

Multi-Dimensional Coupling and Efficiency Optimization of Community Governance: A Comprehensive Perspective Based on Subjects, Emotion and Professionalism

Yiman Hu¹, Zhaojun Meng²

^{1,2}Henan Province Soft Science Research Base for Social Work and Social Governance, Henan Normal University, Xinxiang, Henan, 453007, China

ABSTRACT: As the micro-foundation of national governance and the community space for social life, community governance effectiveness is directly related to the process of national governance modernization and the realization of people's aspiration for a better life. At present, community governance is confronted with practical challenges such as excessive administrative burden, insufficient resident participation, ineffective organizational coordination, and weakened emotional connection. By integrating a number of cutting-edge studies, this paper proposes a multi-dimensional coupling analysis framework that includes governance subject reconstruction, emotional governance embedding and professional competence improvement. The paper argues that the optimization path of community governance lies in the following aspects: first, relying on Party building leadership and mechanism innovation, to realize the effective coordination and vitality stimulation of multiple subjects including administrative forces, community social organizations, volunteers and residents; second, through "embedded emotional coordination", to embed emotional identity, support, connection and positive emotions into the whole process of governance, so as to soften institutional rigidity, bridge the fragmentation dilemma and enhance community resilience; third, by promoting the professional development of community social organizations and the mixed incentive training of community workers, to improve the precision and sustainability of governance services. Ultimately, the improvement of governance effectiveness depends on the organic integration of "institutional governance, intelligent governance and emotional governance" on the basis of abiding by the underlying logic, life logic and social logic of the community, so as to construct a holistic and resilient community governance model with Chinese characteristics.

KEYWORDS: Community Governance; Multi-subject Coordination; Emotional Governance; Professionalization; Embedded Governance; Governance Effectiveness

I. INTRODUCTION

Against the macro background of promoting the modernization of the national governance system and governance capacity, the community, as the "last mile" of policy implementation and the "first scene" of residents' daily life, its governance effectiveness constitutes the cornerstone of the national governance edifice. The community field has complex characteristics such as publicness and privateness, administrativeness and sociality, normativity and emotionality, making it a key window for observing and understanding the operational logic of China's grassroots society. However, with the in-depth advancement of urbanization, marketization and individualization, the traditional community governance model dominated by administration and centered on residents' committees is facing profound challenges: governance subjects present a "fragmented" state with difficult coordination; residents' participation generally has the psychology of "rational apathy" and "free-riding", and public spirit is declining; although community social organizations are encouraged by policies, their development is weak and professional capacity is insufficient; community workers are trapped in paperwork and administrative affairs, with coexisting occupational burnout and identity anxiety; the emotional connection and sense of identity of the community community are constantly weakened, leading to a lack of resilience in governance.

In response to the above dilemmas, academic circles have carried out insightful discussions from different dimensions. One school of research focuses on the structure, relationships and mechanisms of governance subjects, and deeply analyzes the "five-party community linkage" model under the leadership of Party building, the cultivation path of community social organizations and the mobilization mechanism of volunteer teams. Another school of research turns to the process, cultural and psychological dimensions of governance, and proposes the "embedded emotional coordination" theory, emphasizing the fundamental role of

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emotion in bridging fragmentation and constructing community resilience. Other studies focus on the scientization, professionalization and technological empowerment of governance, and explore the professional capacity building of social organizations, the professional incentive system for community workers, and the application of behavioral science (such as the "nudge" theory) in stimulating residents' participation. These diversified research perspectives have jointly revealed the complexity and systematicness of community governance issues, and also suggested that reforms in a single dimension are difficult to achieve results.

Therefore, this paper holds that to systematically improve community governance effectiveness, it is necessary to seek an integrated analytical framework and coupling path. This path needs to respond to three core questions simultaneously: Who governs (the structure and motivation of governance subjects)? How to govern (the strategies and temperature of the governance process)? By virtue of what to govern (the professionalism and tools supporting governance)? Based on this, this paper aims to systematically integrate existing research results, construct an analytical framework covering three dimensions of "subject-emotion-professionalism", deeply elaborate the internal connection and interaction mechanism among the three, and finally propose an optimized strategy for holistic and resilient community governance oriented towards the organic unity of "institutional governance, intelligent governance and emotional governance".

II. SUBJECT DIMENSION: STRUCTURAL OPTIMIZATION AND DYNAMIC ACTIVATION OF MULTI-SUBJECT

Coordination To build a governance community where "everyone has responsibilities, everyone fulfills their duties, and everyone enjoys the benefits", the primary task is to break the dilemma of subject fragmentation and realize the effective activation, orderly coordination and organic coexistence of multiple actors.

A. Party Building Leadership-oriented Adjustment of Government-Community Relations and Administrative Streamlining

Party building leadership is the most essential feature and greatest advantage of China's community governance. Its core function should be positioned as "meta-governance", that is, through political, organizational, capacity and mechanism leadership, to build platforms, integrate resources, coordinate interests and provide directions for multi-subject co-governance. In practice, it is necessary to promote the transformation of Party building from "transactional coverage" to "effective leadership", and avoid alienating Party organizations into another administrative contracting unit.

At the same time, we must face up to and reform the problem of "asymmetry of responsibility, power and benefit levels" that leads to community "administratization" and excessive burden on community workers. Too many administrative affairs and assessment indicators imposed by higher-level governments through the "pressure-type system" have seriously squeezed the space and energy of communities to handle residents' autonomous affairs. Therefore, "administrative streamlining" rather than empty "de-administratization" has become the key. This requires clearly defining the power and responsibility boundaries between grassroots governments and communities, and through the establishment of mechanisms such as "access lists" and "funds follow tasks", freeing communities from unnecessary administrative and paperwork work, so that their work focus can return to the original position of organizing residents' autonomy, providing community services and mediating grassroots conflicts. The government's role should shift more from a "commander" to a "supporter" and "empowerer", supporting community development through service procurement, resource connection, platform building and other methods, and respecting their autonomy and flexibility in micro affairs.

B. Branding and Professionalization Development of Community Social Organizations.

Community social organizations are key carriers for stimulating the endogenous vitality of communities and making up for the service gaps between the government and the market. In response to their common problems of loose structure, weak capacity and single resources, two-way empowerment needs to be implemented.

Branding-driven project-based operation: Guide social organizations to shift from carrying out scattered activities to implementing branded and serialized service projects. Under a unified community governance brand, design projects that accurately meet needs, and establish professional credibility and win residents' trust through continuous project implementation and achievement display. At the same time, encourage social organizations to carry out cross-organizational and cross-departmental cooperation to expand resource networks.

Professionalization consolidates the foundation of services: Professional capacity is the foundation for social organizations to survive and develop. Governments and society should, through service procurement, provision of systematic training, and establishment of learning and exchange platforms (such as community social organization federations), focus on improving the professionalization level of social organizations in terms of human resources (professional community worker teams), participation methods (such as open space technology, deliberative democracy rules of procedure) and issue-solving capacity (such as special skills for special groups, community conflicts, and space renewal).

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C. Regular Construction and Incentive Guarantee of Volunteer Service System Volunteer service

Volunteer Service System Volunteer service is an important channel for residents to transform from "governed people" to "governors". Practices based on public issues such as garbage classification have shown that volunteer service can effectively consolidate community consensus, link multiple subjects and promote residents' autonomy. Optimizing the volunteer service system requires systematic promotion: strengthening Party building leadership to build a diversified volunteer service team integrating Party members, residents and representatives of local units; promoting the project-based and branded development of volunteer services to enhance the sustainability and influence of service content; establishing a hierarchical and classified training and empowerment system to improve volunteers' service skills and professional quality; constructing a diversified incentive and guarantee mechanism including material subsidies, insurance guarantees, honorary recognition, time bank points, and developmental incentives (such as training opportunities), so that volunteers' efforts can be properly recognized and rewarded, and the sustainable development of volunteer services can be promoted.

D. Mixed Incentives and Career Development of New-Generation Community Workers

Community workers are the "last mile" implementers of policy implementation and direct providers of resident services. Faced with generational replacement (new-generation community workers becoming the main force) and changes in work content (double pressure from administrative paperwork and mobilization affairs), their career development requires a new perspective. Studies have shown that the community worker profession has an inherent screening mechanism that can screen out those who are not adaptable; while the remaining stable group is driven by mixed incentives: in addition to institutional salaries and promotions (institutional incentives), the more critical factors are the emotional rewards and value realization obtained from serving residents (self-incentives), as well as the good work-life balance brought by the work itself and the facilitation of fulfilling family roles (social incentives). Therefore, to optimize the community worker career system, while reasonably improving treatment and broadening career development channels (such as promoting the "three positions and eighteen ranks" rank system), the core lies in "reducing burdens" through "administrative streamlining" and "enhancing capabilities" through empowerment (such as cultivating their ability to "catalyze" owner cooperation and mobilize the masses), so that they can be freed from tedious affairs, deeply participate in effective mass work, thereby obtaining stronger self-incentives and social incentives, forming a positive career cycle, and reserving excellent cadres and talents for the community.

III. EMOTIONAL DIMENSION: EMBEDDED EMOTIONAL COORDINATION AND COMMUNITY RESILIENCE

A. The Fragmented State of Community Governance and Its Emotional Roots

Fragmentation is reflected in multiple aspects such as inconsistent governance concepts, discrete subject structures, ineffective coordination mechanisms, broken trust bonds, and empty responsibility systems. Its deep root lies in the spread of "sophisticated egoism" caused by the expansion of instrumental rationality under the tide of market economy and individualization, as well as the consequent decline in social capital, lack of general trust and fading of community spirit

B. The Bridging Mechanism of Emotional

Embedding Taking emotion as a core governance element and medium, and systematically embedding it into the community governance process, can effectively repair social connections and soften the governance process.

Embedding emotional identity to promote conceptual consensus: Through organizing community public rituals, traditional festival activities, return visits and exchanges of local sages and elites, and shaping shared memories (such as community history exhibitions), cultivate residents' sense of belonging, pride and shared value identity to the community, transcend atomized individual rational calculations, and shape the "we" community consciousness.

Embedding emotional support to promote subject coordination: Community cadres establish informal emotional connections with residents based on human feelings and face through emotional labor such as daily visits, festival condolences, caring for vulnerable groups ("sending warmth"), and forming interest groups. This kind of emotional support can effectively narrow the psychological distance between cadres and the masses, soften the estrangement brought by bureaucracy, and make communication smoother and cooperation more flexible.

Embedding emotional links to repair trust and coordination mechanisms: Utilize the emotional networks formed in the community based on reciprocal human feelings, neighborhood mutual assistance and emotional mobilization to build informal trust production and conflict coordination mechanisms. For example, resolve minor disputes through the reciprocal logic of "you help me today, I help you tomorrow"; rely on mobilization based on community sentiment to solve collective action problems (such as centralized cleaning of debris). Activities such as interest associations also help rebuild interpersonal trust networks and alleviate the trust "differential order pattern" and fragmentation brought by modernization.

Embedding positive emotions to achieve shared responsibility: Through public recognition, achievement display, story promotion and other methods, let residents and cadres who actively participate in community public affairs gain positive emotional experiences such as a sense of achievement, honor and gain. This positive emotional feedback can be internalized into

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personal sense of responsibility and mission, encouraging more people to transform from "bystanders" to "co-responsible persons".

C. Emotional Re-embedding and the Formation of Holistic Resilient Communities

To consolidate the achievements of emotional governance, it is necessary to take the initiative to carry out "emotional re-embedding" and systematically enhance community resilience.

Reconstructing community consciousness to enhance cultural resilience: Strengthen residents' spatial identity, functional identity and emotional identity by optimizing community public spaces (such as squares and gardens), improving basic service functions, and carrying out regular collective activities.

Re-excavating emotional resources to enhance emotional resilience: Excavate and promote emotional resources such as community traditional virtues and shared memories, and at the same time inject modern values such as cooperation and sharing to promote the continuous reproduction of positive emotions (such as trust and friendliness) within the community.

Resetting emotional order to enhance order resilience: It is necessary not only to "control emotions with reason", and be good at using informal norms such as community conventions and public morality to guide emotional expression; but also to "control emotions with emotions", and cleverly use the infectivity and fluidity of emotions for flexible persuasion and regulation.

Reconstructing emotional networks to enhance collaborative resilience: Vertically strengthen the regular emotional connections between Party members, cadres and the masses, horizontally deepen the emotional links between residents based on geography, interest and occupation, and weave an emotional coordination network that is "uninterrupted vertically and seamless horizontally"

IV. PROFESSIONAL DIMENSION: REFINED SUPPORT AND SCIENTIFIC EMPOWERMENT

While activating subjects and integrating emotions, the sustainable improvement of community governance effectiveness is inseparable from the refined support formed by the effective empowerment of professional methods and scientific tools.

A. Professional Participation Mechanism of Community Social Organizations

The professionalization of social organizations is the core for them to win trust and effectively participate in governance. Their professionalization is mainly reflected in:

Professional leading mechanism: Having a team of professional community workers with professional qualifications, mastering professional participatory working methods (such as participatory evaluation, deliberative democracy technology), and being able to provide professional solutions for specific complex issues (such as community correction, psychological counseling, and spatial planning).

Supply-demand matching mechanism: Being able to conduct in-depth and solid demand surveys in the community, accurately identify the combination points between government policy orientations, residents' real needs and community resource endowments, provide "tailor-made" service projects, and avoid the disconnection between service supply and community reality.

Linkage and coordination mechanism: Being good at playing the roles of "resource linker" and "platform builder", being able to effectively link multiple resources such as governments, enterprises, foundations and universities, and coordinate multiple subjects to act together to form a governance synergy.

B. Application of Behavioral Science Nudge Strategies

Faced with residents' participation inertia caused by "bounded rationality", cognitive biases and inertia, traditional publicity and education or mandatory orders are often costly and ineffective. The "nudge" theory derived from behavioral economics can effectively guide residents' behavior by optimizing the choice environment in a low-cost and non-mandatory way. It can be flexibly applied in community governance:

Motivation stimulation and effect feedback: Clearly show the specific changes and positive results brought by residents' participation (such as before-and-after comparison pictures of the community environment), and enhance their sense of self-efficacy and value in participation.

Social norm hints: Publicly praise active participants, release high participation rate data, create a descriptive norm that "this is a common practice in the community", and use the herd mentality to promote participation.

Guided commitment and framing effect: By asking about specific participation intentions ("Are you willing to participate?") and guiding the setting of simple action plans ("Do you have time on Saturday morning?"), use the principle of "commitment consistency" to promote behavior; for different residents, adopt differentiated information presentation frameworks, emphasize "the problems that may arise from non-participation" for loss-sensitive residents, and emphasize "the benefits to be gained from participation" for gain-oriented residents. Deep institutional trust (including trust in formal rules and informal interpersonal relationships) can create a good social psychological environment for "nudging" and enhance the durability and diffusion range of its effects.

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C. Value Development of Governance Capital of Special Groups

From the perspective of active aging, the low-age, healthy and knowledgeable elderly group is a valuable "silver capital" for community governance. Studies have shown that participating in community health volunteer services not only helps the elderly maintain cognitive functions, promote physical and mental health, and realize social value, but also supplements stable and reliable human resources for the community. We should systematically develop "elderly volunteer" resources by building community support networks, providing targeted training and appropriate incentives, and improving relevant legal and policy guarantees, so as to achieve a win-win situation between the realization of the individual life value of the elderly and the improvement of community governance effectiveness.

V. INTEGRATION AND CONCLUSION: TOWARDS RESILIENT GOVERNANCE WITH INTEREMBEDDED

"Institutional Governance, Intelligent Governance and Emotional Governance" The complex nature of community governance determines that the path to optimizing its effectiveness must be multi-dimensional coupling and systematic integration. The three-dimensional framework of "subject-emotion-professionalism" constructed in this paper is not a simple parallel relationship, but an organic whole that penetrates, nourishes and strengthens each other.

A. The Internal Logic of Three-Dimensional Coupling

In an ideal community governance field, subject coordination constitutes the "skeleton" of the governance system, clarifying the division of responsibilities and action structure; emotional governance is the "flesh and blood" filling it, providing the adhesive, lubricant and temperature required for system operation; while professional capacity is the "meridians" running through the whole body, ensuring the accuracy, scientificity and sustainability of system operation. Without the effective activation and collaboration of subjects, emotional governance will have no basis, and professional services will be difficult to implement; without the connection and lubrication of emotional bonds, multiple subjects are likely to fall into rigid games or indifferent alienation, and institutional and professional means will appear rigid and inefficient; without professional and scientific support, governance activities may fall into low-level repetition or empiricist ruts, and emotional investment may also degenerate into inefficient "human relationship consumption".

B. Following the Internal Logic of Community Governance

Effective community governance must deeply understand and respect the underlying logic, life logic and social logic of the community field itself, rather than simply transplanting national logic, management logic or market logic. This means that governance practices must adhere to adapting to local conditions, recognize and tolerate the huge differences in scale, form and culture among different communities; must advocate endogenous development, focus on residents' real needs, and fully tap and utilize internal community resources and wisdom; must attach importance to informal operations, and be good at combining informal elements such as human feelings, face, community authority and local knowledge with formal systems to achieve the organic unity of "emotion, reason and law".

C. The Organic Unity of "Institutional Governance, Intelligent Governance and Emotional Governance"

Looking forward to the future, the community governance model of Chinese-style modernization should pursue the in-depth interembedding and dynamic balance of institutional governance under the guarantee of the rule of law (institutional governance), intelligent governance under the empowerment of technology and professionalism (intelligent governance), and warm governance nourished by emotional connections (emotional governance). Institutions define the boundaries of power, the bottom line of responsibility and procedural justice, providing a stable framework for governance; technology and professionalism (including professional services of social organizations and behavioral science tools) improve the precision, efficiency and scientificity of governance; while emotion endows governance with indispensable humanistic care, social capital and resilience, enabling governance not only to "get things done", but also to "gather people" and "warm hearts". Only by realizing the organic combination of these three can we build a holistic and resilient community with both order and vitality, unity and diversity, efficiency and warmth in a rapidly changing society, making it truly a happy home where residents feel at ease and belong, thereby laying the broadest, deepest and most solid social foundation for Chinese-style modernization.

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