



Theoretical Analysis and Improvement Strategy of Digital Government Governance Based on TOE Model

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Abstract. Data has become an important production factor for the development of social productivity, government data has occupied an important position in data resources, digital government has become a major advanced trend in the development of the current government, to provide public services for the public, the use of digital technology to continuously optimize the government service platform, and adhere to the people's interests as the guide. Based on the TOE model, the article provides a theoretical analysis of digital government governance, and understands that technology strengthens the new power of digital government, organizational change is very important in the digital governance of the government, and environment-driven provides guarantee for digital government, and puts forward the strategy of improving the governance of digital government.

Keywords: Digital government; TOE model; Government governance

1 Introduction

Due to the rapid development and strong drive of information technology, the management mode of China's government departments has undergone profound changes, and government digitization has gone through three stages: the government information stage, the e-government stage, the digital government stage, and ultimately the formation of digital government. Digital government to enhance the level and capacity of the government's public management and services, the use of big data-driven to construct a new model, based on the needs of the people and modern business government, to enhance the people's sense of access and sense of well-being for the purpose of the people's public interests in the first place, for the realization of business data, data business, digital transformation, to promote the transformation of government mechanisms, platforms, and to achieve the political affairs data sharing among various departments and agencies and the general public, promoting business process re engineering, and continuously exploring and innovating to achieve a modernized governance model for the government.

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2 Theory of TOE Model

The TOE model was proposed by Fleishcher and Tornatzky, and was originally used to explore the comprehensive influences on the adoption of innovative technologies by organizations^[1]. The TOE model is widely used in the field of technology and services. This paper explains digital government from three dimensions: technology, organization, and environment. Technology possesses an important role in driving organizational change and the development of the digital environment, while the digital environment provides the necessary foundation for technological development and organizational change. At the same time, the existence of the digital environment provides security and support for technological development and organizational change.

3 The Effectiveness of Digital Government Construction

3.1 The Integration of Government Services Platform Construction Has Been Effective

Previously, government departments have their own platform, software, the need to do things for the masses in the face of multiple platforms and software do not know how to operate, the complexity of the work process, each department is responsible for different work, only the parties themselves to coordinate, coupled with departmental shirking of responsibilities, greatly reducing the efficiency of the masses of people to do things, although it can be operated online, but to deal with the problem is not so convenient. After entering the new era, the country accelerated the development of government service platform, provincial governments around the world to build a unified online government service platform, improve the efficiency of the office, eliminating the intermediate links, realize the dynamization of state affairs, precision, solve the problem of interdepartmental data occlusion, information does not circulate, to solve the problem of the masses to repeatedly hand over paper certificates, to open up the channels of public opinion, and to promote the efficient operation of the digital government.

3.2 Increasingly Rich Online Services

In recent years, the State Council has vigorously promoted the sharing of resources and business coordination among various localities and government departments. For example, the Zhejiang Provincial Government is one of the earliest governments in China to respond to the State Council's call, and it has actively explored reforms and implemented the "one-time handling" mechanism, utilizing mobile software to open the "Palm Office" and "Palm Office". These practices have reduced the government's administrative processes and made it easier for the public to do business. Shanghai has implemented the "one network through the office", so that the people and enterprises can less run, do not run, and further enhance the sense of satisfaction of the people and

enterprises. Guizhou Provincial Government to build a comprehensive online and offline integration of innovative service system, to open up a new path of integration of big data and social governance, Guizhou in the construction of digital government has made monumental achievements.

3.3 Deepening the Reform of “Management of Services”

The government uses information technology to categorize and manage government services, and the scope of the government's list has been expanding and the negative list has been declining. Other aspects have also been reduced, such as investment in specific projects and administrative fees. Approvals promote digitalized supervision, build a fair and impartial enforcement and supervision system, open business supervision to the community and accept people's supervision, and strongly enhance supervision. At the same time, the construction of the government service system is more comprehensive and perfect, and the coverage has reached all over the country [2].

4 Theoretical Analysis Using the TOE Model

4.1 Technology to Strengthen the New Power of Digital Government

The carrier form of digital government utilizing technology includes government service network, public data application, etc. Different carriers work in different directions, but all of them serve the government and the public, facilitating the office of government personnel, simplifying the process of people's work, and promoting the sharing and exchange of information among various places and departments. Efficiency has always been the goal pursued by all governments. Due to the continuous development of technology, data productivity has greatly promoted the construction of digital government, which can help the government to utilize a cutting-edge perspective to identify problems, thus cracking the efficiency of traditional government. Secondly, due to the openness of government affairs, the use of public numbers, jitterbugs, microblogging in the form of digital technology and government affairs, so that the government operates under the sun, so that citizens can actively participate in politics, to meet the citizens' sense of participation, sense of access, but also to continuously optimize the effectiveness of government work. Digital government through the use of information, data interoperability channels, break through geographical restrictions, so that the synergy between the main body, to solve the problem of different management standards around the world [3].

4.2 Organizational Change Is Important in Digital Government Governance

While the application of digital technology can integrate the resources of different agencies and departments, accelerate process reengineering, eliminate the information silos between different functional departments and between the upper and lower levels, and

take the public as the center, so as to optimize the digital government's provision of public services ^[4]. In 2020, the "Guiding Opinions on Accelerating the Promotion of 'Cross-Provincial Common Office' for Government Services" called for the use of blockchain and other high-tech, to build an integrated government service platform with departmental business synergy and cooperation, process optimization and design, block and block interconnection, and up and down linkage ^[5]. Blockchain, cloud computing, artificial intelligence technology, decentralization of the organizational structure into a reality, while people use the network so that there are no restrictions on geography and time, people can use the platform to communicate as well as the dissemination of knowledge, data and information, to promote the government and the masses to interact with each other, to create new possibilities for the government to change the organization.

4.3 Environment-Driven Guarantee for Digital Government

Digital government through the "cloud" to realize the storage of data, data integration, and can maintain data objectivity, data security. More in the "cloud" processing, call data, the people will run once less. Data through market-oriented operation can realize data value-added, thus mobilizing the enthusiasm of enterprises to upgrade data technology, and catering to the high demand for data from the public and the government, thus forming a virtuous cycle. In the contemporary big data environment, government agencies have actively constructed and stored a large amount of data related to public production and life, and the continuous upgrading of digital government technology can store a large amount of data and ensure data security, so the government will realize huge socio-economic benefits by opening up data to the public. For citizens, the network has become an environment for the government to serve citizens. The ultimate purpose of the construction and development of the digital government is to provide services for the people, and the people's use of the network is growing in frequency, and the requirements and suggestions will increase, thus promoting the government's establishment of the integration platform for government services to continuously cater to the needs of citizens, and forcing the government to improve its governance capacity and governance level ^[6].

5 Proposing Strategies for Improving Digital Government Governance

5.1 Strengthening the Top-Level Design of the Government

Top-level design can lead the development of digital government construction, but due to the different economic levels of development in different places, the goal and process of building digital government should be adapted to local conditions. First of all, we should focus on holistic considerations, from all areas and aspects of consideration, from which relevant recommendations and countermeasures for the construction of digital government. Secondly, the supervision and guidance should be increased, and the

responsibilities of each department should be clarified to ensure the coordinated development of the government. Set up a high-profile leading group responsible for formulating strategies to promote the construction and transformation of the digital government, improve the construction of the system, and establish a more complete management system according to the local supporting construction, such as the establishment of a management system for data openness and sharing as well as safeguarding data security [7]. Taking digital government construction as the overall leader, with integration, intensification and high efficiency as the goal, coordinating and managing the project, optimizing the stock, controlling the increment, strengthening the operation and maintenance, preventing inefficiency, and prohibiting duplication, realizing the government's scientific decision-making, open administrative affairs, precise social governance, and providing highly efficient public services are the urgent problems to be solved by the contemporary society [8].

5.2 Deeply Embedding Digital Technologies in Governmental Institutional Mechanisms

In order to promote the digitalization of government functions, it is necessary to deeply embed digital technology into the government institutional mechanism. The first is the combination of digital government and "management and service", digital is only a means of government governance, governance is the purpose, to achieve the scope of the government list continues to expand, a clear list of government powers and responsibilities and to be supervised, optimize the government process reengineering, improve the government service system. The use of digital technology, the data of all parties to be fused to help the government to prevent risks, and promote the government's scientific decision-making. Construction of digital and intelligent supervision mode, promote the government to build a digital supervision system, scientific supervision of the government, the implementation of government departments to supervise and enhance the ability of linkage supervision [9].

5.3 Encouraging Active Public Participation and Expression of Opinions and Demands

In the process of digital government construction, it is necessary to always put the people's needs in the first place, encourage the public to actively participate, and open the data to the people and enterprises to use. First, it is necessary to change the traditional concept of governance, change the bad style of government formalism and bureaucracy, and adhere to the people-centered approach to create a good environment for digital government construction. The second is to link service to the public with the interests of government staff, and to improve the efficiency of government staff through the feedback and evaluation of the people. Third, through the government's internal supervision and social supervision can continuously increase the motivation of the government to serve the people [10].

6 Conclusion

The digital government under the TOE model can make data interoperability to promote synergy among various subjects at the technical level, can promote organizational change within the government at the organizational level, and provide accurate services for the public at the environmental level, so it should be vigorously pursued to promote the development of digital government, to promote the digital governance of the government, and to realize the effective interaction between the government and the society.

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