

A Study of Citizen Satisfaction with the Spirit of Innovation and Work Validity of Basic Government Personnel in Shandong Province, China

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Abstract- This paper aims to study the government personnel and citizen relationship with innovation spirit and their impact on citizen satisfaction. Descriptive statistical analysis is used in this research for a random sampling method with a 2000 population sample from Shandong province, China. The results obtained from descriptive analysis and correlation studies showed significant outcomes and positive relationships among citizens due to policy implementation by government personnel. The effects of this paper offer the value of innovation spirit in residents that help them to be satisfied with government policies and their performance, and these measurements develop citizen satisfaction. This research validates the use of the value of citizen satisfaction that encourages the grassroots of essential government to perform more efficiently for its public under administration.

Keywords: Government Personnel, Innovation Spirit, Citizen Satisfaction, Policy Implementation, Grassroots.

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I. INTRODUCTION

The upgradation of government approaches documents citizen satisfaction to fulfill citizens' needs measured by surveys related to government performance in China. These performances reflect the considerable impulse of Chinese social reforms in this age. In surveying the government and public interaction, Chinese people can share their school of thought on government preferences and their expectations from government authorities for citizen gratification.

However, this strategy is relatively not enough to make satisfaction with government responses to meet citizens' needs. Currently, citizen satisfaction calls for a more conscious assessment of government approaches. If the government pays attention to citizens' needs, how the government reacts to their citizens for their well-being is a rising question. Due to academic interest in public relations, the execution of government policies and their performance in the public sector has been upgraded (Yu and Ma, 2015).

This discussion is tilted toward using data gathered through fair extents, such as official information and statistics, with little consideration paid to government replies to citizens' assessments of service attributes. The purpose of public personal judgment in measuring government policy conduction is emphasized in general efforts on citizen inspections. Observed indication of how governments use data from citizen reviews to improve their assistance is restricted (Gao, 2012). In citizen satisfaction in Shandong province, China, government employees' performance with an innovation spirit is measured. This innovation can provide value by improving the outcomes of government policies and the quality of work as long offered.

To improve the efficiency of public organizations, the pressure reduces costs and enhances the value of money and expenditures. Expenses in all public services tend to rise quicker than in economy and education. Innovation in these services can enhance more active provision in these sectors. Strong leadership at the highest political levels is required to bring out the best and central purpose of public service policies; for this purpose, policymakers do their best to develop innovative programs (Wang and Hu, 2017). Government leaders and experts require a mash-up of strategies for creative and fruitful objectives, and this mash-up may vary according to the circumstances. Therefore, detailed research is needed to develop innovative policies. By doing this, government officials' work validity is also improved. By focusing on innovative approaches, governments may encourage more creative, productive, and comfortable communities, enhance security and strengthen the overall economy. This can only be happened by focusing on constructive strategies like solid and competitive business circumstances, an influential organization of creative knowledge, more interest in the digital economy, stable investment in the public, and execution of a stable government. The governance and performance

of innovation policies severely depend on government action, and it is quite critical to learn from experience to develop such strategies (Van Ryzin, 2015). A fully developed institutional structure, experienced capabilities for assessment and observation, the implementation of best practices, and an efficient, capable, and innovative public sector are all prerequisites for policy learning.

With capital investment, human expertise work in sequence with other basics of the innovation process. Entrepreneurship is made possible by skills and is frequently a vehicle for fundamental change and innovation for citizens' relaxation and better development and survival; it has the right skills and expertise. Experienced product and service customers give benefactors valuable suggestions (Peña-López, 2016). Secretarial organizations in modern China are experiencing a substantial alteration, and developments have been started over the past 20 years to boost the government and workers' interactions with residents (Gong, Zhang et al. 2020). The quality and effectiveness of their services regarding government policies' citizen satisfaction are not only associated with their opinions but also an essential suggestion in assessing government employee motivation, performance, and maintenance (Gu, Zhen et al. 2019). The evolutionary trend of government for science and technology policies from the perspective of policy discussion increases the constitutional industry development policies. They were implementing research policies and providing variable policies from the standpoints of demand and supply, formulation investigation, and a combination of qualitative and quantitative approaches used to support various innovative entities (Jia, Liu et al. 2020).

Shandong is a northern coastal and the second most populous province of China, across the Yellow Sea from the Korean peninsula. Shandong has divided into 17 prefecture-level municipalities, and its population is mainly Northern Mandarin of Chinese origin, but there are small populations of Hui (The Chinese Muslims). Shandong has a diversified agricultural and industrial economy. Agricultural goods, as well as salt, coal, iron ore, and bauxite, were consistently exported, despite the province's frequent food shortages. Multiple labor allocation, manufacturing, and marketing have ended with the establishment of family farms as significant production components. Current research on the role of government in citizens' life satisfaction strongly focuses on developed and independent nations. Its objective is to report varied political concerns, such as the democratic states' responsibility for encouraging contentment. In the Chinese situation, this study investigates the government's qualities that increase citizens' satisfaction with innovation and how they use data to improve government services.

II. LITERATURE REVIEW

The central government's administrative agency and the executive mechanism of people at the local level in China is the local government. It covers provincial, municipal, county, and township administrations and other sub-national executions. China is governed by the Chinese Communist Party (CCP), and its administrative convention is highly condensed. Provinces, municipalities, districts, and communities are the four groups that make up China's organizational units (Zarrow, 2020). China is divided into 23 provinces, five independent regions, four central cities, and two secretarial sections (Hong Kong and Macau), which are directly under the regulation of the primary government (JING, 2007). The role of essential government is different in different countries.

The assistance of China's central organization for secretarial reform has transformed over time, and the lack of administrative capacity has overdue the execution of strategies. Local establishments support divergence because they believe in benefitting from decentralization, but some fundamental bureaucracies have resisted avoiding losing expert witnesses (Walle, Kampen et al. 2005). To study the economic development and policies of administration restructurings in China, scholars highlighted changing financial circumstances, inner policymaking direction, and calamities. Market reform secures national establishments to council on institutional reformation and state structure to meet China's preference for economic transformation (CHI, 2019). Policy Response Model, Multiple Streams Investigation, Advocacy Union Growth Outline, and Descriptive Policy Framework are some philosophies used to scrutinize policy progression. These theories or philosophies mainly concern several features of the policymaking procedure. Multiple Streams Study highlights determining how government style policies in the aspect of uncertainty from a conceptual point of view. Policymaking and its application include many organizations and various stages of government, public societies, social gatherings, and the private sector (Wang and You, 2016). In the mid-1970s and early 1980s, the concept of a policy web was made known to policy development and policy inspection and established on the theoretical basis of study on internal relations of organization, strategy formation, and analysis of sub-systems and strategical societies using the strong triangle archetype (Wu and Zhu, 2016).

Three proposed gaps have been resolved in the literature on the reaction of desire to commercial objectives, which need to be focused on. To begin with, there is insufficient research on how different forms of desire might increase or decrease the probability of gross revenue. Work appointment, for example, has been considered by administrative researchers as a term that looks connected to resentment. Occupational energy and assignation are thought to reverse turnover intentions (Sun and Li, 2019). According to the conceptual model of employee work validity, a contract and involvement should stimulate physical processes and lead to turnover intention.

Moreover, both forms of responsibility do not discriminate between two types of consultations in the dualistic model of work statement. People pursue to make sense of self-identity while meeting

their basic psychological necessities. People attain a passion for pleasant searches that becomes in-built into their characters. Independent incorporation may be described as an encouraging factor that guides an individual to engage in an action. (Gong, Zhang et al. 2020).

Human resources and clean and local government administrative effectiveness are among the employee administration indicators. These standards are essential for assessing the success of management transformation in the municipalities. While many public administration experts have observed the effects of prospects and service products on citizen satisfaction, the quality of people's communications with government interventions has been acknowledged less. The focus of the research is on the possible impact of administrative progressions on citizen satisfaction in terms of the excellence and results of bureaucratic associates, as well as the role that citizens' recital expectations of government activities play in determining citizen satisfaction. To figure out what strategies local governments could use to increase public satisfaction by smearing relevant research and applying it to learning about citizen happiness in the framework of the Chinese government.

Citizen satisfaction with government personnel

Satisfaction is an excellent general evaluative attitude toward services rather than just a sentence on a product or service. Satisfaction with the management is thus a good attitude toward the government and its services, whereas discontent is a negative attitude toward the government and its services. This attitude is influenced by citizens' potential as well as government presentation. Citizen satisfaction is significant attention in government presentations, especially since advocates of new public administration have tried hard to execute computable consequences (Overman, 2017). Citizen satisfaction studies are now used in China to control public service concerts. The theory behind this policy is citizen preference and how public service performances are highly connected. Despite the circumstance, this viewpoint has been discussed for thirty years, and no meaningful indication supports it in any demonstrative literature. Its area to investigate and determine the worth of citizen pleasure as a measurable bar (Xiao-zhuang, 2012). A few studies about expenditure and employment about government size in China came up with contradictory outcomes. By taking a subjective method to assess the impact of government size with increased government expenditure but fewer government personnel, the chance of Chinese residents being happy with openly supplied services growths. The size of government has a variable shape of autonomous spending and employment dials, and there is a link between public happiness and government presentation overall. The impact of government on individual well-being, perceptions of the welfare state, and public choice are indispensable (Chen and Yang, 2021). The subjective evaluation of residents' happiness and the construction of the vital and typical models use a structural equation model as the primary consideration. The economical building assists as an agreement and foundation for social growth through government policies. Second, essential

government employees should consider colonial buildings to enhance people's livelihoods as a starting point and prioritize them (Xiao-zhuang, 2012).

Recent research has looked at the interaction between public happiness and government expenditure from the standpoint of citizens' prospects, the perceived service outcome, and the invalidation of potentials, implying that people's subjective perceptions are incorrect. Citizen's expectations and perceived service outcomes with both influenced assessments. The research on legal studies and psychology shows that citizen satisfaction with the administration is obstructed by more than just apparent service outcomes but also by how inhabitants are provided with facilities, courts, police agencies, and legal services (Van de Walle, 2018). According to research, the quality of care that residents get during the administrative process is essential, with procedural fairness, responsiveness, and efficiency significantly impacting the personal insights of government administrations. According to social exchange theory, equality within a profession generate a sense of preference and dedication in its personnel. In other words, members of an organization are more persuaded to offer themselves to it; when employees believe that they are being treated appropriately by the business, they are more motivated to involve in extra-role schedules (Donglong, Taejun et al. 2020). For various reasons, exploring public contentment concerning organizational alteration is crucial. Gratification is linked to the legitimacy of political consultants in good governance objectives with higher satisfaction that leads to democratic participation. In the long term, it may result in political trust and government operative satisfaction (Rivenbark and Ballard, 2012).

Qualities of government administration

In the study of many aspects of satisfaction about government agencies in handling certain situations in part of bureaucratic interactions, treatment by the federal agency and therapy by people inside the agency is focused on. Citizens' views about federal government agency's management are positively connected to satisfaction with agencies' actions regarding their concerns. First, the administrative process that a citizen comes across when interacting with a government agency can influence citizen satisfaction and in charge of establishment provision (Ho and Cho, 2017). Citizens may have a better experience dealing with government objects directly and with public frontline employees who are friendly, polite, helpful, efficient, and accessible. As a result of this interaction, there is a higher level of satisfaction among residents (Lin, 2013). The impact of various magnitudes of service distribution quality on different process features has critical executive implications because it is clear that bureaucrats on the ground may have the most significant impact and make concrete improvements to improve citizen-bureaucratic interactions (Chen, Pan et al. 2016). In this study, people's performance potentials practically affect public satisfaction with the government. Still moreover, it also acts as a diplomat in the interaction between administrative processes and citizen

contentment. Citizens' performance expectations may have an undesirable restraining impact on the associates between the quality and fallouts of governmental encounters (Wang, Jun et al. 2021).

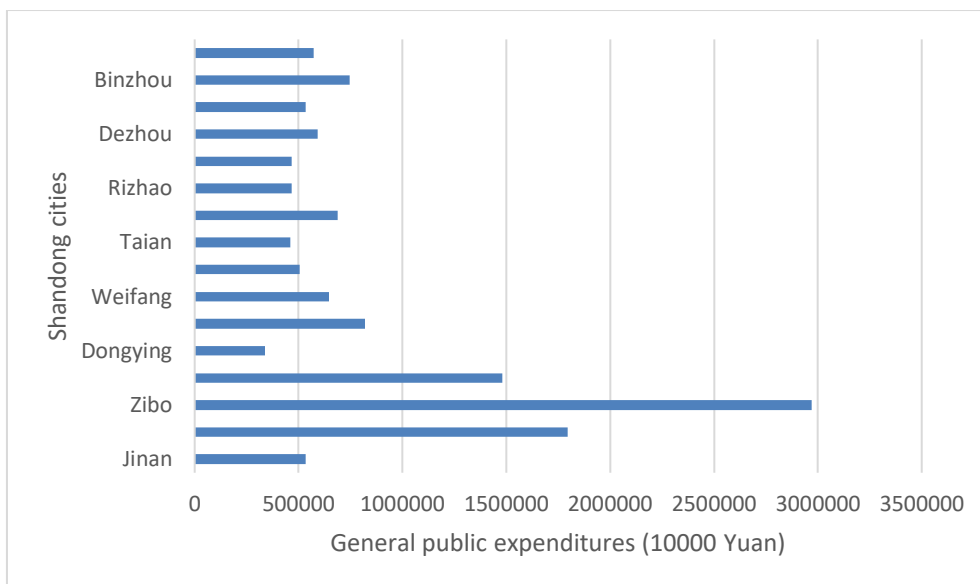
Low expectations, rather than well-performing public services, might be a part of high satisfaction and low satisfaction due to more than just bad service. It could also be due to idealistic expectations (James, 2009). Suppose residents have uncertain expectations at first from the administrator. In that case, public establishments may protect against surprising letdowns and make the most of incredible achievements, and this interprets to a greater degree of citizen satisfaction. Although reliable public services and positive outcomes in bureaucratic interactions may improve citizen lives, the connection among administrative procedures would fade if government agencies had high-performance expectations (Andrews and Van de Walle 2013).

III. METHODOLOGY

The data for this study was obtained using a random sample approach from 16 different municipalities in Shandong Province, China. For this purpose, 2900 people were randomly selected, and 50 residents from each of the 58 districts were considered under this survey. After communicating with them, 2300 individuals agreed to participate in the study, and 2000 residents were chosen for final analysis after missing values were excluded to avoid an error. To collect data for this survey, a follow-up interview was conducted. The study used a 5-point Likert scale, and the responses ranged from 0 (strongly dissatisfied) to 5 (strongly satisfied). The response rate was 8.2 percent, and we feel that the current method can produce reasonably representative results. Figure 1. Represents the general expenditures for the public of Shandong province. The expenditure budget is distributed in all cities of Shandong province for their welfare and satisfaction by the central and essential government agencies of China after following policies according to the needs of citizens, which shows a high interaction between government and citizens. Figure 2. shows the year-wise release of the budget by the primary government to fulfill the needs of citizens, and the value of this budget is increased every year to satisfy the public of Shandong province.

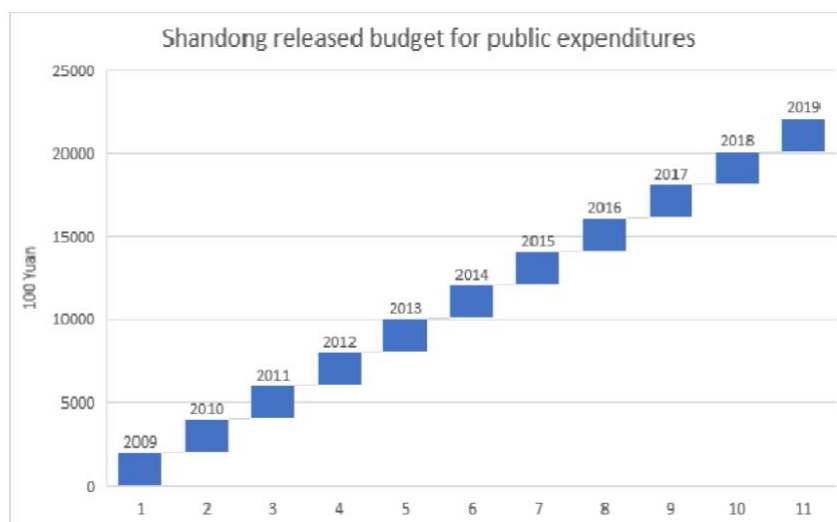
Dependent variable

Citizen satisfaction is a multi-scale construct and a dependent variable in this study. Looking at how basic government policies affect performance characteristics is essential. We expect this survey execution to be positively connected to all aspects of government performance, but the magnitudes may differ. As a result, the average values can be utilized to create an overall citizen satisfaction model. Listwise elimination of any statement having at least one missing value while building this model condenses the amount of data. Still, it is a thoughtful method for estimating the model under survey.



(National Bureau of Statistics of China, 2020)

Figure 1. General public expenditures for Shandong province by the essential government of China.



(National Bureau of Statistics of China, 2020)

Figure 2. Year-wise released the budget of general expenditures for Shandong Province, China.

Independent variable

We use a 5-point Likert scale to measure the independent variables, and responses range from 0 (strongly disagree) to 5 (strongly agree). The level to which ordinary individuals are encouraged to contribute to performance evaluation is used to measure citizen participation. The range to which the government suggests new measures to overcome performance gaps is used to evaluate performance feedback. The degree to which responsible establishments are held accountable for performance lacks how we assess performance accountability. Finally, we measure performance information transparency

by the extent to which government performance data is made public. To create the measure of each variable, the respondents' scores in each selected city were averaged and normalized.

Do you believe that government personnel waste a significant amount of tax money? Do you think that a substantial number of government officials are dishonest? What is your point of view about the management workers' business insight? What are the expressions shown by residents and government representatives when addressing problems? Is the basic administration encouraging the public to participate in performance evaluations? What do you think about the comfort with which government interventions conduct business? These are the most asked questions in evaluating the administration's performance. Table 1. Shows the summary of critical variables studied and assessed in this survey.

Using many informers to evaluate citizen satisfaction evaluation practices is one of the study's benefits. Even though the respondent's opinions of public management techniques varied, this methodology helps reduce the single-informant and common-sources predominant in the literature. While averaging across several groups is beneficial, adopting a simple average when respondents are at similar organizational levels is standard practice.

Table 1. Summary of critical variables studied in this survey.

Key variables	Narration
Citizen satisfaction	Do you believe that citizens are satisfied with the general degree of comfort in the area and environment in which they reside? (Fil'a, Schwarczová et al. 2015).
Performance accountability	Do public organizations ensure the performance accountability of the central government as a critical concept for achieving their goals? (Han 2020).
Performance information transparency	Do you believe government organizations are transparent to the public and open to decision-making processes and methods that govern government administration? Is it an effective tool to deal with bureaucratic corruption and establish efficient and effective administration for creating a sustainable society? (Ghsemi Esfahlan and Khabbaz Babil 2021).
Public management practices	Do you believe the public-sector organizational structure is based on a bureaucracy model and uses a top-down hierarchy to offer reliable and accountable services to foster citizen confidence? (Ashok, Al et al. 2021).
Basic government efficiency	What do you think about examining the domains of reason, method, program, and the identities of governing regimes? (Wang, Ma et al. 2020).
Citizens and government personnel interaction	Do you believe that people and public officials interact with the government on a voluntary and required basis, and these interactions range from unstructured to highly structured, depending on the different processes used? (Denford, Dawson et al. 2019).

IV. RESEARCH FINDINGS

Descriptive analysis

Among 2000 respondents, the majority of the sample consists of the younger to aged group (from 18 to 45 years old), married and unmarried. People from these groups were engaged with this survey by questionnaire respectively. The figure shows the percentage of satisfaction level with work

validity of essential government and policies by following the Likertscale up to 5 units. Almost 60% percent of residents showed a positive attitude towards life under basic government policies. While only 7.8% showed dissatisfaction with their life under government rules. 57.80% of respondents were recognized as satisfied with essential government personnel. 16.80% are delighted with government policies. 17.90% identified and fell in neither the satisfied nor dissatisfied category. 5.30% were in the dissatisfaction group, followed by 2.5% of strongly dissatisfied respondents.

Descriptive statistics of various key variables show remarkable outcomes in the table. The average degree of citizen satisfaction with many different aspects of life was relatively high (M=3.875 with a sample variance of 0.65 value). Government performance accountability showed pride with a 3.68 mean value while 0.629 sample variance. The performance information transparency of essential government led to a mean value of 3.75 with a 0.74 sample variance. The mean for Public management practices was 3.81, and the sample variance was 0.695. essential government efficiency was recognized as satisfactory with a 3.81 mean value and 0.562 sample variance. Citizens and government personnel interactions were also acceptable; its mean value was 3.437 with a 0.92 sample variance value.

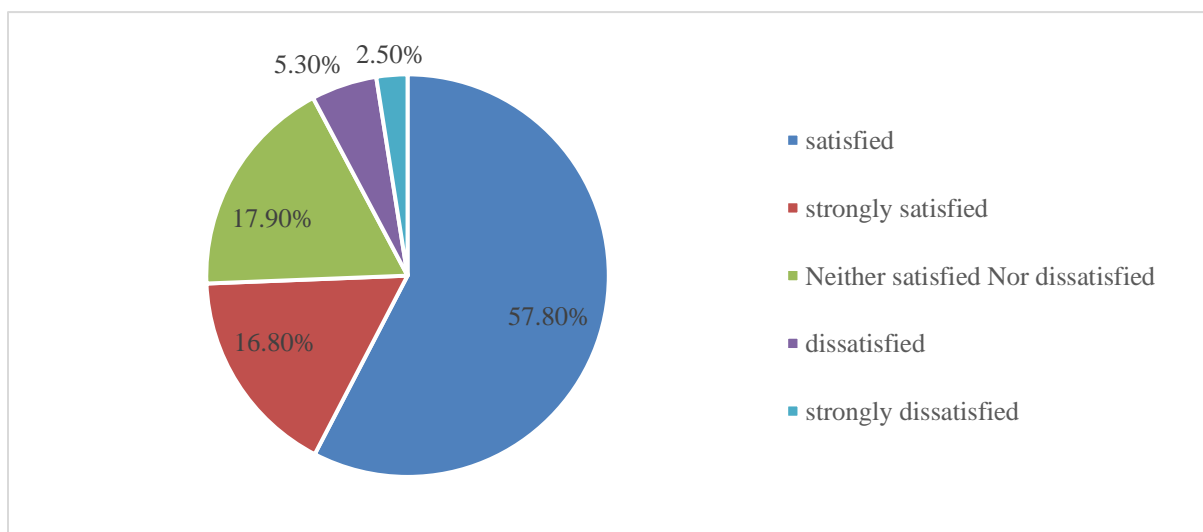


Figure 3. The pie chart shows various percentages of interested participants in this survey.

Table 2. Descriptive statistics of the present study

Key variable	Participants	Av.	Standard deviation	Sample variance	Min.	Max.	Confidence level
Citizen satisfaction	2000	3.875	0.806	0.65	3	5	95
Performance accountability of government	2000	3.68	0.793	0.629	3	5	95
Performance information transparency	2000	3.75	0.856	0.74	3	5	95
Basic government efficiency	2000	3.81	0.75	0.5625	3	5	95
Public management practices	2000	3.81	0.834	0.695	3	5	95
Citizens and government personnel interaction	2000	3.437	0.963	0.929	2	5	95

Correlation statistics

Table 3. shows that citizen satisfaction is highly correlated with essential government personnel and government policies. Performance accountability of government with a 0.85 statistical correlation value, Performance information transparency where $r = 0.48$, critical government efficiency, $r = 0.73$, and public management practices with 0.54 correlation analysis values all are highly correlated and significant with citizen satisfaction. The results reveal that primary government policies correlate significantly with all citizen satisfaction measures.

Table 3. Correlation coefficient analysis of the present study.

	1	2	3	4	5	6
Citizen satisfaction	1					
Performance accountability of government	0.8563	1				
Performance information transparency	0.4879	0.60	1			
Basic government efficiency	0.7302	0.8528	0.3547	1		
Public management practices	0.5449	0.6363	0.2773	0.8528	1	
Citizens and government personnel interaction	0.4216	0.4923	0.7510	0.8660	0.7385	1

V. DISCUSSION

The primary goal line of this study was to establish the grade of life satisfaction among Chinese citizens and to explore how government worth affects their contentment. The data shows that most Chinese citizens are satisfied with their lives under government policies. Government effectiveness, responsiveness, performance, and accountability in public service confinement contribute positively and significantly to their satisfaction (Shih and Liao, 2019). China's population is collectively critical of government performance and shows an active interest in policymaking ideas due to market restructuring. The shift from a dictatorial to a more evaluative mindset leads to the significance of government quality to overall satisfaction. (Radcliff, 2001).Citizens with a believing perspective

towards administration experience a wave of positive sentiments, including a robust sense of being empowered and respected, a stronger belief in government accountability, and a stronger opinion of morality and uprightness of government servants (Salim, Peng et al. 2017). This trust leads to neighbors, friends, and communities, even the entire community; it also creates a sense of belonging and charity, which will help inhabitants' well-being and life satisfaction. (Steele and Lynch, 2013).

Observations show that in nations like China, the government's effectiveness in delivering policies is critical in configuring citizens' satisfaction. Society and the political system transform, and democratic government structures become more essential to citizens' satisfaction. As a result, China government should engage in political changes and democracy to improve people's lives. First and chief principle, these measures should focus on modifying the governance style in public service delivery. (Liu, Gao et al. 2020). According to current political assumptions, reception is an essential quality of public interventions in society. Studies conducted in the Western world also show that government responsiveness is strongly linked to citizen satisfaction (Saad, 2004). Government employees in a demanding nation like China may not be motivated to respond to residents' requests because of the top-down hierarchical management system, which consistently lacks democracy. Citizen expectation controls the impact of results and quality of bureaucratic encounters on citizen satisfaction (Wang, Jun et al. 2021). The conclusions also show that learning, accountability, and reporting performance data are essential for maintaining citizen trust in government. We also discover that access to performance information has a favorable impact on citizens' views of government interaction.

On the other hand, governments determined various presentation aspects (Sujarwoto and Tampubolon, 2015). This research revealed important policy suggestions for designing public management systems and government performance development. Results showed that satisfaction with government performance is influenced by management and governments looking to maintain citizen trust and confidence that improve the management systems to satisfy popular needs (Ma, 2017). Our findings also show that Chinese citizens are starting to react to the government's recent efforts to rebalance economic growth along regional lines and provide a basic social safety net for the country's most vulnerable inhabitants (Turiel, Cunningham et al. 2019). Satisfaction in China has risen across all income and social groups in recent years, indicating a period of modest recovery. According to the estimations of micro-determinants of welfare, individuals who observe their economic situation to be worse than others in the community than it was ten years ago and reported being less satisfied with life. Overall, relative withdrawal is the most persistent worry, demonstrating that income is not the primary determinant of satisfaction in China, particularly outside a certain level of income and basic necessities (Asadullah, Xiao et al. 2018).

The Chinese government has lately scrutinized well-being indices to complement more outdated progress metrics. In China's more developed districts, such as Guangdong and Shanghai, there

have been suggestions to replace the gross local product with a happiness index as a degree of progress. This unpredicted focus on individual well-being in policymaking is partly a response to a continued drop in subjective welfare indicators and increasing social dissatisfaction among Chinese residents, despite the country's extraordinary economic progress in recent decades. Our primary conclusion shows that governmental policies and social programs that increase income expectations favor individual well-being development (Liu and Shang, 2012). It is reasonable to conclude from the research that a combination of perceptibility, well-established insights and experience of public services, governmental activity, officials, and a generally trusting mindset, on the other, play a significant role in confirming higher public trust in government (Liu and Raine, 2016).

Contrary to popular belief, economic variables were not the most crucial for determining life satisfaction in China. Personal or family savings are essential to socio-economic permanency in a society where welfare systems are recognized. Savings, rather than personal income, may be a better analysis of socio-economic security since it allows us to see if individuals believe they have long-term safety in a strong economy. In previous research, life satisfaction has been linked to social trust and institutional trust as components of social coherence (Abbott, Wallace et al. 2016).

CONCLUSION

China's geography has changed dramatically in the previous three decades, and Chinese citizens have varying levels of faith in the central and local governments. It is well known that Chinese citizens are more satisfied with the central government. Future studies would differentiate between different levels of government, such as the federal and municipal governments (Yu, Bo et al. 2011). Despite the limits, the findings from this survey, which were collected using a random sample method, give helpful information on how people satisfaction with the government is linked to the quality and outcome of bureaucratic encounters and potentials. Future research should express the impact of bureaucratic interactions on satisfaction in other influences in China or other developing countries to see if the conclusions are externally valid.

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