

# *Research on the Integrated Governance System of Business and Residence in Community with "Four Governance Integration" as the Core: Take Wutong Street in Tongxiang as an Example*

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**Abstract:** With the development of digital technology, it has become an inevitable trend for the modernization of grassroots governance to move from the traditional "three governance integration" to the "four governance integration" of autonomy, rule of law, moral governance and intellectual governance. Taking the grassroots governance of Dongxing Community in Wutong Street, Tongxiang City as an example, this paper summarizes the experience of applying the "four governance integration" concept to the governance of community business and residential integration, and proposes to deepen the residents' autonomy. In addition, this paper proposes to establish the concept of rule of law, enhance the awareness of the legal system, take the rule of virtue as the lead of the new style of civilization, precise smart governance, enabling digital upgrading and other suggestions to help the construction of community governance system for the integration of business and residence, provide reference for the construction of the "four governance integration" grassroots community governance system in the new era, improve the capacity of community governance.

## 1. Background

The "three governance integration" is a kind of rural governance system combining autonomy, rule of law and rule of virtue explored by Yuefeng Village, Tongxiang City, China. This grassroots governance innovation model has strong demonstration and promotion in practice. In 2020, the "three governance integration" model has been further expanded to become the basic system of urban and rural grassroots governance. In recent years, with the in-depth development of big data, artificial intelligence and other technologies, digital technology is also fully integrated into all fields and the whole process of grassroots governance with new concepts, new formats and new models. Digital grassroots governance platform and application become a part of the grassroots governance system [1]. The "three governance integration" has been innovated into the "four governance integration" system of autonomy, rule of law, rule of virtue and rule of wisdom. This has become the development trend of the modernization of grassroots governance in China.

Domestic scholars have made some achievements in the three - governance integration towards

four - governance integration. Chengfang Xu pointed out that "the core of the four-governance integrated governance system lies in the guidance of organizational building, and the key lies in the construction of a vibrant grassroots self-governance system, a standardized and orderly legal guarantee system, a civilized and harmonious system of moral governance leading and a precise and efficient intelligent governance supporting system. The essence lies in" integration ". Achieve high-quality integration based on autonomy, guaranteed by the rule of law, governed by virtue and supported by wise governance" [2]. Wenkan and Shu Xin pointed out that the relationship between the integration of three governance and intelligent governance is a brand new topic of great research value. On the one hand, intelligent governance can improve the intelligent level of three governance integration; On the other hand, the integration of governance and governance can also provide a comprehensive view of re-governance for intelligent governance, so the two present a mutually integrated and mutually beneficial cooperative relationship [3].

Community grass-roots governance is oriented towards the community community, since it includes the residents, also includes the businesses serving the residents. Kunxia Zhou pointed out: With the disintegration of the community unit system, the establishment of new communities has injected more commercial elements into the community, and the two inevitably have interactive activities and even conflicts. However, the existing conflict problem solving relies more on government coercive means, ignores the interaction between merchants and residents, and lacks a research perspective for shaping value identity and realizing community integration [4]. Therefore, the construction of the community governance system for the integration of business and residence with the "four governance integration" as the core is the latest attempt to realize the integration of business and residence with the way of the integration of four governance, which is conducive to improving the self-governance mechanism of the grassroots masses, and there is a large space for academic research.

## **2. Four Governance Integration Community Governance Model**

Nowadays, China 's new requirements for the modernization of community governance include the following points: 'First, we should strengthen the system guarantee of the people being the masters of the country, develop deliberative democracy in an all-round way, actively develop grassroots democracy, improve the system of the people being the masters of the country, expand the orderly political participation of the people, ensure that the people implement democratic election, democratic consultation, democratic decision-making, democratic management and democratic supervision according to law, give full play to the enthusiasm, initiative and creativity of the people, and consolidate and develop a lively, stable and united political situation. 2.Strengthen and improve the work of people 's letters and visits, smooth and standardize the expression of people 's demands, interest coordination, and rights and interests protection channels, improve the grassroots governance platform of grid management, refined services, and information support, and improve the urban and rural community governance system. Third, accelerate the modernization of urban social governance and improve the ability of urban social governance. Therefore, it is an inevitable requirement for community governance to use digital empowerment, make full use of new technologies such as big data, cloud computing and the Internet of Things to achieve accurate governance and develop 'four governance integration'.

As a community in the old urban area, Dongxing Community in wutong Street is characterized by many businesses and schools along the street. The problems in the school district lead to high mobility of people and the absence of young people; There are many old houses, the infrastructure is old, and the house safety hazards and firefighting pressure are large; Compared with the commercial complex, the merchant structure of the business district is relatively thin and the

economic vitality is slightly insufficient. For Dongxing Community, the governance system should be improved in the construction of commercial and residential integration, and the appeal should be listened to close to the grass-roots level, and the feedback appeal should be solved in a timely manner; in the process of governance, new technologies such as big data, cloud computing and the Internet of Things are used to make "business" and "residential" more harmonious.

### **2.1 Autonomy is the Foundation and Premise of Good Governance at the Grass-roots Level**

Autonomy is to give full play to the role of grassroots organizations and residents, and is the fundamental goal and "source of living water" of grassroots social governance. The grassroots level is not only the "source" of conflicts of interest and social contradictions, but also the "stubble" for coordinating interest relations and channeling social contradictions. Good governance at the grassroots level requires always adhering to and constantly improving the system of grassroots people's autonomy, fully mobilizing the masses to participate, stimulating the wisdom of the masses, rallying the strength of the masses, and laying the cornerstone for the community's "self-management, self-education, self-service and self-supervision". Dongxing Community closely follows the construction goal of "common prosperity and beautiful new community", attach importance to organizational building, pool forces, and strengthen governance, unlocks the "common prosperity" code of business circles with "commercial and residential integration" as the guide, and leads merchants in commercial circles to transform from "separate battles" to "community integration" through the formulation of the "Dongxing Business Circle Convention", and explores a new path of commercial and residential integration and autonomy.

### **2.2 The Rule of Law and the Rule of Virtue are the Fulcrum and Core of Good Governance at the Grass-roots Level**

The rule of law is an inevitable requirement of grassroots governance; rule of virtue is to give full play to the role of morality in governance, so that the people can take the initiative to see the wise and think together, and respect virtue and goodness. Good governance at the grassroots level requires both the rule of law to provide the basis and yardstick, and the rule of ethics to demonstrate warmth and goodwill. The integration of rule of law and rule of ethics makes grassroots governance both strong and warm. Dongxing Community focuses on the four steps of "speaking, discussing, handling and commenting", forming a closed-loop system of moral governance of deliberation and consultation, and effectively resolving conflicts between community business and residence and enhancing social harmony by building a dispute negotiation and mediation process system.

### **2.3 Intelligent Governance is the Intellectual Guarantee of Good Governance at the Grass-roots Level**

Through digital empowerment, intelligent governance promotes precise governance with informatization, helps improve the "micro-governance and large-linkage" work model, and solves the problems of information asymmetry and difficulty in integrating forces in grassroots governance. Through modern means, intelligent governance allows "more data to run and less errands for the masses", realizing the resonance of grassroots governance and the needs of the masses at the same frequency, making development achievements more and more convenient to benefit the broad masses of the people, and continuously enhancing the people's sense of gain, happiness and security. Dongxing Community makes full use of the digital platform to stimulate the vitality of business districts with points and consumption coupons, and at the same time vigorously drives business district operators to master new skills in online sales, promote product sales, and effectively relieve

merchants' worries.

### **3. Problems Existing in the Harmonious Governance Mode of Commercial and Residential**

Lack of an effective linkage system for autonomy. As the main body of grassroots governance, the community residents committee lacks effective communication channels with residents. Some residents even do not know the address of the community residents committee and the role of the community residents committee, which makes it difficult to guide residents to promote the development of various public affairs through autonomy. In terms of business district governance, the lack of a gripper to coordinate the contradictions between business and residence leads to the dissatisfaction of residents and businesses towards the community, thus negatively facing the community governance, which is not conducive to the active promotion of autonomy in the community.

#### **3.1. The Lack of Typical Propaganda of the Rule of Virtue**

Public order and good customs and moral norms have always played a positive role in stabilizing society and reconciling social disputes in the community. With the development of community business circle, business have immoral behavior in order to pursue greater profit space. This requires the community to raise the attention of moral governance, through effective measures to cultivate the awareness of moral governance.

#### **3.2. The Rule of Law Lacks Effective Guidance and Mediation Channels**

In communities with a high proportion of the elderly, due to the serious lack of legal awareness of the elderly, it is difficult to reasonably safeguard their legitimate interests in the face of conflicts and disputes. At the same time, complex, lengthy and costly judicial procedures also hinder the advancement of the rule of law at the grassroots level. For residents and businesses, daily conflicts arise. The community is slow to solve problems and cannot find hidden contradictions in time. Therefore, it is necessary for the community to effectively guide the rule of law and establish appropriate mediation channels.

#### **3.3. Lack of Digital Platforms to Support Integration and Symbiosis in Intelligent Governance**

Community digital integration service platform is not complete, lack of business and residential sharing digital scene application to provide convenience for living. In the promotion of digital platforms, due to the limitations of technology and cost, there is still a large mismatch in the supply and demand of digital services.

### **4. Take 'Four Governance Integration' as the Core Practice of Community Business and Residential Integration Countermeasures**

In terms of autonomy, it can be solved through the following suggestions: first, give full play to the functions of the community business district autonomous committee, establish an organizational structure, issue a work plan, and jointly set up an autonomous group to form an autonomous organizational system. The second is to coordinate the conflicts between business and residence by creating a one-stop autonomy platform and formulating autonomous community rules, promote the details of community autonomy rules, and clarify the relevant agreements such as the Community Convention and the Civilization Convention; Third, the business district adopts the management

mode of combining the government and enterprises, signs the Letter of Responsibility, and the residents and merchants jointly establish autonomous organizations to strengthen the autonomy of the business district.

In the rule of ethics, it is necessary to strengthen all-round and in-depth propaganda and education. We should strengthen all-round and in-depth publicity and education in the governance of morality. First, establish the star reward and punishment system of community moral business model, and encourage community merchants and residents to do a good job of moral model together. The second is to use the community opinion box, public opinion survey and regular visit system to deeply understand the life problems of merchants and ordinary residents, so as to establish a targeted solution mechanism. The third is to form typical cases through the evaluation of specific affairs through the moral evaluation group and the consultation mechanism, and to strengthen the power of the publicity of the rule of virtue through case publicity; The fourth is to establish a normalized learning system of the rule of virtue, and constantly cultivate merchants and residents to cultivate virtuous thoughts and conduct virtuous behaviors.

Reconstruct the community mediation service system in the rule of law to solve the problem of mediation difficulty. First, we made full use of the community publicity resources to carry out the publicity of the rule of law, carried out the key publicity activities on the Law on Public Security Management and Punishment, Drug Control and AIDS Prevention, and strengthened the legal education and youth education and publicity for migrant workers, invited experts to the community for legal knowledge lectures and legal consultation, so that the publicity of legal education was more popular and more humanized; At the same time, regular legal publicity visits were carried out to mediate conflicts between residents and merchants. The second is to establish a community mediation leading group to carry out dispute mediation on many problems existing between merchants, owners and property management departments, correctly handle the contradictions among the people, and control the upcoming contradictions in the bud. The third is to organize a multi-subject help and education group to help and educate the key people in the community, effectively do a good job of mediation for the people, maintain social stability, and make a positive contribution to building a harmonious society.

Smart governance creates a digital platform and smart application for Commercial and residential harmonious governance model. First, build a digital platform for business and residential integration to support more diversified application service scenarios. Aiming at the construction goal of making data run more and residents run less, we will practice innovation in the supply of community government services, public services and commercial services. With the support of the commercial and residential integration platform, big data is used to aggregate the resources of the life service industry around the community, aggregate the convenience service needs of residents, and truly achieve supply and demand matching and effective supply. The second is to realize information disclosure with the help of digital applications, eliminate the problem of mistrust between community merchants and residents under the condition of information asymmetry by disclosing governance information, and create a good atmosphere of mutual trust and mutual assistance. The third is to achieve better communication and coordination through digital applications, provide channels and space for community merchants and residents to participate in social governance, effectively encourage community residents to put forward problems, construction and countermeasures from the perspective of their own needs, let community residents play the role of masters, and become an important force in community governance.

## 5. Conclusion

Social governance has entered a new stage. In the governance work of the new era, most of the

effective practices and theories point to the integration of moral governance, rule of law and autonomy. The three-governance linkage governance under the concept of co-governance has initially stood on its feet with its rich scientific connotation and strong persuasive internal logic in the reform. We should continue to deepen the reform of the social governance model, respect the objective laws of social governance progress, and steadily promote the construction of the governance system of the three governance linkage under the concept of co-governance, so as to ensure the smooth completion of the modernization of the national governance system and governance capacity.

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