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Research paper



Professionalism is the Key to Create Public Value

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Abstract

Public value is a new and important concept in the public management research. This concept give a new idea of public management with theme of peoples first approach to facilitate them. Public value creation is the main concern of public mangers in today's public sector organizations. Public value is based on three building blocks of public value that are services, trust and social outcome. Professionalism is an esential requirement to achieve these building blocks of public value. A professional public manager by virtue of his possition will be in a better position to create public value. The important attributes of a professional public manger includes honesty, competency, accountability, self regulation and specialized knowledge of his field and duties. These attributes of public managers will create public value and ultimately establish the trust of public on the organization and as a result, the country will become a welfare state.

Keywords: *Public value, Professionalism, Services, Trust, Societal Outcome.*

1. Introduction

Recently, substantial number of researchers from all over the world have been focusing on the study of Public Value (1-5). The foundation of public value is based on Harvard's Professor Mark Moore's seminal book Creating Public Value (6) in which he stated that fundamental function of public manager is to create public value by satisfying individual and collecting desires of public.

The concept of public value was represented in reaction of neoliberalism by emphasizing that public sector is responcible to create value for its citizen. In a public organization public manager tries to find new ways of their activities and practices by adding values to produce public services. Some governments and academician adopted the concept of public value to overcome the drawbacks of traditional bureaucracy and New Public Management and in response to the these drawbacks to develop an alternative model of governance. Public value management is based on the democratic processes to explain the true spirit of public action and combat against the failures of the public sector. The followers of public value not only focus on efficiency and to achieve goal but also emphasise to fulfil the expectations of society (7).

Professionalism of public managers compeled them to acquire specialised skills that empower them to apply knowledge and abilities to provide better services and establish the trust of public on public organization. Professionals learn how to behave competently and make sense of specific situations to react wisely. These expertise is not only a practical knowledge and skills but also includes behavioral skills that compel professional managers to treat public appropriately and correctly. They establish the skils to act, speak, and dress up professionaly, even they remain strict to these skills when they do not deal with public. Professionalism guide them how to control themselves in a worst conditions and follow the disciplinary control of professional practices precisely and efficiently (8).

All these qualities of professional managers are very much important for the public value creation in the public organization. Through their professional commitment they achieve socially desirable outcome by providing efficient and effictive services and ultimately establish public trust in the organization.

2. Literature Review

2.1. Public Value

The concept of public value was introduced (6) in response to neoliberalism. Moore emphasize that the public sector is responcible to create value. Public organization should encourages those public manager who do their activities and processes to provide better public services, and to find ways to add value. Concept of public value has been adopted by some governments and the academic world as an alternative model of governance against the traditional bureaucracy and New Public Management. The basis of public value management is on a democratic processes and it define the meaning of public action to curtail the failures of the public sector (9). Supporters of public value not only pursuing effectiveness, but also give emphasis to meet the expectations of society. This theory is not only in reaction for the failure of NPM but also considered citizens' preferences (10).

Moore presented a model of public management that public managers play an important role to designs and implements strategies to create public value (6). This model is constructed on three interdependent and essential processes. First, the public value must be clearly and specifically define its impacts as expected by the public. Second, there should be a legitimate power to the public manager and he should have full support from his colleagues and subordinates to implement constructive strategies. Third, these strategies should be operationally achievable. It is necessary to enhance the operational capacity to control the operational resources (finances, human resources, skills and technologies).

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Moore combine all these three processes together in the form of a strategic triangle.
Mendel & Brudney (11) argued that Philanthrophic attitude is considered as best in the business of creating public value. The public value framework require entrepreneurial skills of public managers in their work, these skills help them to discern and create what is valuable for the citizenry (12). Collaborative partnerships between public officials and different groups in society are also justified by Moore's concept of public value (13). According to (14) management control system which consists of organizational culture, organizational structure and core control system plays an important role in creating public value in the organization. (15) emphasize that organizations should establish an environment in which public value can be created and (16) emphasized that ethical culture is positively related to create public value in public sector orgaqnization. (17) established that the public value concept is not clear and required further discussion and research to reach on some conclusion.
Public value creation is most debated issue of public management researchers and their focuse is on how to create public value. According to (6) the core function of public managers is to create public value. (18) suggest that networkin within the public sector organizations with other public sector organizations and private sector organizations is alos very important to create public value. According to (19) leadership of an organization play an important role to solve the problems, improve efficiency, effectiveness or fairness of public services and ultimately create public value. (20) argued that government create public value by managing risks and promoting stability. Moore's concept of public value defends public officials collaborative partnerships with other groups in society to provide better services to the public (13). Pandey et al. (21) proved that transformational leaders' has ability to influence and instill important public values directly into followers. (22) urged the researchers to conduct research work to find out that who is responsible to create public value.
The approach postulates that public value creation should be the main objective of public managers, analogue to shareholder value maximization in the private sector (23). Public Value is a philosophy of public management in which compel the public managers to think and act strategically for creating public value (24).

2.2. Professionalism

Professionalism is defined as to provide organizational services to customer in a standardized and approved practice (25). Professionals should have freedom to take on spot decisions to handle difficult tasks. Specialized knowledge is the key aspect of professionals. They make efforts to develop and improve their skills by making it their deep personal commitment, and make efforts to get professional certifications that prove their professional knowledge. They're reliable, and man of the words. They know, how to manage the difficult tasks and situations. If there is a situation where they are unable to fulfill their promise then they handle it competently and diplomatically to make the situation right.
Honesty and integrity are important qualities of professionals. They are commited to fulfill their promises, and they can be trusted implicitly because of this. They are strict to follow their values, and always try to do the right thing, even it will be difficult for them. Above this, true professionals are humble and able to handle the difficult situation. They do not feel ashamed to take help from others. They always ready to accept the challenges and did not hesistate to accept the project or job that falls outside their scope of expertise. They are true learner and do not feel ashmaed to learn new things and skills from others. Whenever they feel that they are in a critical situation and don't know how to handle it then they immediately ask for help from others even from their subordinates (26).
According to Schön (27), professionals are brave enough to accept their mistakes and whenever they commit any mistake they immediately admit it and hold themselves accountable for their thoughts, words, and actions. This personal accountability is reflection of their honesty and integrity, and it's a essential element of professionalism. In any difficult situation, they do not get upset or angry but they remain calm and follow business-like attitude to show a true professionalism, and put their evey effort to make the situation right.
Professionalism is required a strong commitment of public managers to act according to the best of public interest. Professionals are expected to become a service ideal of juniors and ordinary public by focusing on the common good and show a strong commitment for high service quality (28). It is pointed that professionalism is an important phenomenon and that doesn't confined to knowledge, but it is a vast and comprehansive requirements like behaving respectfully and follow the rules and regulations. Behaviour of professional managers should be guided by the spirit to do everything for the public interest. Their decisions are not diverted by the short term pressure and they tackle such situation skillfully and professionally to safe the interest of organization (29).

2.3. Professionalism and Public Value

Public organization have to do many things that can be valued by the public but most important values for the public are considered as the building blocks of public value (30). Figure 1 shows these three building of public value that are to deliver quality public services, socially desirable outcome and development of public trust in government. These three sources of public value provide the public managers with the foundation for new ways of thinking about the value they create for their citizens (31).
Kelly et al. (30) highlighted the usefulness of the Public Value concept to advance public policies and the relationship between government and citizens. Therefore, the sources of public value creation identified by (30) are useful to investigate the Public Value (32).

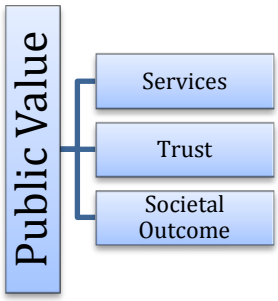


Figure 1: Public value Framework

Adapted from Kelly et al. (30)

The level of service quality delivered by public administration is the reflection of value created by government through services. The quality of a provided services is dependenet on a number of factors including service availability, satisfaction levels with services, importance of services offered, fairness of service provision, and cost (30). A professional public manager will be in a better position to deliver these kind of services to the public. Professionalism will increase their commitment level with the public and organization. Professionally strong public managers will always try their best to achieve socially desirable outcome from provision these services to establish the public trust on the organization and particularly on the government.
These sources of public value are acheivable through professionalism. A professional relationship between public manager and public involves mutual trust based on the service commitment of managers to the public. The professional disclose all relevant information to the public bt trusting that they will not misuse these information. Similarly, public trusts the professional because they consider them educate, members of a professional body, standards

of practice, and services, etc. The professional focuses on to do their tasks for public interests and gives high quality services in a professional manner to fulfill the requirements public's needs. Public trust is often based on personal recommendation. However, even in the absence of personal recommendation or individual experience, trust can be based on the assurance of quality services (33).

Furthermore, it is the professional requirement of public managers to bring the societal outcome after establishing the trust of public on the public organization. Professionalism and societal outcome are interrelated constructs to add value for the common man. Societal outcome is considered as an component and an result of professionalism, which points to the potential duality of these cconcept. That is, socially required behavior is not only a professional attribute but also a valued course of action for public managers (34). The major attributes of professionalism include intellectualism, a code of ethics, a comprehensive self-governing organization, greater emphasis on public service than on self-interests, and being guided by altruism.

Professionalism in public organization always required to maintain organization's long-range stability and congruence with a changing social environment. It is ethical obligation of a public manager to serve the public interest then it will be accepted as a legitimate profession by society (35). To serve the public in a socially responsible manner is an important step to attain professionalism in public organization.

There are different views about professionalism as some scholars says that professionalism in emphasizing on intelligence or education; however, some give priority to the temperament of the managers to treat with ordinary public. There are three kind of values between an organization and its publics and is defined as an arrangement between individual, organizational, and social values.

Public managers are always encourged to bring societal outcome from their services and actions. It is considered that all businesses in a democratic society commence with public consent and exist by public to set a social trends (36).

3. Conclusion

Public value creation is an important topic of recent research in the field of public management. Most of the researchers are discussing that how public value can be created in the public organization. This study review the literature on the topic of public value and professionalism and found that both are interlinked. This study revealed that professionalism is an important prerequisite for public managers to create public value. Professional managers are important to achieve all the three building blocks of public value. Professionalism compel the managers to provide better and efficient services to the public and they disseminate these services in such a professional manaers to achieve social desirable outcome. At the end through their services and societal outcome they become able to establish the trust of public on the organization.

3.1. Theoretical Implications

This study enhance the literature in the field of public administration by establishing the relationship between public value and professionalism. There is lack of existing literature on the relationship of professionalism with public value. This study review the existing literature and provide a new horizon to the researchers about the importance of professionalism in creation of public value

3.2. Policy Implication

The findings of the current study also relevant to government level policy to monitor and control country's progress and aim to provide a better future to its citizens. This policy aims to ensure good governance and to strengthen the public sector institutions.

Thus, the findings of the current study can be useful for the government to encourage professionalism in public sector organization for implementation and creation of public value. The government should take the initiative to provide empowerment, information, training and professional skills development to human factors to create public value.

3.3. Limitation and Future Recomendation

This study gives a very comprehensive review of the literature on the relationship of professionalism and public value and established that these two constructs are interrelated. The existance literature justified the relationship of professsionalism and public value but there are some limitation of this study as well. This study only discuss the existing literature and didn't provide any empirical evidance to prove that the relatioship between professionalism and publc value.

It is suggested for future researchers to empirically validate this study by using some statistical techniques. It is also advisable to conduct the research in different public sector organization to validate the relationship between profesionalism and public vaue.

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