LOCAL GOVERNMENT SATISFACTION SURVEY AND COUNTERMEASURES RESEARCH

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AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION
GRADUATE SCHOOL OF BUSINESS
SIAM UNIVERSITY
2018

LOCAL GOVERNMENT SATISFACTION SURVEY AND
COUNTERMEASURES RESEARCH

Thematic Certificate

To

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This independent study has been approved as a partial Fulfillment of the Requirement of
International Master of Business Administration in International Business Management

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ABSTRACT

Title: Local government satisfaction survey and countermeasures research

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Degree: Master of Business Administration

Major: Business Administration

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     Since the reform and opening up, China's government has experienced large-scale integration and change, the internal structure of the government has changed with each passing day. Administrative efficiency has been greatly improved, but the sustained and rapid economic growth led to a serious imbalance in the society, the original traditional working mode of the government has been unable to meet social needs at this stage of the government transformation is imminent. At this point, the National Congress clearly put forward the goal of building a service-oriented government. Combining with the goal of building a service-oriented government, the theory of customer relationship management has been introduced into the field of government services. In our country, the basic level government as the most basic subsystem of the government system, the management area of the political, economic and social affairs functions, is the acutest national administrative system "nerve endings". The combination of the theory of customer relationship management ideas and methods and the local government organizations, change the mode of government functions, has important significance in theory and practice of internal mechanism to integrate collaborative management are explored. The according to the customer relationship management theory, combined with local government established the local government customer relationship management model, a breakdown of the internal and external customers of the local government, and according to the theory of the internal organization of the Municipality was reintegration, according to the Department's coordination functions of recombinant . At the same time, through of local of local government cooperative service quality satisfaction level of empirical analysis, it is concluded that the countermeasures to further improve the serviceability of local government, and gives the corresponding cooperative measures: the

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leaders to direct management; centralized management system; of the reasonable system; build and the introduction of professional information management technology platform.

Keywords: Government customer relationship management, Local government, serviceability, Synergy mechanism

摘　要

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改革开放以来，我国的政府经历大规模的整合与变更，政府的内部结构有了日新月异的变化；行政效率有了大幅度地提高，但是经济持续快速的增长导致了社会多方面的严重失衡，原有的传统政府工作模式已无法满足现阶段的社会需求，政府转型迫在眉睫。此时全国代表大会明确提出了建设服务型政府的目标。结合服务型政府建设这一目标，

将客户关系管理(CRM)理论引入了政府服务领域，在我国，基层政府作为政府系统中的最基层的子系统，承担管理辖区内各项政治、经济和社会事务的职能，是国家行政体系最敏锐的"末梢神经"。本文将客户关系理论中的管理理念与方法与我国基层政府组织建设相结合，转变政府职能模式，对内部机构整合协同管理进行了探索，具有重要的理论和实践意义。

本文根据政府客户关系管理理论，结合基层政府的工作实际建立了基层政府客户关系管理模型，对基层政府的内外部客户进行了细分，并根据理论对基层政府内部机构进行了重新整合，根据部门的协同职能进行了重组。同时，通过对基层群众进行基层政府协同服务能力质量水平满意度实证分析，得出了进一步完善基层政府服务能力的的对策，并给出了相应的协同措施：采用高层领导直接管理；集中管理制；制定合理的制度体系；搭建或引入专业的信息管理技术平台。
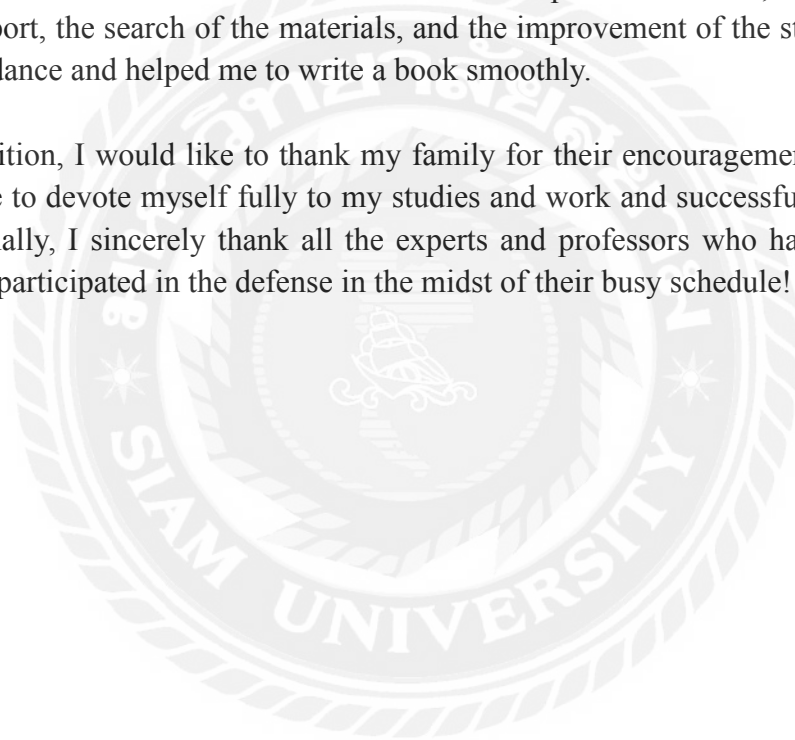
关键词：政府客户关系管理，基层政府，服务能力，协同机制

**LOCAL GOVERNMENT SATISFACTION SURVEY AND
COUNTERMEASURES RESEARCH**

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CHAPTER 1
INTRODUCTION

1.1 The background and significance of this study
1.1.1 Research Background

In the early years of the founding of the People's Republic of China, as China implemented a planned economy at that time, the government also formed the earliest traditional management system relatively naturally. "It is not just a traditional management model, but also a dual identity" operator and owner. In the prevailing environment at that time, the Chinese government had relatively reduced the function and role of the government to the public for public goods. After that, the Chinese government gradually established and improved the socialist market economic system. After five more important reforms, In addition to defects within the traditional system, government agencies, administrative systems, and government supervision have all undergone major changes to make them more rational. They have more detailedly divided the functions of the government, and the integration has reduced government agencies, simplified the classification of employees, and the internal structure of the government has rapidly developed. At the same time, the administrative efficiency of improving the service level of government workers has also greatly increased, becoming the primary goal of the government, and individual work methods and personal work attitudes are also relatively important, but problems have emerged and stability has driven the economy. Growth has also brought many serious societies The rapid transformation of the balance, our society has shown that the unprecedented situation can no longer meet the needs of its current society, the Chinese government is in the initial stage of the traditional government model, the transformation of the government is imminent.At this critical moment, the right to adapt and satisfaction has gradually Unity, fairness and transparency have become the government's operational goals. The government must also form an honest and efficient service, as well as pay attention to government service development and customer relations.

Customer Relationship Management(CRM) began to slowly enter our vision because of advanced management concepts. Since the creation of management concepts and management methods, the new concept of customer relationship management of the world's leading government has developed rapidly. Through years of experience, the government has achieved very mature application development and practice. Because the government administration and project management have a great role in the shared management theory, Western CRM has been widely applied to the CRM theory in the service of the government and the international community, and has a great help in the

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government service management. At present, the CRM government in many countries has achieved good results.

In China, the people's government is the core component of the party. The most important part of our system is the level of the state and the public government. The government is not only a national machine. It is the window of communication between the people and the government, and the party's line. The government is The importance of the final policy practitioners and policy implementers is obvious. Accelerate the reform of the administrative system in China's local governments, speed up the construction of new rural areas, and ultimately realize the efficient administration of the local government, so that the promotion of comprehensive social, political, economic, and cultural development in rural areas in China is of irreplaceable significance.

1.1.2 Research Significance

The form of local government control is unique to China. This is the most effective way to reduce the level of government. The local government faces the vast majority of residents in cities and rural areas. The local government looks very small, but its system is relatively large and plays the most important role in management. We can say that the grass-roots level is the "heart of the people" in the social communication system. "This article combines government management concepts and the methods of customer relationship organization, and explores how government functions transform and transform existing business services in a controlled manner. In order to reach the local government, it has important theoretical and practical significance.

1.2 Research status at home and abroad
1.2.1 Foreign research status

Although the customer relationship theory has been involved in commercial activities and has helped a large part of business managers, relatively speaking, researchers in various countries do not have a unified standard and identification of their systems, resulting in the current customer relationship system is still not First, the current mainstream has the following statement:

The American management team Gartner Group Srivastava & Sahami (2009) was the first to put forward customer relationship theory in business activities. The Gartner Group team believes that customer relationship management (CRM) is a business strategy. They think that in business activities, we should pay attention to the customer's sense of experience. Sense of experience as a goal to stimulate consumer spending in business activities.

Roger (2001) believes that the government cannot focus solely on whether or not

customers are satisfied with consumption in consumer spending, but rather that consumers can feel happy in the consumption process and can do so as many times as possible. Consumption is the importance of customer relationship theory in business activities.

We found that the customer relationship theory has changed dramatically in B2B. It should be the supplier's continuous change in order not to be eliminated.

In a word, the theory of foreign customer relations means that, through the mastery of customer information in the previous period, it identifies and discovers its potential customers and stimulates customer consumption through different ways of stimulation and guidance.

Di (2013) In recent years, the concept of CRM has entered the government and it has achieved relatively good responses. The British government launched the "CRM National Strategy" in 2003 . For example, the Immigration Bureau of Thailand used CRM technology to implement personal 90-day report mailings. The duration of personal 90-day reports decreased by an average of 40% or more, and the number of reports that had been reported by the generations of the individuals was also reduced by more than 70%. SPSS and SAS also launched the CRM system for the government in 2003. It can be seen that the CRM customer management system has gained an important position in the daily office work of the government, and the customer management system has also been continuously used by more countries as "citizen relationship management".

The concept of Customer Relationship Management was formally proposed .

1.2.2 Domestic research status

In China, she is now the deputy director, researcher and doctoral supervisor of the China National Informationization Experts Advisory Committee.Chinese related analysts made their own interpretations in 2003 when the Chinese government accepted customer relationship experience and in 2004 "government informatization and modern e-commerce." In the elaboration, the Chinese government's current concept and management of customer relationships are mentioned.The endorsement also signifies that our country has already focused on customer relationships in the government. As a company centered on software development,invested a lot of money as early as in 2000 and made a CRM government system platform. It was also recognized by the Chinese government and received by leaders. It can be seen that our government attaches great importance to the customer relationship system.In academic research, Chen (2006) put forward an important customer-centered business philosophy in government operations.He analyzes the concept of customer relations, and the existing physique and

technology level in China, and puts forward the highest goal in the existing business model.

In 2009, the Chinese government stated that it should pay attention to customers.He believes that in today's highly competitive commercial activities, only the customer-centered use of its customer relationship management system makes it impossible for customers and governments to It is the relationship between sales and purchase, but it is necessary to drive customers into the internal part of their own government so that they can clearly understand the government's culture, purpose and direction, and invite the customers and the government to have a common understanding. Allows customers to experience high-quality services. It also emphasizes that if the government uses customer service concepts and ideas, it will be much simpler to deal with issues in government and citizens. Encouraging citizens to trust and be satisfied with the government's practices allows citizens and the government to reach a certain level of understanding. If the government regards the people as customers in its work and everything is customer-centered, citizens can enjoy the quality of high services while also enabling them to join the national concept, so that they can solve the problems of the government and citizens in the nation's construction. relationship.

In 2001, China analysis Office also considered that e-government and innovation concepts, government management concepts and customer relationship management concepts, and e-government information services have been introduced in two areas: They believe that we should gradually establish a governance concept. Focus on the concept of the government as an active information service strategy and the provision of services through new services. Continuously improve public administration information, such as implementing a comprehensive information service strategy. The government must promote the development and development of civil society in order to continuously improve public services.

Zhao and Zhao (2011) suggest that by studying the theoretical basis of customer relationship management and the basic operating mechanism of library information services, it is possible to improve the internal business processes of the library and obtain a satisfactory evaluation system. User satisfaction should also develop with the development of science to enhance the talent construction of digital systems.

In 2011, Chinese government believed that when the government provided services focused on serving the public, government agencies and their government staff would need to be honest. The government needs to meet the needs and requirements of citizens. First of all, the government must follow the people's wishes and needs.

Ma (2012) considered that the customer relationship management model can help improve sales and service capabilities. She analyzed the impact of customer relationship

management strategies in the form of e-commerce. The main factor is to propose three specific online communities, e-mail connections and measures for the customers shopping area.

Wu (2013)Discussed the relationship between the fairness of salary management and employee pay satisfaction. The results of data analysis show that the fairness of the company's compensation management (results, procedures, contacts, and information fairness) and the degree of compliance of the company influence the employee's various pay satisfaction (pay level, welfare, bonus, salary increase, compensation system, and management satisfaction). An important factor; The fairness of the company's pay management will have a significant direct or indirect impact on the employee's sense of belonging, work enthusiasm, and job performance.

Chinese government believes that the combination of monthly salary management concepts and the formation of individual customer relationship management is the development trend of future customer relationship management. This paper analyzes the origin and status of customer relationship management applications, presents five perspectives of customer relationship management concepts (strategies, processes, technologies, business strategies and capabilities), and analyzes the characteristics of classified industries.

Igor (1965) first proposed the concept of collaboration in 1965. The concept of collaboration means "1 + 1> 2".

This means that all corporate profits are higher than the sum of the company's subsystems. Cooperation is an opportunity to gain the company's overall interest, which is related to the company's profitability. This definition focuses on collaboration.

The economic impact is the government's high success and sharing of intangible resources.

After a long period of exploration, the deep meaning of computer-assisted cooperation and computer-assisted collaboration has spread all over the world. Through time and space constraints, through the establishment of environmental communities to save material resources, improve the traditional way of communication of people, make their manpower and time to improve the efficiency and quality of social work.

1.3 Research content

The research content of this article is to collect the resources of local government organizations by creating local government organizations, local government subdivisions, customer demand analysis, and collaborative cooperation. In all aspects, the service

agency will provide government customers with better services and improve the level of service provided by the Chinese local government.

1.4 Technical route for research

1. Theoretical Exploration: Through reading the literature, we understand the current state of customer relationship management theory, customer relationship management theory, cooperative theory theory and research understanding.

2. Survey and research methods: Understand the status of research through survey data and questionnaires.

3, statistical analysis methods: According to the survey data for statistical analysis.
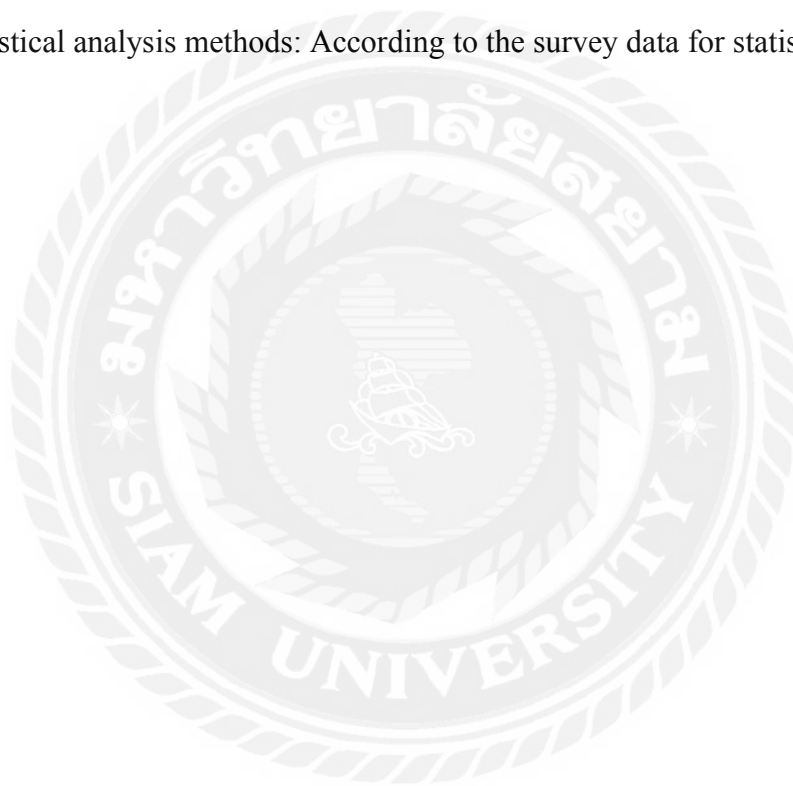
CHAPTER 2
BASIC THEORETICAL BASIS OF THIS ARTICLE

2.1 Government customer relationship management theory

The Gartner Group's management team introduced the concept of customer relationship management. Customer Relationship Management (CRM) is a business strategy that aims to improve profitability, revenue, and customer satisfaction, namely customer-focused business strategy and information technology. This is a way for them to redesign, conduct business and organize business processes.

Although the application of customer relationship management theory in government management is varied. But it is impossible to reach a clear agreement that is widely recognized globally. The theory of customer relationship management is studied by scholars and experts from different countries and regions, and is distinguished from regional differences and differences. There are currently five internationally known categories:

(1) Customer relationship management is a process.

CRM is a process with multiple macro processes. These sub-processes are usually further processed.

We divide it into microprocessors. If CRM is considered a CRM process, there are two meanings.

CRM is a high-end process that includes companies that strive to establish a good relationship with customers on a permanent and honest basis.

Second, CRM is the process of managing customer interactions and aims to create and protect long-term, favorable customer relationships.

(2) CRM is a strategy.

This view emphasizes that the resources used to establish and maintain customer relationships must be established by the company based on lifetime customer value. This view shows that not all customers are equal. Only when all resources are put into customer relationship management can the expected return be obtained.

The Value of Profit The main idea of   CRM's strategic point of view is that if you want to establish long-term, profitable customer relationships, you need to continually assess and optimize the customer's life based on its expected life cycle.

(3) CRM is a philosophy.

The philosophical view of CRM emphasizes that customer loyalty can only be achieved through a sustainable relationship.

Establishing family relationships establishes and maintains long-term relationships with consumers, rather than re-exchange, which is a discrete event between buyers and sellers, and is the most effective way to obtain loyalty.

(4) CRM is a capability.

From the perspective of CRM, we emphasize that companies need to develop and find capital through investment.

So they can adapt to individual customers and groups. This view is not available in theory.

(5) CRM is a technology.

Technology plays an important role in customer relationship management and front office (such as sales).

The tight integration of logistics functions provides effective interaction management in addition to the opportunity to interact with customers. Companies can use CRM tools to store large amounts of customer data. Of course, we use databases to store data, collect information, interactive technologies, and useful information to collect and disseminate to the organization.

Through the above description, one of the internationally accepted definitions is that CRM is an ongoing process that develops and uses marketing information to establish and maintain relationships with customers in order to maximize profits.

Chinese scholar gives two definitions of customer relationship management theory through research: 1) Simple definition: Customer relationship refers to the business relationship between suppliers and suppliers. Customer relationship management is a business strategy that aims to increase the value of customer assets by improving business relationships. (2) It has been fully defined: Customer relationship management is a customer-centric business strategy that aims to improve the relationship between the company and its customers. The government process concept is a new management mechanism for integrated technology. This global thinking is the main goal of the implementation of the customer relationship management strategy, in order to establish a long-term and stable relationship with these valuable customers to resolve this competitive strategy. You can prevent customers who flow to the interests of your opponent. In general, CRM is different, broad and narrow CRM, including how to find new customers and how old customers enter competitors. The only meaning of CRM is

that only the main tasks of CRM are clearly shown in Figure 2-1.

Figure 2-1 CRM task tree
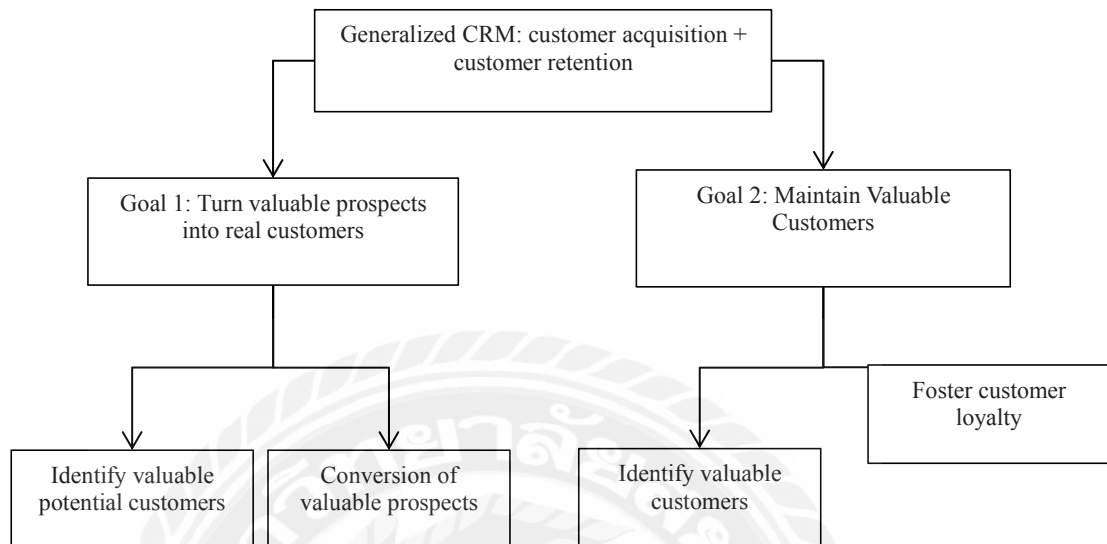
At the same time, he pointed out eight concepts related to the core features of government customer relationship management theory.

(1) The company's most important asset - customer resources The company can only conduct business through customer resources. This can generate cash flow. This is the only way for the company to make profits.

(2) Companies should use good customer relationship management strategies to build customer loyalty. This is the main goal of the customer relationship management strategy. Although the unit price is low, the turnover rate of the company is still high. Loyal and loyal customer companies have no competitive advantage in the long run.

(3) Customer loyalty must be gradual, evolutionary process and life cycle. .

(4) Benefits the customer brings to the company Participate in the development of customer relationship and the continuous development in the evolution of customer relationship.

(5) The two basic tasks of customer relationship management are identifying and retaining valuable customers. Maintaining customer relationships is to promote the stability of customer relationships as soon as possible, and constantly extend the time to maintain consistency and speed up customer relationships.

(6) The customer life cycle (CLP) is the basis for determining customer value.

(7) Customer loyalty includes customer satisfaction, customer perception, transfer costs and customer trust. But there are different roles at different stages of the life cycle. This concept is an important method of customer relationship management: 1. Customer turnover cannot be controlled by customer satisfaction management; 2. The concept of "value based" should treat customers in three effective ways. It is a cost transfer. 4. Different customer retention strategies should be developed at different stages of the customer relationship.

(8) The use of customer relationship management depends on the support of professional software platforms. Only effective technical support and tools can be used to effectively manage customer relationships.

2.2 Government customer relationship management theory

Government customer relationship management is a new form of strategic action proposed in China to create a government-centered service principle that aims to achieve improvements between the government and citizens. This kind of relationship has more confidence in the government, with the emphasis on changing government functions and supporting the creation of government-provided services. The government's e-service platform is consistent and highly valued in all countries of the world, and an integrated electronic service platform is more feasible. More efficient government processing.

The concept of "client recommendation" is the cornerstone of government customer relationship management theory.

The government should change its perspective from the perspective of view and change the concept of traditional management to use administrative power. The government center will promote government standards and official standards to meet public and citizen standards and encourage more effective government responsibilities. For customers, the concept of "customer first" requires the government to change its concepts and government. "Standing in front of customers"Although the government is exploring customer needs and reducing demand demand and providing critical and timely services, customer satisfaction is not a top assessment or economic indicator. But this is a basic goal. It is crucial to consider customer profit and value creation.

The basic theory of customer relationship management refers to the general theory of providing directing and supporting government direct customer relationship management, because of "the theory of demand segmentation" and "government".

The "customer credit theory" contains two basic elements that support and practice customer relationship management involving two types of government. "The perception

and segmentation of customer service needs" and "customer satisfaction and customer satisfaction satisfaction" depend on the job. "Reliability and trust" and "people and public relations theory" are the concept of customer relationship management in government administration and political administration. It also includes the political value of the theory.

Armstrong (2002) Customer segmentation theory (requirements) government is the most important issue in government customer relationship management. The theoretical segmentation of demand for civic services is based on a systematic study of the following four main tasks: (1) Create a method to identify citizens' needs. Citizens' service needs are dynamic and unstable, so citizens' needs can be determined through legal and non-legal information, information and services, public dimensions and individuality. 2 In order to meet urgent needs, establish a division of labor method. Citizen service needs. "Satisfaction service" has five levels: "very satisfied with service", "satisfied with service", "more satisfied with service", "less service" and "not satisfied with service." 3. Check the public decision-making mechanism of municipal services to determine services And eligibility criteria for the selection process. (Including economic, political, social benefits and other service types), service levels, and related resources that define the configuration. 4 Promote the establishment of government-oriented research services. Effectively establish performance evaluation and mechanisms to improve effective municipal services and innovative public services.

Figure 2-2 Government's CRM theory system
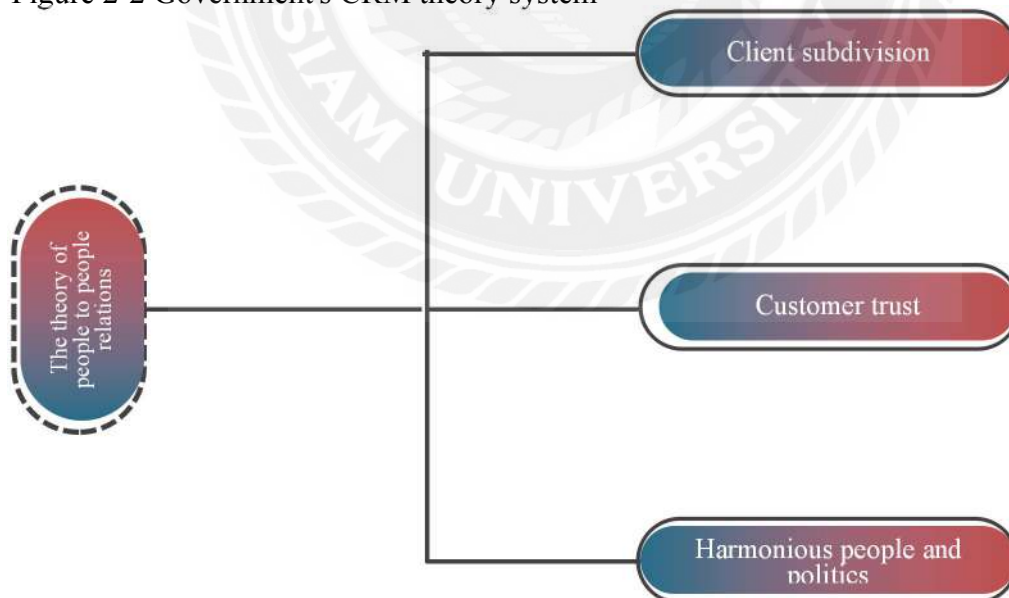
Figure 2-3 Government's customer segmentation theoretical framework

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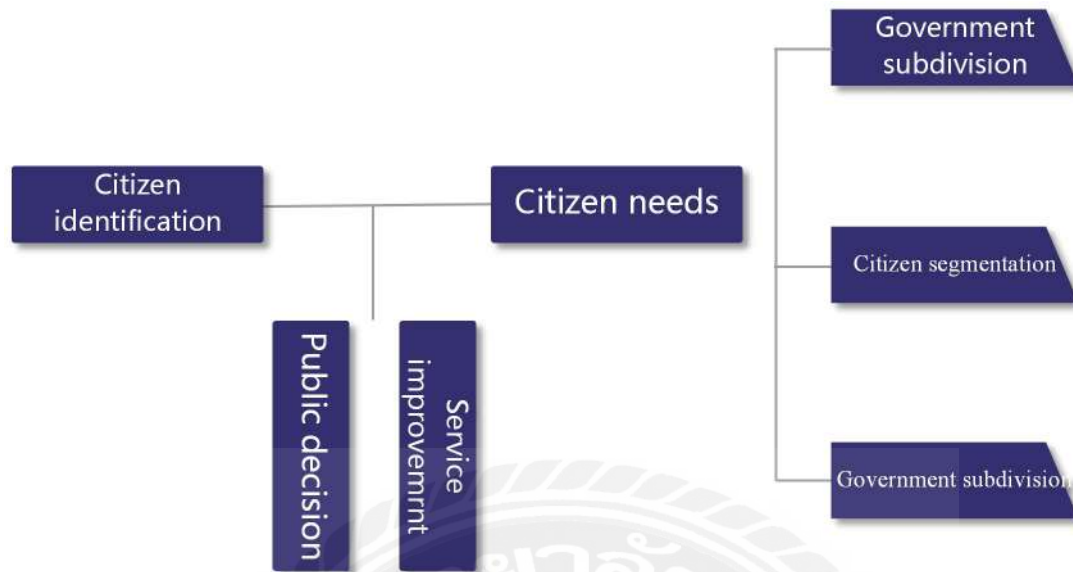
When CRM enters the government, the government must accept the following concepts:

Targeting government services (2) Keeping people at the center and people as the center (3) Exchange of political values between the government and citizens (4) Starting from the concept of "win-win", balance the relationship between the people and the government, government and The relationship between state-owned enterprises and the relationship between government and government.

2.3 Similarities and differences of CRM
2.3.1 Selective differences

In government customer relationship management, the choice of suppliers and customers is two-way. Ben (2014) It depends on the government, but it can't cooperate with each other. In government customer relationship management, citizens (generally referred to as organizations and individuals) serve the public and private sectors. There is no such relationship between governments. The relationship between the two parties is one-way. I cannot choose another department to serve. I can only accept this service or cannot accept it. Boukas (2003) On the other hand, according to the principle of local government services, organizations and individuals must be managed locally. The government must organize and provide local services to the public. According to the principle of universal service, organizations and individuals can only accept local services.

2.3.2 Differences in basic goals

Establishing a long-term and stable relationship with valuable customers is the fundamental goal of implementing a customer relationship management strategy. This strategy ensures that customers do not turn to competitors, and that they can get priority opportunities in the business battlefield. The government creates satisfaction and trust for all organizations and individuals and strengthens the status of the Chinese Communist Party. Improving service quality and service capabilities are the primary goals of the government in implementing customer relationship management strategies.

2.3.3 Differences in basic tasks

In government customer relationship management, the core of customer segmentation is to identify customers and valuable relationships. The principle of nurturing customers creates valuable customer loyalty.

Yuan (2013) When governments manage government customer relationships, identifying and improving customer needs is a key requirement. Based on differentiated services that reflect services. It creates a high-value service system for customers. The improvement of government services is the establishment and maintenance of customer satisfaction and overall trust, as well as the continuous strengthening of government-government relations.

Figure 2-4 The contrast between enterprise's CRM and government's CRM

What the government and the government have in common:

1. Strengthen communication with customers, bring personalized services to customers, and increase customer satisfaction and loyalty.

2. Face-to-face communication, telephone background exchanges and network services, the exploration of large databases and the use of conventional software to solve problems.

2.4 The value of government CRM

Government customer relationship management is a new form of strategic action proposed in China to create a government-centered service principle that aims to achieve improvements between the government and citizens. Promote the relationship between government and citizens, promote service-oriented government, establish a trust system and civic harmony and reassure the government.

2.5 Collaboration theory

Collaborative theory is a complex scientific research, such as globalization, economic knowledge, and fierce competition, attracting experts and scholars from all walks of life to explore. Collaboration theory is an important branch of the science system, mainly due to the research of system theory in various fields that are common in nature, and its purpose is to solve complex system problems. The system structure method is replaced by a simple solution. Liu (2013) The government and government theory has been built on collaborative management theory and has been systematically studied to address cross-sectoral collaboration issues.

This proposal was put forward by Professor Haken (1970) of the Federal University of Germany in May 1970. It is a major branch of systems science. Collaborative theory is based on recent scientific achievements such as information theory, system theory, cybernetics theory, disaster theory, and debris theory. Describe the normal methods of failure and sequencing in various systems and microscopic microscopic phenomena. The main contents can be summarized into three categories: 1) Synergetic effect (2) Servo principle (3) Self-organizing principle.

2.5.1 Synergies

Qi (2013) Collaboration is the result of interoperability and is the global or collective impact of the interoperability of multiple subsystems in a complex open system. Collaboration is an internal change derived from the normal structure of the system. This kind of influence is everywhere and it is an unpredictable nature of the world. According to the principle of system integrity, the overall operation of the system is not easy to add other powerful parts or weaker parts. By working together between parts. Interoperability affects overall functionality. For example, if the heart's inner chamber is not correct, each part loses responsibility, ignores each other, and squeezes each other. It causes the heart

to become deformed and all systems are confusing. Therefore, senior government officials must strengthen coordination mechanisms.

First, in order to improve the heart, an unhealthy ventricle affects overall operational efficiency. It should be treated systematically and control and feedback should be strengthened during this process. Need to solve the problem in order to avoid unreasonable plans, and will not affect the behavior of each part. Second, it is necessary to properly allocate the various components of the management system and set appropriate management levels to avoid organizational duplication. Cooperation must strive for excellence to avoid duplication.

Again, we must consider optimization from an overall perspective and set the same level at the macro level. In specific actions, avoid conflicts and struggles between different management measures, strengthen joint security measures, and independently manage the team and all other companies. The overall goal is to establish a shared management system.

Reinartz (2012) An understanding of how to manage relationships with customers effectively has become an important topic for both academicians and practitioners.

2.5.2 Servo principles

The servo principle is based on slow and fast variables, and the sequential parameters affect the behavior of the subsystem. The principle shows that when the system is unstable or close to the critical point, the system changes and emergency structures are determined by multiple aggregations. The behavior of other system variables is controlled by these command parameters.

2.5.3 Principle of self-organization

Manual management means that without external guidance, internal subsystems can create specific structures and functions based on specific rules with internal features and personality. The principle is that as long as the external energy flow, data flow and material flow enter, the system will use the synergy between multiple subsystems to achieve new system stability.

Cooperation is a form of self-organization and self-reliance. So this system evolved from chaos. In order to promote self-organization, we should proceed from the following two points:

According to their own circumstances, the reasons for the reform are given, and the internal strength of the mechanism is continuously improved. "Catfish effect". Secondly,

it uses external energy to enhance parallel communication with various parties.

Based on the above analysis theory, the cooperation theory can cooperate with the internal resources of the organization so that the organization can operate effectively and systematically. Therefore, it is very meaningful to apply adaptive theory to government management and solve the problems of government management.

CHAPTER3
LOCAL GOVERNMENT CUSTOMER RELATIONSHIP MANAGEMENT MODEL

3.1 Local government connotation

In our local, most of them refer to the district level. The district level includes county-level cities, municipalities, and other state agencies.

There are more than 2,800 provincial administrative units and more than 2,000 cities and counties in China. The local government is the executor of higher-level policies, and the local government is the grass-roots organization responsible for the management of higher levels of work. The grass-roots assessment standards are directly determined by the government. The evaluation criteria are the most important indicators proposed by the high-level governments of the government's working senior government.

Non-base-level governments are not directly facing citizens and are in contact with distant residents and cannot play the role of regional economic development, public services, and political control. This is closely related. This is the biggest difference between local and other levels of government. The quality of local management depends on how quickly we can handle the reactions and attractiveness of the local. No matter how rich and stable the people's lives are, the will of the state will spread to the bottom of society. The local government has a direct bearing on whether it can be implemented.

3.2 The main problems existing in the primary government at this stage

Due to institutional reforms, historical issues, tax changes, and other reasons, the local government in the government still has many problems. The local governments cannot respond to the development needs of the government in a timely manner.

3.2.1 local government agencies are messy and messy

In the late 1980s, the rural family responsibility system was widespread, and the traditional local government management system could not meet the requirements of the social age. The local government is divided into specialized agencies such as offices and civil affairs and family planning agencies. Part of the responsibilities are not clear and it is a serious problem that runs through all employees. Some of the agencies that set up provisional institutions and vertical management units are set up for temporary tasks. After the completion of the next task of the grass-roots organization to the village, it was cancelled. It is mainly because it uses the work methods of the upper and lower departments and it is also responsible for more than one management. It also has departments that spend most of their time on the government's grass-roots work, offices, party committees, departments, organizations, and public relations departments. jobs.

Yu (2013) The duties and work of local governments are relatively onerous, but the number of grass-roots government workers is very limited. This has led to grass-roots workers' poor work enthusiasm and initiative.

3.2.2 Unclear definition of basic government functions

At that time, the government urgently needed relevant business experts and technical personnel to go to a large number of rural areas, local, agricultural technology, and animal husbandry and veterinary stations. However, at that time, the government mechanism was too scarce, which led many professionals to stay at the local level. Finally, some departments lost their job titles and were unable to perform their duties effectively. Second, all provinces, cities, and other local governments are not unified. The recognition usually includes land development approvals, which caused the local government to encounter problems at that time. Most grass-roots people think that the local government has all the powers of some governments. Apart from internal issues, the government does not need to intervene. Because the local government has bullied the upper-level government in order to achieve better results, the actual work is often more watery. The government only assigns tasks to the masses, but they cannot be ignored. At the time, the local government could not really serve the needs of the local. This has led to increasingly contradictory problems, which ultimately led to the failure of the communization.

3.2.3 The local government has insufficient investment in resource allocation

Liu (2013) The local government has used various methods for the allocation of resources. For example, it has increased the number of temporary staff in the organization, but the number of employees in the same organization has continuously increased, but the real demand cannot be solved. Meng (2016)Government personnel have many duties. For example, there are a lot of government staff members who work in various positions in several government-industry enterprises. Cause citizens to reflect before discovering problems, local personnel dare not to arbitrarily decide, and local staff go to the instructions often are due to the leadership of the work is too large and can not be quickly disposed of. Due to the limited availability of large-scale service-oriented services, the windows units are not free to work. They are often several offices in one office and office products are often stored in crowded office space. The hardware of office equipment is often under-configured. These are all important reasons for the low level of office and service of the government.

3.2.4 Levels of local government workers are uneven

(1) The cultural quality of citizens in our country is generally lower than that of

citizens in developed countries. In recent years, with the development of the social economy, the quality of grass-roots workers has continuously improved. However, the problem of age composition and education standards has continued to grow. In recent years, China has consistently advocated the selection of high school students, college students and college students as local workers. It is not as good as the wealth and comfort of big cities. Fan (2014) For this reason, most high-level personnel do not want to work at the local level. The result is that the staff is still at a low level of education. The structure of local government officials and experts is also unreasonable. Many governments require professional and technical personnel and local officials, but they are often overlooked.

(2) It is necessary to raise the awareness of local government workers. In the grass-roots management, the service concept is not enough, and the grass-roots staff do not pay attention to their own pursuits, resulting in relatively difficult management. The wrong concept ignores who is the true owner of society. In the performance evaluation with many government leaders, the local government did not directly participate in the assessment, which led to the neglect of many problems at the bottom of society.

(3) Some local government workers have weak awareness and legal awareness. In the local government, there are still many ways to deal with government issues. For example, managers are not regulated and the law enforcement process violates the spirit of law. This simple and crude work method is a narrow concept that has a huge impact on the efficiency and credibility of the local government in the management process.

3.2.5 The assessment mechanism is not perfect

In the current system, the higher the score, the lower the working standard. The local government only works in accordance with the goals and tasks assigned by the higher authorities, and advances the work with reference to evaluation criteria. For example, the county government's evaluation rules for most county governments include economic indicators, local legal proceedings, and environmental sanitation supervision. The local government is doing everything by evaluating and following a standard that will not be tampered with, depending on forgery. In the local government, performance evaluation is conducted in the form of "big pots." Officials receive the same pay, rewards, and are not punished if they do not work. With this attitude, there will be delay and inevitable.

3.3 Primary government government customer relationship management model

Figure 3-1 The local government's CRM model(external customers)
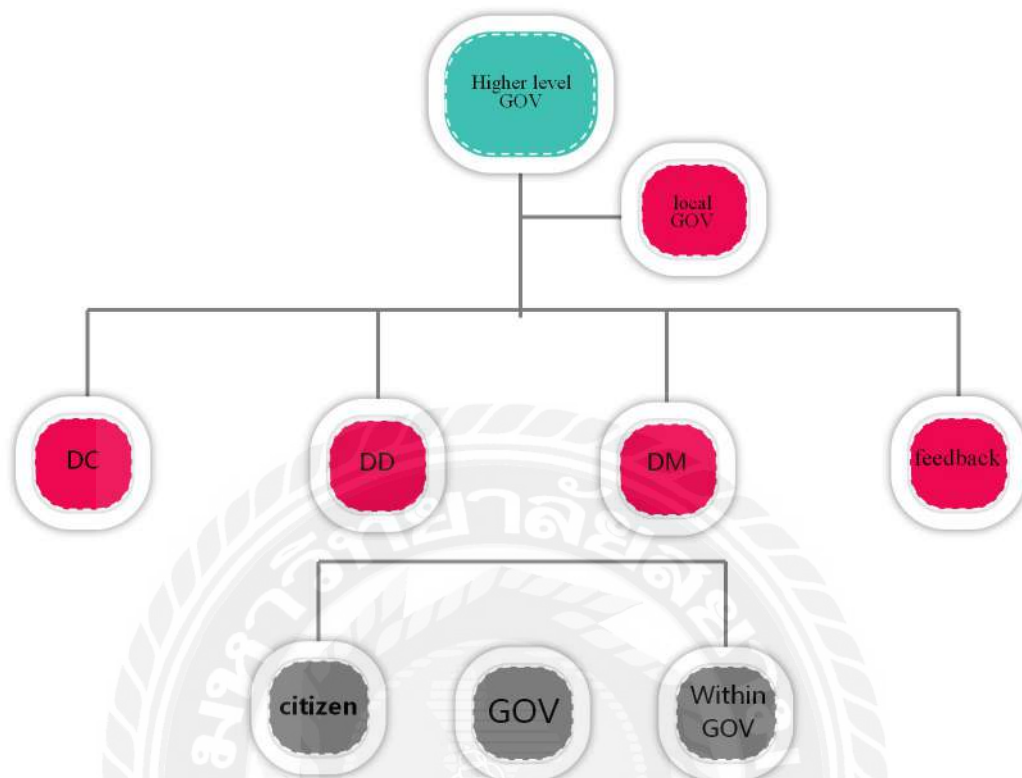
Note: DC is classified as demand. DD is the degree of disposal. DM is a decision mechanism

Figure 3-2 The local government's CRM model(internal structure)
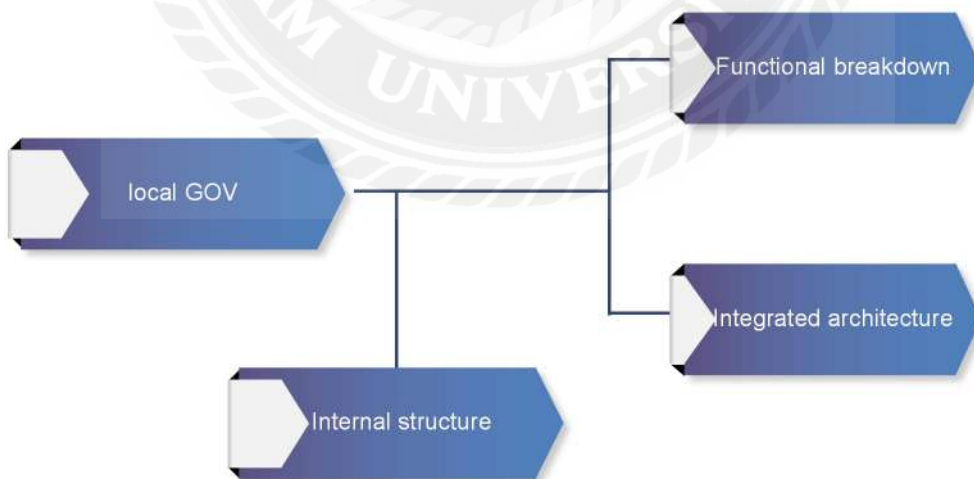
Figure 3-3 The local government's CRM model(local staff)
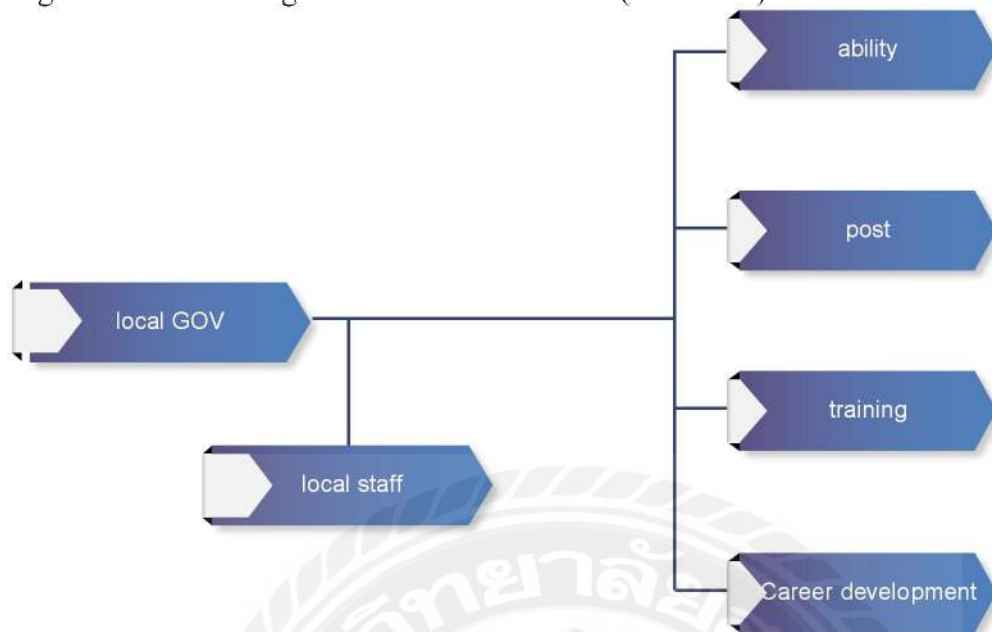
In this chapter, we will establish a model for managing government customer relationships based on the basic theory of the local government to adjust the current government mechanism.

According to the theory of customer relationship management in the public sector, customer segmentation is the main function of government customer relationship management. Based on the social roles and work division of government customers, local customers can be divided into internal and external customers. Internal customers include work units and grass-root government government workers, and external customers include citizens, governments, governments, and other agencies. According to the classification theory, the needs of external customers and internal customers are further subdivided.

3.4 External customers

External customers include citizens, companies, governments or other entities. According to the subdivision theory, the needs of these three types of customers are the same. Types of customer service requirements, urgency of customer service requirements, customer decision-making mechanisms, customer service and evaluation, and customer feedback.

3.4.1 Types of customer service requirements

Due to differences in national policies, regional culture and economy, external customer needs in different regions are different and dynamic, and it therefore depends on legal and illegal dimensions and services. Regional characteristics I will define the needs

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of the local local government to provide services.

Figure 3-4 Types of customer service requirements

citizen   institution

Documents handling, matters approval, medical insurance, information inquiry, other public services, etc.

GOV

Project declaration, industrial and commercial taxation, information inquiry, other public services, etc.
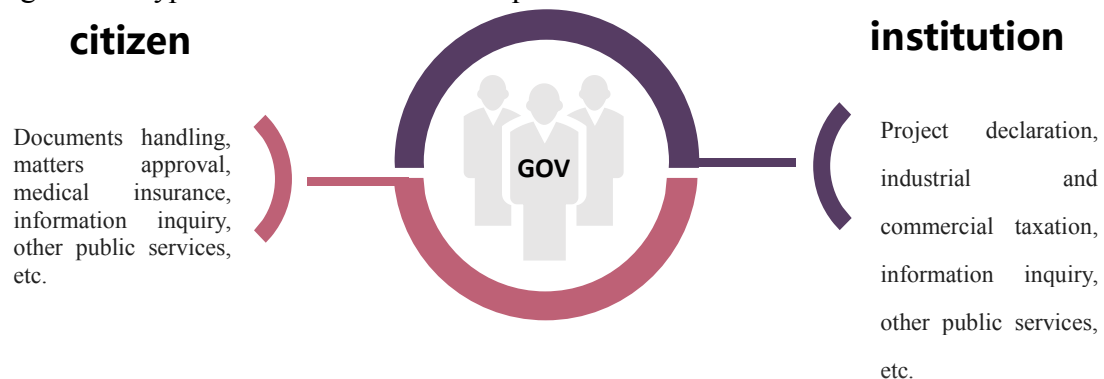
3.4.2 The urgency of service demand

Due to the limited government resources and the inability to meet all customer service needs, the local government needs to set the appropriate conditions for each region. It is a five-level, the first of which is the urgent need of the top level: it must be urgent and must be solved in the quickest way.

The second is the next level: it is more urgent and needs to be handled after the first level. The third level is: Urgent and needs to be processed after the second layer.

The fourth floor is: It is not urgent. The fifth floor is: Not urgent. The local office personnel need to be reasonably assigned to master metrics.

Figure 3-5 Service demand urgency

Especially urgent	Can cause changes in serious incidents
More urgent	Can cause changes in major events
General urgent	Can cause a change of events
Less urgent	Cause minor event changes
Not urgent	Can't make any changes

3.4.3 Service customer decision mechanism

Through the auditing and decision-making of service scope, customer demand, service level, and distribution of infrastructure and resources, regional services will be determined by the specific conditions of each basic government.

3.4.4 Customer evaluation and feedback

Local governments will continue to improve local service capabilities, and local governments will become improved and creative services. You can specify the appropriate time and direction based on the feedback.

3.5 Internal customers
3.5.1 local government agencies

To realize this concept, we must "customer-centric". We must fully reflect the influence of the department at the grass-roots level. At this time, we must overcome the original division of labor at the local government, tailor-made work functions and comprehensive integration plans to meet external customer needs. The local is divided into four main departments, mainly government centers and government management centers, government decision-making departments, government agencies and other institutions. The government policy department is responsible for the overall government policies, such as the use of priority policies, the formulation of local regulations and measures, the provision of service measures to meet the needs of external customers, the adjustment of internal customer needs, and the setting up of government departments to work among multiple departments. The departments of the same department are responsible for the specific business functions in daily work and are instructed by the government policy department. Together with other government agencies, it is responsible for supporting government work, assessing the work situation and returning results.

3.5.2 Local government government staff

Civil servants are very important to internal customers. Government employees directly face external customers. Their words and deeds directly affect the evaluation of external basic customer service levels. Therefore, it is very important that the local government can not ignore the good work of the internal government staff.

(1) Consistency of personal skills and work. Government officials at local government agencies employed by government officials or public agencies cannot post full-time job offers. Workplaces and many government staff are professionally trained. The current situation is based on professional skills and personal skills, and must match the correct location.

(2) Being well-trained is one of the necessary conditions for improving the skills of government workers. It is directly proportional to the job satisfaction, wages, work experience, and self-improvement of government workers. From the perspective of wages

and salaries, the wages and salaries of local governments are rarely linked to real performance. Education is a way to increase salaries and salaries. From the perspective of work experience and self-awareness, government workers with academic and technical skills can improve their work ability, and government workers can more easily manage their daily work and gain a better work experience. Easily solve problems in the eyes of others and achieve self-fulfillment by government workers.

(3) Interpersonal relationships are tightly integrated with local government agencies. It is almost impossible for government workers to hire another department. However, it is necessary to cooperate smoothly with colleagues of various agencies and agencies. Interpersonal relationships are an important element in connecting organizations and individuals. Personal relationships may affect work. If the government staff has a good relationship, you can get cooperation from others at work, increase productivity, and reduce work difficulties. Make the government staff more positive attitude to improve the satisfaction of government workers. On the other hand, if the relationship is tight, it will not only affect the mutual cooperation at work. It also affects work experience and enthusiasm.

(4) Expectations for career development Government workers will continue to work for the government. They think that the current work is conducive to their professional development and they will work harder. Government workers think that current career expectations are limited. Will reduce work efforts in the work.

CHAPTER4
QUESTIONNAIRES AND DATA ANALYSIS

4.1 Questionnaire design and survey implementation

(l) The object of the questionnaire survey

My relatives and friends work in the local in China. Therefore, with the permission of the local grass-roots government, we distributed questionnaires to the staff of the four grass-roots government offices in China and asked them to randomly distribute the citizens who came to work.

(2) The content structure of the questionnaire

In the questionnaire design, I was divided into: inscriptions, instructions, questions, and answers. The questions in the design questionnaire are two parts: the first part is mainly the background survey of the respondents, and the second part is mainly the subjective and objective views of the respondents. The first part mainly investigates the identities and social status of the respondents, and a total of 6 questions are answered. The second part mainly focuses on the service work of the grass-roots government under the subjective and objective environment of the respondents. A total of 16 topics.

The evaluation criteria adopted in this survey were: the Likert five-points subscale, which was graded by the investigators in the way they selected the answers, of which 1 was not satisfied, 2 was not satisfied, and 3 was generally In points, the satisfaction was 4 points, and the satisfaction was 5 points.

The sample of questionnaires is expected to be issued in 400 copies, and the citizens who work in the four local offices in the past three months will be issued. Among them, 110 samples were issued by the No. 1 General Office, 85 samples were issued by the No. 2 General Office, 120 were issued by the No. 3 General Office, and 83 were issued by the No. 4 Office. Finally, after retrieving the query, it was learned that a total of 338 questionnaires were collected. However, due to the multiple selection and non-selection of some questionnaires, 38 were removed, and a total of 300 questionnaires were returned for this survey. Reaching the recovery questionnaire is greater than 1/2 of the questionnaire, so the questionnaire is based on 300 questionnaires under scientific and reasonable conditions.

4.2 Statistical description

This survey questionnaire collected 300 valid questionnaires and entered the SPSS statistical system to analyze the data.

4.2.1 Gender ratio

As shown in Figure 4-1, out of the 300 samples, the total number of male valid

persons is 160, accounting for 53.33% of the total number of females. There are 140 valid females, accounting for 46.67% of the total. In the 6th population census conducted in China in 2010, there were 133.972 million people, of whom 68.85 million were males and 65287 were females. China's male citizens accounted for 51.27% of the total population, and China's female citizens accounted for 48.73% of the total population, according to a sample survey. The rationality of this survey is that this survey questionnaire is scientific and is established.

Figure 4-1 Survey sample - male to female ratio
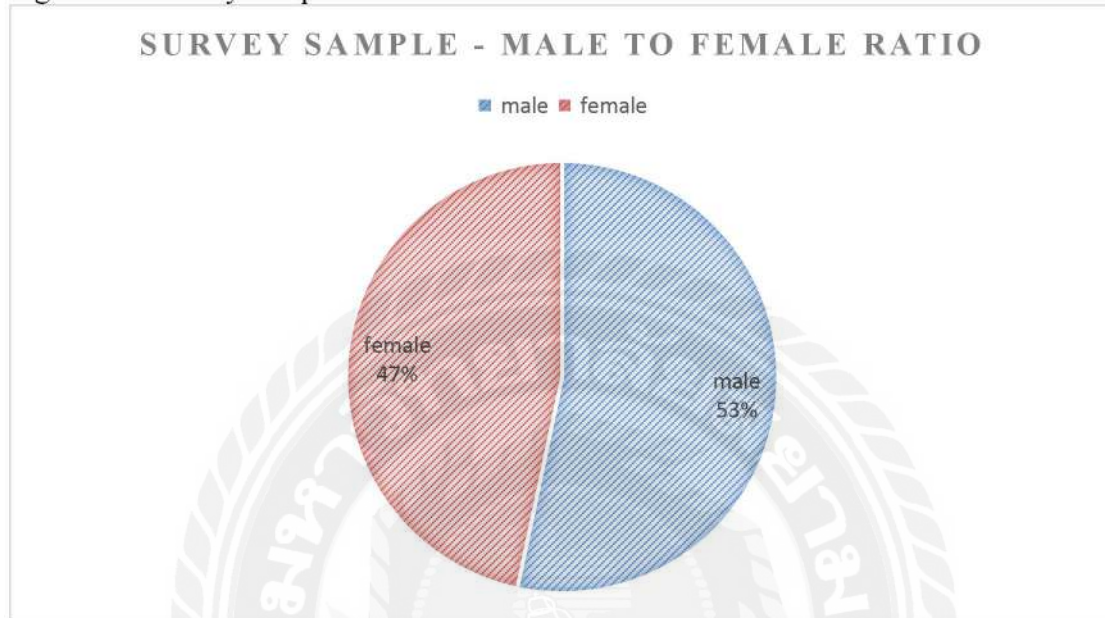
4.2.2 Age distribution

A total of 20 people under the age of 20 account for 6.67% of the total number of people; 90 years of age from 21 to 30 years, accounting for 30% of the total; 31 years of age and 40 years of age of 104 people, accounting for 34.67% of the total; 41-60 years old 70 Persons accounted for 23.33% of the total number of people; 16 people aged over 60 accounted for 5.33% of the total number. According to histograms, the 31- to 40-year-old sample is the largest in the survey sample, and fewer respondents are under 20 and over 60.

Figure 4-2 Age ratio of sample capacity
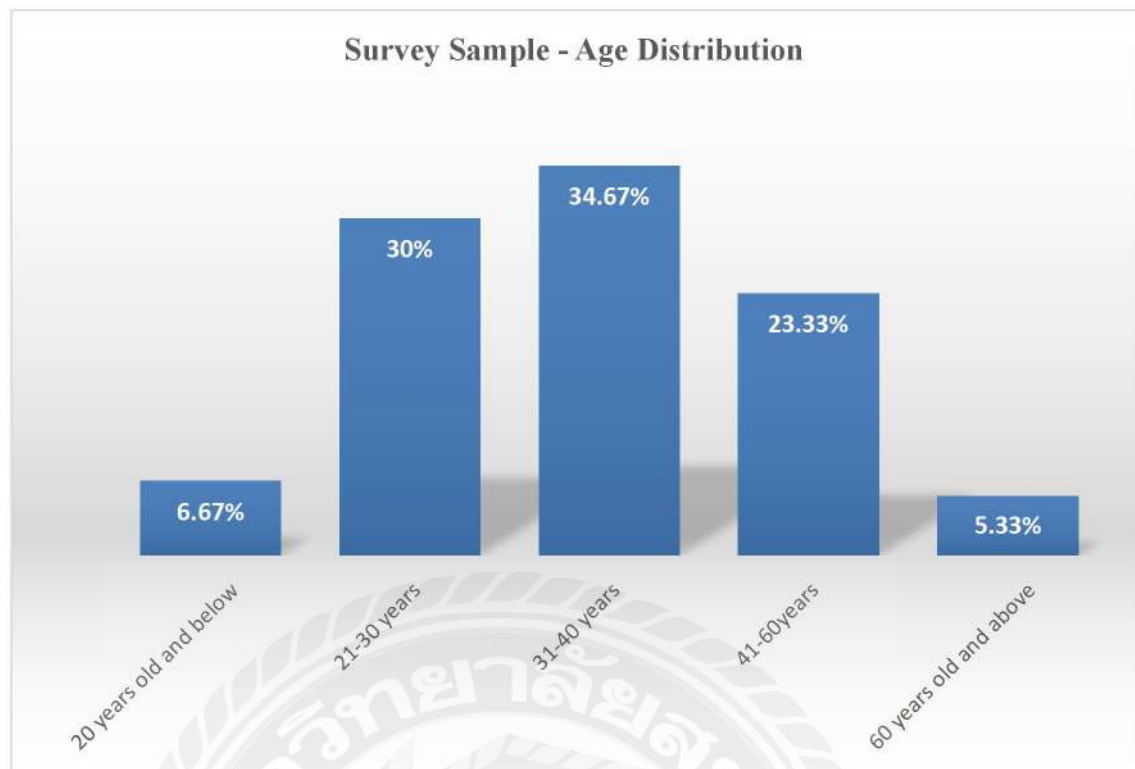
4.2.3 Distribution of academic degrees

The third kind of background survey in this questionnaire survey is the education survey. The design of the sample consists of four major sections: elementary school and below elementary school, junior high school, high school and secondary school culture, college and undergraduate culture, graduate students and graduate students. Among them, 86 primary school students account for the total number of samples, which is 28.67% of the total sample. The number of junior high school, high school and technical secondary school is 102, accounting for 34% of the total sample. The number of college and undergraduate students is 74, accounting for 24.67% of the total sample. There are 38 graduate students and graduate students or above, accounting for 12.67% of the total sample. Among them, 62.67% of the total number of elementary and elementary school and junior high school, senior high school and secondary school education accounted for. It is in line with the characteristics of the low level of education that my country's citizens have put forward and is in line with scientific theories.

Figure 4-3 Education ratio of sample capacity
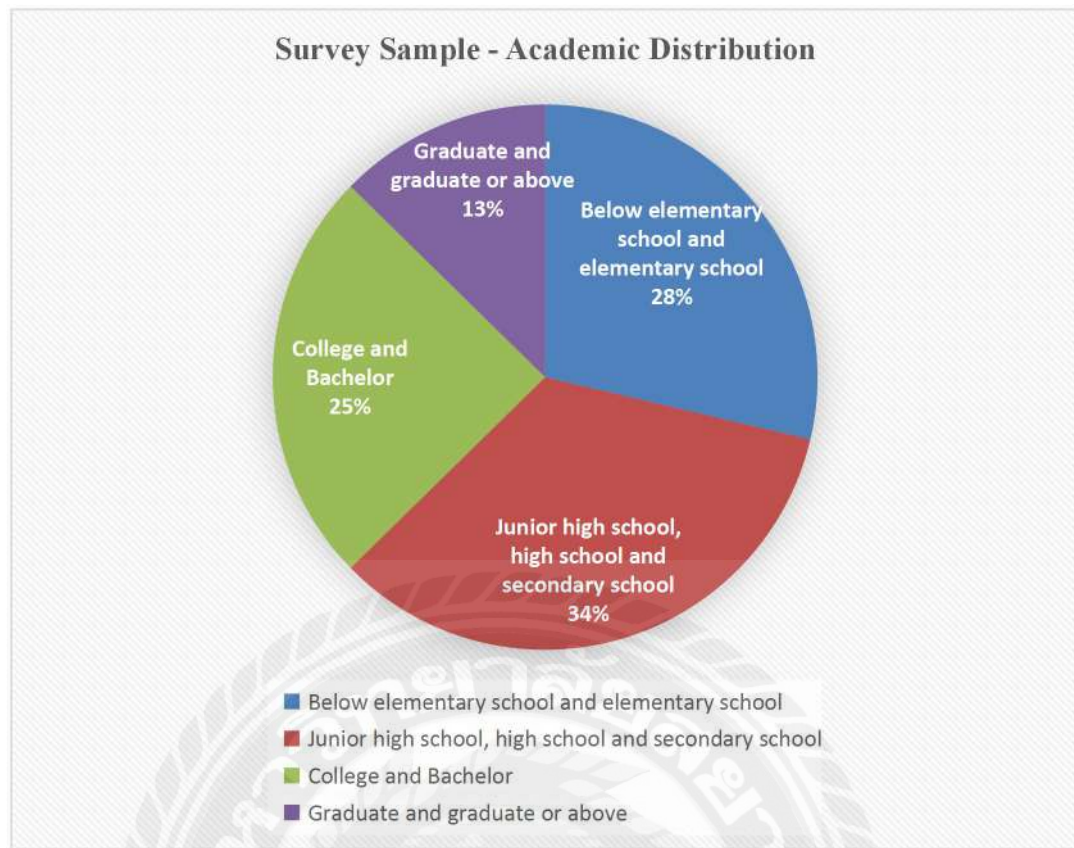
4.2.4 Political aspects

In the fourth item of the sample analysis survey, I mainly investigated the political aspects. The following four items are mainly designed to include the existing political features of China: the masses, young pioneers and members of the Communist Youth League, the Chinese Communist Party and others. After the collection and finishing. The masses were 240, accounting for 80% of the total sample. The Young Pioneers and the Communist Youth League members are 30, accounting for 10% of the total sample. The Communist Party has 20 people, accounting for 6.67% of the total sample. At the end, the number of people in the other was 10, accounting for 3.33% of the total sample.

Figure 4-4 Political status of sample capacity

Survey Sample - Political Aspects

- the masses 80%
- Young Pioneers and Communist Youth League members 10%
- Communist Party of China 7%
- other 3%

Legend:
- the masses
- Young Pioneers and Communist Youth League members
- Communist Party of China
- other
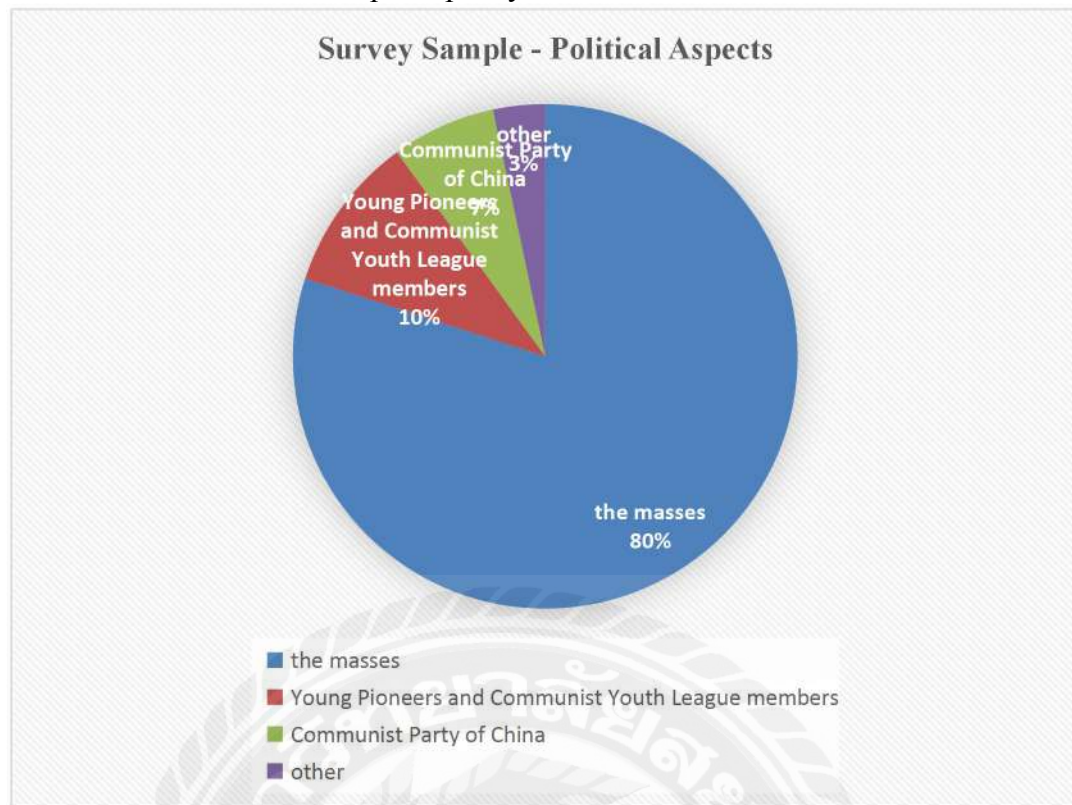
4.2.5 Sample occupation

In the fifth item of the sample analysis survey, I mainly investigated the occupation of the sample. Due to more occupations, I designed the mainstream occupations to be mainly farmers, workers, teachers, village cadres, students, self-employed persons, local or above cadres, local workers and others, and collected and analyzed. Among them, 108 were farmers, accounting for 36% of the total sample. There are 51 workers, accounting for 17% of the total sample. There are 36 teachers, accounting for 12% of the total sample. There are 30 village cadres, accounting for 10% of the total sample. There are 12 students, accounting for 4% of the total sample. There are 21 self-employed persons, accounting for 7% of the total sample. There are 12 officers at or above the regional level, accounting for 4% of the total sample. local workers are 21, accounting for 7% of the total sample. There are 9 other occupations, accounting for 3% of the total sample.

Figure 4-5 Occupation of sample capacity
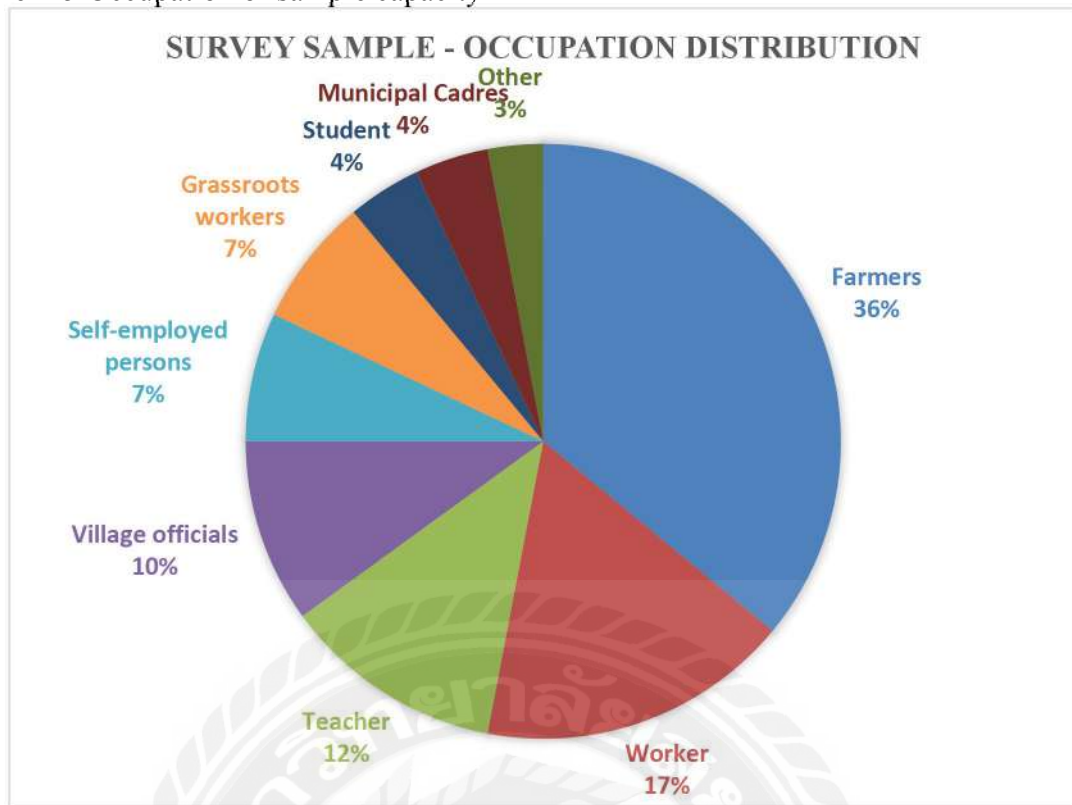
4.2.6 Family annual income

In the sixth item of the sample analysis survey, I mainly investigated the income of the sample. Because the superstructure is the most important. I am divided into: no income, less than 15,000 yuan, 15001-50000 yuan, 50001-80000 yuan, 80001-90000 yuan, 90001-100000 yuan, 100001-200000 yuan, 200,000 yuan. The data distribution among these parts was 3.30%, 10.00%, 12.00%, 24.00%, 26.70%, 14.70%, 6.000, and 3.30%. Of these, 50001-80000 yuan and 800001-90000 yuan have the highest annual household income, which is in line with China's annual household income index.

Figure 4-6 Household income of sample capacity
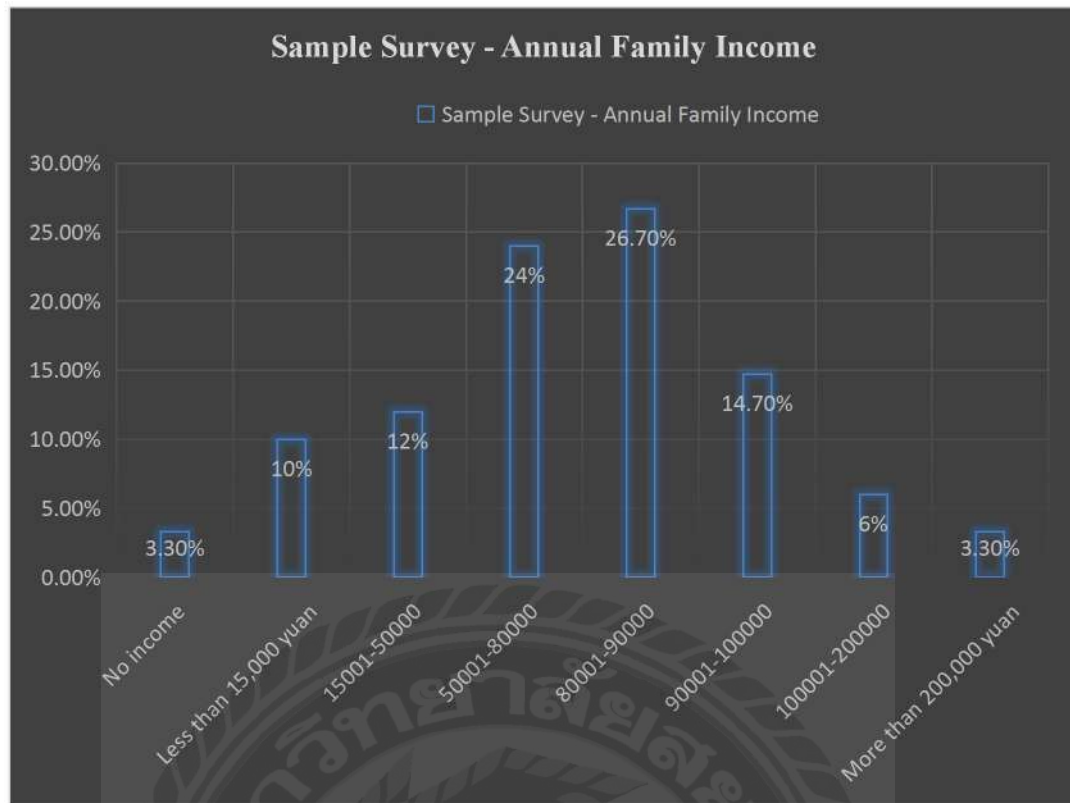
4.3 Reliability and validity of the sample

I only use the clone Bach coefficient for this sample. I think he is the key indicator to test whether the sample has adhesiveness and reliability. In the academic use by a large number of researchers, researchers generally use α>0.7, indicating that the sample has a large degree of adhesion and trust, α> 0.35 and α <0.7, indicating that the sample has an acceptable range of values Internal; if α<0.35, this sample does not have adhesion and confidence.

Table 4-1 Reliability analysis

Independent variable	Survey sample number	Survey sample number	Cronbach's alpha
Service environment	1-5	5	0.664
Staff quality	6-8	3	0.788
Internal agency management	9-12	4	0.859
Special situation management	13-15	3	0.949

With the above cloned Bach coefficient, it can be seen that all values are in line with scientific requirements, and the minimum value is the service environment, but it is also within the normal acceptance range so it can be used normally. The other three values are all greater than 0.7, so the survey sample has a very high degree of adhesion and trust,

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and can be used for investigation and analysis.

4.4 Cross-analysis of satisfaction variables

In this analysis of analysis satisfaction, because the analysis of individual variables is only the basis of the study. However, there is often no analysis of the internals of the questionnaire. Therefore, we must constantly analyze the internal relations. I think that the internal analysis of the survey uses an internationally unified two-dimensional analysis. The following is an overall satisfaction analysis of background surveys (gender, age, education level, political profile, family income, and occupation).

Table 4-2 Chi-square test for sample variances and overall satisfaction

	Degree of freedom	chi-square test	asymp sig 2 sided
Age* Overall satisfaction	16	12.075	0.739
Gender* Overall satisfaction	4	4.137	0.388
Academic qualifications* Overall satisfaction	12	17.398	0.135
Political outlook * Overall satisfaction	12	7.716	0
Annual household income* Overall satisfaction	28	76.620	0
Occupation * Overall satisfaction	32	87.062	0

In the satisfaction analysis, it is stipulated that the smaller the two-sided approximation probability is, the more related to the investigation is, and the equal value of bilateral probabilities is equal to 0.05. In summary, the political characteristics of the survey sample, family income and professional team can be obtained from the table. The overall satisfaction has an extremely important link. It can be said that the political outlook, family income, and occupation have an important impact on the citizens of this survey on grass-roots services.

4.4.1 Use age as background variable
Table 4-3 Overall satisfaction of different age groups

age distribution	satisfaction level	Frequency (number)	proportion(%)
	Very satisfied	0	0%
	More satisfied	2	10%
20 years old and below	general	10	50%
	Less satisfied	8	40%
	Not satisfied	0	0%

21-30 years	Very satisfied	0	0%
	More satisfied	18	20%
	general	48	53%
	Less satisfied	18	20%
	Not satisfied	6	6.7%
31-40 years	Very satisfied	8	7.7%
	More satisfied	24	23.1%
	general	50	48.1%
	Less satisfied	16	15.4%
	Not satisfied	6	5.8%
41-60 years	Very satisfied	2	2.9%
	More satisfied	18	25.7%
	general	36	51.4%
	Less satisfied	12	17.1%
	Not satisfied	2	2.9%
61 years old and above	Very satisfied	0	0%
	More satisfied	2	12.5%
	general	8	50%
	Less satisfied	6	37.5%
	Not satisfied	0	0%

The middle-aged people's satisfaction with the grass-roots level can be seen as very high, and the middle-aged is also the golden age of 30. It is full of passion, freedom and unfettered happiness. A new study of middle-aged people shows that most people think that the middle-aged period is their happiest stage. At the same time, the results of the study show that during the middle age, people's living standards and happiness index will rise.

her team conducted a survey in Australia and found that satisfaction with age was a U-shaped curve. She presented the research findings at the Australian Social Policy Conference and discussed how life satisfaction changes with age and what its drivers are. The purpose of the study is to help set policy goals for specific age groups.

From the above table, we can see that middle-aged people's work, income, and family aspects are relatively on the rise, and middle-aged people are relatively satisfied. The satisfaction of young people is closely related to housing problems, parental and family issues, and other factors. Relatively less experienced middle-aged people, young people are still in a period of rebellion so the satisfaction is not high. Due to the gradual decline in the family status and social status of the elderly, the elderly have generated some views on the society, leading to lower satisfaction.

4.4.2 Gender-based variables
Table 4-4 Overall satisfaction of sex

Gender distribution	satisfaction level	Frequency (number)	proportion(%)

	satisfaction level	Frequency (number)	proportion(%)
male	Very satisfied	2	1.3%
	More satisfied	36	22.5%
	general	76	47.5%
	Less satisfied	36	22.5%
	Not satisfied	10	6.3%
female	Very satisfied	8	5.7%
	More satisfied	28	20%
	general	76	54.3%
	Less satisfied	24	17.1%
	Not satisfied	4	2.9%

Judging from the above, men and women generally have more grass-roots services than usual, so we can see that the general positioning median value is more satisfactory than the dissatisfaction of the current level of satisfaction with grass-roots services. Most of the people are still more accepting. Now the quality of service.

4.4.3 Taking education as background variable

Table 5-5 Overall satisfaction of different education

Academic distribution	satisfaction level	Frequency (number)	proportion(%)
Below elementary school and elementary school	Very satisfied	0	0%
	More satisfied	16	18.6%
	general	50	58.1%
	Less satisfied	20	23.3%
	Not satisfied	0	0%
Junior high school, high school and secondary school	Very satisfied	4	3.9%
	More satisfied	24	23.5%
	general	50	49%
	Less satisfied	16	15.7%
	Not satisfied	8	7.8%
College and Bachelor	Very satisfied	6	8.1%
	More satisfied	20	27%
	general	36	48.6%
	Less satisfied	8	10.8%
	Not satisfied	4	5.4%
Graduate student and above	Very satisfied	0	0%
	More satisfied	4	10.5%
	general	16	42.1%
	Less satisfied	16	42.1%
	Not satisfied	2	5.3%

From the table we can see that graduates and above, college and undergraduate, junior high school, high school and secondary school, elementary school and elementary school below, among these four persons, not just the level of academic qualifications, assuming four individuals of the same age, In different stages, the four different options were chosen. In addition to the four academic qualifications, the four individuals faced the social age independently, and after graduation from the graduate school, the working hours of the four individuals were obviously different. The working environment that four

individuals have to face is obviously not the same.

Simply speaking, a high degree of education means that the current education system has been highly recognized, has considerable learning ability and test-taking ability, and will have a certain degree of highly-educated network resources, and can even reach some specific areas. Leading figures, you and your people have higher personal qualities, more sound outlook on life, world outlook, values, and more systematic theoretical studies. When you work, the relative starting point will be relatively high. There is a bit of emboldenedness. Therefore, this group of people can see that looking at the issue is broader in scope, and therefore the level of the government at the local level will be much higher. Therefore, the satisfaction of the survey sample will drop linearly among this group of people.

However, the majority of primary school and undergraduate students are primary and undergraduate students. Primary education and secondary education are among them. When they come to the grass-roots government, they do not care a lot, but they mainly care about the success rate of doing things. Therefore, satisfaction is relatively rising. From elementary school to junior college and undergraduate, we can see that the degree of data satisfaction is gradually increasing because with the changes in academic qualifications, the personal qualities of these people also change, they are more kind in handling affairs, and the clerk is in a harmonious state. Of course, The self-perceived satisfaction with government services also rose.

4.4.4 The political variable is the background variable

Table 4-6 Overall satisfaction of different political status

political status	satisfaction level	Frequency (number)	proportion(%)
Chinese Communists	Very satisfied	2	10%
	More satisfied	8	40%
	general	8	40%
	Less satisfied	2	10%
	Not satisfied	0	0%
Communist Youth League members and Young Pioneers	Very satisfied	0	0%
	More satisfied	8	26.7%
	general	18	60%
	Less satisfied	4	13.3%
	Not satisfied	0	0%
the masses	Very satisfied	8	3.3%
	More satisfied	48	20%
	general	124	51.7%
	Less satisfied	46	19.2%
	Not satisfied	14	5.8%
other	Very satisfied	0	0%
	More satisfied	4	40%
	general	4	40%
	Less satisfied	2	20%
	Not satisfied	0	0%

From the above table, it can be seen that the satisfaction of the Communist Party, the Communist Youth League and the Young Pioneers is much higher than that of the masses. The first to participate in these political parties is to conduct assessments. If they do not meet the criteria, they cannot enter political parties. Therefore, these individuals are relatively more personal and politically aware. The occupation of the second two groups is generally different from that of the middle and senior levels of the company or the school institution. They participate in various trainings much higher than the masses, so their understanding of satisfaction is relatively high.

4.4.5 Taking family annual income as background variable

Table 4-7 Overall satisfaction of different household income

Annual household income distribution	satisfaction level	Frequency (number)	proportion(%)
No income	Very satisfied	0	0%
	More satisfied	0	0%
	general	6	60%
	Less satisfied	4	40%
	Not satisfied	0	0%
Less than 15,000 yuan	Very satisfied	0	0%
	More satisfied	2	6.7%
	general	14	46.7%
	Less satisfied	14	46.7%
	Not satisfied	0	0%
15000-50000yuan	Very satisfied	0	0%
	More satisfied	4	11%
	general	10	27.8%
	Less satisfied	10	27.8%
	Not satisfied	12	33.3%
50001-80000yuan	Very satisfied	0	0%
	More satisfied	8	11%
	general	42	58.3%
	Less satisfied	20	27.8%
	Not satisfied	2	2.8%
80001-9000yuan	Very satisfied	0	0%
	More satisfied	24	30%
	general	46	57.5%
	Less satisfied	10	12.5%
	Not satisfied	0	0%
90001-100000yuan	Very satisfied	6	13.6%
	More satisfied	12	27.3%
	general	20	45.5%
	Less satisfied	6	13.6%
	Not satisfied	0	0%
100001-200000yuan	Very satisfied	2	11.1%
	More satisfied	6	33.3%
	general	10	55.6%
	Less satisfied	0	0%

	Not satisfied	0	0%
More than 200,000 yuan	Very satisfied	2	20%
	More satisfied	4	40%
	general	4	40%
	Less satisfied	0	0%
	Not satisfied	0	0%

A chart shows that when the social status is strengthened and the annual income is also strengthened, the results of these people's questionnaires are more in line with objective facts, and are not subject to excessive subjective issues like low income.

4.4.6 Occupational background variables

Table 4-8 Overall satisfaction of different occupations

Professional distribution	satisfaction level	Frequency (number)	proportion(%)
Farmers	Very satisfied	0	0%
	More satisfied	18	16.7%
	general	54	50%
	Less satisfied	34	25.9%
	Not satisfied	8	7.4%
worker	Very satisfied	0	0%
	More satisfied	6	11.5%
	general	22	42.3%
	Less satisfied	18	34.6%
	Not satisfied	6	11.5%
teacher	Very satisfied	0	0%
	More satisfied	14	38.9%
	general	20	55.6%
	Less satisfied	2	5.6%
	Not satisfied	0	0%
Village officials	Very satisfied	0	0%
	More satisfied	10	33.3%
	general	18	60%
	Less satisfied	2	6.7%
	Not satisfied	0	0%
student	Very satisfied	0	0%
	More satisfied	0	0%
	general	4	33.3%
	Less satisfied	8	66.7%
	Not satisfied	0	0%
Self-employed persons	Very satisfied	6	13.6%
	More satisfied	4	27.3%
	general	10	45.5%
	Less satisfied	0	13.6%
	Not satisfied	0	0%

Regional and above cadres	Very satisfied	6	50%
	More satisfied	2	16.7%
	general	4	33.3%
	Less satisfied	0	0%
	Not satisfied	0	0%
local workers	Very satisfied	0	0%
	More satisfied	6	30%
	general	14	70%
	Less satisfied	0	0%
	Not satisfied	0	0%
other	Very satisfied	0	0%
	More satisfied	2	20%
	general	6	60%
	Less satisfied	2	20%
	Not satisfied	0	0%

From the above chart, it can be seen that citizens with lower occupational income have lower social recognition, are at a disadvantage in social status, have more difficult life and unstable economic conditions, and therefore have a sense of resentment and rejection of society and go to the local government. At the office, there is often a greater rejection of grass-roots office workers, leading to conversations that do not affect the staff's efficiency.

4.5 Satisfaction assessment

I entered the SPSS software for statistical analysis after the satisfaction questionnaire. I think that different variables can be used to obtain different average values for a more in-depth study of the sample table.

The average value of different variables obtained by SPSS analysis is as follows

Figure 4-7 Comparison of the mean of gender to satisfaction

COMPARISON OF THE AVERAGE OF GENDER
TO SATISFACTION

2.95
MALE

3.09
FEMALE
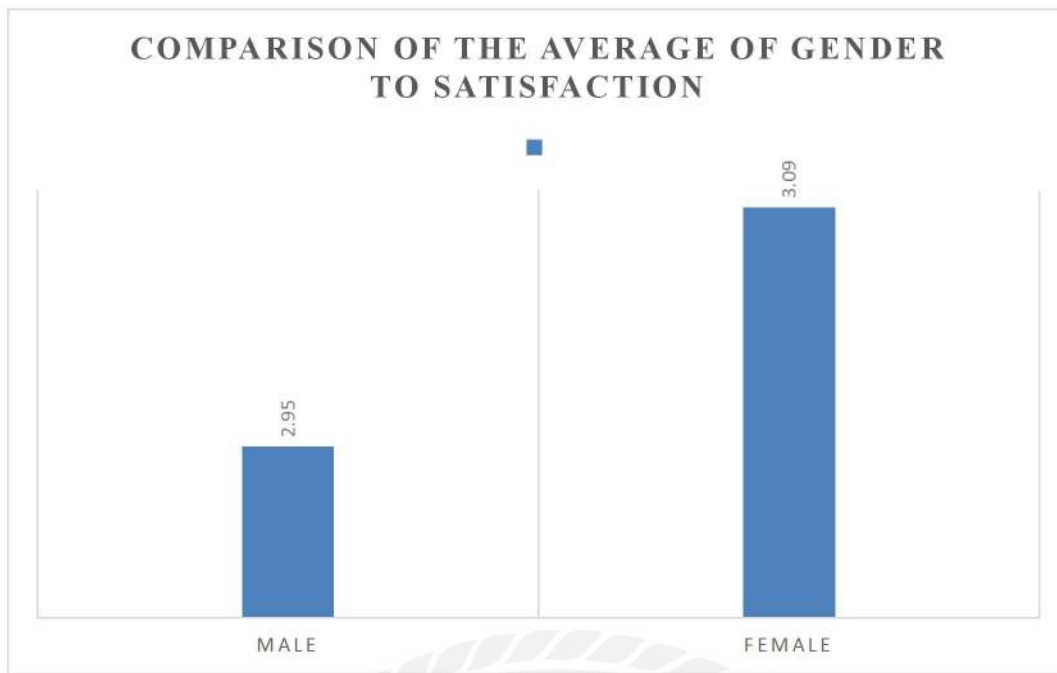
And the overall sample size of the original men and women are different, so the resulting average of the conclusions are also relatively different, in line with scientific and logical thinking.

Figure 4-8Comparison of mean values of satisfaction for different ages

AGE-TO-AVERAGE COMPARISON OF
SATISFACTION

2.7
20 YEARS OLD AND BELOW

2.87
21-30 YEARS

3.25
31-40 YEARS

3.09
41-60 YEARS

3.12
61 YEARS OLD AND ABOVE
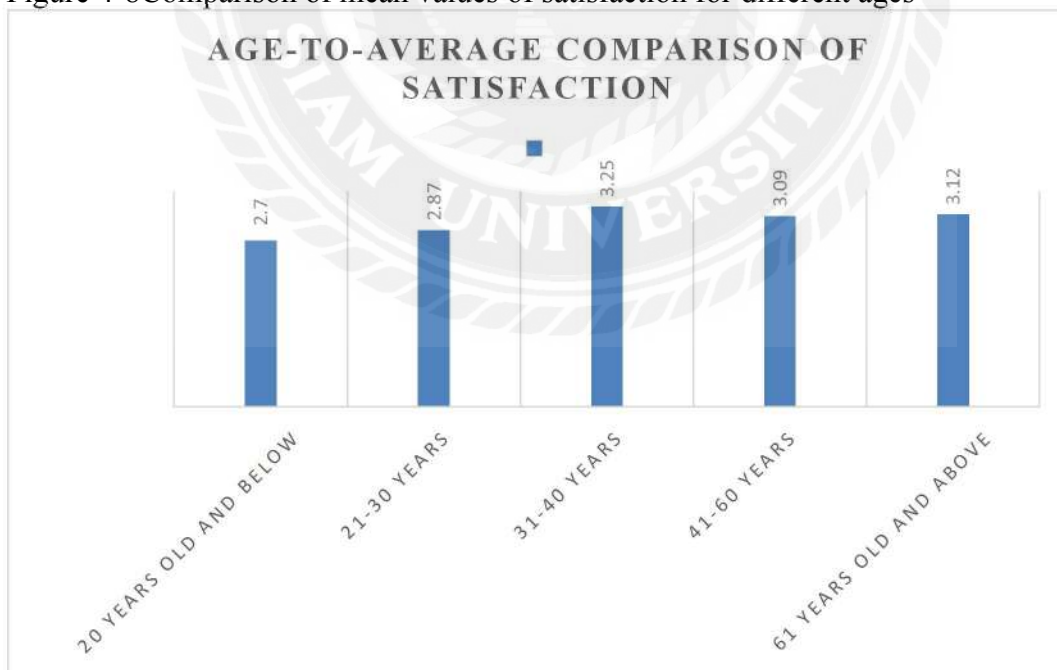
Because the number of participants varies from 31 to 40 years old, the average is relatively high.

Figure 4-9 Comparisons of satisfactory averages of different levels of education

COMPARING THE AVERAGE OF ACADEMIC QUALIFICATIONS TO SATISFACTION
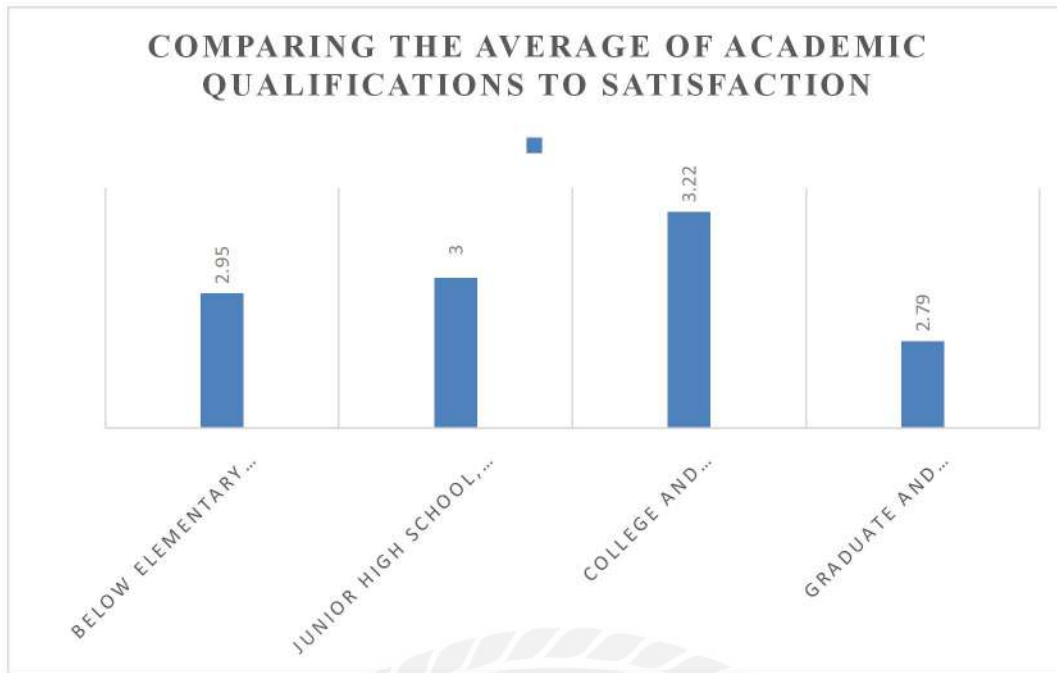
Academic qualifications have the highest degree of satisfaction in the college degree and bachelor degree, elementary and elementary school and junior high school, high school and secondary school culture are relatively flat, and graduate students and above are the lowest average.

Figure 4-10 Comparison of Means of Satisfaction with Different Political Status

COMPARISON OF THE AVERAGE VALUE OF POLITICAL OUTLOOK TO SATISFACTION
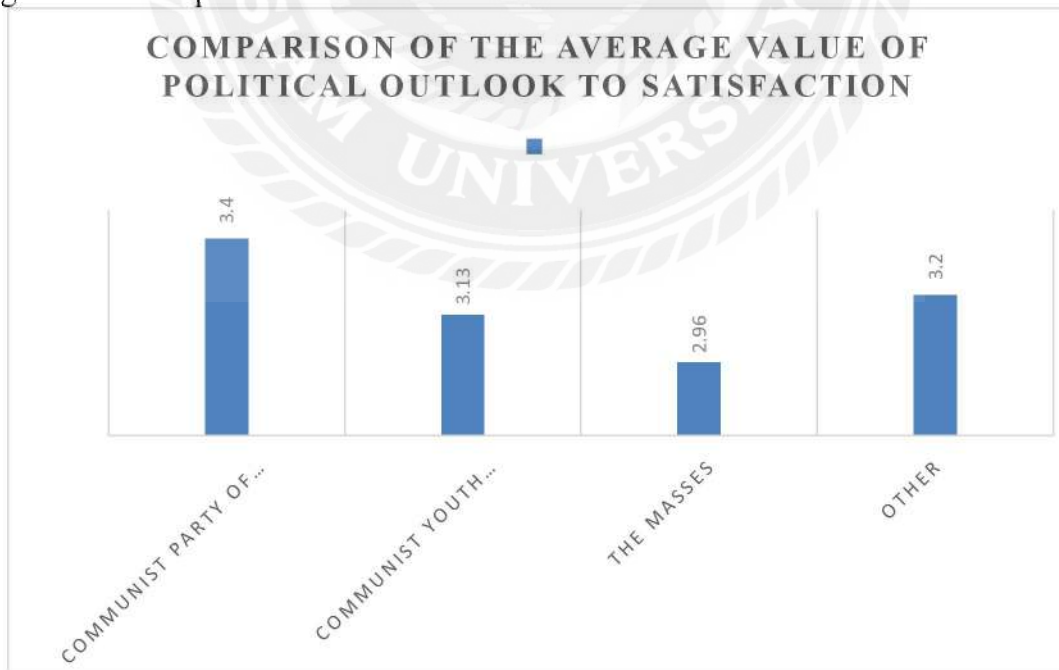
The average value of the Communist Party of China is the highest, followed by other Communist Youth League members and Young Pioneers, but the average of the people is

the lowest

Figure 4-11 Comparison of Mean of Satisfaction with Different Occupations
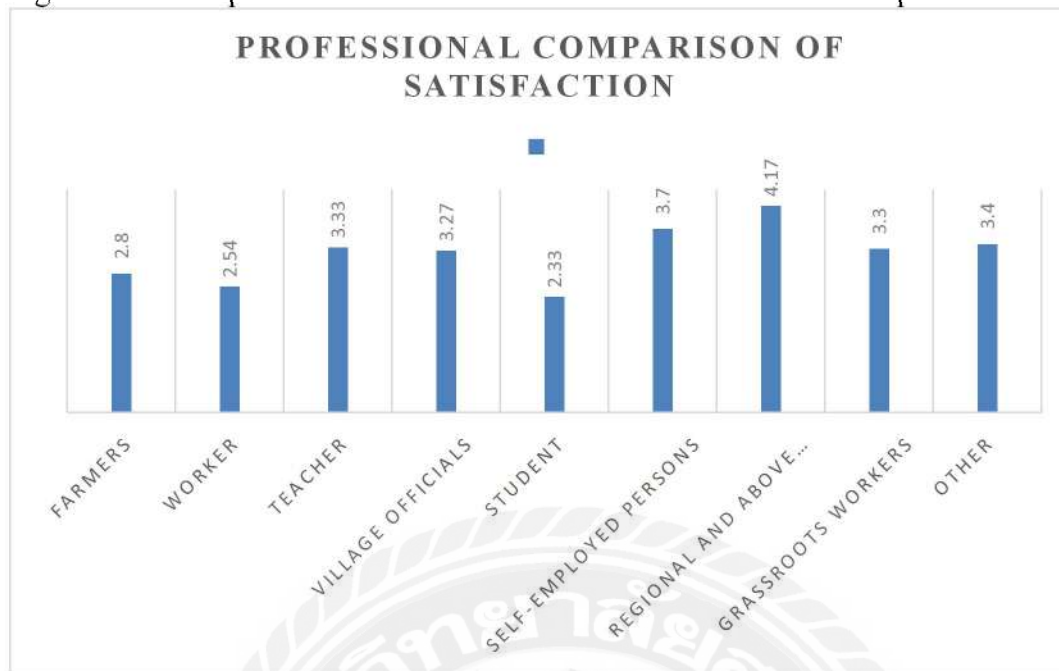
Through analysis, it can be seen that the top-level and above cadres score the highest and the average student score is the lowest. Judging from the overall perspective, the more stable the profession, the higher the average score.

Figure 4-12 Comparison of Mean of Satisfaction of Family Income
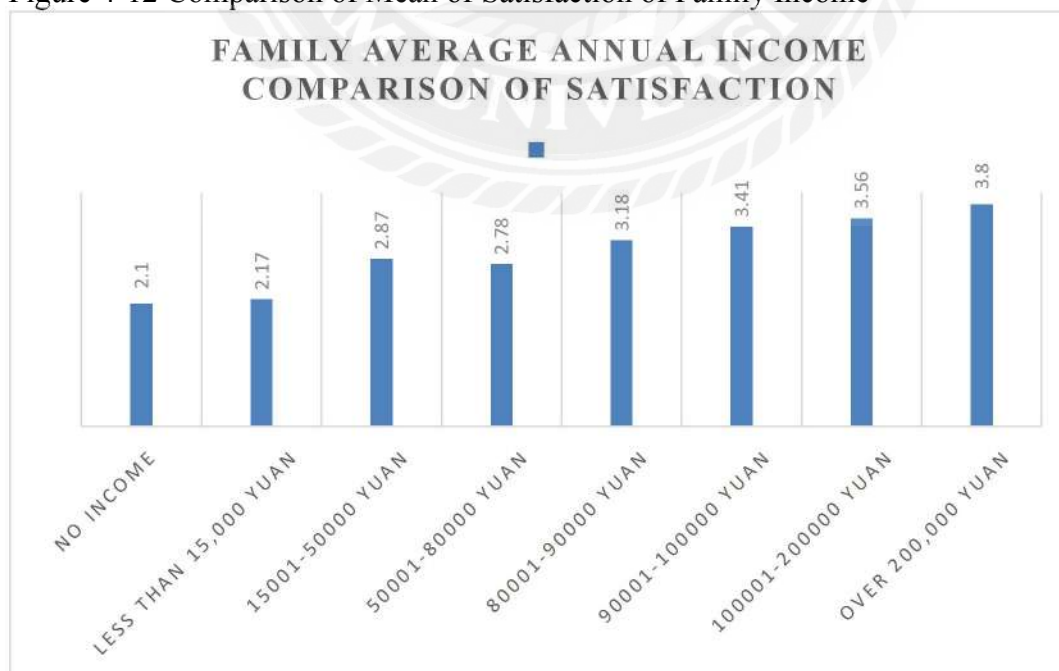
The average annual household income to satisfaction is presented. The higher the income, the higher the average value. It can be seen that the contribution of high-income groups to grass-roots services is also relatively high, so we must pay more attention to such groups.

Table 4-9 Mean value analysis of variable factor

name	No.	Average score	average value
Service environment	1-5	2.9、2.83、2.88/2.97	2.91
Staff quality	6-8	2.99、2.96、2.91	2.96
Internal agency management	9-12	3、2.94、2.95、2.84	2.93
Special situation management	13-15	2.45、2.6/2.37	2.47
Total satisfaction		2.82	

First of all, I use five-point scoring system. In the 5-point system, the medium score is 2.5 points.

Therefore, it can be seen that the management of the grass-roots government in special circumstances only has lower scores and is at a comparatively inferior level. The remaining scores are relatively high, but 3 points are excellent, and the scores are still a certain distance apart, but Distance can not be improved.

4.6 One-way ANOVA

One-way analysis of variance is an important indicator to be investigated in the experiment. The conditions affecting the test index are called factors, and the state of the factor is called level. If there is only one factor in the test, it is called single-factor test. Analysis of variance is to analyze the test data, test whether the equal variance of a number of normal average total is equal, and then determine whether the impact of various factors on the test index is significant.

I summarized all the variables in the questionnaire and performed an intrinsic external single factor analysis of variance. The following is the one-way analysis of variance data:

Table 4-10 ANOVA for Basic Information of sample capacity

NAME	Gender F Significant level	Age F Significant level value	Education F Significant level value	political status F Significant level value	Career F Significant level	Household income F Significant level
Service environment	0.6 0.81	1.49 0.15	1.59 0.13	1.15 0.33	0.56 0.84	3.8 0
Staff quality	0.37	0.95	0.31	1.37	1.53	1.3

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	0.89	0.46	0.93	0.23	0.17	0.002
Internal agency management	1.99	1.79	1.72	1.12	1.02	1.03
	0.04	0.08	0.09	0.002	0.42	0.04
Special situation management	1.15	1.87	1.17	1	0.92	0.98
	0.34	0.07	0.32	0.44	0.5	0.46

The previous article has shown that the value of the test method is 0.05. If the test sample data is less than 0.05, it means that the sample variables have a relatively large impact on the satisfaction of the grass-roots government. The differences are: the family income and the quality of the staff are very different, and the family income is The management of internal agency management is also relatively large, and there is a large difference in gender and the difference in the management of internal agencies.

For example, if a citizen goes to a basic office to handle affairs, the person can be male or female, and his age is different. The academic background, political outlook, occupation, and income are all different. Therefore, his service requirements for the grass-roots government are also different. It may be that the peasants come to work only for this matter to be successful. He has no excessive demands on the remaining services, but if he fails to handle it, he is not the same. The variables have changed, resulting in abuse of their staff in the office. But his fundamental issue is whether or not to succeed. In a person with a high level of academic qualifications, if he comes to work, he will not only be successful in this matter, he will experience whether the staff's service is satisfactory to him or herself.

If you want to solve the basic level of government services, the most basic is the office staff, because government officials directly face the citizens. We should make more efforts in the basic government office staff, such as improving office facilities, training, etc., so that the office staff must first be faced with the customer to be people-centered, if not solve the government office staff variable will also be due to various issues There is still no control or improvement in the occurrence of independent variables.

CHAPTER5
COUNTERMEASURES

In this chapter, I mainly combined the conclusions obtained in the fourth chapter through the SPSS statistical system software. Based on the current situation, I analyzed the results of the fourth chapter and reached conclusions on the improvement of China. In the process of improving and improving the services of grass-roots governments, some substantive countermeasures have been proposed.

5.1 Ways to improve local government services
5.1.1 Improve service environment

In the fourth chapter, in the average score of the SPSS variables, the first part of the service problem, the measured score was 2.91 points. This score is within the tolerance range of the five-point scoring system, but there is still a small portion of the distance between the three points of excellence. In response to this, I took a cross-check sample of the interviewee's questions in the service question. After asking questions, I summarized the main issues in the following conclusions: 1. The respondent came to the local government to handle the matter. Geun (2013) Most of the documents were prepared by the local staff because they were not fully prepared, but the local government office hall did not place office hardware for the citizens, which often led to the possibility of copying one more copy of the material. Great time and money go to the more distant studio for follow-up. 2. Because most of the surveyed people are in villages or communities, these grass-roots government offices are often located far away from residential areas of residents. Even buses near some office locations are not open to traffic, and transportation is inconvenient. Most citizens spend The general time is caused by delays in going to local government offices.

As for the above issues in the service, I also improved it. 1. Place some necessary office hardware in the office lobby, or divide a small area within the hall to invite local studios to provide convenience for residents. 2. Contacting a bus company requires the bus company to allocate reasonable routes as soon as possible on the bus route so as to facilitate the quickest settlement of the citizens who come to handle affairs. In places that are extremely remote in some areas, it can be handled by the government at the next level and handled by the citizens through the paperless mode of the Internet.

5.1.2 Improve staff quality

In the fourth chapter, in the average score of using SPSS variables, the quality of the staff in the second quarter, the measured score was 2.96 points. Although it is the highest among the entire analysis scores, there are still gaps. The quality of the staff is one of the most important parts of local government services. He is a window for citizens and the government. The government staff directly face the citizens. These staff members represent the government if the quality of the staff is not High, often let citizens think that the level of the government is not high, even in the survey survey respondents believe that the government is not the idea of working for the people, so we must pay attention to

this issue. Government government staff is the main body of the government, and the quality of government staff is relatively the soul of a government. Government staff is also a manifestation of "soft power" in which the government participates in appraising great powers. If a government wants to develop, it must have As the cornerstone of highly-qualified government workers, it is already an urgent issue for the government to improve the quality of government workers. Now let's talk about how the government should improve the quality of government workers.

First, changing the educational concept of leadership is the prerequisite and foundation for improving the quality of government workers. Establish the concept of government development, give priority to education; the internal competition system of government, the concept of quality-based. Considering the quality of government workers as a basic strategy for government development, government staff education will have a long-term driving force.

Second, to carry out learning activities to improve the quality of government workers has created a learning atmosphere for the government. In particular, it is necessary to carry out political, legal, and technical studies and learning management activities among government employees to learn from domestic and foreign advanced technologies in a timely manner. The typical experiences and lessons of the government have benefited from it, so that the ideology, mental outlook and way of life of government workers are all moving in the direction of improving their own quality.

Third, strengthen the government staff's own learning attitude. Government staff should correct their learning attitude, strengthen their own learning with a pragmatic attitude, learn while working and make work and study closely combined, and achieve self-management of "self-development, self-improvement", that is, for their own work, Identify problems, select their own goals for improvement, investigate the status quo by themselves, analyze the causes, formulate countermeasures for them, organize their own implementation, check their own results, evaluate their own conclusions, and conduct criticism on their own. In this process of self-management, we constantly learn new knowledge and continue to innovate so as to achieve the goal of improving our own quality and enhancing government soft power.

Fourth, strengthen the "pass, help, bring", to carry forward the glorious tradition of the government. The government government staff are in a certain social and cultural environment, and have a forward-thinking role in promoting the past history, culture, and science and technology. They give full play to the professional skills of the Chinese government with a group of technical backbones. Through the activities of the masters and apprentices, On the aspect of improving the professional technical quality of the government.

Fifth, vigorously carry out technological innovation activities to improve the technical skills of government workers. We will extensively and in depth carry out technical contests and post training for government workers, and incorporate various

forms of activities such as labor competitions and technological innovations into the government's overall technological innovation planning and work goals, and encourage government workers to improve their own quality. Efforts are made to create a good atmosphere for work, study, and learning, inspire government workers to become talented, self-taught, guide government staff to improve themselves in practice, improve themselves in the competition, and enrich themselves in the struggle.

Sixth, strengthening the quality of training is the main way to improve the quality of government workers. The government must continuously explore the modes and teaching methods suitable for the characteristics of government workers, change the general method of lectures, and adopt various teaching methods such as classroom teaching, practical drills, accident analysis, on-site simulation, seminars, and exchanges. At the same time, students should be trained in a teaching model that is easy for the government staff to accept training content, to enhance training results and improve training quality.

5.1.3 Further improve the basic government structure

The report of the 19th National Congress of China pointed out that one of the key tasks that should be done to build a harmonious socialist society is to properly handle the relations of interests among all parties and strive to maintain social stability. To achieve this task, we must properly handle the internal contradictions among the people in the new situation. This requires governments at all levels to continuously strengthen their ability to carry out public relations in the practice of governance, that is, the precondition for the government to safeguard social interests and promote social development. Next, in order to establish a good image among the public and win public support and understanding, various communication means are used to coordinate the administrative behavior of the relationship with the public. In the future, we will mainly do the following:

Execute open government affairs and increase dissemination.

Li (2017)Fairness and fairness are important prerequisites for safeguarding social stability and development. For companies, the fairness of compensation management allows employees to feel a sense of belonging to the company and improve employee productivity. Therefore, in the process of studying salary management, we should combine advanced management experience at home and abroad, and aim at the problems existing in the salary management of Chinese enterprises. We must proceed from the employees' pay satisfaction and improve the sense of mission and sense of fairness of employees. To achieve the purpose of improving the economic efficiency of enterprises.

Effectively open government affairs to meet the general public's right to know, strive for public understanding, trust, and support, eliminate dissatisfaction among the people and the government and civil servants, and effectively promote administrative affairs. The measures that should be taken to promote transparency in government affairs include the following: First, not only should the transparency of the government's work

procedures and work content be enhanced, but more attention should be paid to the openness of government workers. As far as possible, the public should be introduced to the situation, background, income, family, and political achievements of the government officials who hold positions of office, so that the public can have a sense of intimacy and rapport, and lay a good foundation for the work. Second, it is necessary to establish and improve the system of government spokespersons, implement a regular government press release system, meet major issues, hold a special press conference or arrange an in-depth interview with authoritative media. Third, speed up e-government construction, promote government online projects, and set up government bulletin boards to give full play to the Intern ability to surpass time and space, huge capacity, rich information, timely feedback, "one to one" communication, and convenient inquiries. effect. Fourth, we must give full play to the role of the news media in the government's public relations, increase the intensity of dissemination, use various mass media, and adopt a diversified, three-dimensional approach to disseminate the government's principles, plans, and programs. Achievements, difficulties, certain mistakes, and other aspects of the situation to inform the public, and obtain their understanding, affirmation, understanding, and then make the public's attitude and words and deeds in favor of the realization of government management objectives to change the direction.

Fully develop public opinion communication channels

To effectively guide public opinions, the government needs to understand the needs and aspirations of the public and understand their opinions so that they can adopt targeted policies and measures to solve them. Understanding the public opinion and public opinion should grasp the following channels: First, the letter and visit department. In accordance with the spirit of the Tenth Plenary Session of the Ninth Committee of the Municipal Party Committee, the system of letters and visits should be continuously improved in practice to guide people in expressing their interests in legal forms. The second is to establish leadership departments and leaders to go deep into the local and examine the system of civil conduct. Responsible leaders and leaders of the main staff to the basic level of research to make institutional rigid regulations, such research activities do not accompanied by lower levels, not the lower arrangements, not lower reception. Only in this way can we get real information and master reliable people. Third, establish a regular or irregular public opinion polling system. Public opinion polling is a method that builds understanding and analysis of public opinion on a more scientific basis. Practices in various countries have proved that public opinion polls have a great influence on the control of public opinion, understanding of the state of government public relations activities, and forecasting the development trend of the government. Fourth, carry out public suggestions solicitation. A certain range of public recommendation solicitations can foster the awareness and ability of the public to participate in and discuss the government, improve the scientific and democratic decision-making, strengthen the exchanges between the government and the public, and deepen mutual trust. Fifth, establish a system of communication and consultation with various social groups, and use their role in participating in politics, deliberation and policy consultation to provide guarantees for government decisions.

Constructing a government public crisis management mechanism

Constructing a government crisis management mechanism under the guidance of government public relations theory is an inevitable choice for the government to cope with multiple challenges in the new situation. The first is to establish a strong awareness of the crisis.Stefano (2014) In daily public policymaking, we must establish a decision-making approach that takes the interests of the broad masses as a guide and take a scientific and democratic approach. At the source, we must reduce the occurrence of crisis events and formulate them in unconventional emergency decisions. The effective and targeted crisis management plan is timely summarized and corrected to adjust and regularize the decision-making, to treat both the symptoms and the cause, and to establish a scientific and reasonable crisis governance structure. The second is to construct an effective crisis management system, improve the crisis management organization system, develop crisis management networks and partnerships, and establish a crisis management department; establish an effective crisis management information system, integrate and communicate through good communication and effective information exchange. Coordinate the actions of crisis management, open the communication channel as soon as possible, establish a resource security system for public crisis management, incorporate the funds for crisis management into the government's budget, establish a special fund to deal with various disasters and crises, and establish a new performance assessment. Systemically, it provides corresponding positive incentives for governments at all levels to choose their behaviors, increases comprehensive social development requirements, reduces simple indicators, etc., and improves crisis decision-making mechanisms. The third is to comprehensively strengthen the system construction. In order to prevent emergencies that are necessary for a crisis, the government's intervention policies in the event of various crises, the emergency regulations required to control the state of affairs after a crisis has occurred, and the various regulations in crisis treatment, etc., must be formulated so that the situation requires Implement according to the law as soon as possible. The fourth is to formulate crisis emergency plans.

Of course, fundamentally, the formation of a simple crisis management mechanism does not guarantee that society is completely free from worry. The best way to manage crisis is to optimize procedural decisions so as to effectively avoid the crisis. Long-term peace and stability are fundamentally dependent on the public governance structure. The optimization: the main body of governance has changed from a single government in the past to a cooperative collective in which all parties in the government, enterprises, and social organizations have participated in an orderly manner; governance norms have changed from purely state decrees in the past to de facto, moral, social, and civil autonomy contracts. The governance process only considers efficiency as fairness, democracy, and efficiency; the means of governance have been complemented by the simple emphasis on the rule of law and the emphasis on the rule of law, the rule of virtue, and the willingness of citizens to cooperate voluntarily; the direction of governance has evolved from the past. And it becomes interactive up and down.

5.1.4 Introducing a personalized service mechanism

In the analysis of sample lists, the scores of special management are too low, which makes the score of special management in the sample average analysis under subjective and objective circumstances only 2.47. This shows that the grass-roots government often neglects this group. This makes these people unable to get special care from the government when they go to the local office lobby. This precisely shows that this is a major flaw in the services of the local government. local governments do not have personalized services for different groups of people, leading to great disadvantages in local work. In order to avoid the repetition of such problems, we should provide a personalized service system for different groups.

5.1.5 Pay attention to public feedback and timely remedy

In the survey, we found that the government has a large part of the issues in handling complaints because the government has not received timely feedback and has not handled the problems in a timely manner. In the society, people and people have always been harder to deal with. There are no perfect people in the world. Therefore, everyone has problems both large and small. It will inevitably make mistakes in every aspect. But the problem is not terrible. It is terrible that there is a problem without timely remedy. It only led to excessive development of the situation. First, the grass-roots government must pay attention to the public's feedback, and through the mainstream chat platforms such as suggestion boxes, WeChat, Weibo, etc., allow citizens to participate and feedback in a timely manner. In addition, at the local level, information disclosure is open, and it is possible to allow people to visit government agencies at different times, understand the difficulties of the functions and work of various agencies, and enable citizens to first understand local workers. Secondly, it is necessary to establish an information feedback department that will mainly screen citizens' complaints, remove the bad behaviors of intentional complaints, and waste government departments. After the confirmation, it should be promptly reported and handled, and the information must be made public and must not be deceived. And increase the assessment indicators for staff.

5.1.6 Promote employment level and increase income

Ji (2015) In the fourth chapter, the average score of career and annual income on satisfaction, we obtained the conclusion through analysis. 1. The occupation has a greater impact on the average score of satisfaction. The more stable the position, the more satisfied the score is. The higher, so professional stability and satisfaction are directly proportional. 2. The score of satisfaction increases with the annual household income. Therefore, we must use the invisible methods to promote the employment level and increase income. First of all, for groups with unstable positions, the government should hold a study class and recommend working units after studying well. Second, encourage local people to start businesses. Leading peasants and unstable workers to the township government, they will go to major cities to learn their skills. After returning to their hometowns, they will use townships as the unit to combine their own village characteristics, develop and produce specialty products, and stimulate the economic growth of rural personnel.

5.2 Building service oriented local government system

(I) Formal Institutional Construction of Service-oriented Government

Hyunsoo (2014) The system includes three forms: the macro system, the meso system, and the micro system. The formal system construction of service-oriented government should also be carried out from these three levels: In the macroscopic aspect, it is mainly to establish a standardized administrative system. This is the overall framework for the construction of a service-oriented government in China. Including the relationship between the central and local governments, and the institutionalization of party-government relations. In the mid-term view, the government has established a reasonable position in the role of government and the adjustment and optimization of government functions. The core of the construction of service-oriented government lies in the construction of government functions. The result of the construction of government functions must be the establishment of relevant systems concerning the functions of the government and its operation. At the micro level, efforts are made to establish the basic institutional rules that govern the operation of public power and public services. Service-oriented government is not only an administrative concept, but also a realistic operating mechanism of the government. An important issue in the construction of a service-oriented government in China is that it has not properly handled the operational mechanism of the government in the actual public service process. There are a large number of institutional gaps, which seriously restricts the results of government public services, thus making the macro system and the micro system. Flow in form. Specifically, you can build the following system:

1. Gradually promote the construction of a large department to improve government efficiency

The major part of the system is the merger of departments with similar businesses and similar functions, and is centralized by a large department. [10] It is a deep-seated requirement of the socialist market economic system and an important part of deepening the reform of the administrative system. The major system is conducive to transforming government functions, rationalizing the relationship between government, enterprises, and politics, optimizing the structure of government organizations, and improving administrative efficiency. In order to ensure the smooth implementation of the large-scale system, it is necessary to tighten legal regulations, strengthen the construction of administrative organizations, and legislate on the power and organizational structure of various departments. At the same time, the "Constitution Law of the State Council" should be revised in due course to provide legal protection for the next reform, to further clarify the rules of the organization activities, and to make the administrative procedures transparent and legal.

In the grass-roots government, it is necessary to seek advice from higher-level governments first. In consideration of the situation of the grass-roots government, the grass-roots government office should, as appropriate, integrate the major departments. I think that the construction of the major-minded system is mainly for the people, and the people come to work more conveniently and quickly. There will not be a run for two or three departments for one thing.

2. Fully perform the functions of the government according to law, promote the legalization of institutions, functions, authorities, procedures, and responsibilities, and implement the system of government power lists

At the Fourth Plenary Session of the 18th CPC Central Committee, a series of system constructions were proposed on the construction of the government under the rule of law. This is not only the proof that the essence of the service-oriented government was absorbed in the development process in China, but also the powerful promotion of the service-oriented government system under the governance theory. force. List of Negative Lists, Power Lists, and Responsibilities Since the establishment of the current government, the three "inventories" have focused on transforming government functions, building "limited" governments, prioritizing the decentralization of power, following up on the construction of the system, and using the lawless spirit of moisturizing things. With institutional development, promote the reform from the policy promotion to the rule of law leading the change. For a long time, there are "offside" and "absence" of government functions. On the one hand, government services interfere too much with the main bodies of the service, which limits the space for citizens to really reflect the problems of the government, and it is easy to generate rent and corruption of power; On the other hand, in the government service supervision department, it cannot effectively play its role. The economist Wu   said that through the formulation of negative lists, the concept of "no law is banned" basically stood still. The "power list" and "responsibility list" derived from these reforms are establishing a new type of government management model. In the view of economist Chang , the "three lists" trinity has clear logic: the "negative list" cuts through economic reforms, aims at the relationship between the government and the market, breaks system, and broadens the space for innovation; "power list" and The "responsibility list" begins with the reform of the administrative system and defines the boundaries of government power.

Therefore, it is necessary to implement the law in power list system service-oriented grass-roots government construction process but also on the basis of continuous improvement to be widely used in all aspects of administration.

3. Strengthen the supervision and supervision of administrative power and improve the accountability mechanism for correcting errors.

We will comprehensively promote openness in government affairs, adhere to the principle of making disclosure the norm and not openly, and promote the openness of decision-making, the implementation of disclosure, the management of disclosure, the disclosure of services, and the disclosure of results. As mentioned above, the service-oriented government directly includes the elements of legalization, transparency, responsibility, and effectiveness. The qualities of service-oriented, citizen-centered, democratic, and reasonable decentralization require that the government and its policies must be obtained from citizens. In recognition and support, the government should take the initiative to authorize the people, promote openness in administrative affairs, facilitate the participation of citizens in public affairs management, and respond to the needs of citizens in a timely and effective manner. Therefore, the principle of open government affairs emphasized by the Fourth Plenary Session of the 18th CPC Central Committee is very good. Responsive to the principle of responsiveness required by service-oriented government. Lord Acton once said: "Rights lead to corruption, and absolute corruption leads to absolute corruption." Therefore, it is necessary to keep government power under public supervision and control. The government is responsible for its obligations and must not have the power outside its scope of obligations. It must be held accountable for the relevant government agencies and civil servants for dereliction of duty in performing public service functions.

Openness in government affairs requires the grass-roots government to set aside the media, and it should establish a professional information management platform. Ask the professional production team and the company to develop an information management platform that is in line with the actual use of the grass-roots government based on the actual work conditions of the grass-roots government. This platform is compliant with the use of managers and viewers.

(II) The informal system construction of service-oriented government

Informal systems still play an important role in government management. This influence has both positive and negative effects. local government services ultimately need to be realistic through the actual behavior of local government workers, and the motivations of human behavior are quite complex. In regulating the norms of human behavior, the informal system is internalized in human behavior. It can be said that the informal system is closer to the management of the actual grass-roots government. In a Chinese society with a solid cultural tradition, the influence of the informal system is even more direct and far-reaching. This informal system can be understood as an organizational culture. Constructing a service-oriented government from the perspective of informal institutions and organizational culture is to form a healthy administrative culture that complements the formal system of service-oriented government. Among them are the administrative ethics of civil servants, the values   and modes of thinking of civil servants, the mode of interaction between administrative subjects and administrative objects, and so on. It can be said that administrative culture is the deep structure of the administrative system and plays an important role in the entire administrative system and its operation. In the period of social transformation in China, the new and old administrative cultures are in an alternating process. As a new type of government management model, service-oriented government will inevitably have advanced administrative culture that is matched with it.

5.3 Collaborative countermeasures
5.3.1 Management system level - direct management by senior leaders
Coordinating organizations want to play their role to the greatest degree, and the attention of leaders is indispensable. At the same time, they are inseparable from effective organizations. A type of organization in hierarchical management that is vertically divided according to the scope of the hierarchy. The functional goals of each level are the same and have the same nature of work. However, as the hierarchy continues to decrease from top to bottom, the scope of management has gradually become narrower, and management authority has gradually become smaller. The entire hierarchy is vertical and resembles a "pyramid". Hierarchical instructions are executed from the top level to the bottom level.

The local government management and service center is in a very important position in collaborative management. It has the role of linking up with others and communicating within and outside. Therefore, it should be the chief leader of the local government team to serve as the director, and the deputy director and the head of the subordinate department should also be equipped with a higher level. High-level full-time personnel can ensure that the management and service center can give full play to high-level supervision, coordination, and dispatch and command functions. In order to enable decentralized departments to pay full attention to cross-department collaborative management and do their utmost to implement it, it is necessary to have correct guidance for leaders, to give full play to the authority of leaders, and to lay a solid foundation for

collaborative management. In addition, the functional departments must be subject to certain functional adjustments. The coordination function in the department should be incorporated into the service and management center. The department, as the linkage unit of the service and management center, should receive coordination and assignment from the center so that the right can be effectively guaranteed. Responsibility is clear to avoid confusion in multi-line management.

5.3.2 Management mechanism level - adopt centralized management

The grass-roots government customer relationship management model breaks the original boundaries between departments, uses advanced information technology to restructure the traditional government departments, and transforms the traditional management model of the government into a network-based new management system. In this process, flat management and resource integration can effectively realize cross-departmental collaborative management.

1. Flat Management Since China has implemented a hierarchical management system, collaborative management requires multi-sectoral and multi-level institutions.

Yan (2014) Participation among them, the gap between levels created a barrier between collaborative management, cumbersome processes and communication and coordination is not smooth to bring great difficulties to collaborative management. The establishment of the service and management center solves this problem precisely. The service and management center assumes the overall scheduling function. Starting from the macroscopic point of view, the task is assigned to the most appropriate department or departments and assigned to it. The administrative power has actually reduced the scheduling link, and adjusted the original vertical management level to a flat model, effectively improving the efficiency of collaborative management.

2, resource concentration

Due to the fact that different departments of the traditional government are in charge of different businesses and resources are rarely transmitted between departments, the government resources are quite scattered. When it is necessary to solve problems in a unified manner, collecting the previous cases, invoking relevant data, and referring to rules and regulations occupy a large part of the time, which is a major cause of inefficiency and is another difficulty in collaboration among departments. At this time, the role of the information and statistics investigation team under the Service and Management Center has been highlighted. The group collects all kinds of basic data, just like the hard disk of a computer. Not only that, but it can also, like a computer CPU, read out the business data of various departments at any time according to different requirements, breaking the gap between traditional functions and levels. Massive fragmentation, cross-flow, and optimal configuration through resource integration, so that collaborative management between departments is not difficult to perform due to resource turmoil.

5.3.3 Management system level - formulating a rational system

1. Establish the goal of a coordinated system. It is necessary to improve the efficiency of the collaborative operation of grass-roots governments and to improve the level of grass-roots government service management. The purpose of institution-building is to increase work efficiency, standardize work processes, optimize the working

environment, and give full play to the effectiveness and role of each individual. local governments work together smoothly and efficiently.

2, the system formulation strategy. The first is to improve the supervisory and restraint systems coordinated by grass-roots governments and reflect the guiding and binding nature of the system. The supervisory and restraint system has the functions of supervisory control, guidance and regulation, and disciplinary processing. Perfecting the supervisory and restraint system is indispensable for grass-roots governments to work together. When designing the supervision and restraint system, attention should be paid to three aspects: before, during, and afterwards, when the collaborative management plan is formulated, supervision must be carried out, coordinated work must be carried out, supervision must be carried out, and the effects of the event handling must be supervised. This forms a "front-middle-to-back" overall supervision model; in the design of the supervisory and restraint system, the personnel management supervision and evaluation system and the work quality management supervision and evaluation system shall be introduced to ensure a comprehensive approach; internal and external supervision shall be adopted at the same time. The combined supervision model ensures the fairness of supervision. The second is to perfect the incentive and guarantee system coordinated by grass-roots governments, and use positive incentives to promote the development of grass-roots collaborative work in a vigorous and dynamic manner, and to inject a constant source of strength for the general staff. Establish a sound and standardized and effective organizational reward system, reward those departments and individuals that have actively participated in collaborative management or have made outstanding contributions to the promotion of collaborative governance, and actively build incentive mechanisms for grass-roots government coordination to achieve political incentives, material incentives, and Inspire "trinity." Financial security is the strong backing for the grass-roots government to carry out collaborative management. Only by continuously strengthening the construction of various infrastructures and perfecting the optimal allocation of resources can we achieve a new level of collaborative management.

5.3.4 Introducing information management system platform

In today's Internet information age, the grass-roots government to carry out collaborative management work is inseparable from the strong support of information technology, which requires the government to build a cross-department collaborative platform, using advanced technology to achieve a solid foundation for collaborative management. The relevant technology companies can be asked to create a technical platform that suits their actual needs. The platform provides unified user management, identity verification, role authorization and other services, and integrates various types of systems into an organic whole. At the same time, the collaborative work platform can be interconnected with the original OA system. Each department and each business can quickly and efficiently handle the information and communication dialogues required for collaborative management, which saves time and costs and improves efficiency. In addition, the collaborative platform can be directly connected with government websites at all levels to achieve a one-stop processing function for citizens. Another benefit of the introduction of the technology platform is that it can transparently and fairly deal with all kinds of businesses, avoid the possibility of black-box operations, enable the public to see the process intuitively and clearly, and achieve "face to face" communication between the public and government managers. This, to a certain extent, also curbed the occurrence of corruption. In addition, the use of the hidden nature of the Internet can truly filter out the true will of the people. It can also enable the public to actively make suggestions, give opinions, or supervise and report, so that the government can make more reasonable and

accurate decisions. It also allows a small number of corrupt phenomena to disappear. It is shaped.

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APPENDIX QUESTIONNAIRE

Dear Ms/Sir:

Hello! In order to understand your satisfaction with this administrative unit, I am conducting an online survey. Thank you very much for being able to participate in the investigation as a representative of the citizen and provide your true opinions and opinions, hoping to get your strong support and cooperation. The survey is anonymous, and the data is processed by the background. We are honored to listen to your opinions. Thank you! Please select one of the answers and find the one that best fits your true thoughts. Do not repeat and respond to your choice.

Part I: Please select the most realistic answer after you read the question. This part is a single choice question. Please do not select or miss the selection.

1.What is your gender?

□M   □F

2.How old are you?

□20 years old and below   □21 -30 YEARS

□31 -40 YEARS   □41 -60 YEARS   □61 years old and above

3.Will your academic qualifications?

□Below elementary school and elementary school

□Junior high school, high school and secondary school culture

□College and undergraduate culture

□Graduate and graduate or above

4.What is your political outlook?

Communist Party of China

□ Communist Youth League and Young Pioneers

□the masses

□other

5.What is your career?

□Farmers   □worker   □teacher   □Village officials   □student

□Self-employed persons   □Regional and above cadres   □Grassroots workers

□other

6.What is the annual income of your family?

□No income □Less than 15,000 yuan   □15001-50000 YUAN   □50001-80000

YUAN □80001-90000 YUAN □90001-100000 YUAN □100001-200000 YUAN
□Over 200,000 yuan

Part II: Welcome to this office to handle affairs. Please rate your service.

1.From the location of your residence to the office, do you think traffic is convenient?
□Very satisfied □More satisfied □general □Less satisfied □Not satisfied

2.Are you satisfied with the office facilities in this service hall?
□Very satisfied □More satisfied □general □Less satisfied □Not satisfied

3.Are you satisfied with the interior and exterior environment of this service hall?
□Very satisfied □More satisfied □general □Less satisfied □Not satisfied

4.Are you satisfied with the logo settings of this service hall window?
□Very satisfied □More satisfied □general □Less satisfied □Not satisfied

5.Are you satisfied with the reception hours in this service hall?
□Very satisfied □More satisfied □general □Less satisfied □Not satisfied

6.Are you satisfied with the service attitude of the staff in the hall?
□Very satisfied □More satisfied □general □Less satisfied □Not satisfied

7.Are you satisfied with the professionalism of the staff in the hall?
□Very satisfied □More satisfied □general □Less satisfied □Not satisfied

8.Are you satisfied with the appearance of the lobby staff?
□Very satisfied □More satisfied □general □Less satisfied □Not satisfied

9.Are you satisfied with the number of hall windows?
□Very satisfied □More satisfied □general □Less satisfied □Not satisfied

10.Do you think staff's efficiency is satisfactory?
□Very satisfied □More satisfied □general □Less satisfied □Not satisfied

11.Do you think that staff members are satisfied with the degree of compliance with laws and regulations when conducting business?
□Very satisfied □More satisfied □general □Less satisfied □Not satisfied

12.Are you satisfied with the interpretation of the feedback from the hall?

□Very satisfied　　□More satisfied　　□general　　□Less satisfied　　□Not satisfied

13.Do you think the hall is satisfied with the personalized service?

□Very satisfied　　□More satisfied　　□general　　□Less satisfied　　□Not satisfied

14. Are you satisfied with the emergency special affairs in the hall?

□Very satisfied　　□More satisfied　　□general　　□Less satisfied　　□Not satisfied

15. Do you think the lobby is open to transparency in government affairs. Are you satisfied?

□Very satisfied　　□More satisfied　　□general　　□Less satisfied　　□Not satisfied

16. Are you satisfied with the overall level of service in this hall?

□Very satisfied　　□More satisfied　　□general　　□Less satisfied　　□Not satisfied
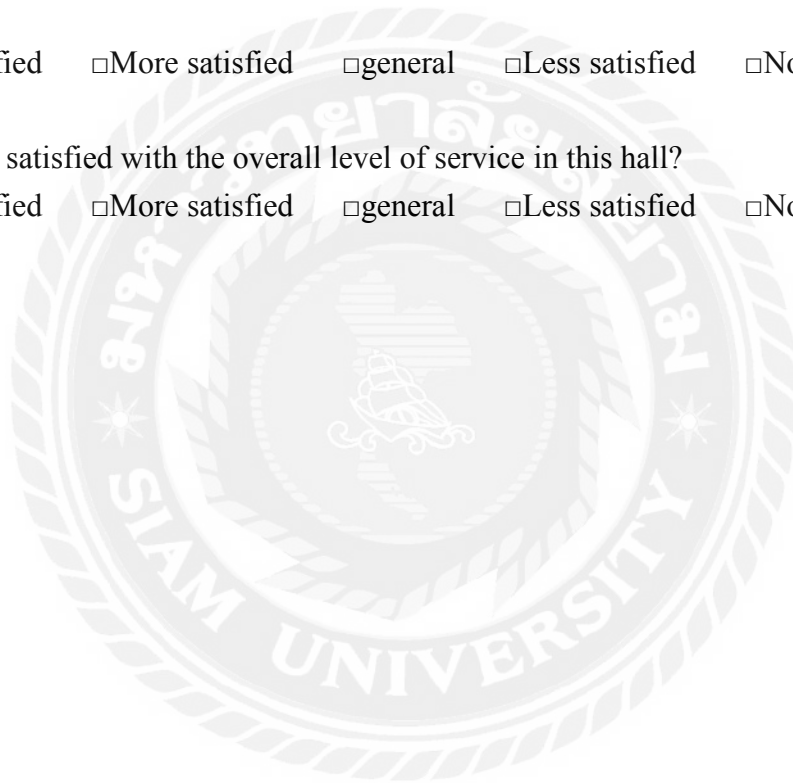
CONCLUSION

This article focuses on investigating the level of service capabilities of grass-roots governments in a certain city in China. Based on the theoretical knowledge of customer relationship theory, I hope that through the author's previous field visits, questionnaire surveys, and later data analysis, I hope to improve the grass-roots government's service capabilities through my own theoretical knowledge. This is of great significance.

This article first establishes the customer relationship model of the grass-roots government, subdivides the customer groups, finds the customer's dissatisfaction with the current grass-roots government from the data analysis, finds corresponding solutions and raises the citizen's satisfaction with the primary government.

Nowadays, the Chinese government is still in the initial stage of introducing the theory of customer relations. Most of the research is still on the macroscopic level. However, in the practical application of grass-roots governments, there are many problems, and our government customer theory does not apply to specific conditions. In the grass-roots government that handles affairs, I would like to use the knowledge I have learned in the citizen's satisfaction with the grass-roots government, and find corresponding methods in the grass-roots government-client relationship.

Due to the long working mechanism, grass-roots workers have lost consciousness in their daily life and have caused many problems. Due to the investigation time and other reasons, this study still has deficiencies in various aspects and hopes to continuously improve and explore it in the future.