

# Research on the Concept and Method of Performance Evaluation of Regional Government Public Sector

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**Abstract:** In modern times, western countries generally adopted government performance evaluation reform measures based on the concept of public responsibility and customer supremacy to cope with the environmental conditions of scientific and technological development and changes, globalization and international competition, and to solve the problems of fiscal deficits and the loss of confidence of the public in the government's ability to provide effective, responsive and high-quality services. These measures provide a new perspective for the practice of government reform and the research of government public management. China can learn from and take effective management measures to solve the problems of government management under the background of globalization, improve the way of government management, change the concept of government management, improve the ability of government management to obtain opportunities for development and meet challenges, which are of great exploration significance.

**Keywords:** Science and Technology; Management Countermeasures; Government Management; Achievements

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## 1. Theoretical research

### 1.1 Public value: the new development of public administration theory

Public administration has mainly experienced two stages of development: the traditional public administration stage and the new public administration stage. At the end of the 20th century and the beginning of the 21st century, the dominant position of new public management began to suffer. The concept of public value has been put forward under the call of changing the way of government management and carrying out political reconstruction. After more than 20 years of debate, more and more scholars began to identify with public values. In 2012, the United States Public Administration Review published a special issue of "public value" and held a thematic discussion on public value in 2014. Academia has set off a research upsurge around two key issues: how to define public value and how to create public value.

### 1.2 How to define public value

How to define public value is the premise of the development and innovation of public value theory. In the mid-1990s, Professor Moore of Harvard University put forward the concept of public value for the first time. Moore redefined the responsibilities of public managers, regarded public managers as the role of helping society to find and create public value, and pointed out that the goal of private managers is to create private (economic) value, while the goal of government agencies is to create public (social) value, and public resources should be used to add value<sup>[7,8]</sup>. Moore's research directly promoted the attention of the academic community to public value, and the concept of public value began to expand from different perspectives. From the perspective of public service, Kelly et al. defined public value as the value created by the government through services, laws and regulations and other actions. Public value is regarded as the ultimate goal and effective way of public service. Bryson uses "utility" to explain value, describes public value as the utility created by different stakeholders in the decision-making process, and analyzes the significance of this utility to stakeholder behavior and relationship. Traditional public administration and new public management can no longer solve the

problems faced in multiple governance, Public value can achieve public value and public service objectives through dynamic network governance. Subsequently, on the basis of Stoker's research, O'Flynn summarized the main differences between the new public management paradigm and the public value paradigm from seven aspects, including public interests, management objectives and performance objectives, and pointed out that the public value management is superior to the new public management in terms of the nature of public services, the role of public managers and the contribution of democratic procedures .

### **1.3 How to create public value**

How to create public value involves two aspects: first, what kind of public value to create, that is, what to create; The second is who creates public value, that is, the subject of creation. What kind of public value to create is essentially the classification of public value. The typological study of the existing public value is relatively fragmented, and there is diversity in the classification of public value. For example, The concept of public value in this paper serves the purpose of this study. Based on the disciplinary background of public management, it can be defined as the sum of values brought by government actions to itself, the public and the society.

## **2. Analysis of the connotation and concept of government performance evaluation**

Government performance evaluation is the product of the trend of democratization, marketization and globalization in the information age. The government monopoly and bureaucracy caused by the totalitarianism and bureaucracy of government management in western society, the government management runaway, inefficient, huge fiscal deficit and high cost of government intervention caused by the implementation of the policies of "welfare state", "people's socialism" and "mixed economy country", takes the service quality and the satisfaction of social public needs as the first evaluation standard, and contains the management concept of public responsibility and customer first.

## **3. Government performance evaluation**

### **3.1 It is a reform and improvement measure for the internal management of the public sector of the government**

It reflects the reform orientation of deregulation and marketization, and is a results-based control. For the reform and improvement of the internal management of the public sector of the government, the deregulation reflected in the performance evaluation is not to avoid regulation, but also to seek the realization of the results; In this way, the government performance evaluation provides an effective way for the public service supply departments (including government public sector, private sector and non-profit sector) to compete, create market power, and use market mechanism to solve the problem of inefficient government management.

### **3.2 Government performance evaluation is to improve the relationship between the public sector and the public**

Measures to strengthen the public's trust in the government reflect the management concept of service and customer first. It is emphasized that the government is the provider of public services, should strengthen its response to the public demand, and pay more attention to the output, efficiency and service quality of management activities.

- (1) Identify who is or should be the customer served by the federal government department;
- (2) Investigate and examine the types of services customers want, the quality of services, and their satisfaction with services;
- (3) Inform customers of service level and evaluation results;
- (4) Provide customers with resources to choose public services and various means to choose service supply;
- (5) Establish information systems, service systems and systems conducive to customer complaints and feedback;
- (6) Provide various effective ways for customers to express their complaints and opinions.

## **3. Discussion**

With the continuous deepening of China's economic and social system reform, the formation and function of local government performance appraisal model has obvious localization characteristics, and its concept has experienced a transformation process from "control" to "participation", and then to "governance". Therefore, "governance-oriented" budget performance management will

become the development direction of the modernization of national governance system and governance capacity at the level of government performance evaluation in the future. It is an inevitable choice for the government to change its performance management from the "control" oriented target responsibility system to the "governance" oriented budget performance management, but this transformation process is gradual, which will involve the breakthrough of the deep governance structure and a series of supporting system and mechanism reforms. In addition, due to the differences in regional economic development.

Due to the complexity of the current society and the path dependence of the administrative reform, the top-down management responsibility system and the control of the bureaucratic system are still the core of the current local government performance evaluation in China, but the performance evaluation represented by the "participation" oriented comprehensive performance evaluation and the "governance" oriented budget performance management is also increasingly popular, making the current local government performance evaluation model all-encompassing, dynamic, diverse. At the same time, the development trend of local government performance evaluation in the future will be based on the "governance" oriented budget performance management, which is mainly the result of the overall thinking based on the evolution logic of local government governance paradigm in China. Whether this view is tenable or not needs to be tested in practice and further theoretical discussion.

## 4. Conclusion

In order to explore the internal logic of the change of local government performance evaluation practice in China, this paper constructs an analytical framework of "control participation governance" by combing the change of government governance paradigm since the reform and opening up. The study found that China's government performance evaluation is affected by three mechanisms: "pressure-based system, public participation, and legislative constraint", and then forms the local government performance evaluation model guided by "control", "participation", and "governance" respectively. The three different patterns of practice are target responsibility system, participatory evaluation, and budget performance management.

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