



Research on the Optimization Path of China's Digital Government Governance--Analysis Based on the Triangular Model of Public Value

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Abstract. With the development of information technology, China's digital government governance has gradually penetrated into all aspects of social governance and the intrinsic fit between public value and digital government governance also shows that public value has new revelations for digital government governance, which provides a new direction for our research on digital government governance. However, in the process of coupling digital government governance and public value, there are problems such as digital government governance is not matched with public value, there is no complete institutional support and digital technology needs to be further strengthened. Therefore, according to the strategic triangle model of public value, suggestions are made from three aspects, namely, public value, legitimacy and support, and operational capacity, to think about the optimal practical path to achieve digital government governance.

Keywords: Digital government governance; Public value; Strategic triangle model of public value

1 Introduction

With the vigorous development of new generation of advanced information network technology, countries have accelerated the pace of using advanced information technology network in government governance. 2017 for the first time in the official documents of artificial intelligence, digital economy, digital home and other related terms. 2019 October China for the first time put forward to “promote the construction of the digital government, establish and improve the use of the Internet, big data, artificial intelligence and other technical means of administrative management system rules”, a number of provincial local governments based on the central documents to start the process of digital government construction. Artificial Intelligence and other technological means for administrative management”, and several provincial local governments started the process of digital government construction based on the central document. 2022 In June 2022, in the Guiding Opinions on Strengthening the Construction of Digital Government, the State Council made arrangements for proactively adapting to the trend of the new round of scientific and technological revolution and industrial

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change, and comprehensively leading and driving the development of the digital economy, the construction of the digital society, and the governance of the digital government. and digital government governance was deployed. Promoting digital government governance is an important initiative to improve national strength and build a civilized and secure society, which has a significant impact on our country becoming a world power. Introducing public value into the analysis and research of digital government governance helps to examine various problems in digital government governance from the perspective of public value analysis, so as to propose more valuable strategies for digital government construction. Based on the “public value triangle model”, this paper re-examines the problems in digital government governance from the perspective of public value analysis, and explores effective paths for digital government governance.^[1]

2 The Challenges of Public Value in Digital Government Governance

2.1 Digital Government Governance and Citizens' Values Have Not Yet Formed a Complete Matching System

Citizen's social value lack of effective expression mechanism, citizen's social value expression is not fluent making social value distortion, resulting in the loss of social value logic,^[2]resulting in the citizen's social value can not be correctly effective and complete expression; and due to the asymmetry of information between the government and the citizen and the lack of citizen's information literacy, so that the value of the digital government tends to be and the expression of the channel has not yet been a complete construction and Transmission.

2.2 The Lack of Algorithmic Laws and Regulations and the Frequent Leakage of Citizens' Privacy

A series of algorithmic problems such as algorithmic discrimination, algorithmic hegemony, and the lack of algorithmic laws and regulations affect the process of digital government construction. The lack of algorithmic laws and regulations can easily lead to the harm of citizens' legitimate rights and interests, and a series of algorithmic problems have led to the frequent leakage of personal privacy and various digital problems, and the protection of citizens' personal privacy is not effective. Personal privacy leakage makes citizens question the way they collect and use their own data, but in the era of big data, public participation in government governance inevitably requires the entry of personal information, so the management of a large amount of citizens' data has become an important issue. However, the ever-growing problem of algorithms and the government's problems in data management have exacerbated citizens' concerns, causing them to question the legitimacy of the existence of algorithms and affecting the public's level of trust in the digital government.^[3]

2.3 Lack of Institutional Support for Public Value Management in Digital Government Governance

The construction and development of digital government is forming a new model of government management, and the development of artificial intelligence also provides a new tool, but for the dissemination of values brought about by artificial intelligence, such as the dissemination of ideology manipulated to a certain extent by ChatGPT, there is no specific targeted bill in our country, which leads to the blurring of the boundaries of the management of public values. ^[4] At the same time, there is a lack of regularized intervention. The process of digital government construction is accelerating, and the value risks it brings are embedded in all aspects of digital government construction, and the traditional laws and regulations can not effectively respond to the development of information technology and the development of artificial intelligence and the formation of a progressively more complex information ecosystem, and the value risks formed therein need to be solved by the corresponding institutional support.

2.4 China's Digital Government Building Capacity Needs to be Further Strengthened

Digital technology dilemma still exists, in terms of technology, China in the Internet, artificial intelligence and other aspects of the short board still exists, facing multiple difficulties such as algorithms, arithmetic, etc., the development of certain technologies is not enough to support the further development of the construction of digital government. The low level of intelligence of the digital system suppresses the penetration of digital technology, and some complicated businesses cannot be fully digitized. At the same time, the low digital literacy of civil servants has resulted in the inefficient use of digital platforms, and civil servants with a traditional working mindset are still unable to adapt to the updated working model brought about by the construction of a digital government. Therefore, the lack of digital capabilities at the organizational and individual levels limits the public value creation ability of the digital government, and will also gradually cause public value failure.

3 The Optimization Practice Path of Digital Government Governance Under the Perspective of Public Value Creation

3.1 Adhere to the Public Value Creation Orientation

3.1.1 Real-time Grasp to Understand the Public Value of Citizens' Needs, And Provide the Corresponding Public Services.

Public value creation first involves the need to understand the public value needs of citizens, the traditional symposiums, hearings, cumbersome procedures and can not listen to all the citizens' value needs. In the process of digital government governance, it is possible to listen to citizens' public value needs in a comprehensive, real-time and in-depth manner through new technical means such as big data and the Internet, and make correlation analysis. ^[5] Accurately grasp the differentiated needs of citizens' public

value, optimize the public service process, expand the basic public service projects, so that they can better meet the public value needs of citizens.

3.1.2 Performance Evaluation of Digital Government Governance Process Based on Public Value Theory.

Under the public value management theory, whether digital government governance can effectively create public value is the key to evaluating whether a digital government can effectively provide public services and satisfy people's needs, and in order to better implement digital government governance, it is necessary to conduct performance evaluation of digital government governance. According to the understanding of the public value management theory, the public value supplied by the government is the collection of public value that citizens want the government to supply, thus, under the public value theory, the performance evaluation of digital government governance is to see whether the public value supplied by the government can satisfy the public value demanded by the citizens, and whether there is coordination and unity between the two. At the same time, China's economic and social development is not coordinated, the basic public value needs of the citizens due to different regions, different living standards there is a certain degree of variability, the establishment of public value performance assessment standards, is conducive to the analysis of the level of performance of the digital government governance in various places,^[6] so as to recognize the shortcomings of the digital government governance in various places, the improvement of digital government governance in the future to provide direction.

3.2 Enhance the Legitimacy and Support of Digital Government Governance

3.2.1 Establishing a Collaborative Governance Pattern and Fully Utilizing Social Forces.

Different from the traditional PR administration paradigm, public value management emphasizes more on the relationship between multiple subjects, and presents the characteristics of network governance among each other.^[10] Under the perspective of public value creation, digital government governance should rely on the digital government governance network formed between multiple subjects through communication and learning, so that digital government governance can obtain the support of multiple subjects. Specifically, it is mainly manifested in two aspects: first, the synergy of various departments and levels at all levels of government, as well as the synergy between various levels of government or different levels of government across geographical areas and governments, and it is necessary to break down the border barriers and data barriers between various levels of government to build a holistic government with unimpeded exchanges, organized synergies, and one government at the upper and lower levels. Secondly, the government is no longer the “helmsman” in the governance process, but should join enterprises, social organizations, citizens or other third-party organizations to realize the governance process and the results of the governance of the common discussion and sharing, to form a “government-led + social synergy + public participation” governance pattern. The government should join enterprises, social organizations,

citizens or other third-party organizations to realize the process of governance and the results of governance, forming a governance pattern of “government-led + social coordination + public participation.”^[7]

3.2.2 Integrate the Interests of Multiple Subjects and Gain Support from a Wide Range of People.

Democratic consultation, democratic supervision, democratic decision-making, etc. are the links for citizens to express their will and participate in government governance, and public administrators can use them as a path to find the collective expectations of citizens and integrate the interests of multiple subjects. By improving the channels for multiple subjects to express their wishes, the integration of the interests of multiple subjects will be reflected in the expression link. Establish a mechanism to encourage people to actively participate in digital government governance, and provide all aspects of support for citizens to participate in digital government governance through institutional improvement and technological empowerment. At the same time, optimize and refine each process link, is the interests of multiple subjects throughout the digital government governance.

3.2.3 Strengthen the Protection of Citizens' Privacy and Enhance the Credibility of the Government.

Digital government governance will certainly involve citizen information, in the high-speed and convenient, quality and quantity of the citizens to solve the problem at the same time, how to strengthen the protection of citizens' information, is a problem to be solved in digital government governance. If citizens' information is leaked, it will lead to citizens questioning the ability of the digital government, and will reduce the level of trust in it, which is directly to the credibility of the government. Currently in China's digital government governance process, about the leakage of citizens' privacy punishment mechanism is not perfect, tracking the leakage of citizens' privacy technology is not comprehensive, the problem of citizens' information leakage is endless, so that the citizens of the government's data protection ability to question, so we must pay attention to the problem of citizens' privacy leakage and personal information protection. First, from the top-level design aspect, governments at all levels have increased their efforts to combat information leakage, improved relevant legal norms, and formulated data security standards.^[8] Secondly, the power of third-party social organizations can be borrowed to set up special associations for the protection of citizens' privacy and associations specializing in the investigation of citizens' privacy leakage problems,^[9] so that the protection of citizens' privacy penetrates into all aspects of life. Thirdly, data security standards should be frequently checked and updated, loopholes in data protection should be improved in a timely manner, the security of a relevant project should be checked in a timely manner before it is put into use, and more advanced supervision and prevention and control technologies should be continuously developed for data protection.

3.3 Enhancing the Operational Capacity of the Digital Government and Making Up for the Shortcomings in Governance

3.3.1 Improve the Digital Literacy of Government Staff and Strengthen the Implementation Capacity of Personnel at all Levels in the Process of Digital Government Governance.

The implementation of the operational capacity of the digital government relies on the information skills of government staff, and at this stage, government staff are still relatively familiar with the traditional way of working, the digital government system is not fully utilized, and they lack a more systematic digital thinking and digital literacy. Therefore, senior information technology talents can be absorbed by setting up specialized jobs, and senior talents can be attracted to participate in the digital government governance system through measures such as improving remuneration and welfare benefits, so as to provide sufficient talents for digital government governance;^[10] secondly, it is necessary to cultivate the digital literacy of the government leaders and improve their digital leadership, so as to better direct and coordinate the overall digital government governance Work; can also be set up through cooperation with universities and colleges to set up specialized training centers, each year for government staff to carry out professional digital literacy training work, in order to strengthen their digital literacy and digital governance concepts.

3.3.2 Increase investment in relevant infrastructure construction and do a good job of logistical support.

The operation process of digital government governance depends on the joint protection of the three major infrastructure construction: communication network infrastructure, new technology network infrastructure construction and arithmetic infrastructure. ^[11] Increase the investment in these three parts, so that the three infrastructure construction goes hand in hand and integrates with each other, to create a perfect data industry chain, to improve the level of government informatization, to improve the data governance capacity of digital government governance from the supply point of view, and to provide perfect hardware and software equipment for digital government governance.

4 Conclusion

Public value creation emphasizes the maximization of citizens' value in governance, and digital government governance provides a new platform for public value creation; at the same time, public value creation also provides new constraints for digital government governance, so that digital government governance can better achieve the goal of "good governance". In the field of digital government governance, with the advantage of advanced information and communication technology, leaders at all levels of government should do their commanding role well, and at the same time, there should be synergy and mutual assistance among multiple subjects, so as to provide a safe and stable environment for the creation of public value by digital government.

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