

Exploring Pathways to Enhance Public Management Efficiency in the Context of Digital Government Development

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Abstract: Against the backdrop of digital government development, public administration emphasizes the use of technological tools, functional optimization, data-driven decision-making, and management model innovation. Traditional public management models can no longer meet the demands of digital government development, necessitating the exploration of effective strategies and pathways to enhance public management efficiency. Based on this, this article analyzes and elaborates on existing issues in public management within the context of digital government development. It then specifically explores methods and pathways for improving public management efficiency, aiming to provide references for enhancing the efficiency of public management in public institutions under the backdrop of digital government development.

Keywords: Digital government development; Public administration; Philosophy; Innovation; Efficiency

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1. Introduction

With the continuous innovation and application of digital technologies, the state has intensified efforts in digital government development through policy guidance. By fully leveraging modern information technology, digital technology, and media technology, it has optimized and innovated government public administration and social governance, effectively enhancing management standards and providing a driving force for social construction and development. Against this backdrop, public institutions must also undergo corresponding transformation and innovation in public management. They should align with the requirements of digital government development by introducing advanced technologies, renewing management philosophies, and innovating management models. This will facilitate the digital, informatized, and intelligent transformation of public management, comprehensively enhancing its efficiency and quality. However, current public management practices in public institutions still exhibit issues such as outdated management philosophies, imbalanced “human-technology” relationships, a lack

of innovation in management models, and shortages of specialized talent. To further enhance public management efficiency, public institutions should intensify research on public management innovation within the digital government development framework.

2. Challenges in public management under digital government development

2.1. Outdated public management concepts

In the digital government context, lagging public management concepts are a key factor hindering efficiency. Many administrators lack a big data mindset, failing to accurately comprehend and effectively apply information processing methods suited for the big data era. They persist in traditional management thinking within public administration, unable to fully integrate information resources and achieve digital transformation. Concurrently, traditional public management concepts lack awareness of data sharing, particularly between public institutions and citizens. This results in inadequate information communication mechanisms and low data sharing levels, ultimately leading to inefficient information processing, cumbersome approval procedures, increased management costs, and diminished public management efficiency ^[1].

2.2. Imbalance in the “human-technology” relationship

Amid the advancement of digital government construction, the digital transformation of public administration continues to progress. However, digital public management is not merely a technical issue but a complex challenge of balancing the “human-technology” relationship. Overemphasizing technology while neglecting the genuine needs of the public not only fails to enhance good governance but also undermines the efficiency and quality of public administration. Current public management practices reveal critical imbalances requiring urgent resolution. On one hand, some units excessively rely on technology, diminishing the core value of human agency. On the other hand, accelerated digital government development demands increasingly sophisticated digital competencies from managers. Yet, a mismatch persists between personnel capabilities and technological advancement, resulting in a management predicament where “high-skill tasks remain unmanaged while low-skill tasks lack proper handling” ^[2].

2.3. Public management models require innovation

Under the digital government framework, public management must innovate its models by fully leveraging technologies like big data, cloud computing, and blockchain to enhance traditional approaches, thereby improving efficiency and service quality ^[3]. However, current public management practices in public institutions reveal significant room for innovation. On one hand, existing models persistently suffer from “data silos” and “data smoke stacks”, characterized by high barriers to data sharing and low communication efficiency across departments, levels, and between administrative bodies and service recipients, resulting in a limited data sharing scope. Simultaneously, internal management systems remain fragmented, with persistent issues like “one app per task” and “one portal per department.” This not only hampers public management efficiency but also increases management costs through redundant system development. On the other hand, traditional public management models primarily rely on offline services, with insufficiently developed online functionalities. Consequently, certain public management tasks still require manual offline coordination and multiple visits, failing to effectively enhance management efficiency.

2.4. Shortage of professional digital governance talent

In the context of digital government development, enhancing public management efficiency requires support from specialized digital governance professionals. Current public institutions face a relative shortage of such talent, with existing managers' capabilities and comprehensive competencies failing to meet the demands of innovative public management under new circumstances, resulting in low efficiency. On one hand, institutions neglect recruiting specialized digital governance talent and fail to offer competitive compensation packages, leading to high turnover. On the other hand, public institutions underinvest in cultivating digital governance talent, failing to develop targeted, scientific training programs. They lack effective incentive mechanisms and neglect talent management, thereby failing to effectively enhance the technical proficiency, professional capabilities, and overall competence of public management personnel.

3. Pathways to enhancing public management efficiency in the context of digital government development

3.1. Innovating public management concepts

Under the digital government framework, public management must promptly innovate its management concepts to achieve “digital transformation” at the conceptual level. This involves embedding digital technologies into public management workflows to comprehensively advance the digital and informational transformation of public administration. Simultaneously, it requires fully recognizing the value of data, treating digital elements as a vital “productivity factor” in public management, and leveraging the value and advantages of information and data resources to provide decision support across all stages of public administration ^[4]. Specifically, public management must adopt a data-driven decision-making philosophy. Leveraging big data and artificial intelligence technologies, it should transition from traditional experience-based decision-making to data-driven approaches. By intelligently integrating and analyzing massive datasets through these technologies, public management can achieve a deep, precise understanding of public needs. This enables continuous optimization and improvement of management processes and methodologies, effectively enhancing the scientific rigor and effectiveness of public management decisions. Simultaneously, public administration must embrace collaborative governance and open sharing principles. Public institutions should dismantle traditional information silos between departments, deepen cross-departmental collaboration, establish unified data management platforms, and strengthen data sharing. Through collaborative governance and data sharing, effective coordination across policy implementation and public service delivery in public institutions can be achieved, thereby enhancing public management efficiency ^[5].

3.2. Balancing the “human-technology” relationship

In the context of digital government development, enhancing public management efficiency requires a balanced approach to the “human-technology” relationship. This entails steadfastly upholding the value stance of “people-centered, technology-assisted”, fully implementing the “people-centered” public management philosophy, prioritizing public needs, and focusing on enhancing public recognition, satisfaction, and support. On one hand, it involves scientifically managing the relationship between human-centered management and technological support. Human-centered management emphasizes placing people at the core, respecting and valuing human contributions, rights, and participation in public administration. Technological support, conversely, emphasizes the need to reasonably and fully integrate emerging technologies—such as big data, blockchain, and artificial intelligence—into public management within the digital government framework, thereby providing technical backing for

enhanced administrative efficiency. In balancing human-centered management and technological support, people must also foster deep integration between people and technology. While introducing and applying advanced technologies, public institutions should prioritize skill development for public administrators, unlocking their inherent potential to ensure they can efficiently utilize digital technologies and tools to deliver high-quality, high-efficiency public services ^[6]. On the other hand, public institutions must establish robust oversight and feedback mechanisms. This involves systematically evaluating the effectiveness of technology for official purposes, regularly collecting and organizing feedback on technology usage from public administrators, and adjusting and optimizing technology strategies based on the actual circumstances and needs of public administration within the institution. Concurrently, by scientifically conducting performance evaluations and refining accountability mechanisms, the sense of responsibility among public administrators regarding technology usage should be strengthened. This helps prevent the misuse of technology and effectively balances the “human-technology” relationship.

3.3. Innovating public management models

Under the framework of digital government development, public management must prioritize innovative management models. This involves strengthening the application of advanced technologies to build a modern public service system and elevate service standards. Public institutions should focus on the digital and intelligent transformation of service models, breaking free from the limitations of traditional, single-mode management approaches. New management models should be adopted to drive steady improvements in management efficiency. First, public institutions should rationally utilize online service tools like “two microblogs and one mobile app” to broaden public service coverage and bridge the gap between institutions and citizens. These platforms enable direct communication and information exchange with the public, streamlining service processes, enhancing information transmission efficiency, and reducing information loss during dissemination to ensure smooth workflow progression ^[7]. Simultaneously, these online tools should be leveraged to develop new public service functions—such as online applications, online reviews, online supervision, and online evaluations—to elevate the efficiency and quality of public administration. Second, public institutions must continuously deepen reforms in streamlining administration, delegating power, and improving services. While optimizing traditional offline management models, they should intensify the development of online management platforms. This dual approach ensures face-to-face communication and services offline to enhance public satisfaction, while providing diverse, convenient online services to meet varied public needs. In summary, under the framework of digital government development, public management must innovate and implement bidirectional, coordinated online-offline management and service models to elevate public management efficiency.

3.4. Recruiting and cultivating digital governance talent

Talent development is a critical safeguard for enhancing public management efficiency in the digital government context. Therefore, public institutions should intensify efforts to recruit and cultivate digital governance talent in alignment with the demands of public management innovation and development, building a high-quality talent pool to provide human resource support for improving public management efficiency ^[8]. On the one hand, public institutions should refine talent recruitment and incentive mechanisms for digital governance professionals. By offering competitive compensation packages and tailoring career development paths to individual needs, they can attract top-tier digital talent to join the public management workforce. Concurrently, institutions must establish

robust, scientifically grounded incentive systems for digital projects to encourage and motivate digital talent to actively participate in public governance innovation. On the other hand, public institutions should intensify cross-disciplinary talent development by formulating scientifically sound interdisciplinary training programs. These programs should integrate content from information technology, public administration, law, and other fields to cultivate versatile digital talent, with particular emphasis on developing digital thinking, digital skills, and public governance capabilities. Training approaches should integrate theory with practice. Beyond systematic instruction in disciplinary knowledge and skills, practical methods such as cross-departmental collaboration should be employed to comprehensively enhance digital talent's integrated practical capabilities. Furthermore, public institutions must strengthen talent management by establishing scientific and reasonable personnel evaluation mechanisms. Regular assessments and analyses of professionals' expertise, operational competencies, and overall qualifications should be conducted. Based on evaluation outcomes, talent development plans should be adjusted to continuously improve the quality of digital workforce development.

4. Conclusion

In summary, enhancing public management efficiency under the backdrop of digital government construction is the fundamental guarantee for ensuring public service quality. Public institutions should actively innovate management concepts, balance the "human-technology" relationship, pioneer management models, and introduce and cultivate high-quality digital governance talent to effectively elevate public management efficiency. Moving forward, driven by digital government development, public management should deepen the integration and application of digital technologies. This includes embedding cutting-edge technologies such as cloud computing, the Internet of Things, and blockchain into management practices while developing personalized public service models. Such efforts will fully leverage the public management functions of public institutions, driving their sustained and stable development.

Disclosure statement

The author declares no conflict of interest.

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