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The Operation Mechanism and Practice Path of Digital Technology Embedded in Grassroots Governance

Xu Guangjiu[1,*]

[1]*Institute of Sociology, Soochow University, Suzhou, China*
[*]*Corresponding author: 1715183260@qq.com*

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Abstract: The digitization of grassroots governance is an inevitable requirement for the modernization of national governance capacity and governance systems, and also a key point in the innovation of grassroots governance during China's modernization process. This article selects the specific case of the embedding of digital technology in grassroots community governance in the ZJL community of Jinchang Street, Gusu District, Suzhou City, and uses embedding theory as the research framework to grasp the theoretical development of digitization in grassroots governance, summarizing the operational mechanism and practical path of digital technology empowering community governance. It aims to provide a possible option for the theoretical construction and practical direction of China's path towards digitizing social governance.

1. Introduction

Currently, as China's economy steadily drives the construction of social order, the development of social services is also continuously advancing. The digitization of grassroots governance is an inevitable requirement for the modernization of national governance capacity and governance systems, and it is also a crucial point in the innovation of grassroots governance during China's modernization process. Its practical logic is based on intelligent social governance methods utilizing digital technologies such as big data, cloud computing, and artificial intelligence. By empowering social governance with digital technology, it enhances the effectiveness of social governance, optimizes governance structures, and builds a diversified and co-governance social governance landscape.

Digital technology is both a means and a harbinger of social change, which can be summarized as a general-purpose technology derived from computer technology that can solve various practical problems. With the development of information technologies such as blockchain, artificial intelligence, and big data, human society has quietly entered the digital age. Many studies have shown that social work is an emotional labor that adheres to the principle of "helping people help themselves". Its theoretical framework and knowledge system were constructed in the non-internet era. However, in the context of digitization, for social work to achieve more long-term development, transformation and upgrading will become inevitable.[1]

China's pursuit of "extraordinary performance" during its modernization process often leads to a

"grand ambition" for the state to transform society, making grassroots governance the primary field for coordinating the inherent tension between development and order (Feng Shizheng, 2021). With the increasing importance of grassroots governance, it has transitioned from "competition for development" to a dual-track competition stage of "coexistence between development and governance competition" (Fu Jianjun, 2023). Against this policy background, China's social work governance has continuously increased policy support for the social work industry, accelerating the transfer of government functions and the purchase of services. Social workers play a flexible role as a "bridge" between grassroots governments and the people, playing a significant role in improving diversified digital scenarios and enhancing the resolution of grassroots social conflicts and disputes (Qi Xinyi, 2022).[4]

However, in practice, the comparative advantages of digital social governance have not effectively translated into innovative advantages, often facing challenges such as "high popularity of digital applications but low actual usage rates," "lack of supervision," "complex participation processes," and "seeing only numbers, not people." Can digital technology participation in grassroots community governance achieve the expected results? What advantages do digital social work have in grassroots community governance? Can the establishment of digital grassroots community governance service platforms address, to some extent, the various challenges faced by government-driven grassroots governance?

Based on the researcher's personal experience participating in digital social work during the governance practice of the ZJL community in Jinchang Street, Gusu District, Suzhou, this paper uses embedding theory as the research framework and employs case analysis to analyze the problems and dilemmas in the process of digital technology empowering community governance. It integrates these issues from both theoretical and practical dimensions in specific scenarios of digital social governance, summarizing the occurrence mechanisms and practical characteristics of effective digital technology embedding in grassroots governance, aiming to provide a possible option for the theoretical construction and practical direction of China's path towards digitizing social governance.[2]

2. Theoretical Basis and Research Framework

President Xi has pointed out that leveraging cutting-edge technologies such as big data to drive innovation in urban management means, models, and concepts, evolving from digitization to intelligence and then to smartness, making cities smarter and more intelligent, is the inevitable path to modernizing urban governance systems and capabilities, with broad prospects. In 2022, the 20th National Congress of the Communist Party of China proposed to "improve the grid-based management, refined services, and information-supported grassroots governance platforms." This underscores that embedding digital technology into social governance is increasingly becoming an important development trend for the future.

2.1. Theoretical Basis

2.1.1. Embeddedness Theory

The concept of "embeddedness" was first proposed by Hungarian philosopher Karl Polanyi, referring to the social system embedded in the operational process of the economic system and capable of exerting a certain influence, focusing on the bilateral relationship between the economic system and the social system. Granovetter, a new economic sociologist from the United States, provided a new interpretation of "embeddedness," emphasizing the impact of society on economic actions and incorporating social relations into the analysis of economic behaviors. He proposed two

embedding strategies: relational embeddedness and structural embeddedness, pushing embeddedness research to a new stage and becoming a new milestone in embeddedness theory research. On this basis, Zukin and Dimaggio further expanded this concept, refining it into four types: structural embeddedness, cognitive embeddedness, cultural embeddedness, and political embeddedness.[3]

It can be seen that "embeddedness" refers to the coupling and interaction among various elements within an organization, rather than the unilateral action of a single element or the simple combination among them. Applying embeddedness theory to the research on digital technology and urban community governance is mainly based on the following considerations: Firstly, digital technology and governance constitute the basic premise for the embedding of digital technology into urban community governance; secondly, in the context of modernization, digital technology drives the upgrading and transformation of urban community governance, constituting the fundamental motivation for embedding; thirdly, for digital technology to fully play its enabling role, it needs to embed a set of highly suitable and sustainable process systems within the original structure of urban community governance. The two are not conceptual or mechanized physical overlays but rather structural relationships with multi-party integration and dynamic development; finally, the introduction of embeddedness theory can provide a new analytical perspective for comprehensively analyzing the operational logic of digital technology empowering community governance.

2.1.2. Digital Governance

At the theoretical level, digital governance, as a new governance model, has formed diverse practical cases across various regions. Through literature review, current domestic research on grassroots social governance in the big data era mainly focuses on the impact of big data on community governance, the dilemmas of social governance in the big data era, and optimization paths. Cao Yang, Zhen Feng, and Xi Guangliang (2019) provided theoretical guidance and practical methods for the "smartization" of urban governance in China by drawing on the experience of cities like Chicago, Singapore, and New York in using big data for smart urban governance. Shen Shiguang and Wei Miaomiao (2016) demonstrated through research that big data promotes the democratization of community governance.

As early as the 1980s, foreign scholars had proposed that information technology development and urbanization would become important driving factors for urban reshaping (Niu Junwei, 2015). After the 21st century, foreign scholars began to shift their focus, gradually exploring the potential impact of information technology development on community governance. Research in related fields mainly involves information technology's impact on citizens' democratic participation, community governance models, and governance structures.

In summary, most existing related research focuses on the practical summary and theoretical exploration of digital technology enhancing grassroots social governance construction. Research findings by Western scholars in these areas, especially the successful application of big data in social governance, have certain reference significance for innovating domestic grassroots social governance. Domestic scholars have diverse research perspectives on digital social governance, but there is currently little discussion on the potential issues that digitization may bring to grassroots social governance. Therefore, building on previous research, research on digital technology's participation in China's grassroots community governance must be grounded in local national conditions, exploring the establishment of a "Digital China" governance system and driving the reform and innovation of the grassroots governance system through digital means.

2.2. Research Framework

The application of technology allows new factors such as behavioral rules and logical structures embedded in technology to influence the actions and thinking patterns of organizational members, thereby forming a potential force that triggers organizational structural change. As a governance tool, digital technology can only function through the subjective choices and appropriate application of governance subjects. The institutional structure, ideology, and culture in the governance field are also important factors influencing the effectiveness of digital technology.

According to embeddedness theory, the embedding of digital technology into grassroots community governance can be understood as: relying on digital technologies or information platforms represented by the Internet, big data, artificial intelligence, etc., to reorganize or expand the original community governance elements and transform traditional community governance models to enhance community governance effectiveness.

Based on this, this paper proposes a theoretical analysis framework of multiple embeddings. Building on existing research, the embedding of digital technology into urban community governance is divided into three dimensions: structural embedding, functional embedding, and relational embedding. Firstly, structural embedding refers to creating a new relational structure. In the process of embedding into the existing governance structure of the community, digital technology can be regarded as a relatively independent system element to achieve structural coupling between the community governance system and the digital technology system. Secondly, functional embedding refers to achieving dual enhancements in technical functionality and governance effectiveness. Based on structural embedding, relying on the platform built by digital technology to achieve good community governance, realize the interconnected embedding of functions such as community care, intelligent security, and building monitoring, and strengthen the community's service functions. Thirdly, relational embedding refers to achieving an invisible, emotional contractual relationship, where digital technology is embedded into the already-formed social relationship network of community residents, enhancing community interactions and emotional connections among residents, cultivating community social capital on the basis of reciprocity and equality, and increasing residents' enthusiasm for community participation. This is based on the recognition of diversified community interests by community members, branding community identity, nurturing a common community spirit, and reshaping common community goals.

3. Operating Mechanism of Digital Technology Embedded in Grassroots Governance

Established on October 26, 2012, Gusu District of Suzhou City is formed by the merger of the three old districts of Pingjiang, Canglang, and Jinchang, covering a total area of 83.4 square kilometers, including the entire Suzhou ancient city of 14.2 square kilometers. It has jurisdiction over eight streets and 169 communities, with a registered population of 750,700, a floating population of 366,800, and a permanent resident population of 928,400. The district is characterized by a dense population of vulnerable groups and a diverse resident structure, featuring a high number of elderly people, low-income individuals, new Suzhou residents, and floating population, known as the "four-more" characteristics. Meanwhile, due to historical reasons and regional limitations, the comprehensive service infrastructure in the community is relatively weak, not meeting the growing needs of community residents for a better life. The tasks of community governance and service work are arduous and heavy.

Based on this, Gusu District focuses on fully promoting the overall goal of constructing a trinity of "digital economy, digital society, and digital government" in Digital Gusu. The District Civil Affairs and Health Bureau, in collaboration with the District Linked Center and the District Big

Data Administration Bureau, seize the new opportunities of digital development, targeting community residents and workers, and proceed from three aspects: management, perception, and service. They have issued documents such as "Opinions on Comprehensively Promoting the Construction of Digital Gusu" and "Construction Plan for Digital Communities in the Protected Area and Gusu District," established a joint innovation institute for digital communities, and precisely empowered by digitization and informatization to form a new model of digital community governance with Gusu characteristics, characterized by mutually supportive, efficient, and coordinated "one network for all purposes," "one network for all services," and "one network for overall management." They continuously enrich and improve community digital applications and convenient services to help improve and upgrade community services for the people and enhance grassroots governance capabilities.

Among them, Gusu District's "Digital Community Construction Project" and "Data Empowerment, Smart Ancient City - Creating a New Model of Digital Community Governance" won the "Best Application" of Jiangsu Provincial Civil Affairs Digital Transformation and the "2021-2022 Jiangsu Grassroots Social Governance Innovation Achievement Award," respectively, both being the only ones in Suzhou.

3.1. Practical Cases of Digital Technology Embedded in Grassroots Governance in Gusu District, Suzhou City

3.1.1. Background

The ZJL community in Jinchang Street, located within the ancient city area, covers an area of 0.21 square kilometers with crisscross streets and alleys, housing 2,156 households and 4,451 residents. In recent years, relying on the digital community pilot and combining the actual situation of the community, the ZJL community has built a smart "digital community" module and a community integrated management service platform for community workers, promoting the co-construction and sharing of data resources. At the same time, it has constructed sub-platforms for streets and community operation platforms, feeding back data information on people, houses, and objects to grassroots applications, further promoting the informatization and intelligence of ZJL community offices. "The community optimizes and integrates various surveillance systems within its jurisdiction to access the 'Lane Steward' dispatch center and implements the '1+4' management mode, achieving information sharing, unified command, and collaborative operations, significantly improving the community's situational awareness of its jurisdiction." (Lao Dai, Party Secretary of the ZJL Community Party Committee in Jinchang Street)

Social workers in the ZJL community of Jinchang Street rely on the "systematic operational process of grassroots community governance" empowered by digitization to integrate social resources, coordinate interests, and optimize the provision of professional services. Social workers, with their unique advantage, are "flexibly" embedded in digital grassroots convenient services, comprehensively building a smart community database and improving the community's intelligent perception capabilities, so that the digital community governance platform not only enhances "speed" but also highlights humanized "temperature" care.

3.1.2. Systematic Operational Process of Integrating Digital Technology into Grassroots Governance

Grassroots governance forms the foundation of social harmony and stability. Empowering urban community governance with digital technology requires a comprehensive and rigorous digital technology system to be fully integrated into the existing community governance structure,

achieving a structural coupling between the digital technology system and the community governance system.

The ZJL Community Center in Jinchang Street, Gusu District, Suzhou, has explored and established a "Digital Community Overall Framework" platform, constructing a diversified system of digital grassroots services for the convenience of the public and supporting workflows (see Figure 1).

Based on this process and taking into account the actual conditions at the local grassroots level, the ZJL Community has targeted "Internet + Government Services" and "Internet + Lifestyle Services," dividing digital social work into seven main categories: smart security, community care, building monitoring, video surveillance, government affairs, household chores, and business services.

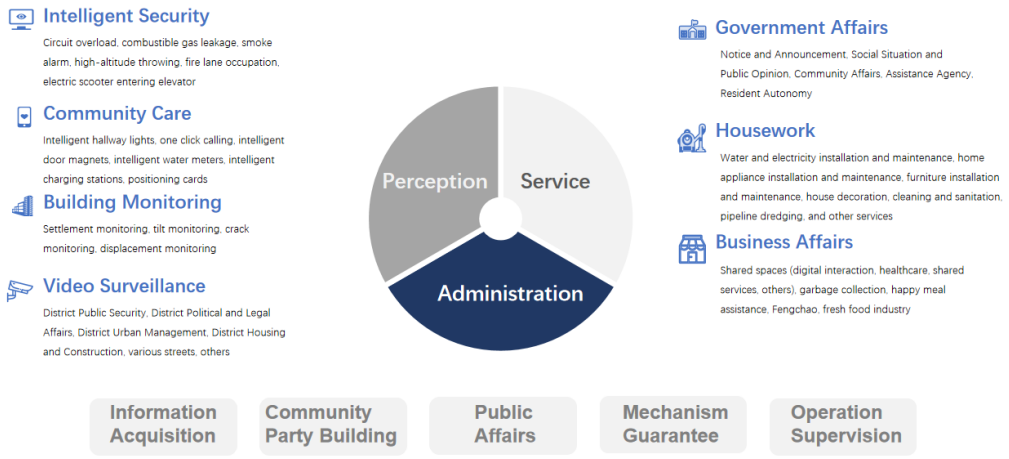

Figure 1: Systematic operation process of embedding digital technology in grassroots governance in the ZJL community

Focusing on both community management and services, the ZJL community has prioritized its work on special groups such as individuals over 60 years old who live alone or are widowed, and those without income, without basic living allowances, and without support (including those on low-income subsidies, near-low-income subsidies, and those in extreme poverty). The digitization of community governance has centered on scenarios of daily management and service needs, carefully developing distinctive service applications such as elderly care consultants, happy meal assistance, and smart grocery baskets. With perception as the core, it aims to achieve smart management, smart services, smart experiences, and smart operations, thereby helping to upgrade community services for the people and continuously enhance grassroots governance capabilities.

3.1.3. Digital technology integration into innovative projects for grassroots governance

Structural embedding:

In order to further strengthen grid management, epidemic prevention and control and other grassroots governance work, ZJL Community has focused on the management and service needs of communities, with the principle of practicality and effectiveness as the guiding principle, and jointly built a community database of population, housing, vehicles, and events with related links under the guidance of the government of Gu Su District. It has created a "one-net-manages-all" smart digital community and built a community comprehensive management and service platform integrating data governance and maintenance and community management and service, providing data support and platform guarantee for grassroots social governance.

Under the leadership of the community party committee, the community has based its community database on the comprehensive governance and comparison of data from various sources, including resident population, migrant population, nucleic acid population, etc., to form a community population database. As the core function of the digital platform, the "community database" has used labeling and module building to systematically integrate and activate the dynamic data collected, for example, by tagging "elderly residents living alone" in the smart data platform backend, community workers can see how many people belong to elderly residents living alone, and then accurately push relevant notifications; by analyzing and restructuring the real-time address information data of the public security department, a community housing database has been formed; by relying on the CIM base map, the community has stacked, linked, and integrated various databases of people, housing, cars, and IoT devices, and has initially achieved the display, query, and application of community information, and has shared it in real time with the street smart platform and the district information technology center, thus effectively allocating resources of various departments, breaking through the boundaries of responsibilities, and filling the "data gap" between departments.

In this rigorous and complete digital technology system, social workers should play a more warning role, and use their accounts to understand the situation of service objects on the system platform. In a word, the establishment and integration of the intelligent management network have achieved a virtuous cycle of early problem discovery, early judgment, and early handling. So far, the correlation rate of population and housing data in ZJL Community has reached 90%, and the accuracy rate of data is about 70%.

Function embedding:

Function embedding is a platform built on the basis of structural embedding, which leverages digital technology to achieve community governance. To further strengthen the construction of smart IoT networks and achieve early detection and quick response in community operation, ZJL Community has teamed up with the Gusu District Coordination Center to coordinate community governance resources and realize the inter-embedding of community care, smart security, and building monitoring functions, enriching the community service content and enhancing the community's service functions.

First, integrate community governance resources. ZJL Community has built 13 types of 2,000+ smart devices, including smart water meters, gas leakage protection, smoke alarms, and building tilt and subsidence monitoring, in the community, and has integrated the device data into the Gusu District Urban Operations Coordination Center platform to achieve automatic warning, distribution, tracking, and feedback. To date, the Gusu District Urban Operations platform has aggregated the integration of 8,000 IoT sensor devices and nearly 10,000 police and urban management video surveillance, achieving real-time monitoring and warning information transmission, emergency dispatch and command, and other functions for key groups and locations.

At the same time, in the care of elderly and childless residents, ZJL Community has installed "one-click" devices in some elderly residents aged 60 or above and disabled residents who live alone. If the elderly encounter an accident, they can press the "one-click" button to call for help. The system's back-end staff will answer the call 24 hours a day, confirm the elderly's condition in time, and contact the elderly's emergency contact person or community workers to come to check on them, or assist in calling 120, 110, etc., providing timely responses to various requests all day long. This not only improves the work efficiency of the street and community "two committees" members and social workers, but also achieves comprehensive protection for elderly residents in the community.

Second is to build an online platform to achieve community participation networked. In terms of community care, ZJL community expands the "Internet + life services" life services module, pilots

the construction of "Hui Gusu" civil service station and "Hui Life" shared service space, introduces intelligent digital interactive terminals, self-service health detection instruments, Shixiang Shengxian and other intelligent equipment and socialized service lists, to build a "online + offline" service integration smart convenient service circle; construct the "Happy Assisted Dining" service platform, realize the "mobile phone reservation ordering + offline swiping card dining" new consumption model; upgrade the "Internet + medical" medical experience, build health houses and other intelligent residents' health comprehensive management centers, deploy remote consultation medical service platforms, so that elderly residents with limited mobility can enjoy high-quality medical services within the community, expand Internet home care, and gather home care service operation and monitoring, health dynamic monitoring functions.

"Grandma Yu is an 86-year-old elderly resident who fell down while climbing a ladder to get her clothes. Going to the hospital became a big problem. Therefore, our community civil service station's social workers took immediate action and rented a wheelchair for her, accompanied her to the hospital for check-up. In fact, our community civil service station's social workers do not just provide accompaniment for medical treatment. The station's employees also provide wheelchair rental, pipe unclogging, small appliance repair and other services. Residents need to repair what, just use the "one-touch" device to call, and soon, one by ten, ten by hundred, everyone knows, then our workers receive orders more often. Currently, we have accumulated over 100 orders.) (ZJL community social worker Lu)

Relational embedding:

Relationship embedding involves embedding digital technology into the social relationship networks of community residents to enhance their community interactions and emotional bonds, foster community social capital on the basis of mutual benefit and equality, and improve residents' willingness to participate in community affairs. ZJL Community, in addition to its existing community convenience services, has teamed up with the Big Data Bureau of Gu Su District to focus on the actual needs of community construction and public service, and continuously expand the use of information and intelligence in community services.

First, it leverages the "Hui Gu Su" APP to upgrade the "Internet + government services" platform. It integrates the functions of third-party community service online platforms and offline institutions to provide residents with one-click reporting, online appointment booking, and queue inquiry services for community service items, traditional household items, and life consumption items, etc. It integrates 123 items of government service items such as "one-stop service for birth" to improve the efficiency of serving residents and businesses, and build a rich and comprehensive "government" convenience service system.

Through interviews, the author found that ZJL community residents generally trust the "third party" identity of community social workers more, and only a minority of them truly appeal to the government on behalf of the people, because going to the government not only consumes human and material resources, but also wastes time. Ordinary people often feel afraid of the government when they go to appeal. Nowadays, most residents prefer to give feedback through the monthly "community sentiment and public opinion contact day" activities or the "community sentiment and public opinion" platform of the "Hui Gu Su" APP. In the eyes of residents, social work's relatively neutral role can analyze objectively and rationally without being limited by the underlying social conflicts, and the "third party" identity can, to some extent, win the trust and understanding of the mediator (Qi Xinyi, 2022).[4]

If someone asks, "If I am not satisfied with the community environment and sanitation, what should I do if I seek mediation through the community mediator and I am still not satisfied?" Where should I go? Will I end up empty-handed? In such cases, I always tell the residents directly to operate on the mobile app. Because the Hu Guisu APP has a specific service for public opinion and

civil affairs, you can feedback your complaints online or make an appointment for the monthly public opinion and civil affairs contact day activities. It is impossible to end up empty-handed, and you can also see the progress of the problem resolution process. It is very convenient. In this case, if social forces participate, for example, social workers as a third party speaking on behalf of residents, some residents may feel that the mediation result is fair and just. (ZJL community social worker Song)

Secondly, we need to improve the community convenience service points to help the elderly understand digital technology and integrate into digital life. The street where ZJL community is located has already built 1 "Hu Guisu" convenience service station and 3 "Hu Shenghuo" shared service spaces, introduced food and travel fresh service resources and the third convenient civil service institution, set up intelligent self-service digital interactive terminals, and built an online and offline integrated community convenience service circle, to build a more open and warmer community governance community. "Our community's Guo Grandpa, has diabetes and its complications, his son and daughter are in foreign countries, and he is alone at home. And his daily life needs to inject insulin twice a day and take medicine by himself. The construction of the community health house intelligent resident health comprehensive management center has greatly helped Guo Grandpa to alleviate the symptoms of complications, and the weekly community health center fixed clinic and medicine delivery services are more convenient for Guo Grandpa to have check-ups and get medicine. In fact, in this process, social work can be said to be a companion-style participation, although this companionship is still far from comprehensive services." (ZJL community social worker Zheng)

Meanwhile, relying on the "one network to manage" district joint conference mechanism, ZJL Community will collect the problems and contradictions that residents are strongly against and difficult to solve by a single department and unify them, and jointly incorporate them into the street "one network to manage" system, strengthening the comprehensive management of the various links in the process of concentrated rectification and consolidation of achievements. After hearing relevant demands, relevant departments of the street will follow the principle of "efficient handling of one thing" and convene the functional departments of urban management, comprehensive governance and so on to carry out joint rectification in the community, thereby enhancing the fine-grained level of community governance.

From this, we can see that the establishment of the community database can break through the problem of data segmentation and fragmentation in grassroots governance and provide powerful support for rebuilding a close and stable community relationship network, as well as for community personnel management, resident demand mining, special population care, precise analysis of community situation, and the formulation and implementation of support policies.

3.2. Reflection

Digital technology empowers urban community governance, which is an important pivot point in China's exploration of developing comprehensive governance, digital society, and digital government (Qiao Xiangran, Xu Chengming, 2023).[5] According to the embedded theory analysis of the inner logic of community governance in ZJL community in Guangchang Street, Suzhou City, it was found that digital technology has been deeply integrated into community governance in three dimensions of structural embedding, functional embedding, and relationship embedding, expanding the scope of digital empowerment from problem handling and public service provision to the accumulation of resident relationships, and comprehensively enhancing community governance effectiveness.

However, through a survey, the author found that ZJL community in Guangchang Street, Suzhou

City, still faces problems and challenges in digitally empowering grassroots community governance, such as high application popularity but low actual usage rate, regulatory vacuum, complex participation process, and "only digital but no people." The main reasons include: On the one hand, "Huinigsu" APP, as the terminal for receiving community residents' application information, has high digital literacy requirements for users, and the specific operation of digital platforms is difficult for some grassroots residents, especially the elderly, to independently and autonomously use without the guidance of social workers; On the other hand, ZJL community in Guangchang Street, Suzhou City, actually divides the soft and hardware operation and operation process through government procurement of third-party services, which may lead to the leakage of individual resident information, and the market's multi-party intervention is likely to cause a "trust crisis" among community residents towards social workers.[6]

Therefore, social workers in ZJL community in Guangchang Street, Suzhou City, need to guide community residents to enhance their digital literacy through self-empowerment to achieve digital social work empowerment of grassroots community governance and digital integration; They should push for the implementation of government regulation and the quality assurance of services, and build a new community governance and service model of "joint construction, joint governance, and shared benefits" with the participation of multiple parties and professional operation.

4. Practical Approaches for Integrating Digital Technology into Grassroots Governance

4.1. Enhance digital literacy

The key to ensuring that the digital platform for grassroots community governance actually works is for users to have basic digital literacy and be able to independently use information terminals to apply for and receive services. Improving the digital literacy of community residents is not a one-time process, and the awareness and ability to use digital technology still need to be actively promoted by government, society, and individual stakeholders to jointly advance the cause. Only by achieving digital empowerment through digital technology and creating a warm and humane digital governance atmosphere can we avoid turning digital empowerment into a digital burden or a demand for digital rights, and maintain stability in the grassroots community.[7]

At the same time, the embedding of digital technology has transformed casework from offline to online and offline combined, achieving a smart and convenient transformation in embedding. It is necessary to strengthen social workers' grasp of new technologies and accelerate their acceptance of new things to promote the transformation of social work, which also plays a certain role in ensuring the construction of social workers' capabilities.

4.2. Strengthen organizational guarantees and establish a precision-temperature evaluation system

The implementation of digital community construction requires that street and relevant government departments accelerate clarifying their responsibilities and achieving coordinated promotion, effectively ensuring the implementation of all tasks. Relevant government departments should play a leading role, actively cooperate with the daily work of digital community construction and supervision and management, fully rely on the weight of high-quality evaluation scoring in the district, and play the role of the "command stick" in evaluation.Government should also focus in targeted inspection and key inspections to further clarify the responsible units and quantify the task requirements. In the digital age, the government and public service organizations need to reshape the relationship between purchasers and implementers, and public service organizations should not only assume the role of implementers, but also assume the role of discoverers, focusing on

identifying social problems and actively feeding back to government departments to urge them to provide public services to solve problems in a timely manner.

Of course, digital technology is not all-powerful. While improving social governance efficiency, it is also important to leave some space for human emotions and desires, give different social groups the right to choose their own service methods voluntarily, and show the warmth of social governance. Building an evaluation system that is both precise and warm is conducive to the healthy development and smooth progress of social governance digitalization, thus leading social governance to continue exploring and improving in an efficient and warm direction.

4.3. Strengthen demonstration leadership

Through the pilot construction of ZJL community in Jinchang Street, Suzhou District has formed a batch of demonstration cases that can be displayed and replicated externally. It is necessary to adhere to the leadership of digital Suzhou construction, take the aspirations and needs of the people as the orientation, promote the complementary and innovative integration of "Internet + government services", "Internet + resident self-governance", and "Internet + community convenience services", continuously enrich and optimize the digital community application scenarios, making people's lives more convenient, warm, and safe, and making community governance smarter and wiser. It can accumulate experience for the comprehensive promotion of digital community construction in the next step, and continuously improve the digital community construction work in Suzhou City.

5. Conclusions

In summary, this paper analyzes the specific practices of digital technology embedding in grassroots governance in ZJL community, summarizes the operational mechanisms and practical pathways of digital technology empowering community governance, and provides a possible choice for the theoretical construction and practical direction of China's social governance digitalization. At the same time, this paper provides useful reference and guidance for the digitalization of grassroots governance in other regions.

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