

# Analysis on Efficiency Improvement Based on Government Public Decision-making

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**Abstract**—Public decision-making occupies an important position in public management. Improving the efficiency of public decision-making is an important part of China's governance modernization. To improve the efficiency of public decision-making, it is necessary to proceed from two aspects: subject and procedure. The first problem to improve the efficiency of public decision-making subjects is to improve the efficiency of government in public decision-making, and the second is to give play to the role of public participation in public decision-making. To improve the efficiency of public decision-making procedure is to standardize the procedure and make the procedure open. In the current information society, the use of smart government is also an important way to improve the efficiency of public decision-making.

**Keywords:** public decision-making, efficiency, smart government

## I. INTRODUCTION

At present, China is transforming government functions. In terms of improving the public service management system, improving the efficiency of public decision-making is an important part and the focus of the society. Improving the efficiency of public decision-making can increase the economic benefit of government input and save public resources economically, benefit social harmony politically, enhance citizens' sense of participation and ability in public management, and play a supporting role in realizing the content of the Chinese dream. Therefore, this paper believes that the introduction of efficiency as an analytical tool into the public decision-making of China's public management can reduce the negative problems of public decision-making and provide the power source for the realization of the Chinese dream.

## II. THE INFLUENCE OF SUBJECTS AND PROCEDURES ON THE EFFICIENCY OF PUBLIC DECISION-MAKING

In recent years, it has become a worldwide trend to transform government functions to create a favorable environment for development, provide quality public services, and safeguard social equity and justice. This puts forward a new direction for the public administration of our country. In public management, it is important to improve the quality of public management. Public decision-making is

the starting point of public management. Public management always focuses on the formulation, modification and implementation of public decision-making, and each specific public decision-making procedure is the corresponding public management process. "Public decision-making refers to the decision-making made by administrative agencies, social organizations and other public organizations in the management of social and public affairs, as well as the prediction and judgment of possible future situations, with the ultimate goal of putting them into practice" [1]. Therefore, the quality of public decision-making is very important to improve the quality of public management, and it is very important to improve the efficiency of public decision-making.

Efficiency is the ratio of inputs to outputs. Enterprises take the ratio of economic cost input and economic return as the decision-making target. In addition to measuring the ratio of input to output from the perspective of economy, the ratio of input to output must also be measured from the perspective of public management, in other words, the workload of public decision-making completed per unit of time and work effectiveness. Since the object of public decision-making is social welfare, its efficiency must be measured from the perspective of public interest. In addition, from the political point of view, it should also include the satisfaction rate of social members to the government for the operation and results of public decision-making. Therefore, the criteria to measure the efficiency of public decision-making include economy, public management, public interest and political perspective.

Improving the efficiency of public decision-making should be carried out from two aspects: the subject and the procedure. The main body and the procedure have the intrinsic unity, and its purpose is to realize the efficiency of public decision-making. Subject is the core role of public decision-making, and subject efficiency is the primary key to determine the efficiency of public decision-making. Program is the operation mode of public decision-making, including what subjects, when, how and what rules participate in public decision-making. Procedural efficiency can reduce the improper and bias of subjects in public decision-making. The program itself is the rules designed by the subject to ensure the correct operation of the decision. The procedure is a tool to ensure the orderly operation of public decision-making.

The procedure is shown as a certain order. Only by following the procedure can a good order be formed to avoid disorder.

### III. IMPROVING THE EFFICIENCY OF PUBLIC DECISION-MAKING BODIES

The subjects of public decision-making are generally divided into direct subjects and indirect subjects. The direct subject is the organization or individual that is authorized by the constitution and law, enjoys the administrative authority, distributes the power to the public decision-making, and dominates the public decision-making process. It is mainly government and government workers. Indirect subjects are individuals and NGOs that do not enjoy legal coercive power but can participate in public decision-making by means of Suggestions and public opinions and thus have certain influence. It can be called the public or the social public. Therefore, the public decision-making body can be divided into the government and the public. The government is the leader of public decision-making and is responsible for organizing the whole process of public decision-making. The public is the participant in public decision-making, and they provide the government with public decision-making advice and social supervision. The main body of public decision-making is the relevant government departments, whose decision makers are mainly government workers. Compared with individuals, most of the public management involved in public decision-making is in the field of lack of effective market competition.

The primary problem to improve the efficiency of public decision-making bodies is to improve the efficiency of government in public decision-making. One of the approaches is to introduce the competition mechanism into the relevant government departments of public decision-making and establish the competition mechanism within the departments to improve the decision-making efficiency. For example, for the decision-makers and implementers, the establishment of the responsibility mechanism and the survival mechanism of the fittest, the decision power of the decision-makers and the responsibility to link. Take responsibility for inefficiencies caused by decision-making. Secondly, legal means must be used to prevent the abuse of power by public policy makers to form inefficiency. The exercise of public power can only be reduced by operating within the legal framework. Regulation by law is to stipulate the power size, scope and application of power of public policy makers in the form of laws and regulations. The next is to implement the collective decision-making system for major projects. If the decision-making power is completely controlled by individuals, it is easy for decision makers to make self-interested decisions, while collective decisions often lead to long decision-making cycle, high cost and unclear decision-making responsibility. Collective decision-making on major issues concerning the immediate interests of the public and the long-term interests of the society can effectively reduce the losses caused by the failure of public decision-making and improve efficiency.

Another problem to improve the efficiency of public decision-making bodies is to give play to the role of public

participation in public decision-making. "Local governments must involve the people and stakeholders extensively and effectively in making decisions, especially public decisions directly related to people's production and life. The public is not only a constituent element of the public decision-making environment, but also the object of public decision-making, which is also the decision-making object, so it should be the subject of public decision-making "[2]. They can express the interests of the public in the process of public decision-making and provide valuable information and alternative schemes to the government at the technical level. In the current society with diversified interests, public decision-making represents groups with different interest requirements. After repeated consultation and cooperation, they finally reach a consensus to coordinate their interests, which is conducive to the construction of a harmonious society. The key to public participation in public decision-making is to establish effective institutional channels to effectively protect their participation rights. Effective channels of participation can give feedback to the government in a centralized, rational, peaceful and legal way to the diversified interest appeals and suggestions of the public, coordinate the scattered individual opinions into common opinions, and form standardized and legal channels of expression and participation mechanism. At the same time, an equal mechanism should be established so that all groups in the society have the opportunity to express themselves and the equal right to participate. The government should attach importance to the communication and diffusion of public decision-making participants, share individual opinions with decision-making subjects, optimize dispersed public decision-making resources into public decision-making forces, improve the innovation and competitiveness of public decision-making subjects, and improve efficiency.

### IV. IMPROVING THE EFFICIENCY OF PUBLIC DECISION-MAKING PROCEDURES

At present, the efficiency of the program in the pluralistic social environment must have both formal rationality and value rationality. Formal rationality, that is, procedural normalization, is the use of the effectiveness of tools to consider. Value rationality, that is, the openness of the procedure, is to choose the most appropriate scheme based on fair evaluation. So, the procedure efficiency is divided into procedure standardization and procedure openness.

#### A. *The standardization of procedures*

Public decision-making includes the procedures of public matter filing, project approval, scheme design, effect evaluation and final scheme adoption. The standardization of the procedure is the beginning and end of any public decision-making procedure. Only through the operation of the procedure can we enter the next procedure, and the decision maker shall not delay or abolish it at will. Starting from the filing of public matters, we must follow the standard procedure, from the subjective to the objective, so that the fuzzy state of public decision-making with clarity and reliability. The essence of procedure specification is a

kind of process justice. Any public decision that does not follow the established procedure and arbitrarily oversteps the procedure may easily lead to low efficiency. This is primarily because procedural specifications are the basis of efficiency in the implementation of public decisions. In the process of public decision-making, no scheme or decision can have the basis of final establishment. Only the scheme formed by all procedures can be selected and won. In the process of public decision-making, the opinions of various interest groups will appear and should be paid equal attention. However, in order to realize the high efficiency of public decision-making, it is necessary to eliminate interference to the fairness of decision-making through standardized procedures. Therefore, the public decision-making procedure must achieve the self-binding normative effect, that is, only the conclusion reached through the normative procedure has the authority of the legal system, so that the public can recognize and abide by. Secondly, the procedure specification can enhance the timeliness of the decision. The procedure specification is to set the procedural obligations and rights of the public decision-making body, so as to effectively monitor the operation of various procedures, effectively reduce prevarication, which is conducive to the normal arrangement of the decision-making progress, so as to strengthen the timeliness of decision-making. Standardized procedures also make public decision-making responsibilities clear, which is conducive to improving the enthusiasm and attitude of those responsible for the work. In essence, the normative procedure is non-arbitrary and impersonal in public decision-making, which can limit the arbitrary arbitrariness and discretion of decision-making subjects.

### *B. Openness of procedure*

Open procedure means that in every link of public decision-making, information such as the progress of decision-making and the content of decision-making shall be disclosed to the public on the procedure, so as to enhance the transparency of public decision-making. Symmetry of information possession is a necessary condition for program disclosure. If there is an asymmetric situation in public decision-making information, that is, the government fully possesses information while the public lacks information, then it is difficult for the public to participate effectively. In the traditional public decision-making mechanism, the government monopolizes the right of information, which makes the public decision-making become the operation within the system, showing the closed nature of lack of transparency. Under the current pluralistic social conditions, the composition and interest demand of social groups are becoming more and more diversified. This makes the objects of public decision-making more and more complex, and the information involved in public decision-making is increasingly huge. This puts forward higher technical requirement to the program efficiency. Through the openness of the procedure, the possible technical errors in the relevant decisions can be greatly reduced, so as to maximize the fairness of the decision results. Many previous facts have shown that the inefficiency of public decision-making is

related to the black box operation of public decision makers. Therefore, it is necessary to implement open procedures to realize the effective combination of internal monitoring and external supervision, self-discipline and other-discipline. Open procedure requires that in every link of public decision-making, the government should take the initiative to transmit the procedure information that each pair of decisions have an impact on the public decision-making to the public in a convenient way with the right media at the right time. Government can establish a decision-making information unobstructed diversified channels, relying on the government in the foundation position in the decision making information public, also can play the role of the public information channel transmission way, to make up for multiple levels of public decision-making information transmission speed slow, filtering, the content of high rate of distortion defects, implementation procedure accuracy and effectiveness of information disclosure.

### V. USING SMART GOVERNMENT TO IMPROVE THE EFFICIENCY OF PUBLIC DECISION-MAKING

In recent years, with the rapid development of information technology, the administrative mode of the government has changed, among which the most typical one is the emergence of smart government. "Wisdom government make full use of the Internet of things, cloud computing, big data analysis, a new generation of information technology such as mobile Internet, with the user innovation, mass innovation, open innovation, innovation as the common features, emphasize as a platform of government structure, and on this basis, realize the government, market and society more co-ordinated public value model, realize the government management and refinement, intellectualization, socialization of public service" [3]. By 2019, more than 400 Chinese cities had implemented smart government in various ways. Smart government has become a powerful tool in public decision-making, because smart government can make public decision-making timely, accurate and targeted.

Smart government can improve the efficiency of public decision-making. First of all, the efficiency of public decision-making can be improved by obtaining accurate government information. "Scientific and reasonable public decision-making needs to be based on high-quality information, and obtaining high-quality information needs to be realized through accurate information selection" [4]. Smart government can accurately identify the needed government information based on big data information and through cloud computing, according to the key words of decision-making, and timely filter and screen inefficient and ineffective information, so as to avoid being unable to make effective choices due to massive information. This makes public decision-making more targeted, and greatly improves the correct probability of public decision-making. Secondly, smart government is conducive to creating a good administrative atmosphere and thus improving the efficiency of cooperation. A smart government is conducive to creating an open administrative atmosphere. In a democratic

atmosphere with wide participation and high transparency, public decision-making can pool wisdom, coordinate contradictions from various aspects, and formulate a variety of alternative decision-making plans. Smart government forms an open and Shared administrative atmosphere, which is also reflected in the fact that it can strengthen the communication and exchange within the government and public decision-making, thus promoting the consultation and cooperation between relevant departments and relevant personnel, and reducing the friction of different opinions and coordination time and cost in the process of public decision-making argumentation. Thirdly, smart government can promote public participation in public decision-making. Smart government can facilitate public decision-making by adopting open and transparent methods, which can obtain more channels of opinions, which can take into account the interests of various parties and reduce the loss of interests caused by improper public decision-making. Smart government applies new channels such as WeChat public platform communication and various video conferences to public decision-makers, breaking the limitation of space and time, making the public decision-making process conducive to gathering the opinions of experts, social groups, individuals and other public participants, and improving the efficiency of participation of decision-making subjects.

Although there is a certain range of promotion, but the current stage of the smart government in China is still in the primary stage, which also provides space for the future development. In the future, smart government should be used to improve the efficiency of public decision-making more effectively, which can be carried out from the following aspects: first, speed up the construction of information system characterized by "big data". The government should enhance the awareness of "big data", from policies to implementation rules, and encourage the application and development of big data technology. In particular, we will recruit relevant talents to government departments, and vigorously train existing public decision-makers to grasp the use of big data technology, or use third-party organizations to provide professional services for smart government applications, so as to improve the efficiency of public decision-making with the power of talents and science and technology. Secondly, a unified cloud platform of smart government affairs should be established to transfer the traditional public decision-making government affairs to this platform, so as to improve the office efficiency of public decision-making. The application of smart government cloud platform can make public decision-making departments realize informationized office, which can not only deal with various problems in a timely and convenient manner, but also reduce a large number of explicit government costs such as traffic meeting costs, and reduce error correction costs, decision-making information transmission and implementation costs. The disclosure of decision-making information on the cloud platform of smart government affairs, as well as the publicity of decision-making process and results, can also enable the decision-makers and matters to be effectively supervised, which greatly improves the

transparency and the implementation efficiency of public decisions.

## VI. CONCLUSION

With the development of modern society, national governance is becoming more and more important. A country with a high level of governance and a strong governance capacity will enjoy sound and prosperous economic and social development. The efficiency of public decision-making is an important part of the modernization of national governance system. We need to take into account new circumstances and draw on new experience to make public decision-making more efficient.

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