

Original Research Article

Research on Decision-making of Urban Taxi Management Organization

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ABSTRACT

With the development of economy and the improvement of people's living standard, taxi plays an increasingly important role in urban traffic, but with the complexity of taxi problem and the limitation of government management mode, the taxi industry problem gradually exposed, affecting its own should have the function and value. Based on the current organizational decision - making and management model, this paper expounds the current situation of the urban taxi model and tries to analyze the drawbacks of the existing models from the perspective of different disciplines, and puts forward the scientific and rational reform plan on the basis of theoretical analysis. To achieve the city government on the city taxi management organization model reasonable construction.

KEYWORDS: : urban taxi; government management; management organization model; theoretical analysis

1. Introduction

Since 1903, the taxi industry began to arise and government has been concerned about the city's main carrier of traffic on the city. With the acceleration of urbanization, the urban space area is getting bigger, the population density is getting higher, which leads the urban traffic problem becomes more and more prominent, the drawbacks of the urban taxi management are increasingly affecting the quality of life of the urban citizens, and even affect the legitimacy of the implementation of urban government policy. Therefore, it is of great practical and theoretical significance to improve the management of urban taxis. In some developed countries and regions, small and medium enterprises in their national economy, the proportion is quite high, such as the United States, Britain, Japan, the proportion of small and medium enterprises in the national economy are more than 90%. They are in the development of more or less also encountered difficulties in financing. However, the government has provided it with all kinds of support to help them eliminate these obstacles and to address the financing problems of SMEs. We also have every reason to believe that through the specific research, analysis, policy adjustments and small and medium enterprises to improve their own, the same will make small and medium enterprises financing problems are well resolved, so as to promote the rapid and stable development of the national economy The self-cognition is the gradual formation of the individual in social practice, in interaction with others.

2. The Current Situation of Urban Taxi Management Organization in China

2.1. The main model of China's urban taxi management

China's urban taxi industry is seen as an indispensable part of urban traffic, the development of the status quo and the government's industry regulation due to differences in the city there are differences, through the investigation and analysis of the actual situation of the city taxi management, the taxi industry business model of China can be divided into the following three models:

Beijing model- Group

Beijing model is the main business model to the taxi industry corporatization and group. Beijing area registered in the taxi has 67,000 [1], generally can be regarded as two modes of operation: First, personal investment to buy vehicles, independent legal person, individual self-bid taxi license, individual business license and tax and other related procedures, the main body of their expenditure and income are the licensees themselves. This approach reflects the investors and beneficiaries a high degree of unity of the market economy rules, investors can bring maximum economic

income. But this way only registered more than 1,000 vehicles in the car; the second is the use of the company group model, by the taxi company as a legal person leasing business, and by the taxi company unilaterally unified purchase of vehicles, unified handling of various operating procedures, and the franchise and ownership of the taxi belongs to the corporate group, the taxi driver through the regular payment of the contract fee, the so-called 'money' to obtain the right to use the taxi and the right to such a mode of operation of the taxi main position. But with the excessive opening of the taxi market, taxi management rights to become competing for the scarcity of resources, making the taxi industry into the plight of saturation. In order to get rid of the taxi industry such a saturated dilemma, so that industry management can be re-order, from 1996 onwards, Beijing to implement the total amount of control of the taxi, in order to make the vehicle's property back to the hands of the company asked the company to repurchase all The driver fins the purchase of the vehicle, the driver operates in a contracted mode. In this mode, the taxi company and the driver to sign between the two contracts: contract and labor contract. So that the taxi company and the driver is not only between the contractual relationship or labor relations. Both are separation of property rights and management rights. [2] At present, more than 85% of our taxi business models are modeled in Beijing model, using the same basic way.

Public Bus Shanghai model

The uniformity of property rights and management rights and the size of the company is an important feature of the Shanghai model. Shanghai model also uses the company group management, the implementation of the public bus approach. Shanghai model is a taxi company from the government to obtain the right to operate, unified purchase of vehicles, and unified handling of various operating procedures. But the taxi company only signed a labor contract with the driver, the two is reflected between the two is a purely employment relationship, this form is similar to the bus to work to punch system, Shanghai taxi drivers on time commuting, the composition of their wages In the form of a fixed base salary plus commissioned by operating income. In this relatively stable employment relationship model, to some extent reduce the contradiction between the company and the driver, taxi business responsibilities, management rights, profit income has been effectively unified, is conducive to the formation of the taxi company's Scale and brand benefits [3]. This model has been followed by Wuxi, Suzhou, Hangzhou and other places.

Brand management is the characteristics of the Shanghai taxi industry, the public travel need to take a taxi will give priority to pick their own trust in the company's vehicles, which indirectly prompted the taxi industry to focus on improving their quality of service, in order to achieve better economic benefits will consciously maintain the image of the enterprise, through an effective internal restraint mechanism to ensure that the driver's service level and health and safety level, which is still the first in the country, and a reference.

Personal bidding of the Wenzhou model

The individualized mode of operation is the Wenzhou mode is the most typical mode of operation. The government auction to the auction of the right to operate the taxi to the individual, by the individual investment bid to buy the vehicle, and the independent tax according to law and bear the responsibility of profit and loss, in the form of a large number of retail individuals directly facing the industry management department. Wenzhou City in October 1998 introduced the 'Wenzhou urban taxi passenger handling the right to use the Interim Measures', clearly states: 'Taxi passenger transport rights will be paid for the use of', 'new taxi passenger management rights through the public auction paid' [4]. In order to successfully implement the paid use of the right to operate, the municipal government in accordance with the prevailing market demand, timely in October 1998 public auction of 300 urban taxi franchise, to 68.08 million yuan all the average auction success. November 8, 1999, the Wenzhou municipal government has promulgated the 'on the proper part of the urban passenger car rental warrants notice', the original operating rights issue has not yet clear the taxi, to pay 30,000 yuan paid use, fundamentally solve the problem of the property rights of the taxi. All the taxis in Wenzhou city have achieved personal belongings, also have the protections from legal law and regulations.

2.2. The main features of decision making of the city taxi management

Although there are operating methods and property rights and other aspects of the difference in the three models of the Chinese city taxi, but they contain important details of the following aspects of the following characteristics:

The reunification of taxi models

In order to 'establish the city image', 'improve the city taste', many cities on the taxi models, displacement restrictions. There are two types of restrictions on the management of the vehicle, and the compulsory restrictions are imposed by the competent authorities. The taxi companies can only passively choose one or the policy specified by the government. Variation is the individual city to support the region's auto industry, the provisions of the local taxi companies can only buy the region's automobile production models, and foreign models will be implemented to restrict the behavior of discrimination.

Mandatory scrapping of vehicles

Passengers take the taxi in the event of the fact that once the safety of their own (such as traffic safety, security and security) to the driver, so the taxi industry not only in the driver's technical level has strict requirements, but also the need for quality clearance of the operating tools. The state of the taxi to implement a mandatory deadline, which is mainly based on the limited life of motor vehicles and passenger, driver safety considerations. Taxi as a special operating motor vehicle, the loss of much more than private cars and general operating vehicles. July 15, 1997 the National Economic and Trade Commission, the State Planning Commission, the Ministry of Internal Trade, the Ministry of Machinery Industry, the Ministry of Public Security, the State Environmental Protection Administration jointly promulgated the 'Automobile Scrapped Standards (1997 revised)' provides: all types of taxis 8 years should be scrapped [5].

Tax management of taxis

Taxi prices by the city 'based on' the level of economic development in the region, the level of price, traffic conditions, the public living habits and other factors to develop. 'City taxi management approach' provides that 'the operator should be implemented by the city's price department in conjunction with the same level of construction administrative departments to set the charges, and the use of urban passenger transport agencies in conjunction with the tax department printed fares.' Government Taxi The initial purpose of price management is to protect the interests of passengers, the main reasons are the following: First, to prevent passengers from being fraudulent. There is information asymmetry between the driver and the passenger, the driver has much greater information than the passengers, if the two sides free bargaining, the driver may be driven by the interests of fraud and passengers. Second, reduce the transaction cost of both the driver and the passengers to bargain. Third, to avoid the driver to drive up prices or low-priced disorderly competition led to market turmoil. Government for each taxi unified installation of tax control meter, the price of unified pricing management. In the price management, the state not only provides the starting price, the price per kilometer, but also provides the air fee, waiting fee, slow down travel costs, overpass payment by the consumer 'pay.'

Access to the taxi market

Access management, also known as access discrimination, refers to the government's treatment of different economic entities. Taxi restrictions on the main business are based on the identity of the main 'discrimination': only allow the company to operate, the individual cannot operate. This explains why the Wenzhou model cannot be fully promoted in other cities in China. 'City taxi management approach' to limit the main business of the taxi, you want to apply for business in the taxi business or individual industrial and commercial households should submit documents including credit certification, management system, the business site, place the documents and data.

Total control and management of taxis

In China, the taxi industry is a high barriers to entry industry, this high threshold is not because the taxi needs high-tech and huge capital, but because the government strictly control the number of taxis. [] 'Taxi development planning and planning by the city construction administrative departments in collaboration with the relevant departments, into the city master plan, reported to the local people's government after the implementation of the approval.' The government has strict control over the issuance of taxi licenses, with few additional indicators each year, and quantity management has become an absolute control. Some cities even appear 'negative growth' phenomenon.

Prohibit remote management

Urban road transport by the Urban Transport Bureau and the construction sector is jointly managed. Among them, urban and suburban urban public passenger transport by the urban construction sector management, urban and suburban areas outside the road transport by the transport sector management; urban passenger taxi and its parking, managed by the urban construction sector, but the city taxi if the road Passenger transport business, by the traffic sector management. This kind of fragmented management system objectively divides the unified road passenger transport market into urban passenger market and road passenger market, and divides the complete taxi passenger into urban leasing passenger and road passenger transport. Taxi market segmentation of the situation directly caused by taxi off-site management. The so-called ban on taxi business in different places refers to the owner of a taxi to the B, must immediately return to a land, not in the B to lap, but not from the B to the passengers to the ground. In the ban on remote management, different cities of the taxi cannot be cross-city management.

3. The current urban taxi industry organizational decision-making drawbacks

As mentioned above, the current taxi management model is summed up to take the government-led, the company management, supplemented by personal business restrictions on the operation of the government too much intervention in the taxi market, forming a departure from the laws of the market 'Taxi Market'. The author from the following three different theories to analyze the drawbacks of existing organizational decision-making

3.1. Theoretical analysis of the regulatory economy - for pricing management and access restrictions

Control the market failure in the economy

The control economy was founded by the Nobel laureate in economics, and he called the study of government regulation 'the theory of economic regulation'. In explaining the rationality of government administration, it is based on the existence of 'failure' as a prerequisite for free market. The biggest consequence of the management of taxi prices is the reduction of economic efficiency, that is, the loss of social welfare. This is similar to the conclusion of the theory of public choice. There is a phenomenon of information asymmetry between the government and the market, the government cannot completely determine the equilibrium price of the market, so the development of management prices and market equilibrium prices must exist between the differences. In the regulatory economy, it is generally assumed that managers are seeking social welfare maximization, are omniscient, have complete information, and management policies are credible. However, in real economic life, the omnipotence assumption of government administration cannot exist. On the one hand after the implementation of management, the responsibility of government officials will increase, but the corresponding income will generally not increase. So there is no reasonable system to encourage managers to pursue interests; the other hand, the government administrator's information is seriously inadequate. Managers may not have enough time to search for scattered information, coupled with the management may take false information to deceive, conceal the manager's strategy, resulting in the manager finally lost credibility.

Information asymmetry leads to price controls

Information costs are necessarily present in market transactions, but there is no so-called 'price management' for any asymmetric information industry. In the market economy, people take what kind of economic behavior with the institutional arrangements has a great relationship. Drivers as the pursuit of economic interests to maximize the 'rational person', may take the initiative to reduce the cost of information, it may be through concealment, fraud and other means to increase information costs. In the existing rent management, if the lack of efficient complaints, punishment mechanism, the driver is bound to bypass, on the meter hand and other deceptive means more profit, reduced by the information asymmetry caused by the transaction costs become The loss of consumer interest at the expense. So the rent management to the Secretary by the two sides of the information asymmetry more serious. Taxi prices to implement a unified pricing, the market system in the price mechanism completely lost its role. Because the driver cannot reduce the price by way to attract passengers, consumers cannot compete from the taxi to get inexpensive services. Rent management denied the taxi as free competitive industry characteristics, deprived consumers of the right to enjoy the inexpensive.

3.2. Theoretical analysis of organizational decision-making - for the number of remote management and taxi control

The starting point of the organization

The ultimate goal of the formulation and implementation of organizational decision-making is to realize the public interest, that is, to maximize the interests of the public. It is built on the basis of economic interests, and is managed by a very substantial manager with all the information. This is the basic value of government management guidelines, but also the starting point for policy formulation. But as a 'rational' managers also have their own interests to pursue, public policy may become a tool for the interests of the sector. Such as the right to operate the taxi is the city public resources, everyone has the right to fight, use, but many cities are paid to use the right to operate alienation of government revenue channels. The government in the decision-making often take into account the economic growth, social stability, to ensure employment, social welfare and other multiple objectives, so too much direct intervention in the industry, in fact, for the industry to ensure that the industry profit, Factors caused by the contradictions, thus increasing the government's management costs, reducing the efficiency of economic operation.

Bounded Rationality - Black Car Effect

Since decision makers are not likely to have information about all aspects of a decision problem and all possible solutions, they can only choose to deal with the key parts of them. The more stringent control of the policy, the sharper the contradiction between the huge demand and the total amount of control, leading to some negative effects of quantitative control. If the number of improper control will have a negative effect, the most direct performance is led to the taxi industry franchise premium and continued to rise, a serious departure from its actual property value, huge market demand gave birth to a large number of illegal 'black car.' The so-called black car is not approved by the government departments, not included in the taxi industry management, unauthorized operation of the taxi business passenger vehicles. [10] Relative to the regular taxi, black car has a clear price advantage, service attitude even more than the former, because the black car there is a real price, service competition. The proliferation of black cars shows that under the control of the number of government has produced a serious imbalance between supply and demand, the black car will inevitably emerge to correct the management caused by market distortions.

Weakening of third-party organizational functions

With the development of market economy, government functions need to change, some functions to withdraw from the market and society. This part of the functions need to be completed by the social intermediary organizations, that is, third-party organizations, but the third-party organization functions and development are very limited, in reality there are still many problems, its performance:

(1) Poor independence, too dependent on the government. Many social intermediary organizations are reformed by government agencies or some of the functions of the original state-owned enterprises from the conversion, inevitably become the government or some interest groups appendages, its objectivity, impartiality is limited.

(2) The development environment is immature, the function imperfect. On the one hand, the government is reluctant to decentralize or disaggregate to third-party organizations, affecting the functioning of its social intermediary organizations. On the other hand, third-party organizations have not yet obtained the trust of enterprises and people, which makes enterprises and people do not have the will to ask them to provide public services.

(3) Functional positioning error. Including the taxi industry, including many industry associations is not based on the service market, maintaining the industry's own interests, but from the industry's purpose based on the service of government, as the government's assistant and staff.

(4) Their own development is not balanced. This is reflected in the fact that the third party organization presents in the society a small number of small, small scale, low level of practice, lack of funds and other aspects of the defects, and thus make its own in the collection, the provision of information, through the exercise of sanctions for industry self-discipline and government negotiations Cannot provide effective service. These flaws make it difficult for the third sector to compete with the powerful government management power.

4. Urban Taxi Management Organization Decision - making Rationalization Countermeasures

4.1. improve the legal system, strengthen the government supervision function

The development of a unified management of the national management of the laws and regulations, so that all local traffic authorities and road transport agencies in the administrative law enforcement, there are laws and regulations, rules to follow the law on the transfer of passenger transport rights clearly defined provisions. While the local laws and regulations developed throughout the content to maintain the unity of the principle, the normative document is more operational. Enterprises to get the government configuration of the taxi management rights, the administrative departments in accordance with the law to take effective supervision and management, so that enterprises will be allocated government management resources as a corporate resource allocation of resources.

4.2. Reform of the original franchise management

Taxi business license can use the general permission, the taxi driver qualification, taxi safety management. In the control of the total amount of the taxi can be determined in a reasonable amount of scientific investigation, the regular operation of the market to the right to take the auction to achieve effective competition. And regularly conduct a qualification examination of their business license, prohibit unauthorized transfer of business license transactions, to prevent rent-seeking behavior. Allowing taxi companies and individual operators to coexist, encourage a variety of operating modes of fair competition, the operating mode of the option to the driver, the competition into the taxi industry.

4.3. Rationalize the relationship between management and taxi companies

Gradual cancellation of market pricing, the use of taxi scrolling the role of the display Scroll to show the day of the taxi market price of the transaction, reduce the price of the transaction due to government prices caused by rising costs, so that the taxi market remained relatively free economy Competitive environment, but also benefit the community.

In the control of the market, regulate the market should establish a long-term management, comprehensive management mechanism. Taxi passenger transport management and taxi passenger transport business is only a right to operate between the sale or transfer relationship, and once the enterprise has a certain period of time the right to operate, has become the actual owner of property rights, management of enterprises behind the scenes transactions, Illegal, high-priced transfer of the right to operate on the arbitrary transfer of business risks, increase the burden of drivers, etc. should have a specific basis for the management of the constraints, supervision and processing.

4.4. Give full play to the role of third-party organizations

Third-party organizations are not only social intermediary organizations embodied in the industry associations, associations should not do for the purpose of profit, neither the government sector, nor the business sector, but between the two, to make up for the two functions. So its position to maintain is absolute neutrality. The government should pay attention to the important role of trade associations, give industry associations more support and guidance work, the appropriate decentralization to the association, so that the interests of more effective expression and resolution.

4.5. To construct a government decision-making process that allows the parties to fully express their views

Taxi property is a long history of unresolved historical problems, the problem is complex, the proposed program design, perhaps no one can guarantee is perfect. The design of public policy must follow the principle of the interests of all members on the basis of ensuring that most interests are public interests. In this sense, each taxi property rights program is a trial and error process, need to 'find the problem → design or adjustment program → trial and error, criticism and reflection → accumulated experience, and then found the problem' in the cycle mode, Constantly tending to improve. Therefore, the determination of the property rights of the taxi should make the parties involved in the decision, that is, drivers, passengers, countries, taxi companies really involved in the Quartet, so as to achieve a considerable degree of public decision-making decision-making, The wrong cost of trial and error reform, the reduction of the government's improper power or the improper exercise of power. In order to effectively curb the tendency to favor the interests of one party and even to seek their own interests, so as to relatively neutral to develop a proper care of all parties (drivers, passengers, countries, companies) legitimate interests, the real public interest.

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