

The Practical Logic of School-domain Digitization Construction in Promoting the Public Value Creation of Student Organizations

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Abstract: Since the 21st century, the development of the new generation of information technology has triggered round after round of technological revolution. The new application and new mode based on digital technology have brought great convenience to people, and have also brought great influence on the development of human society and people's way of life and mode of production. However, with the rapid development of digital technology, the main social contradictions, development stage and development tasks are also undergoing profound changes. How to give full play to the existing organizational advantages and digital resources to cope with digital challenges and create public value has become a problem that all social organizations need to think about in the new era. As the cradle of training reserve forces, the digital construction of colleges and universities is not only an important part of the process of national digital transformation, but also reflects China's ability to respond to digital challenges in the future. College student organizations has similar to the Chinese local compartmentalization relationship. As a semi-autonomous group, the organization has relatively fixed and complete management system and organization form, and has good flexibility and high ability of accepting external things and technology. Therefore, it has certain similarities and particularity with ordinary social organization. From the perspective of public value creation, based on Moore's strategic triangle, combined with the organizational characteristics of current university student organizations, this paper constructs a triangular model of public value creation of school students' organization under the background of digital construction. Trying to clarify the ideas and practical logic of public value creation of university student organizations under the digital construction through the construction of the model. The

research results are replicable, and can provide some theoretical support and inspiration for the social organization under the digital transformation.

Keywords: Digital Construction; Compartmentalization Relationship; Public Value Creation; Organizational Strategy; College Student Organization

1. Introduction

1.1 Research Background

"With the development of information technologies such as big data, cloud computing, artificial intelligence and so on, the human society has started a new process of transformation from the IT era to the DT era." In the IT era, people mainly make static discovery of data, while in the DG era, data is used as production materials for deep mining and dynamic application. With the continuous innovation of information technology, such mining and application has made data become another important production factor and strategic resource besides the production factors such as labor, land, capital, technology, management and knowledge. The revolutionary breakthrough of the digital technology and the deep integration of the digital economy and the real economy make the huge energy contained in the digital resources continuously released, and the digital productivity has gradually become the main productivity of the current digital society. Colleges and universities are the cradle of national reserve and transportation of talents. As a semi-autonomous group, college student organizations are an important carrier and platform for colleges and universities to realize organizational education and college students to practice and exercise. With China's accelerating digital construction and transformation today,

the traditional organizational system of university student organizations is also facing the problems and challenges of digital transformation. College student organizations show similar to China's social organization of vertical and horizontal alternate relationship. This relationship makes student organizations be effectively constrained in the process of organization, but on the other hand, it also hinder the good integration of the organizational structure solidified in the process of digital transformation with advanced digital technology, which leads to the impact and challenge of the original public value.

As a concept of public administration emerging at the end of the 21st century, public value emerged as the goal of the strategic management of the public sector. Moore believes that the public sector takes creating public value as its mission, and at the same time, this is also the essential difference between the public sector and the private sector. The strategic triangle proposed by Moore points out that the public sector must work together in the value goal, authorization environment and operational capacity to realize the creation of public value.

With the continuous update and iteration of digital technology, how college student organizations achieve deep integration with digital technology and digital platform based on the relationship of the existing blocks, so as to create public value and burst out new vitality to cope with the digital challenge has become a problem that needs to be discussed in this study.

1.2 Study Objectives

1.2.1 Seek the substantive public value that university student organizations need to create under the new situation of digital construction.

In his book *Creating Public Value*, Moore argued that "a clear goal is crucial". Under the new wave of the construction of digital, college students organization inherent organization relations and operation mode are facing the challenge of emerging technology, the existing public value is not only unable to meet the new needs of college students in the digital era, but there is also a possibility of being impacted by digital means and concepts. Seeking new public value is conducive to complete understanding of organizational goals, and it is also conducive to the organization a more long-term stable development. Therefore, how to find the public value with substantial role and operability in

these challenges to maintain the relative stability and longer-term development of the organization is the first question to be explored in this study.

1.2.2 Clarify the adjustment direction of the relationship between college student organization in the process of digital construction.

Compartmentalization relationship is a common organizational relationship in Chinese organization system. It includes the "bar" relationship and the "block" relationship. The "bar" relationship is a department-based management system from the central level to the local level, and the "block" relationship refers to the political relationship based on administrative divisions. The dual leadership system of "bar" and "block" makes the organizations effectively constrained. As a semi-autonomous group, college student organizations also have a similar organizational relationship with the same compartmentalization relationship. Although such a relationship ensures that the organization has maintained a gradual and stable pace in the previous development, with the continuous development of digital technology today, it lacks a certain expansion tendency and internal motivation. Therefore, it is the second problem to discuss in this study to clarify the direction of the adjustment of university student organization relationship in the process of digital construction to realize the deep integration of organization and emerging technologies.

1.2.3 Explore the ability improvement path of college student organizations under the new situation of digital construction.

In addition to confirming the substantive public value and adjusting the organizational structure, the ability improvement of university student organizations and their internal members also determines the effectiveness of public value creation. In the new situation of digital construction, the improvement of ability not only means copywriting, communication and coordination in the traditional sense, but also includes a series of content related to digital technology, such as information screening, information receiving and feedback efficiency. To some extent, the improvement

of the ability of university student organizations and their members determines the integration degree of emerging technologies and traditional organizations. Therefore, exploring the path under the new situation of digital construction is the third issue to explore the attention of public value creation.

1.3 Study Content

On the basis of reading the literature, combined with the preliminary research results and research data, this study will take the strategic triangle of public value creation as the analysis framework to discuss the practical logic of promoting the public value creation of student organizations. Article regards Sichuan university campus student organization as the main research object, with other domestic university student organization as the secondary research object. Study uses field observation, collective interview, visit survey, questionnaire survey and other survey methods to understand the research object and organization status, then obtains and researches related information and experience. On this basis, combined with the strategic triangle mentioned in Moore's book *Creating Public Value*, this paper discusses how to promote the public value creation of student organizations under the new situation of digital construction from the three aspects of value seeking, value judgment and value realization.

2. Literature Review

2.1 Public Value

The discussion on public value can be traced back to the 1990s. The specific content of public value is quite controversial in the academic circles, and there is no clear statement on the definition of public value. Some scholars believe that public value is the collection of citizens' expectations from the government and the political negotiation expression of citizens' collective preference [1]. In his book *Creating Public Value*, Moore notes that, on the one hand, democracy is prone to corruption, and on the other hand, people hope that democracy is allowed to determine what is worth being produced by the public sector. So for a long time, we have set management goals according to different standards [2]. It can be seen that scholars represented by Moore believe that public value should not be judged by only one

dimension, but jointly decided and created by combining the opinions of the whole society, which is the result of the joint participation of multiple subjects. The purpose of public value creation should be to treat the public as customers and to meet their needs. Some scholars believe that public value is a response to citizens' collective preference. Scholars represented by Bozman believe that public value is the consistent consensus formed by different subjects of citizens, social organizations and so on, that is, public value reflects the collection of public expectations, rather than the preference reaction of a part of groups or individuals.

Moore first proposed the term "creating public value", noting that public sector managers should act as explorers, and working with others, to seek, identify and create public value. They should not only work to achieve the authorized goals, but also answer "what is valuable" [2]. In addition, Moore also applied the concept of organizational strategy in the private sector to the public sector, creatively put forward the strategic triangle of the public sector, and proposed that in order to understand the public value, managers must find a way to unify politics, essence and management.

2.2 Compartmentalization Relationships

Compartmentalization relationship is a common organizational relationship in the Chinese organization system. Compartmentalization management structure is a multi-level and multi-angle system, a three-dimensional cross structural network formed based on the horizontal division of responsibilities and vertical hierarchical division of labor, as the most basic structural relationship of grass-roots governance [3]. The adjustment and evolution of the compartmentalization relationship can not only help to better implement policies at the micro level, but also reflect the resource allocation relationship between "bar" and "block" on the macro level.

As early as the 1980s and 1990s, China's compartmentalization system has attracted the attention of scholars [4]. At present, the research on the structure of compartmentalization mainly includes the power allocation structure, contradiction,

relationship mode and change, and the operation mechanism of bars and blocks [5]. Among them, the contradiction between "bar" and "block" has always been a problem that scholars have been more concerned about [6]. Some scholars believe that at present, there are still problems in the relationship, such in the lack of sufficient management authority. On the other hand, "local incompetence" and "local omnipotent" coexist. Therefore, how to find and establish the balance between "bar" and "block" has become a problem that scholars need to study. Some scholars believe that the vertical and horizontal dual leadership system makes the power divided, and it is difficult for administrative subjects to form synergy. Some scholars believe that "bar" power does not lead to the "shell" of the county grassroots, but forces its resource integration to make adaptive adjustments [6].

2.3 Digital Construction

With the rapid development of information wave, the integration of digital technology and various industries has become one of the mainstream directions of social change. The arrival of the DT era promotes the "transformation and upgrading of the digital government construction experience from 1.0 to 2.0". Digital construction has not only become an inevitable requirement to adapt to the needs of the times, but also become an important means to improve international competitiveness and achieve high-quality development. The concept of digital construction began with management activities in the private sector [7]. At present, the academia does not have a unified connotation definition of digital construction, but in the final analysis, its development is to optimize the organization and serve the public to better meet the diversified, multi-level and multi-faceted requirements of multiple subjects [8]. In the field of public management, the integration of digital technology and the organization construction become an important step of the digital construction, "the so-called digital construction of the government, in short is the government make full use of all kinds of advanced technology, update its structure framework, management function, operation concept, it represents a kind of innovative management mode and the change of the service model"[9].

Some scholars believe that university education management is an important branch that cannot

be ignored in Chinese social system. Under the background of the continuous development of national digital construction, the use of digital technology to build a complete higher education system and stimulate the new vitality of education development has become an important way to promote the high-quality development of college education [10]. To achieve a higher level of digital construction of college education management, the first thing we should do is establishing the concept of digital education management. Secondly, building the digital education management platform. Thirdly, building high-quality digital teachers. Lastly, building the evaluation system of digital construction of college education management [10].

3. The Practical Logic of School-Domain Digitization Construction to promote the Public Value Creation of Student Organizations

In his book *Creating Public Value*, Moore takes William and environmental protection agency, Jerm Miller and youth services as two cases, which point out that the concept of "organization strategy" in the private sector also applies in the public sector. He thinks that organization strategy contains three layers of meaning, which includes the overall mission and objectives, the legitimacy of continuous support source, organization achieve the arrangement and operation. The overall mission and objectives of the organization emphasize the need for public sector management to combine work with the expectations of citizens, supervisors, and clients. If the established goals do not meet the expectations of the public or are of insufficient importance, they are highly likely to be called off midway. The legitimacy of continuous support source for organizations aims to demonstrate the importance of the environment, that is, organizational goals need to be supported by legal, political, and other factors in order to achieve sustainable development. The arrangement and operation of achieving organizational goals indicate that the organization itself needs to have the operational ability to achieve this goal, otherwise the goal will be rejected or

delegated to other institutions. The strategic triangle helps organizational managers analyze from the external, upper, lower, and internal perspectives, helping organizations find appropriate position.

In the process of school-domain digital construction, the traditional university student organizations face the impact of emerging technologies. On the one hand, they need to deal with the contradiction between digital technology and the solidified organizational structure and work process. On the other hand, they need to find new modes and new ways of organizational work under digital technology. New public value creation has become an important part for college student organizations to deal with digital technology, and its public value creation also follows the three levels of strategic triangle, which can be mainly divided into three parts: value seeking, value judgment and value realization. As shown in figure 1 below.

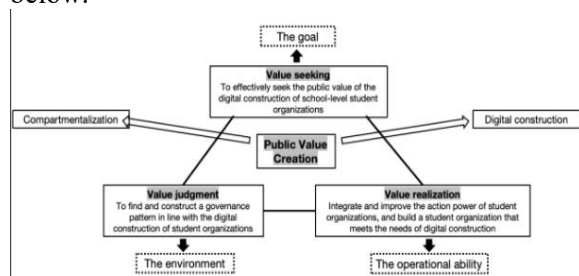


Figure 1. Three Levels of Strategic Triangle

3.1 Value Seeking: To Effectively Seek the Public Value of the Digital Construction of School-Level Student Organizations

Value seeking is to help college student organizations to find substantial public value in the environment of digital construction. The substantial public value is to take into account the money and authority costs of the university student organization to achieve its goals, as well as the expectations of other students in campus. In digital constantly accelerating transformation today, college students' campus life is also linked to digital technology and digital platform. Campus APP, weibo and other new media platform become an important tool for college students to participate in the activities of campus, also help college student organization to realize the optimization of their workflow. However, although the emergence of digital platforms can theoretically reduce the work burden of college student organizations to some extent and help college students to participate in campus life

more conveniently, it has not reached the ideal mode in practice. Based on this, colleges and universities should find the following oriented public value in the public value creation.

First, to make students' participation in campus life more convenient and simply. One of the reasons why digital technology is quickly applied to various fields is that it greatly facilitates people's life and production mode. Although colleges and universities has use the digital software, platform in student management in the rise of digital technology, we are still in the transition stage of using both digital technology and traditional management. This stage not only failed to make the process be more simply and the service be more convenient, but on the original link added online link. In the long run, this is actually the adaptation stage and the necessary stage of the digital construction of colleges and universities, which ensures that students can gradually adapt to the new mode, and ensures the order and standardization of the organization itself under the emerging technology.

Second, to improve the operational efficiency and transparency of student organizations. Driven by the wave of digital technology, digital technology can become a key driving force to improve the operational efficiency and transparency of university student organizations. On the one hand, online approval, online registration and online inquiry replace the previous offline process to help student organizations to complete the basic affairs more efficiently. On the other hand, college students can directly check the progress through the online platform, understand the progress and express their opinions through the online feedback platform, which makes the work of the student organizations more interactive and transparent.

Third, optimize the evaluation mechanism of student work in colleges and universities. Compared with the traditional submission of the paper evaluation documents, the digital technology can be recorded and supervised in real time in the whole stage of the evaluation. The emergence of big data and artificial intelligence can not only help universities to better save the data of various

stages, but also help universities to more accurately measure the comprehensive scores of evaluation items from the perspectives of process and results through the data recording, analysis and mining of university student organizations and students' participation in various activities. In addition, the emergence of digital technology makes the evaluation results can be better archived and found, which is conducive to tracking after the evaluation, to ensure the credibility and sustainability of the evaluation items.

3.2 Value Judgment: To Find and Construct a Governance Pattern in Line with the Digital Construction of Student Organizations

In this historical convergence period of the continuous development of human society and the rise of scientific and technological revolution represented by the new generation of information technology, grasping the new factors of production is an important way for the country and society to achieve rapid development, and also an important training content for universities to carry out talent training and transportation. The application of digital technology has become a necessary means for digital transformation in the society and universities. Driven by national policies and social trends, the use of digital technology in the process of digital construction is gradually becoming more inclusive.

Under the background of digital technology and digital system is widely used, China has introduced a series of related laws, initially formed a relatively complete digital legal system. The establishment of digital laws and regulations provides good support and protection for the digital construction of colleges and universities. On the one hand, it makes the introduction of digital technology and digital system in student management more standardized, and guarantees the security of students' personal information. On the other hand, it also provides legal guarantee for the use of digital technology and digital system in colleges and universities. In this context, colleges and universities have also gradually found out the use procedures and regulations of digital technology that conform to our own standards.

In the digital economy become an important engine to promote the development of China's economy, the digital construction of universities

can not only promote the university itself management more efficient, can also through the digital education to cultivate more digital talents, realize the virtuous cycle of resource exchange, to ensure the more long-term development of colleges and universities.

3.3 Value Realization: Integrate and Improve the Action Power of Student Organizations, and Build a Student Organization that Meets the Needs of Digital Construction

Under the trend of continuous innovation in digital technology and digital platforms, as well as deeper integration with the management of university student organizations, university student organizations and their internal members can only continuously improve personal digital literacy, digital technology application ability, and appropriately adjusting the internal structure of organizations can they better and faster adapt to the emergence of digital technology and enhance the operational ability of public value creation.

Improving personal digital literacy requires members of university organizations to fully understand the current development status of big data, cloud computing and other advanced technologies, and deepen their understanding of the current digital platform through the understanding and learning of relevant digital technologies. At the same time, they should have the ability to screen and identify digital information and digital security awareness, effectively screen and disseminate the current network and information, and protect the privacy security of themselves and others.

The ability of digital technology application means college students using some specific digital platforms or digital systems on the basis of certain digital literacy. In the work of university student organizations, it mainly includes activity declaration, activity approval, activity recording and feedback, etc. Good digital technology application ability can help members of the organization to complete their work more efficiently and improve the overall work efficiency of the organization.

The current organizational structure of college student organizations is mostly similar to the "compartmentalization

structure" in the Chinese organization system. The "bar" of college student organization is reflected in the vertical organizational relationship between the school department to the college department and then to each class. The "block" is reflected in the horizontal management mode divided by the college. The crisscross management mode makes the university student organizations effectively constrained and managed when dealing with various student affairs, which to some extent hinders the deeper integration of digital system and traditional organizations. But at the same time, the emergence of digital technology can also connect the decentralized decision-making power due to the compartmentalization structure, and help different parties in university organizations to build the interdependence of administrative resources, legitimacy, competition and cooperative social relations through the network relations, and form a new network cluster.

4. Future Outlook

In recent years, with the rapid development of digital technology, there are many research literature based on digital governance, but there are few studies under the specific organizational structure. This paper studies the university student organization and analyzes the public value creation of Moore's digital construction. However, there are still some deficiencies, such as insufficient in-depth research and insufficient comprehensive discussion. In addition, the research object of this article is university student organizations, which provides a certain reference for the research of public value creation in the digital construction of social organizations. But there are still restrictive factors such as human resources, budget and rights, so the reference is limited. In the subsequent research, the scope of research can be expanded, and the public sector and various social organizations can be taken as the research objects to make the research results more universal and have higher reference value. At the same time, the research results can be discussed more comprehensively and in-depth in combination with the theories of public value management theory and multi-center governance theory.

At present, the digital construction of colleges and universities is still in the stage of development and transformation, and the

organizational relationship of "bar" and "block" still has many opportunities for the digital construction of colleges and universities. Under the dual leadership system of "compartmentalization structure", usually present "bar based" and "block based" two leadership modes. Comparatively speaking, "bar based" management mode for the superior organization more flexible, "block based" management mode for subordinate departments more flexible. In the process of digital construction in colleges and universities, the upper and lower level organizations can make full use of their own flexibility to achieve the purpose of digital transformation and unified standards. In the early stage of digital construction, each lower organization can formulate its own digital scheme according to its own needs and conditions. When the digital construction becomes stable, the higher organization shall formulate unified norms and standards for systematic integration. In this process, the experience of the lower organizations in the real-time digital scheme can provide experience reference and risk avoidance for the higher organizations, and the higher organizations can also adjust and optimize the relevant systems according to the feedback of the lower organizations, so as to ensure that the standards and norms can better serve the actual needs of everyone. From the perspective of national and social trends, public value creation under digital construction is the key issue that we need to know. The core of digital construction lies in the use of information technology, optimize resource allocation, improve service efficiency, and realize the precise, intelligent and efficient governance. In this context, public value creation is no longer limited to the traditional mode of service supply, but pays more attention to the people as the center, to meet the people's ever-growing needs for a better life as the starting point and goal. Through the digital construction, the public sector and social organizations can more accurately grasp the social needs, and provide more personalized, diversified and convenient public services, so as to effectively enhance the people's sense of gain, happiness and security. At the same time, digital construction also provides new ideas and methods for public value creation.

With the help of advanced technologies such as big data, cloud computing and artificial intelligence, public departments and social organizations can deeply explore and analyze social data resources, find out potential social problems and needs, and provide a more scientific and accurate basis for policy making and decision-making.

5. Summary

The rapid development of information technology makes the digital construction become an important trend of modern education development. How to promote the digital construction of student organization public value creation is the problem studied and discussed in this paper. Based with the compartmentalization structure of the university student organization, the strategic triangle is analyzed from the organization strategic goal, the external environment and the operation ability of the organization.

At the level of organizational strategic goals, the goals set by colleges and universities in the digital construction must both meet the practical needs of students and be feasible. Only by being deeply rooted in the needs of students, capturing the confusion, expectations and pursuit of students, and combining with the actual situation and resources of the school, and ensuring that the implementation process is challenging and feasible, can the goal of public value creation be recognized by everyone.

In the aspect of external environment, the public value creation of universities in colleges and universities needs a good political environment and legal environment, as well as funds and authority, to ensure the sustainability of the realization of public value goals.

At the level of organizational operation, both the members of the university student organization and the university student organization themselves need to be promoted and improved to meet the new needs of digital construction. Faced with the impact of digital informatization, in order for university student organizations to achieve deep integration with digital technology, they need to maintain an open and inclusive attitude, and also improve and exercise their organizational structure, digital literacy of organizational members, and digital technology usage ability to adapt to the changes brought about by university digital construction.

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