



How can digital government governance creates public value in the new era

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Abstract. Digital government governance is an important strategy to achieve a new leap in the national governance system and governance capacity. With the attention of the national top level to digital construction, the attention of local governments to government digitalization and information construction, and the ardent expectations of all sectors of society on digital China, government personnel and relevant scholars have made in-depth thinking and detailed planning on the optimization of digital government governance. The root of digital government governance is the embodiment of people-oriented view of people first and the public value needed by people. Through the perspective of public value creation in digital government governance, put forward how to create public value creation in digital government governance.

Keywords: digital government governance; people-oriented; creating public value

1 Introduction

The fourth Plenary Session of the 19th CPC Central Committee for the first time to promote the construction of digital government, and the fifth Plenary Session of the 19th CPC Central Committee further required the strengthening of the construction of digital society and digital government. Digital government is a new form of government governance in the digital age. Its internal logic is to leverage government governance reform with digital technology innovation and realize people-centered value creation in the process of optimizing public services. ^[1] It can be seen from the 2012-2022, China's e-government development index has increased from 0.5359 to 0.8119, among which the online service index (2022:0.8876) maintains the world's leading level (see table 1).

Table 1. United Nations E-Government Survey(2012-2022)^[2]

Year	E-Government Development Index	Online Services Index	Telecommunications Infrastructure Index	Human Capital Index
2012	0.5359	0.5294	0.3039	0.7745
2014	0.5450	0.6063	0.3554	0.6734
2016	0.6071	0.7681	0.3673	0.6860
2018	0.6811	0.8611	0.4735	0.7088
2020	0.7948	0.9059	0.7388	0.7396
2022	0.8119	0.8876	0.805	0.7429

But at the same time, there are still some problems in the process of digital government, mainly the top design, system mechanism is not sound, innovative application ability is not strong, data barriers still exist, network security system and many outstanding short board, cadres digital consciousness and digital literacy to improve, digital government governance level and national governance modernization requirements there is a big gap. Public value is a collection of public expectations, and the realization of public value should be the ultimate goal of various government management and service behaviors. ^[3] Digital government governance can rely on advanced digital technology, rich background big data resources, and stable digital platform operating system to build a good network governance, and establish dynamic contact and normal cooperation with public value stakeholders such as citizens and enterprises. Therefore, this paper thinks about the internal connection between the connotation of public value creation and the creation of citizens in the new era, and provides some suggestions on how to better integrate public value creation in the digital government governance in the new era.

2 The connotation of creating public value

The concept of "creating public value" was created by a senior professor at Harvard University, Mark H. Moore in the creation of public value: the strategic management of the public sector clearly put forward, he believes that public sector managers should act as the role of explorer, with others, committed to seek, determine and create public value, they should not only work to achieve the authorized target, should also answer "how to do is valuable" this question.^[4] Although the study of public value has been widely studied and applied in the field of public service, the definition and connotation of its value have not been uniformly defined. Moore and his supporters argue that "value" is rooted in the expectations and perception of individuals, and that public managers should focus on the expectations expressed by citizens through representative government.^[5] Western scholars define public value from three perspectives, namely, scholars represented by O'Flynn and Stoker believe that public value is a reflection of citizens' "collective preference" (collective preference); Kelly and others regard public value as a "standard" to measure performance, resource allocation decision and service system determination; Bozeman emphasizes that public value as consensus or norm is often diversified.^[6] Based on the above definition of public value by western scholars,

some domestic scholars divide public value into two research schools: result-led public value (PV) and consensus-led public value (PVs).^[7] From the analysis of public value by domestic and foreign scholars, its connotation mainly includes three aspects: first, public value is for citizens, falls on citizens, and is decided by citizens, the decision makers are not based on public preferences; second, public value is based on public service provision, citizens obtain subjective satisfaction, and the collective preference is often realized through the government providing public services; third, the indivisibility of public value and politics, the process of citizens expressing personal demands through democratic participation and the process of government responding to public preferences and fairly distributing value have political attributes. There is a high degree of coupling between digital government construction and public value creation. Both of them are produced to deal with thorny public issues and have the same strategic management implications. Public value creation has inherent stipulations for the digital transformation of the government. The technical empowerment of digital government can effectively create public value.^[8] We should take realizing the people's aspiration for a better life as the starting point and goal of our modernization drive, strive to safeguard and promote social fairness and justice, and promote common prosperity for all the people.

3 The dilemma of public value creation in digital government governance

The goal of digital government is to create public value, that is, through the application of digital technology, improve the efficiency and transparency of government and service quality of government to meet the needs of the public and improve social welfare. However, in the practice of digital government, there are also some difficulties and challenges, mainly reflected in the following four aspects:

First, the digital divide is one of the dilemmas of digital government to create public value. The digital divide refers to the gap between the use of information and communication technology in social groups. In digital government, if the digital capacity between different groups varies greatly, it will lead to some groups being unable to enjoy the public services and benefits provided by digital government. For example, the elderly, low-income people, rural areas and other groups generally have the problem of low digital capacity, which requires the government to pay attention to the universality in the construction of digital government, and take measures to reduce the digital divide.

Second, information security is the second dilemma of digital government to create public value. Digital government needs to collect and process a large amount of personal and institutional information when providing public services, which brings the risk of information security. Once such information is leaked or abused, it will have a serious impact on the interests and privacy of the public. Therefore, the digital government needs to strengthen the information security awareness and technical capacity, establish a sound information security management system, to ensure the information security of the public.

Third, data sharing and interoperability are the third dilemma of digital government to create public value. The core of digital government is the sharing and interoperability of data, that is, data sharing and information exchange between different departments and institutions. However, due to the problem of information silos between government departments and institutions, the realization of data sharing and interoperability faces many challenges in technology, management and policy. The government needs to strengthen data governance and standardization, promote the practice of data sharing and interoperability, and improve the efficiency and quality of public services.

Fourth, public participation is the fourth dilemma of digital government to create public value. The goal of digital government is to increase public participation and satisfaction, but actually the problem of low public participation remains. As can be seen from the United Nations E-government Survey Report from 2012 to 2022, China's e-participation index in 2022 has decreased compared with 2020.(see table 2) On the one hand, the public's understanding and application of digital technology is limited and cannot make full use of the participation channels provided by digital government. On the other hand, the government fails to give full play to the role of public participation in the construction of digital government, leading to the lack of trust and sense of participation in the government's decision-making and policies. Therefore, digital government needs to strengthen public education and participation mechanism construction to improve the effect and quality of public participation.

Table 2. United Nations E-Government Survey(2012-2022)^[2]

	2012	2014	2016	2018	2020	2022
E-Participation Index	0.2105	0.6471	0.8136	0.9045	0.9643	0.8636

4 Conclusions

4.1 Improve the ability of digital government data collection and information analysis

In the process of digital service provision, citizens' service demands are collected and classified through digital technology in order to predict the value preferences of citizens. The public sector can through such as the government portal, government hotline digital platform, using data mining, cloud computing and other advanced technology to public feedback information processing and generate reference data, help the government in the process of public service, public value creation as early as possible to find problems and coordinate to solve the public dissatisfaction and expectations. Different populations and individuals express different value preferences for digital government, which is based on different perceptions and needs. Therefore, in the process of digital government governance accurately identify the subject service demands and value preference definition, and also can help the government in the digital government construction stage what people really need service, adhere to the demand orientation, people's demand real embedded in the digital government construction, to better create public value. In addition, in the process of digital government governance, representative

value needs can be predicted through intelligent algorithms, centering on "thinking what the people think", first meet the collective preferences of the people, realize the two-way drive of digital government governance and responsible and service-oriented government, and create a trustworthy and reliable government image trusted by the people.

4.2 Realize the integration and integration of digital government governance technology

Technology assimilation theory (Technology Assimilation) emphasizes the effective application of technology in supporting, building and achieving organizational strategic objectives and value chain activities.^[9]By increasing the depth of technology assimilation, the intensity of digital government can strengthen the use of digital technology, so that information technologies such as data resources and collaborative management can have an impact on both business management and decision making within the government. To further expand the breadth of digital government technology assimilation, increase the scope of government use of information technology, reduce the redundant platform, build a unified government service platform, and realize the transformation from the number of government system in the past to the diversity and richness of the government system. We will increase the breadth and depth of digital government governance technology assimilation, horizontal and vertical development, promote inter-bank data and information sharing, and business coordination between departments, and create more public values more accessible to the people.

4.3 Expand the participation mode of public value creation of multiple subjects

Citizens, enterprises and social organizations can make full use of the existing digital platform to send service needs, while digital governments need to collect data through digital technology, improve the speed of background processing of different service requests, and quickly and accurately distribute to the functional departments matching the needs. On this basis, the digital government governance should broaden the channels of people participation in value creation, appeal, through the data, power, algorithm and digital elements such as connection, mining weibo, WeChat, public, streaming media platform on the value of sorrow, give full play to the digital technology assigned to the role of government governance and public value creation.

4.4 Carry out public value evaluation efficiently

The public is an important subject of public value creation of digital government, playing the role of co-designer, producer and evaluator. On the one hand, through the establishment of public value evaluation platforms such as "good or bad reviews" and "political style hotline", service evaluation channels are provided to all social participants, so as to better stimulate the public and other social groups to participate in the process of public value co-creation and digital government governance. To score the

performance of public value creation in the current digital government governance, truly reflect the latest progress of value creation, the length of time to respond to demands, optimize the realization mechanism of digital government governance to create public value, and promote the improvement of the process of digital government governance. On the other hand, digital governments should study targeted, relevant and accessible evaluation methods other than questionnaires, structured or semi-structured interviews.

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