-2017. We link this information with data (V-Dem) on each country's horizontal accountability and conduct regression-analysis with fixed effects on country-level. We find that populist parties in government have a statistically significant negative effect on the level of horizontal accountability. The effect increases when populist parties function as leader of the government coalition. The results are robust across different geographic areas and coding strategies identifying populist parties.