

# Phenomenon of Organizational Internal Friction in Government Governance Modernization and Its Countermeasures

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**Abstract:** With the development of knowledge economy, the importance of modern education is becoming more and more prominent. However, the phenomenon of low efficiency and internal friction in the government educational function seriously affect the work efficiency of party and government organs, and it has many negative effects on the cooperation between government departments and government personnel, work enthusiasm and satisfaction. Based on the author's learning and practice experience, this work first analyzed the appearance of organizational internal friction in the process of government governance modernization, then discussed the mechanism between the phenomenon of organizational internal friction and improper leadership behavior, and finally put forward the countermeasures to improve the government governance ability.

## 1. Introduction

Internal friction in the social field refers to the effect of disputes, frictions and destructive conflicts caused by unreasonable internal structure or inconsistency of certain purposes, motives and behaviors among various components of a group, which leads to the weakening of the overall function [1]. As the backbone of the government governance system, the leadership of the government directly changes or shapes the operating mechanism of the leading institutions, and the negative effect of "inaction, slow action and chaotic action" leadership on the operation mechanism of government departments is an important reason for organizational internal friction [2]. The relationship between organizational internal friction and improper leadership behavior is phenomenon and essence.

## 2. Governance Acts as the Manifestation of Organizational Internal Friction in the Process of Modernization

The internal organization management of our government mainly adopts two modes: article and block. Different functional departments are set up within the organization. Departments and members often take the interests of themselves and their own departments as the starting point, and adopt different treatment tendencies and countermeasures for specific affairs. In recent decades, the road to reform has mainly been characterized by the dislocation of local protectionism and the dissimilation of administrative functions by departmental interests. In the long run, it is easy to trigger conflicts and differences within the government. Unprofitable things are escaping from others, and things that are good for themselves are rushing to be in charge. The internal resources and energy of the government are constantly being balanced and adjusted [3]. Different functional departments have a very different approach to the same transaction. For example, a department with core responsibilities often wants all business units within the organization to recognize the importance of their departmental responsibilities and to support the core functions of the organization as much as possible. However, other departments usually start from the functions and departmental interests of the department. Grasping the department's own business will not put human and material resources into the core responsibilities of other departments. This phenomenon,

which is caused by unclear responsibilities and unclearness, is common in all levels of government in our country. At present, there are still many problems in the organizational structure and governance mechanism of our government. The irrationality of some institutional arrangements leads to unclear responsibilities and disjunction between functions and powers. Some departments of government agencies will introduce policies that contradict each other for various reasons, and the leadership of the department must compete. These phenomena have seriously reduced the efficiency of the government and have had a bad impact on the image of the government.

### **3. Mechanism of Action between Internal Friction in Government Organizations and Improper Leadership Behaviors**

The leadership ability of leaders and their influence on the led are based on the leadership style, so people turn their attention from the internal characteristics of leaders to the external behaviors. The research on leadership behavior theory is produced under this background. The common view of this theory is that leaders can be systematically classified according to their behaviors. Different leadership behaviors have a great impact on leadership effectiveness and organizational performance. Effective leadership behaviors can improve the work efficiency of an organization and build harmonious and efficient organizational relations. The research of leadership behavior theory focuses on what the leader does and how to do, i.e., to build an efficient leadership model based on the behavior of the leader.

#### **3.1. Specific Manifestations of Improper Leadership Behavior.**

Improper leadership behavior will bring a series of negative effects on the led under the circumstances at that time. No matter the target object chooses to support, obey or resist, the interaction between the leader and the target object will lead to behaviors damaging the organizational effectiveness. In recent years, the CPC central committee has issued a series of guidelines and regulations to rectify the problem of "slow and disorderly action" of a few party and government cadres. It can be understood from these documents that, first, some officials are too timid to take on their responsibilities. They are slow to adapt to the new situation and requirements under the new normal, and prefer not to do anything without incident, which is leadership inaction. Second, some cadres are slow and inefficient in handling affairs. It is difficult for them to carry out, push forward and implement major decisions and arrangements and important work arrangements made by their superiors, which is leadership slow to act. Third, some cadres have an incorrect view of power and use public power to strengthen and maintain their political interests [4]. They even violate the law and discipline in the name of reform under the background of deepening institutional reform, which is leading chaos.

#### **3.2. Modeling and Analyzing the Impact of Leadership Misconduct.**

Scholars from Ohio State University use factor analysis to classify numerous leadership behaviors into two dimensions, and provide a lot of strong evidence on the consistent relationship between leadership behaviors and organizational performance. However, this theory has only one basic framework, which only provides a broad way to evaluate the leadership behavior, but cannot explain the mechanism of the interaction between the leadership behavior and the performance of the led. A social psychologist at Osaka University in Japan has come up with the PM theory based on the western theory of leadership behavior. PM theory believes that the behavior of leaders is divided into two categories: one is the leadership style based on executive tasks, referred to as P-type; the other is the leadership style based on maintaining group relations, referred to as M-type. The PM analysis method can be used to divide the leader's leadership behavior into four types, namely PM type, P type, M type and pm type, of which PM type has the best leadership effect [5].

In order to understand the mechanism of leadership behavior and organizational internal friction more intuitively, the PM leadership model shown in Fig. 1 below is introduced. In the model, the horizontal coordinate is defined as the function to achieve political achievements, and the vertical coordinate is defined as the function to build the cadre team.

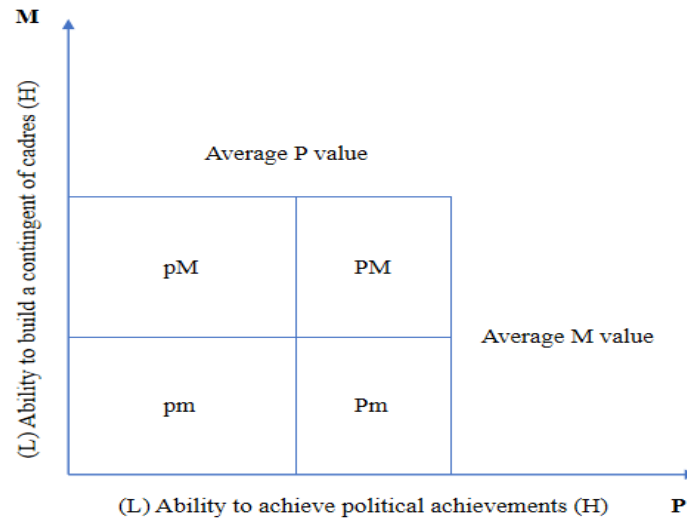


Fig 1. PM model of Chinese leading cadres

Based on the above theoretical analysis, the following conclusions are drawn (Table 2): First, I believe that the leader of the no-action is a pm-type leader. Their irresponsible leadership behaviors lead to the weak function of government organizations to achieve political achievements and build cadre team, which leads to internal friction among government organizations; Second, I believe that the leader of the slow-action is a pM-type leader, although the influence of his "parental-style" leadership behavior has led the government to organize the cadre team. The function is strong, but the influence of leadership behavior lacking foresight and execution leads to the weak function of government organizations to achieve political achievements, which leads to the internal friction between government agencies and internal personnel; Third, I believe that the leader of the disorder-action is a Pm-type leader. Although the influence brought by their leadership behaviors of fighting for power and profit makes the government organizations have a relatively strong function of realizing political achievements, the influence brought by their leadership behaviors leads to the weak function of the government organizations to build cadre teams, which leads to internal friction among government personnel.

Finally, good leaders belong to PM leaders. The impact of their effective leadership behaviors makes the government organization function to achieve political achievements and the function to build the cadre team stronger, so as to improve the government governance ability, which is conducive to the realization of government governance modernization [6].

Table 2 Analysis of leading cadres' behavior

Inaction	pm-type of cadres	Internal friction between institutions
Slow action	pM-type of cadres	Internal friction between institutions and cadres
Wrong action	Pm-type of cadres	Internal friction between cadres
Good action	PM-type of cadres	Increase the government's ability to govern

#### 4. Countermeasures to Improve the Governance Capacity of the Government

##### 4.1. Realizing the Modernization of Government Governance needs to Improve the Leadership Level of Government Leaders.

The key to improve the level of government governance modernization is to build a good governance system, so as to improve the governance ability of the government and improve the leadership level of government leading cadres is the top priority. Based on the above analysis, the slow-action leaders should focus on changing their governing concepts. In the new era of

government governance modernization, we should rationally arrange government work from the current situation, so that the policy guidelines issued or communicated are in line with the actual situation, conform to objective laws, conform to the scientific spirit and grasp the relationship between primary and secondary [7].

We need to strengthen institutional constraints on leaders who aim at chaos, force them to exercise their power in accordance with the rules and regulations, and place their power in the cage of the system. At the same time, we must also strengthen the ability of selecting and hiring people, so that the cadres in government agencies have a reasonable age structure, complementary professional skills, internal and external division of labor and personality, so as to form a leadership group full of vigor and vitality, knowledgeable and functional, and united in battle.

For leaders who fail to act, education and punishment should be combined to make them realize the harm of leadership failure to government institutions and personnel, and advocate them to adopt reasonable and effective leadership, so as to encourage them to act and take responsibility. For the "mediocre officials" who do not change after repeated teaching, we should timely adjust their posts, let the cadres with ideal and ability take on important responsibilities, and promote the formation of a good government atmosphere.

#### **4.2. To Realize the Modernization of Government Governance, it is Necessary to Continue to Improve the System and Mechanism.**

Establish and improve laws and regulations to further promote the institutionalization and legalization of government governance. At present, many leading cadres have different interpretations of the policies issued by the central government, which makes it difficult for them to form a systematic synergy of their own discretionary actions. Departments at the same level are at each other's throats, reducing the enthusiasm and creativity of government officials. In order to solve this contradiction fundamentally, we need to start from the perspective of institutional design, further improve the system of power restriction and supervision, establish and improve laws and regulations related to government administration, and carefully design and systemize the system of policy behavior of state employees. We need to strengthen the punishment of violations of discipline and law, and establish a scientific and continuous government governance system, so that government governance gradually enters the track of legalization and institutionalization.

Improve the evaluation system of civil servants and optimize the promotion mechanism of cadres. According to the law, the civil servant assessment in our country is divided into two parts: routine assessment and regular assessment [8]. Among them, peacetime assessment is the basis and basis of annual assessment, and annual assessment is the concentrated embodiment and final result of peacetime assessment [9-10]. At present, the annual assessment of civil servants in our country is generally standardized, but the usual assessment is relatively weakened. The modern government governance system requires a modern government personnel system. In order to build a modern civil servant assessment system, we should focus on the civil servant assessment method, focus on solving the problems of assessment index design, assessment data collection, application of assessment results, and give full play to the management of the usual assessment, guidance, incentives and constraints, providing a basis for the training and appointment of civil servants.

A good government is a government that adapts to the times. A good leader is a leader who adapts to the times. Only the leaders who have the courage to take on responsibilities and be good at doing can lead the government to continuously improve the governance system in the new era, and use the continuously improved governance ability to cope with the challenges brought by various public issues in the "deep water area of reform", and finally promote the government governance of our country to gradually move towards modernization.

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