

RESEARCH ON PUBLIC PARTICIPATION IN TRANSPORTATION SECTOR MANAGEMENT IN CHINA

Chen Mengru¹, Zhang Can², Nur Ajrun Binti Khalid³, Chen SiQi⁴

¹ Faculty of Law, Universiti Kebangsaan Malaysia (UKM), Malaysia

² School of Social Sciences, Universiti Sains Malaysia (USM), Malaysia

³ Political Science Department, School of Social Sciences, Universiti Sains Malaysia (USM),
Malaysia

⁴ Faculty of Law, Universiti Kebangsaan Malaysia (UKM), Malaysia

Submitted: 2024-10-30

Revised: 2024-11-10

Accepted: 2024-11-17

ABSTRACT

With the rapid development of China's economy, the transportation industry has become an important pillar industry. Its development not only improves the living standards of residents, promotes employment, but also eases traffic conflicts. Of course, along with the development will come several of the issues, such as whether comprehensive transportation planning is reasonable, whether the enjoyment of public interests is equitable, whether transportation resources are allocated in a balanced manner, and whether transportation management addresses the pressing issues that citizens face. In solving the above problems, the government has also considered economic benefits more than social benefits. However, with the development of the times, the omnipotent government has been unable to meet the needs of the public. Therefore, this paper uses the literature review method to collect and sort out secondary data to study the situation of Chinese public participation in transportation management. Finally, some suggestions are put forward to establish the system guarantee of public participation in effective management. Broaden the scope of public participation in management. Establish law enforcement safeguards for public participation in effective management. The government should enrich the channels for public participation and ensure their

smooth flow.

Keywords: Transportation Management; Public Participation; Government.

1. INTRODUCTION

After China's switching from a centrally planned economic system to a market-based economic system, the speed of development is unprecedented, and China's transportation industry has made remarkable achievements. According to the Ministry of Transport of the People's Republic of China (2021), by the end of December 2020, China's highway mileage reached 161,000 kilometers, surpassing the United States to become the world's first; by the end of 2021, civil aviation has completed 441 million passengers in the whole year, a growth of 5.5 percent in comparison to the previous year's numbers. To boost railway transportation capacity, the high-speed railway has undergone a ground-up development process. According to the Ministry of Transport of the People's Republic of China (2021), in December 2021, China's high-speed railway operating mileage surpassed 40,000 kilometers, coming in first place all across the world, the total length of railway transport is 131,000 kilometers, ranking second in the world, passenger traffic reached 2.612 billion people at the end of 2021, an increase of 18.5% year-on-year, cargo and mail traffic reached 4.774 billion tons, an increase of 4.9 percent from the previous year to the current year. According to the Ministry of Transport of the People's Republic of China (2021), in terms of water transportation, China has become a major shipping and port country in the world, by the end of 2021, the national waterway passenger volume will be 163 million people, with a passenger turnover of 3.311 billion person-kilometers, a freight volume of 8.240 billion tons, and a cargo turnover of 11557.751 billion ton-kilometers. The transportation industry has evolved into the major artery of national economic development, occupying a critical role in not only encouraging rapid national economic development, but also enhancing people's living standards and facilitating the resolution of employment issues. However, the rapid progress will obviously have some negative consequences, for example, as urban and rural inhabitants' disposable incomes rise year after year, the number of private car owners

continues to rise to new highs.¹ The ensuing problems of traffic congestion, environmental pollution, and resource consumption have put forward severe tests for government departments. However, effective urban traffic management is a reliable way to help us solve this problem very well. Effective urban traffic management ensures the optimal allocation of urban traffic resources, helps alleviate the difficulties of urban road traffic congestion as well as the significant strain placed on the resources of urban transportation systems.

The public, as actual users of urban transportation, wants to be safe and convenient in their daily life, as well as have a nice living environment and a greater level of living. Evaluating the effect of urban traffic management is an ineffective evaluation if we put the public aside. As a result, the concept of public participation should be incorporated into urban traffic management, and the public can fully enjoy the right to know, participate in, and monitor urban traffic management through active participation in the management process of urban traffic management.² The characteristics of equal interaction among various stakeholders are emphasized through public participation, so that all stakeholders can intervene reasonably and effectively in the administrative process, contribute to alleviating the pressure on urban transportation, and share the benefits of urban transportation development. However, public participation in urban traffic management in China is still in its development, and numerous flaws have been exposed, reducing the effectiveness of public participation in urban traffic management. As a result, this article will adhere to the notion of public participation and will aim to solve the challenges of public participation in present urban traffic management in order to play an effective role and achieve the goal of participation.

2. RESULT AND DISCUSSION

2.1 The Laws on Citizen Participation in Traffic Management are not Perfect, and the Scope of Citizen Participation in Traffic Management is Narrow

The emergence of China's public participation system is relatively late, according to Article 100 of

¹ Zhou, S. J., Luo, D., and Xiong, W. Q. 2023. "Research on the Relationship between Urbanization Level and Private Car Ownership in China." *China Statistics*, (01),26-28.

² Zdenek Kubis and Kristyna Plocova. 2023 "TRANSPORT MANAGEMENT IN URBAN AREAS." *SGEM International Multidisciplinary Scientific GeoConference EXPO Proceedings*. <https://doi.org/10.5593/sgem2023/6.1/s27.52>.

the Road Traffic Safety Law of the People's Republic of China, the transportation management department shall publish the reporting telephone number, accept the complaints of the public, and promptly investigate and verify, and feedback the results of the investigation. It can be seen that China's law has not provided more precise provisions on public participation in transportation management, but merely requires participation in reporting objections. While local regulations are not complete and perfect, as seen in Table 1, each of China's 19 provinces and cities has varied rules and regulations regarding public involvement. As shown in Figure 1, only four provinces require public engagement in urban public transportation planning, 13 provinces just encourage public to supervise, even two provinces have local regulations that do not have provisions of any public participation. Although the formulation of these regulations adopts the form of public participation to a certain extent and scope, the public is mainly involved in reporting and supervision rather than in the formulation and planning, so these regulations cannot fundamentally solve the problems encountered in the field of transportation, but can only temporarily alleviate symptoms and delay the deterioration of the situation.³

TABLE 1 Regulations of different province about urban public transportation management in China

Province	Regulations	Article	Date	Content
Shenzhen City	Regulations of Shenzhen Special Economic Zone on Road Traffic Safety Administration	The 86 th -94 th	2020	Traffic control, construction of roads or infrastructures, and installation of road traffic safety facilities need listen to the opinions of the public, and citizens are hired as road traffic safety propagandists.
Sichuan Province	Regulations of Sichuan Province	The 29 th	01/11/2021	The departments of transportation shall periodically

³ Kaisa Kurkela, A. Kork, Anna-Liisa Jäntti and Henna Paananen. "Citizen participation as an organisational challenge in local government." *International Journal of Public Sector Management* (2023). <https://doi.org/10.1108/ijpsm-08-2022-0179>.

	on Comprehensive Administrative Law Enforcement of Transportation			listen to the opinions of public through various forms such as forums, on-site evaluations, and questionnaire surveys, and establish channels for complaints and reports of illegal conduct
Guizhou Province	Regulations of Guizhou Province on Urban Public Transportation	The 8 th , 9 th and 10 th	26/03/2021	The preparation of urban public transportation plans shall be widely solicited for public comments. Bus route settings and station layouts, and urban public transport capacity adjustments should be widely solicited for public comments.
Jilin Province	Regulations of Jilin Province on the Administration of Urban Public Transport	The 14 th	25/09/2009	The route and station setting of the city's public bus trams were determined after extensive public comments.
Shanghai Municipality	Regulations of Shanghai Municipality on Urban Public Transportation Administration	The 63 rd	05/03/2022	Where the public discovers violations of road traffic laws and regulations, they may report them to the public security organs.
Shandong	Regulations of	The	2014	Encourage the public to report

Province	Shandong Province on Urban Public Transportation Administration	35 th		and supervise traffic safety violations.
Tianjin Municipality	Regulations of Tianjin municipality on Urban Public Transportation Administration	The 10 th	01/01/2021	The city guides the public to participate in creating a safe, orderly and smooth road traffic environment.
Chongqing Municipality	Regulations of Chongqing municipality on Urban Public Transportation Administration	The 58 th	2021	Road management organs shall establish a protection reporting system, and disclose telephone numbers, mailing addresses or e-mail addresses for reporting
Jiangsu Province	Regulations of Jiangsu Province on public Traffic Security Administration	The 38 th	01/01/2022	Public security organs shall establish and complete systems for public transportation public security management complaints and reports, and promptly handle complaints and reports.
Zhejiang Province	No local regulations, implementation of the Road Traffic Safety Law of the People's Republic of China			Encourage public supervision and reporting.
Anhui	No local regulations, implementation of			Encourage public supervision

Province	the Road Traffic Safety Law of the People's Republic of China	and reporting.
Guangxi Province	No local regulations, implementation of the Road Traffic Safety Law of the People's Republic of China	Encourage public supervision and reporting.
Fujian Province	No local regulations, implementation of the Road Traffic Safety Law of the People's Republic of China	Encourage public supervision and reporting.
Jiangxi Province	No local regulations, implementation of the Road Traffic Safety Law of the People's Republic of China	Encourage public supervision and reporting.
Hebei Province	No local regulations, implementation of the Road Traffic Safety Law of the People's Republic of China	Encourage public supervision and reporting.
Beijing Municipality	No local regulations, implementation of the Road Traffic Safety Law of the People's Republic of China	Encourage public supervision and reporting.
Heilongjiang Province	No local regulations, implementation of the Road Traffic Safety Law of the People's Republic of China	Encourage public supervision and reporting.
Liaoning Province	Implement local regulations: Regulations of Liaoning Province on Urban Public Transportation Administration, but local regulations do not provide for public participation.	
Yunnan Province	Implement local regulations: Regulations on Yunnan Province for the Administration of Urban Public Transport, but local regulations do not provide for public participation.	

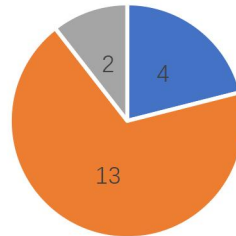
Source: Study about Public Participation in Traffic Management: Example from Shaoxing

2.2 The Interest between Public and Government is Conflicting

When the government manages traffic problems in the real life, due to multiple considerations or self-interest, the government handles the majority of the work by its own, including transportation decision-making planning, infrastructure supply, supervision of traffic problems, and evaluation of government performance. The government formulates, implements, and evaluates its own policies. It is natural that the government will extend its propaganda on some of its strengths while avoiding its faults. When delivering management services, it is damaging to the public interest due to serve officials before the general public. Yan studied the situation of public participation in urban transportation management in Shaoxing City, China, utilizing the methods of research on previous works of literature, conducting interviews, and distributing and collecting questionnaires.⁴ The results of the study revealed that the majority of the public often remain silent about their own wishes and requirements or only make a weak voice, when they have interest. Because as shown in Figure 2 and Figure 3, most believe that governments are unable to solve the public's real problems for the sake of self-interest (This questionnaire randomly selected 500 people from the public, relevant experts, scholars, and interested groups to conduct a questionnaire, and finally used 452 questionnaires to fill in the standard). The interests of the government and the public should have been identical, but there is a conflict of interests between the government and the public that will influence the behavior of both parties.

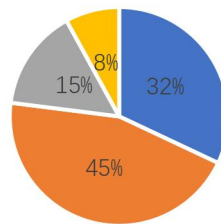
⁴ Yan, J. T. 2019. "Study about Public Participation in Traffic Management: Example from Shaoxing, Zhejiang Province." Nanjing Agriculture University (thesis).

Figure 1. The number of city about the provisions for public participation



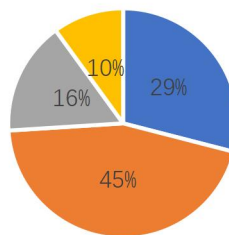
- Public participates in urban transportation planning
- Public participates in supervision and reporting
- There are no provisions for public participation

Figure 2. Do you think that the public's opinion on traffic management in Shaoxing City will be adopted?



- No
- Probably no
- Probably yes
- Yes

Figure 3. Do you think your feedback will be valued?



- No
- Probably no
- Probably yes
- Yes

Source: Study about Public Participation in Traffic Management: Example from Shaoxing, Zhejiang Province.

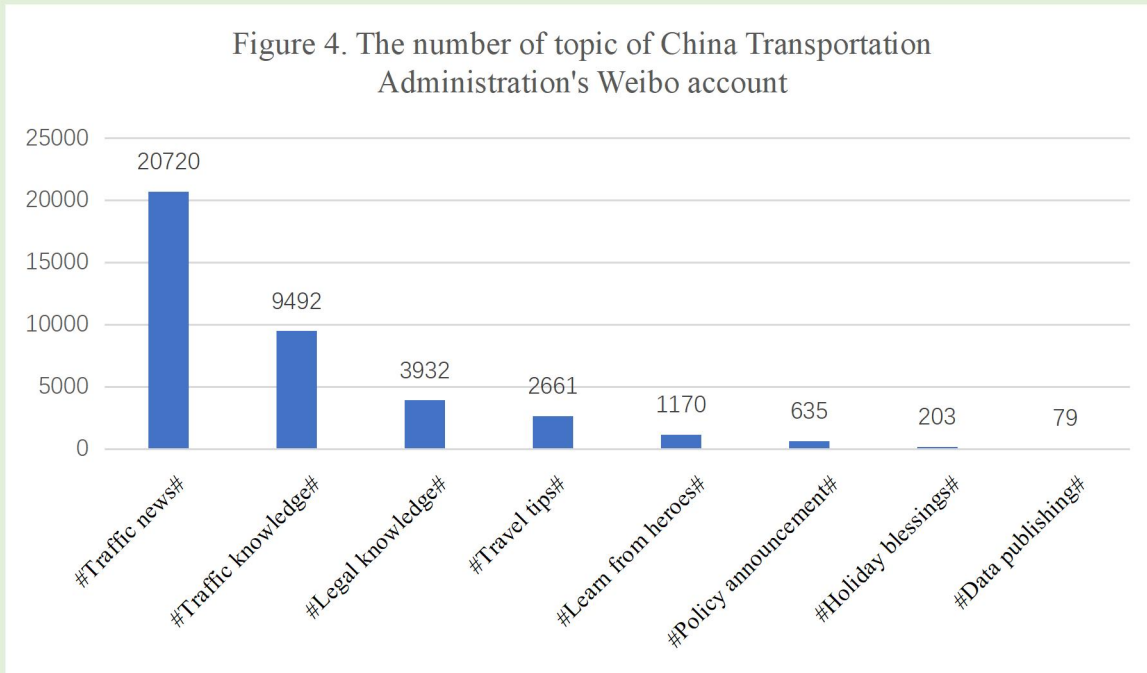
2.3 The Interest between Public and Government is Conflicting

Effective public supervision and participation in transportation management depends on smooth and diverse channels of expression of interests. In recent years, with the development of information technology,⁵ new channels such as telephone reporting, e-government, and social media have emerged, playing an immeasurable role in the public's participation in the transportation management. However, the lack of clarity of responsibility and the weak sense of government responsibility have limited public participation. For example, on the message board for leaders in Beijing, Jiangxi, Anhui, Hunan, and other provinces, we can see that citizens complain that the reporting telephone of the local transportation management bureau has not been answered, face-to-face petitions were not served, as well as petitions have been intercepted and rejected (Message board for leaders, 2018&2020&2021).

In addition to the not smooth participation paths that exist, there are fewer channels for public participation. In addition to the traditional telephone, petitioning, website and other participation methods, emerging social platforms such as Weibo (like Twitter and Facebook) are not widely implemented. The Weibo account of the China Transportation Administration has a total of 38,892 posts since its foundation in November 2011. As can be seen in Figure 4, there are no topics related to #Solicitation of Opinions#.

⁵ T. Ross. 2020."The role of user participation in the development of transport service innovations."
<https://doi.org/10.26174/THESIS.LBORO.12464438.V1>.

Figure 4. The number of topic of China Transportation Administration's Weibo account



2.3 Theory

2.3.1 New Public Management Theory

The new public management theory is a notion that emerged in the Western New Public Management Movement, and its history is as follows: As society and times changed, the traditional public administration theory could no longer match the needs of social management in the 1970s, therefore Western capitalist countries decided to begin a new public management movement.⁶ The new public management movement is clearly targeted and problem-oriented, and mainly tries to solve problems better. Thus, in practice, a new form emerges that is conducive to solving the three fundamental problems of inefficiency, lack of involvement, and decline in legitimacy, as opposed to the problem of services delivered solely by the government or entirely by the private sector. As a new management model, the theoretical basis of the new public management is very different from the previous administrative theory. According to the new public management theory, (1) public management should be customer-oriented and pursue a new value concept of customer first. Do our utmost to satisfy clients, and expect to meet their needs from production to consumption in order to

⁶ Gruening, G. 2001. "Origin and Theoretical basis of New Public Management. *International Public Management Journal*," 4, 1–25. [https://doi.org/10.1016/S1096-7494\(01\)00041-1](https://doi.org/10.1016/S1096-7494(01)00041-1).

support business growth. The evaluation of public services should prioritize public engagement, pay attention to empathy, and guarantee that the public service delivery mechanism conforms to customer desires and can create effective public services.⁷ (2) The introduction of a competition mechanism in public administration. Traditional public administration attempts to construct a strong government with a strict hierarchy, stressing administrative involvement by the expanding government. New public management believes that government management should widely implement market competition mechanisms in which market participants compete on the basis of fair price and quality in order to increase the quality and efficiency of service supply while saving money.

Traditional managers may ignore the interests of the public, the quality of service, and the importance of public participation in decision-making. The new public management theory will be customer interests and satisfaction-oriented, become the authorized government, and introduce a competition mechanism.

2.3.2 New Public Service Theory

Although since the 1980s, the Western countries have vigorously introduced a new public management movement. However, with the progress of society, the shortcomings of the new public management theory have become increasingly prominent. For example, its fundamental element is an attempt to apply private sector and business firm management methods to the public sector,⁸ emphasizing the economic efficiency and effectiveness of government management,⁹ introducing market mechanisms into the public administration system,¹⁰ paying attention to performance evaluation, strengthen service and customer orientation.¹¹ Therefore, the interests of citizens and the equality of citizens are ignored.¹² Finally, amid the skepticism and controversy, the New Public

⁷ Hu, P. 2017. "Discussion on Essentials of New Public Management Theory and Its Enlightenment." 159, 235–239. <https://doi.org/10.2991/jahp-17.2017.50>.

⁸ Mongkol, K. 2011. "The Critical Review of New Public Management Model and its Criticisms." *Research Journal of Business Management*, 5(1), 35–43. <https://doi.org/10.3923/rjbm.2011.35.43>.

⁹ Lapuente, V., and Van de Walle, S. 2020. "The Effects of New Public Management on the Quality of Public Services." *Governance*, 33(3), 461–475. <https://doi.org/10.1111/gove.12502>.

¹⁰ Van De Walle, S., and Hammerschmid, G. 2011. "The Impact of the New Public Management: Challenges for Coordination and Cohesion in European Public Sectors." *Halduskultuur*, 12(2), 190–209.

¹¹ Hu, P. 2017. "Discussion on Essentials of New Public Management Theory and Its Enlightenment.: 159, 235–239. <https://doi.org/10.2991/jahp-17.2017.50>.

¹² Robinson, M. 2015. "From Old Public Administration to the New Public Service Implications for Public Sector Reform in

Service Theory was suggested as an alternative model.

The main contents of the new public service theory created by the American public administration scientist Robert Hardant and other scholars, the new public management theory are as follows:

1. The function of government is to serve, not to be steering.¹³ The government can provide public goods and services in a variety of ways. To achieve the efficient supply of public products and services, the government should take certain effective steps to outsource some functions to other groups, such as encouraging citizens to actively participate in policy formation, negotiation and conversation, legal standards, and so on. The government's role is to foster the formation of synergy among the participating entities and to jointly solve the problem of public goods and public services through cooperation among the participating subjects, and it is the government's function to serve the citizens. The government does not control citizens' rights or become the ruler of citizens, but rather grants citizens' rights and fulfills the sharing of rights.

2. Serve citizens, not customers.¹⁴ Public service comes from responsibilities and obligations. Citizenship is a tool for accomplishing a goal. It refers to mutual respect in the process of citizens' active participation in political life, and the existence of the government is to provide service for citizens. Because elite groups participate in political life, their opinions have become a means of problem-solving, but they cannot reflect the vast masses of people's interests, making it impossible for people to completely express their genuine beliefs.

3. Expand the right of citizens to participate.¹⁵ According to the new public service theory, government leaders should not have a monopoly on administrative power, but should instead expand information circulation channels and the right of public participation through dialogue and negotiation in order to better understand public needs, serve the public, and pursue the public interests.

Developing Countries.” UNDP Global Centre for Public Service Excellence, 1–20.

¹³ Denhardt, R. B., and Denhardt, J. V. 2000. The new public service: Serving rather than steering. *Public Administration Review*, 60(6), 549–559. <https://doi.org/10.1111/0033-3352.00117>.

¹⁴ Denhardt, R. B., and Denhardt, J. V. 2000. “The New Public Service: Serving rather than Steering.” *Public Administration Review*, 60(6), 549–559. <https://doi.org/10.1111/0033-3352.00117>.

¹⁵ Hondeghem, A., and Vandenabeele, W. 2007. New Public Service. In *Encyclopedia of Public Administration and Public Policy*, Second Edition (Print Version). <https://doi.org/10.1201/noe1420052756.ch268>.

This paper's public service is simply an application of the new public service theory in the field of transportation. The goal of transportation should be to serve the public and to prioritize public interests. The government's function should be transformed from the controller to service provider, and a thorough evaluation index system of public transportation should be established based on public interest.

2.4 Necessity of Public Participation in Transport Sector Management

Public participation in traffic management is the basic manifestation of democratic participation in the construction of a service-oriented government, which is also an important approach to defending the public interest and achieving people's mastery. This article will mostly describe the three requirements listed below.

2.4.1 Accelerate the Transformation of Transportation Management Functions

The reform of China's administrative management system has always placed a primary emphasis on the transformation of governmental functions as its basic component, which is directly related to the degree to which China's political system reform and the degree to which it serves the construction of China's socialist market economic system.¹⁶ A continuation of the concept of bureaucracy-oriented,¹⁷ executive power is monopolized,¹⁸ government intervention persists(58) , as a result, the government's understanding of its own borders is becoming increasingly blurry, and its involvement in economic, social, managerial, and other activities is becoming erroneous.¹⁹ And there is something detrimental to efficiency, fairness, and democracy because of the needs of self-interest.²⁰

¹⁶ Lu, Z, and Shen, X. M. 2021. "Promote the Transformation of Government Functions and the Study of Countermeasures for the Construction of a Service-oriented Government." *Journal of Decision Exploration*, (12),11-12.

¹⁷ Jiang, H. Y. 2021. "Problems Existing in the Transformation of Urban Grassroots Government Functions in China in the New Era and their Countermeasures." *Journal of Hubei University of Economics: Humanities and Social Sciences*, (09),73-75. <http://qikan.cqvip.com/Qikan/Article/Detail?id=7105485044>.

¹⁸ Zhang, J. H. 2020. "Problems and Countermeasures for the Transformation of Government Functions in the New Era." *Journal of Xiamen City Vocational College*, (01),7-16. <https://doi.org/10.16417/j.cnki.cn35-1312/g4.2020.01.003>.

¹⁹ Chen, D. F. 2020. "Analysis on the Transformation of Government Functions from the Perspective of Social Governance Innovation." *Leadership Science*, (18),120-122. <https://doi.org/10.19572/j.cnki.ldkx.2020.18.036>.

²⁰ Chen, X. F. 2021. Review and prospect of the research on the transformation of government functions in China in the past ten years. *Journal of Party and Government Forum*, (01),41-44.

This contradicts the new public service theory and the new public management theory's advocacy of converting the present government into a limited government, a service government, and a responsible government. To transform government functions, it is necessary to pay attention to public interest demands, constantly listen to public opinions, deal with public suggestions in a timely manner, and always take the public's interests as the starting point and ultimate goal of all administrative management activities, in order to transform the government into a service-oriented government.

2.4.2 Public Participation is Conducive to the Rational Allocation of Traffic Resources

The properties of transportation resources are quasi-public. Planning and utilizing a reasonable transportation resource is sometimes non-exclusive and non-competitive, which can offer economic benefits to the public, and other times there are limited resources that cannot meet the public's needs.²¹ In China, the allocation of transportation resources is dominated by the government, and government judges the effectiveness of the allocation of transportation resources through whether the public interest can be achieved.²² Although the government plays a vital role in the allocation of transportation resources, it is indispensable.²³ But transport planning requires the direct and ongoing involvement of the public and all interested parties (i.e. stakeholders) because of the complexity of decisions most of the time, and these decisions can have an impact on society. ²⁴Research shows that public participation has a positive impact on solutions developed for road investments.²⁵ When the participants and the manager agree on the overarching aims of the engagement process, there will be the best results.²⁶ Therefore, it is necessary for the public to participate in the allocation of resources in transportation planning in an appropriate manner.

²¹ Zhen, L. Y, and Wang, H. Y. 2021. Comprehensive evaluation of regional traffic resource allocation efficiency. *Science Technology and Engineering*, (31),13484-13490. <http://qikan.cqvip.com/Qikan/Article/Detail?id=7106012445>.

²² Rong, C. H. 2010. Interpretation of traffic planning from the perspective of economics. *Transportation Economics and Logistics Review*.

²³ Xiang, A. B, and Xiao, Z. S. 2010. A Preliminary Study on the Role of Government and Market in the Allocation of Transportation Resources. *Journal of Comprehensive Transportation*, (04),4-8. <http://qikan.cqvip.com/Qikan/Article/Detail?id=33476939>.

²⁴ Le Pira, M., Ignaccolo, M., Inturri, G., Pluchino, A., and Rapisarda, A. 2016. "Modelling Stakeholder Participation in Transport Planning." *Case Studies on Transport Policy*, 4(3), 230–238. <https://doi.org/10.1016/j.cstp.2016.06.002>.

²⁵ Ogryzek, M., Krupowicz, W., and Sajnog, N. 2021. "Public Participation as a Tool for Solving Socio-spatial Conflicts of Smart Cities and Smart Villages in the Sustainable Transport System." *Remote Sensing*, 13(23). <https://doi.org/10.3390/rs13234821>.

²⁶ Bidwell, D., and Schweizer, P. J. 2021. "Public Values and Goals for Public Participation." *Environmental Policy and Governance*, 31(4), 257–269. <https://doi.org/10.1002/eet.1913>.

2.4.3 Public Participation is Beneficial to make up for the Failure of the Government in the Transportation Management Functions

Almost all political actors, as in the market, seek to maximize profits in political activities.²⁷ One of the main reasons for government failure is because of individual interests in the bureaucracy. Government officials work for themselves, and individual interests lead to corrupt behaviors of government agencies and their officials.²⁸ Public scrutiny is necessary to prevent government failures in policy sustainability.²⁹ In the context of urban development and transformation in China, the importance of public participation cannot be overemphasized.³⁰ Through public participation, the public supervises the government in a number of transportation policies, laws, regulations, planning and construction projects, regional development, and other decision-making and implementation processes, so that the formulation and implementation of policies is conducive to the development of social economy and public utilities. The public can also use mailboxes, hotlines, news, etc. to supervise the government and stop short-term or self-interested behavior of transportation management departments, so as to avoid administrative failures.

2.5 Suggestions

2.5.1 Establish Law Guarantee for Public Participation in Effective Management

Public participation is not a job, but a guarantee of the right of public participation, to be fair, just and open. First of all, it should be guaranteed from the law.³¹

China should strengthen participation in regulatory legislation and stabilize public participation in

²⁷ Krueger, A. O. 2018. "Government Failures in Development." *Modern Political Economy And Latin America: Theory And Policy*, 4(3), 10–17. <https://doi.org/10.1257/jep.4.3.9>.

²⁸ Zhao, S. K. 2019. "Analysis on the Causes and Countermeasures of "Government Failure" from the Perspective of Public Choice Theory." *Journal of Liaoning Administration College*, (04),7-8. <http://qikan.cqvip.com/Qikan/Article/Detail?id=33291154>.

²⁹ Ragolane, M, and Malatji, T. L. 2021. Lack of Public Participation and Good Governance, Who is Fooling Who? *Technium Social Sciences Journal*, 18(21), 235–243. <https://doi.org/10.47577/tssj.v26i1.5088>.

³⁰ Fan, Y. 2015. "A Research about Public Participation in the Process of Master-Urban-Planning in China—An Introduction of Practice of Gathering Public Opinion via Questionnaire Survey." *Advances in Applied Sociology*, 05(01), 13–22. <https://doi.org/10.4236/aasoci.2015.51002>.

³¹ Hui Zhao, Yuanyuan Ge and Jingqi Zhang. 2022."Evaluation on the implementation effect of public participation in the decision-making of NIMBY facilities." *PLoS ONE*, 17. <https://doi.org/10.1371/journal.pone.0263842>.

effective regulation. Whether the legal system of public participation is perfect or not is directly related to the legitimacy and stability of public participation status and the standardization of participation procedures. The more complete the relevant laws and regulations are, the more legitimate the status of public participation will be, and the more evidence will be available for the participation procedure. To strengthen the legislation of participation, first of all, it is necessary to clarify the participation status of the public, write the rights of the public to know, participate in and supervise into the transportation administrative laws and regulations, and set the public participation as indicators into the scope of administrative performance assessment, so as to ensure the necessity and legitimacy of public participation. In addition, it is necessary to constantly improve the relevant process system of public participation in transportation management. What's more, public participation threatens the improper interests of those involved in opportunistic behaviors, and the public's personal and property safety needs to be guaranteed. Therefore, strengthen the participation legislation, but also should improve the supervision of personal information confidentiality and personal safety protection, in order to solve the concerns of the participation of the public, to protect their participation enthusiasm.

2.5.2 Expand the Scope of Public Participation in Management

In transportation management, the scope of public participation directly determines the authority of public supervision. The expansion of the scope of supervision shows that the public can participate in more areas of supervision, and their interests can be better protected. Opening the scope of public participation in supervision can effectively expand the authority of public supervision, enhance the transparency of transportation management, safeguard public interests, and improve the credibility of the government.

According to the new public service theory, the government should expand the citizen participation right. In the field of traffic management, whether the public can be satisfied with the transportation infrastructure and services enjoyed by the public is directly related to the degree of public participation and supervision effect.³² China can open up the scope of public participation and

³² Karzan Ismael and S. Duleba. 2021. "Investigation of the Relationship between the Perceived Public Transport Service Quality and

supervision, delegate administrative power as much as possible, and leave to the market and the public those projects and issues that cannot or should not be supervised. For example, the public should be involved in the punishment of traffic transportation violations, the administrative examination and approval of transportation infrastructure construction, and even the judicial supervision and accountability of transportation management personnel. Enterprises involved in the construction of transport infrastructure, public officials responsible for transport management and judicial supervision institutions responsible for the supervision of administrative personnel are subject to the supervision and inspection of the public.³³ In this way, while accepting the legal regulations of transportation managers, the public can also make complaints and suggestions from bottom to top, forming a relationship involving all subjects.

2.5.3 Establish the Implementation Guarantee of Public Participation in Effective Management

In traditional administrative management, the government has always played the role of "rowing". In order to better guarantee the right of public participation, according to the new public service theory, the government must decentralize and change its role to "steering", leading the public to jointly manage social public affairs.³⁴

According to the new public service theory, public participation should be coordinated. In addition, according to the new public management theory, competition mechanism can be introduced and multiple governance can be adopted. If the government only takes the view of managers when making traffic decisions, and the public only takes the view of personal interests when participating in traffic decisions, then the probability of inconsistency between the government and the public is very high. This kind of contradiction leads to conflicts of interests. In order to ensure the smooth participation of the public in traffic decision-making, the government and managers should fully understand the voice of the public, put public interests first, be fair, just and open, and have the courage to assume responsibilities. The government should give full play to the important role of

Satisfaction: A PLS-SEM Technique." Sustainability. <https://doi.org/10.3390/su132313018>.

³³ P. Suchánek and Z. Dufek. "Performance of Technical Supervision and Its Evaluation on Transport Constructions." Civil Engineering Journal (2023). <https://doi.org/10.28991/cej-2023-09-03-013>.

³⁴ Hui Zhao, Yuanyuan Ge and Jingqi Zhang. 2022. "Evaluation on the implementation effect of public participation in the decision-making of NIMBY facilities." PLoS ONE, 17. <https://doi.org/10.1371/journal.pone.0263842>.

citizen participation and promote the institutional guarantee and procedural justice of equal social participation and citizens' right to speak on the premise of advocating citizen and society.³⁵ Only when the government and the public understand and tolerate each other and coordinate their interests, can the orderly public participation be ensured. In addition, through the multi-governance model, the resource advantages and mechanisms of the government, society and market can complement each other and promote cross-sector cooperation. This mode of multi-subject, democratic management, communication and cooperative governance breaks the monopoly position of the government as a single subject, and establishes an equal dialogue platform with the public while adopting a variety of management means, which not only reduces administrative costs but also protects the interests of each interest subject.

2.5.4 Enrich the Channels of Public Participation and Ensure the Smooth Channels of Public Participation

According to the new public service theory, it should serve citizens. Therefore, it makes legal provisions and punishes such problems as complaints and suggestions that telephone calls are not answered, letters and visits are not received and petitions are intercepted. In addition, according to the new public service theory, information circulation channels should be expanded. Therefore, in transportation management, the exploration and innovation of public participation is an effective way to improve efficiency.³⁶ The more innovative and innovative the means of participation, the more smooth the channels for the public to exercise their power.

Explore innovative way of public participation, is to emancipate the mind, the initiative to understand the public participation channels and means in transportation problems and needs, good at analysis and summary, combining with contemporary the advantage of high speed development of information technology, the professional knowledge structure and practices and the concept of change, to find out the new way of public participation, Make extensive use of the Internet, TV and

³⁵ Maritza Gamboa and Luis Avila Linzan. 2022. "The empty chair and the breach of citizen participation." *Universidad Ciencia y Tecnología*. <https://doi.org/10.47460/uct.v26i114.608>.

³⁶ Artur José Siteo and Seunghoo Lim. "Understanding citizens' perception of channels for participating in administration based on their motivation in an authoritarian regime: The case of Gaza Province, Mozambique." *Journal of International Development* (2023). <https://doi.org/10.1002/jid.3830>.

mobile terminal devices to create digital participation platforms, and innovate and promote face-to-face TV participation, e-government, forum participation and other participation methods. To broaden the channels of public participation, speed up the dissemination of suggestions, complaints and regulatory information, and improve the efficiency of public participation.

2. CONCLUSION

The transportation industry plays a critical role in the development of China's economy, and its fast growth in recent years has been outstanding. It made a huge contribution to the improvement of people's living standards, but it has also resulted in some problems that the public does not want to see. Relying solely on the government's own strength to handle the difficulties generated by rapid development will not only result in weak influence and ineffective policies. It is ideal but has a low implementation efficiency; it cannot meet residents' preferences and expectations; and citizen satisfaction is low. As a result, transportation management should suitably introduce public participation to achieve a high level of public support for the quality and acceptability of policies in transportation management issues.

Using the literature review method, we discovered that public participation in transportation management had numerous advantages. For example, public engagement in transportation management can speed the transition of transportation management functions and change the government into a service-oriented government; public participation can present varied perspectives, which is good for traffic resources and reasonable allocation; public engagement can serve as a supervisory role and help compensate for the government's transportation management failure. Furthermore, we discovered three major issues in public engagement in China's public transportation administration through the collecting and collation of second-hand data: 1. The laws for citizen engagement are not complete, and citizen participation in transportation management is limited. The Road Traffic Safety Law of the People's Republic of China exclusively addresses citizen participation in complaints and reports; there is no legal provision addressing citizen participation in other aspects of traffic management. Although some municipal legislations have widened the extent

of involvement, the majority of them are limited to the provisions of complaints and reports, even two provinces do not have any provisions for public participation in transportation management. 2. The game of interest between the public and government is complex, and although citizens want to participate in management to meet their own interests, the government mostly does it for its own interests. 3. The channels of participation are not smooth and there are fewer channels of participation.

Through the new public management theory and the new public service theory, we put forward 4 suggestions for the above problems: 1. Establish institutional guarantees for public participation in effective management. 2. Broaden the scope of public participation management. 3. Establish enforcement safeguards for public participation in effective management. 4. Enrich the channels of public participation and ensure the smooth flow of public participation channels.

REFERENCES

- Artur José Siteo and Seunghoo Lim. 2023. "Understanding citizens' perception of channels for participating in administration based on their motivation in an authoritarian regime: The case of Gaza Province, Mozambique." *Journal of International Development*. <https://doi.org/10.1002/jid.3830>.
- Bidwell, D., and Schweizer, P. J. 2021. "Public Values and Goals for Public Participation." *Environmental Policy and Governance*, 31(4), 257–269. <https://doi.org/10.1002/eet.1913>.
- Bidwell, D., and Schweizer, P. J. 2021. "Public Values and Goals for Public Participation." *Environmental Policy and Governance*, 31(4), 257–269. <https://doi.org/10.1002/eet.1913>.
- Chen, D. F. 2020. "Analysis on the Transformation of Government Functions from the Perspective of Social Governance Innovation." *Leadership Science*, (18),120-122. <https://doi.org/10.19572/j.cnki.ldkx.2020.18.036>.
- Chen, X. F. 2021. "Review and Prospect of the Research on the Transformation of Government Functions in China in the Past Ten Years." *Journal of Party and Government Forum*, (01),41-44. <http://qikan.cqvip.com>.

- Denhardt, R. B., and Denhardt, J. V. 2000. "The New Public Service: Serving rather than Steering." *Public Administration Review*, 60(6), 549–559. <https://doi.org/10.1111/0033-3352.00117>.
- Fan, Y. 2015. "A Research about Public Participation in the Process of Master-Urban-Planning in China—An Introduction of Practice of Gathering Public Opinion via Questionnaire Survey." *Advances in Applied Sociology*, 05(01), 13–22. <https://doi.org/10.4236/aasoci.2015.51002>
- Gruening, G. 2001. "Origin and Theoretical basis of New Public Management. *International Public Management Journal*.", 4, 1–25. [https://doi.org/10.1016/S1096-7494\(01\)00041-1](https://doi.org/10.1016/S1096-7494(01)00041-1).
- Hui Zhao, Yuanyuan Ge and Jingqi Zhang. 2022. "Evaluation on the implementation effect of public participation in the decision-making of NIMBY facilities." *PLoS ONE*, 17. <https://doi.org/10.1371/journal.pone.0263842>.
- Hui Zhao, Yuanyuan Ge and Jingqi Zhang. 2022. "Evaluation on the implementation effect of public participation in the decision-making of NIMBY facilities." *PLoS ONE*, 17. <https://doi.org/10.1371/journal.pone.0263842>.
- Hondeghem, A., and Vandenabeele, W. 2007. "New Public Service. In *Encyclopedia of Public Administration and Public Policy*.", *Second Edition (Print Version)*. <https://doi.org/10.1201/noe1420052756.ch268>.
- Hu, P. 2017. "Discussion on Essentials of New Public Management Theory and Its Enlightenment." 159(*Jahp*), 235–239. <https://doi.org/10.2991/jahp-17.2017.50>.
- Jiang, H. Y. 2021. "Problems Existing in the Transformation of Urban Grassroots Government Functions in China in the New Era and their Countermeasures." *Journal of Hubei University of Economics: Humanities and Social Sciences*, (09),73-75. <http://qikan.cqvip.com/Qikan/Article/Detail?id=7105485044>.
- Karzan Ismael and S. Duleba. 2021. "Investigation of the Relationship between the Perceived Public Transport Service Quality and Satisfaction: A PLS-SEM Technique." *Sustainability*. <https://doi.org/10.3390/su132313018>.
- Kaisa Kurkela, A. Kork, Anna-Liisa Jäntti and Henna Paananen. 2023. "Citizen participation as an

- organisational challenge in local government." *International Journal of Public Sector Management*. <https://doi.org/10.1108/ijpsm-08-2022-0179>.
- Krueger, A. O. 2018. "Government Failures in Development." *Modern Political Economy And Latin America: Theory And Policy*, 4(3), 10–17. <https://doi.org/10.1257/jep.4.3.9>.
- Lapuente, V., & Van de Walle, S. 2020. The Effects of New Public Management on the Quality of Public Services. *Governance*, 33(3), 461–475. <https://doi.org/10.1111/gove.12502>.
- Le Pira, M., Ignaccolo, M., Inturri, G., Pluchino, A., and Rapisarda, A. 2016. "Modelling Stakeholder Participation in Transport Planning." *Case Studies on Transport Policy*, 4(3), 230–238. <https://doi.org/10.1016/j.cstp.2016.06.002>.
- Lu, Z, and Shen, X. M. 2021. "Promote the Transformation of Government Functions and the Study of Countermeasures for the Construction of a Service-oriented Government." *Journal of Decision Exploration*, (12),11-12.
- Maritza Gamboa and Luis Avila Linzan. 2022. "The empty chair and the breach of citizen participation." *Universidad Ciencia y Tecnología*. <https://doi.org/10.47460/uct.v26i114.608>.
- Ministry of Transport of the People's Republic of China. 2021. Railway Statistical Bulletin in 2021. <https://www.mot.gov.cn/tongjishuju/tielu/202205/P020220507531780768964.pdf>.
- Mongkol, K. 2011. "The Critical Review of New Public Management Model and its Criticisms." *Research Journal of Business Management*, 5(1), 35 – 43. <https://doi.org/10.3923/rjbm.2011.35.43>.
- Ogryzek, M., Krupowicz, W., and Sajnog, N. 2021. "Public Participation as a Tool for Solving Socio-spatial Conflicts of Smart Cities and Smart Villages in the Sustainable Transport System." *Remote Sensing*, 13(23). <https://doi.org/10.3390/rs13234821>.
- P. Suchánek and Z. Dufek. "Performance of Technical Supervision and Its Evaluation on Transport Constructions." *Civil Engineering Journal* (2023). <https://doi.org/10.28991/cej-2023-09-03-013>.
- Ragolane, M, and Malatji, T. L. 2021. Lack of Public Participation and Good Governance, Who is Fooling Who? *Technium Social Sciences Journal*, 18(21), 235 –

243.<https://doi.org/10.47577/tssj.v26i1.5088>.

Robinson, M. 2015. "From Old Public Administration to the New Public Service Implications for Public Sector Reform in Developing Countries." *UNDP Global Centre for Public Service Excellence*, 1 – 20.

https://www.undp.org/sites/g/files/zskgke326/files/publications/PS-Reform_Paper.pdf.

Rong, C. H. 2010. "Interpretation of Traffic Planning from the Perspective of Economics." *Transportation Economics and Logistics Review*, (1).

T. Ross. 2020. "The role of user participation in the development of transport service innovations." <https://doi.org/10.26174/THESIS.LBORO.12464438.V1>.

Van De Walle, S., and Hammerschmid, G. 2011. "The Impact of the New Public Management: Challenges for Coordination and Cohesion in European Public Sectors." *Halduskultuur*, 12(2), 190–209. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1958168.

Xiang, A. B, and Xiao, Z. S. (2010). A Preliminary Study on the Role of Government and Market in the Allocation of Transportation Resources. *Journal of Comprehensive Transportation*, (04),4-8. <http://qikan.cqvip.com/Qikan/Article/Detail?id=33476939>.

Yan, J. T. 2019. "Study about Public Participation in Traffic Management: Example from Shaoxing, Zhejiang Province." Nanjing Agriculture University (thesis).

Zhao, S. K. 2019. "Analysis on the Causes and Countermeasures of "Government Failure" from the Perspective of Public Choice Theory." *Journal of Liaoning Administration College*, (04),7-8. <http://qikan.cqvip.com/Qikan/Article/Detail?id=33291154>.

Zhen, L. Y, and Wang, H. Y. 2021. "Comprehensive Evaluation of Regional Traffic Resource Allocation Efficiency." *Science Technology and Engineering*, (31),13484-13490. <http://qikan.cqvip.com/Qikan/Article/Detail?id=7106012445>.

Zhou, S. J., Luo, D, and Xiong, W. Q. 2017. "Research on the Relationship between Urbanization Level and Private Car Ownership in China." *China Statistics*, (01),26-28. <http://qikan.cqvip.com/Qikan/Article/Detail?id=671129932>.

Zhang, J. H. 2020. "Problems and Countermeasures for the Transformation of Government Functions

in the New Era.” *Journal of Xiamen City Vocational College*, (01),7-16.

<https://doi.org/10.16417/j.cnki.cn35-1312/g4.2020.01.003>.

Zdenek Kubis and Kristyna Plocova. 2023 “TRANSPORT MANAGEMENT IN URBAN AREAS.”

SGEM International Multidisciplinary Scientific GeoConference EXPO Proceedings.

<https://doi.org/10.5593/sgem2023/6.1/s27.52>.