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FLEXIBLE GOOD GOVERNANCE COMMUNITY: A LOGIC FOR PROMOTING THE MODERNIZATION OF SOCIAL GOVERNANCE

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ABSTRACT
Social governance plays a crucial role in national governance, and constructing a flexible good governance community is a beneficial exploration for enhancing social governance effectiveness. The flexible good governance community adheres to people-centered principles, emphasizes collaborative governance and communicative guidance, relies on public spirit as a key support, and has practical value in effectively resolving social differences, enhancing social cohesion, and shaping government credibility. To construct a flexible good governance community that promotes the modernization of social governance, attention must be paid to establishing cultural foundations, improving organizational systems, strengthening legal guarantees, cultivating flexible governance methods, and building interactive collaboration mechanisms.

KEYWORDS: *Flexible Good Governance Community; Essential Connotation; Value Manifestation; Construction Logic*

1. INTRODUCTION
Social governance is an essential component of national governance and an important guarantee for effectively implementing relevant national decision-making arrangements. With the deep-seated development of economy and society, social governance faces a social state full of high uncertainty, strong mobility, diversity, and complexity, experiencing unprecedented challenges. Under modern conditions, economic and social development everywhere embodies people-centered characteristics. Improving the flexibility and refinement of social governance can make society more inclusive and humanistic. Flexible governance has consequently become a new discourse expression about social governance and has gradually appeared in various policy texts, providing new ideas for promoting social governance in the new era. In advancing the modernization of social governance, based on the basic methods of flexible governance and focusing on the "good governance" goal of social governance, constructing a flexible good governance community should become a beneficial exploration to enhance social governance effectiveness in the new era and new journey.

2. THE ESSENTIAL CONNOTATION OF FLEXIBLE GOOD GOVERNANCE COMMUNITY
Flexible governance is a concept originating from enterprise management and is an important paradigm for enterprise management research and application. In social governance, flexible governance refers to adhering to people-centered principles, oriented towards realizing public interests, based on specific cultural foundations, promoting participatory, coordinated, and consistent ideological consciousness and behavioral orientation in social governance through scientifically guiding people's psychology and behavior, and promoting a governance model of social stability, harmony, and high-quality development. The flexible good governance community is a value concept that fully utilizes flexible means in social governance, achieves maximum social governance recognition and support through governance methods that conform to people's cognition, thoughts, and behavioral habits within the framework of laws and regulations, fully mobilizes public initiative, and promotes social governance towards good governance.

2.1 PEOPLE FIRST: THE VALUE CORE OF FLEXIBLE GOOD GOVERNANCE COMMUNITY
The flexible good governance community adheres to the concept of people first, which means firmly maintaining the fundamental position of people-centered approach, ensuring that social governance is "for people's development, relying on people's strength, people sharing results, and people satisfied with effectiveness" as evaluation criteria. In the flexible good governance community, public demands should serve as the baton of social governance, fully exploring public initiative, realizing public interest demands through solving practical governance issues, thereby satisfying public aspirations and needs for a better life in social governance. It is necessary to clear institutional bottlenecks for public participation in social governance, enabling the public to fully express their will, build

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consensus, demonstrate initiative, and achieve multi-party collaboration in social governance. The maximum protection should be provided for the public to enjoy the development benefits, humanistic care, and emotional warmth produced by social governance, enhancing public recognition of social governance. Public satisfaction should be used as the evaluation standard for social governance effectiveness, with the public making decisions and assessments. In short, the destination and foundation of the flexible good governance community should be based on creating public welfare, promoting high-quality social development through efficient social governance.

2.2 COLLABORATIVE GOVERNANCE: THE INTERNAL REQUIREMENTS OF FLEXIBLE GOOD GOVERNANCE COMMUNITY

From a theoretical perspective, governance itself contains the meaning of multiple subjects collaborating together, which is also the practical need of modern public affairs handling. Multi-subject collaborative governance is the essential characteristic of social governance in the new era, meaning that society is a combination formed by individuals and organizations, and participation in social governance should also become the rights and obligations of relevant subjects. Fully mobilizing multiple subjects to invest in social governance, exploring their initiative, strengthening social governance forces, and making social governance effectiveness more aligned with the interest demands of multiple subjects is also the basic condition for constructing a flexible good governance community. In the flexible good governance community, adhering to multi-subject collaborative governance mainly means coordinating and planning the three major forces of government, society, and the public, fully mobilizing the initiative of each subject, enabling government, society, and the public to resonate in ideological consciousness and behavioral orientation, truly achieving co-construction, co-governance, co-management, and sharing in social governance. For example, based on the reality of high population mobility in modern society, scientifically guiding relevant groups to establish legal organizations such as associations, chambers of commerce, and hometown associations, absorbing relevant subjects to participate in social governance together to form joint forces, would be more effective than treating migrant populations as management objects.

2.3 COMMUNICATION AND GUIDANCE: THE BASIC STRATEGY OF FLEXIBLE GOOD GOVERNANCE COMMUNITY

De-administration, non-coercion, and emphasis on guidance are distinctive features of flexible governance. In the flexible good governance community, its operational methods should shift from traditional unidirectional commands and forced control to non-coercive multi-dimensional communication and guidance. In promoting flexible good governance of social governance, attention should be paid to listening to multiple opinions in the governance decision-making process, forming vertical and horizontal interaction and communication to obtain the most genuine public interest demands, making corresponding governance policies better reflect the practical needs of social governance. In the application of governance methods, traditional management thinking of command control and institutional constraints should be avoided, and instead, common cultural footholds should be explored, fully utilizing soft guidance means such as publicity and education, democratic collaboration, mediation, and consultation to handle social public affairs, maintaining public vital interests from a higher level. Flexible good governance of social governance emphasizes the multi-dimensionality of governance decisions, methods, and processes, effectively strengthening information sharing, communication and collaboration, and ideological unity, reducing risks and conflicts caused by improper tendencies in decision-making or processes, thereby enhancing trust and strengthening social governance recognition among multiple subjects.

2.4 PUBLIC SPIRIT: THE KEY SUPPORT OF FLEXIBLE GOOD GOVERNANCE COMMUNITY

Public spirit is the moral judgment required by independent individuals in the public sphere, starting from a sense of commonality in public life. Public spirit is the value soul and key support of the flexible good governance community, specifically meaning that social governance should embody the requirements of "everyone is responsible, everyone fulfills their duty, and everyone benefits". Therefore, the flexible good governance community should be tight, stable, orderly, and powerful in form, rather than loose, meaning that through corresponding standardization, institutionalization construction and emotional maintenance, gaps and barriers between vertical, horizontal, and multiple subjects should be broken down, continuously enhancing social public goodness and public rationality. Independent individuals in the same region should all become subjects of social governance, should all bear corresponding governance responsibilities, should also wholeheartedly dedicate themselves to social governance and its effectiveness enhancement, and finally share the development results of social governance, realizing the pursuit of their desired better life.

3. THE VALUE MANIFESTATION OF FLEXIBLE GOOD GOVERNANCE COMMUNITY FOR SOCIAL GOVERNANCE MODERNIZATION

The flexible good governance community is a deep-level transformation of public governance theoretical paradigms and a social governance model that conforms to the requirements of the times, possessing unique connotative characteristics and profound value

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functions. Modern social governance faces complex, diverse, and challenging circumstances, and exploring the construction of flexible good governance communities has positive significance for promoting social governance modernization.

3.1 Flexible Good Governance Community is an Effective Strategy for Resolving Social Differences

The composition state of modern society (ethnicity, beliefs, etc.), interpersonal relationships, interest relationships, and other factors have undergone profound changes. Various social differences existing at the social level are widespread, showing more prominent characteristics of multiple contact points, low ignition points, strong correlation, high antagonism, and great destructive power compared to the past, bringing enormous pressure to maintaining social stability. In response to new forms of social differences, traditional simple coercive means or other negative methods such as avoidance, delay, and prevarication are no longer suitable for resolving current social differences, and sometimes may even lead to the intensification and escalation of social contradictions, causing greater damage. The flexible good governance community advocates responding to social differences in a gentle way, based on common cultural foundations, starting from points of inclusiveness, understanding, and trust, through guidance, communication, and consultation to promote related subjects of social differences to seek key points of interest conflicts, achieving interest balance in a way that minimizes damage, thereby resolving contradictions. The operational mode of the flexible good governance community can effectively improve relationships between social subjects, compress space for generating differences, construct harmonious and orderly social subject relationships, and achieve long-term social stability. This plays a great guarantee role in improving the overall nature of modern social governance.

3.2 Flexible Good Governance Community is a Necessary Path to Enhance Social Cohesion

With the deep development of the market economy and profound reform of social structure, modern society's population structure has undergone unprecedented changes. The original interest pattern has been broken, and interest relationships and interest demands show diverse trends. As public rights consciousness and participation consciousness continue to strengthen, modern interpersonal relationships tend more toward business relationships and legal relationships, with original kinship relationships and acquaintance relationships gradually dispersing. These series of changes have greatly impacted the original social structure or social relationships, bringing unprecedented challenges to the cultivation of human emotions. The flexible good governance community, based on common cultural foundations and human psychology and behavioral patterns, takes respecting and developing people as starting points. Through comprehensively utilizing soft means such as public opinion propaganda, persuasion and education, and social guidance to integrate social value orientations, standardize relevant subjects' social behavior, encourage participation in social public affairs, cultivate social governance recognition, balance interest relationships and demands through communication and coordination, reduce differences and conflicts, guide relevant subjects to conform to mainstream states in value pursuit and behavioral methods to the maximum extent, promote consistent social development consensus, enhance social cohesion, and then construct orderly, vivid, and powerful social governance order, promoting high-quality social development. This has a great promoting effect on enhancing the source power of modern social governance.

3.3 Flexible Good Governance Community is an Important Measure to Shape Government Credibility

In public management theoretical paradigms, Weber believed that government political authority mainly includes charismatic authority won by leadership appeal gaining public recognition, traditional authority based on traditional culture and institutional maintenance norms, and legal-rational authority established according to legal norms. In modern democratic political environments, the authority source of social governance should actually be based on respecting traditional culture through government organization drive and leadership, with legal norms guaranteeing its legitimacy, in other words, a comprehensive balance of reasonableness, rationality, and legality. The requirements of the flexible good governance community are built upon legal normative power support, with government organizations as calling and leading, fully respecting human psychology, behavioral patterns and traditional culture, habits, through guidance, incentives and other flexible ways to strive for the public to form true heartfelt recognition and support, which obviously better meets the practical needs of modern social governance's reasonableness, rationality, and legality, can effectively guide citizens to support and follow social governance order orientation from a higher degree, continuously strengthen the government's legitimacy foundation, and shape reliable and stable government authority. This has a great guiding role in enhancing the sustainability of modern social governance.

4. THE CONSTRUCTION LOGIC OF FLEXIBLE GOOD GOVERNANCE COMMUNITY IN THE PROCESS OF SOCIAL GOVERNANCE MODERNIZATION

The flexible good governance community is a new type of method worth exploring for social governance practice reform and is a beneficial attempt to adhere to people-centered principles and realize people's interests. High-level development of modern society cannot be separated from high-quality social governance. To construct a flexible good governance community and promote high-quality development of modern social governance through flexible methods, the author believes the following aspects should be addressed:

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4.1 Establish the Cultural Foundation for Constructing Flexible Good Governance Community

Culture is the internal spiritual bond of organizations and individuals' will, having a stable guiding role, and what kind of cultural form often derives corresponding behavioral methods. The flexible good governance community is people-centered, adheres to people first, promotes social governance through flexible means, and its starting point and destination lie in creating and maintaining the broadest interests of the people.

Therefore, establishing the cultural foundation for constructing flexible good governance community, on one hand, means that in the process of formulating social governance-related policies and systems, close alignment with people-oriented purposes and concepts is needed. The specific social governance policies and systems should embody the governing spirit of adhering to people first and seeking welfare for the people, always keeping people's development cause in mind, consistently putting people's interests first, forming fundamental value guidance for social flexible governance. On the other hand, it means daring to break through traditional rigid management thinking patterns. Governance methods should emphasize showcasing the humanistic care of flexible governance means such as guidance, incentives, and collaboration. Social governance should not merely complete social public affairs governance tasks but should persist in treating the masses with sincerity, moving the masses with authenticity, and touching the masses with true feelings during the governance process, consciously breathing, sharing destiny, and connecting hearts with the people, touching the masses' hearts and producing emotional resonance. Meanwhile, attention should also be paid to combining the cultivation and practice of social values, strengthening the development and utilization of traditional culture, integrating beneficial factors to guide public thoughts and actions, making social governance have common cultural foundations, and avoiding major existing cultural conflicts.

4.2 Improve the Organizational System for Constructing Flexible Good Governance Community

Organization is the basic carrier for advancing public governance and also the source of power for implementing public governance. As a component of national governance, social governance effectiveness must also rely on corresponding organizational systems, promoting effective development of social governance through implementation of a series of organizational behaviors, seeking corresponding governance effectiveness.

First, social flexible governance must always adhere to government leadership. To promote social flexible governance, effective government leadership must be maintained, fully playing the fighting fortress role of grassroots organizations, taking organizational construction as guidance to establish solid organizational foundations of leadership strength for social flexible governance. Meanwhile, through government organizations and civil servant activities to form influence and attraction, enhance the cohesion of social flexible governance, driving joint collaboration of other relevant subjects. Second, social flexible governance should rely on systematic advancement of government organizations. Social flexible governance is a systematic project. As the key force for implementing social flexible governance, the government should eliminate organizational gaps, form consensus on social flexible governance between governments and departments, form systematic and coordinated government organizational systems to promote social flexible governance, effectively enhancing key driving force for advancing social flexible governance. Third, social flexible governance should play the role of non-governmental organizations. Market organizations, social organizations, civil organizations and other non-governmental organizations have non-political authority characteristics. Their organizational behaviors are often closer to the public, having direct guiding effects on promoting social flexible governance, and can better promote tacit understanding of social flexible governance.

4.3 Strengthen Legal Guarantees for Constructing Flexible Good Governance Community

Modern society emphasizes the civilization of rule of law, and law is the fundamental system for regulating social order. The flexible good governance community is a mode of social order adjustment in modern social governance, its operation process takes law as basic norms, and on this basis transcends legal rigidity to implement more temperature-containing flexible governance measures. As a manifestation of rule of law governance order, the flexible good governance community makes it very necessary to strengthen its legal guarantees.

First, in the process of national law formulation, laws should be given corresponding warmth, clarifying the legal status of flexible governance, that is, stipulating that flexible governance methods (such as guidance, publicity and education, incentives, consultation, mediation, etc.) belong to basic methods of social governance. In the process of social public affairs governance, combine them with rigid normative constraints, define corresponding limits, be rigid when rigidity is needed, be flexible when flexibility is needed. Second, local social governance-related legislation should clarify that social flexible governance is a basic principle of social governance, make corresponding clarifications on flexible governance methods that meet local practical needs, stipulate specific scope of flexibility, clarify

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specific norms for public participation in social flexible governance in terms of status, channels, tasks, methods, etc., break the singularity of social governance, and straighten out the rights and obligations relationships of multiple subjects in social flexible governance. Third, attention should be paid to cultivating public awareness of rule of law. Public awareness of rule of law is the internal driving force for promoting social flexible governance. Only with general improvement of public awareness of rule of law can people understand, abide by and use laws, effectively avoiding some unnecessary differences, contradictions and conflicts. Through law publicity, legal education, network article push, program broadcasting, bringing law to grassroots and other methods to carry out comprehensive law education, cultivate good legal atmosphere, and guarantee orderly promotion of social flexible governance.

4.4 Optimize Methods and Strategies for Constructing Flexible Good Governance Community

The methods of social flexible governance are direct requirements of flexible good governance community, and cultivating flexible governance methods is an internal requirement for realizing social flexible governance. On one hand, attention should be paid to emotional cultivation, emphasizing emotional investment, building emotional communication bridges between both parties, showing bilateral sincere interaction in the governance process, with government having masses in mind and full of feelings for the masses, and masses having support and endorsement for the government in their hearts. On the other hand, democratic cooperation should be fully promoted, attention should be paid to enhancing the autonomy and equality of relevant subjects in the flexible good governance community. The government should comprehensively utilize specific techniques such as listening, careful consideration, consultation, guidance, and incentives to enhance the participation and interaction of social subjects; more trust should be given to social subjects, establishing cooperative relationships between government and social subjects, forming good interaction and collaborative governance patterns in the process of social flexible governance. Additionally, law enforcement in the process of social flexible governance should adhere to the principles of "rationality, calmness, civilization, and standardization", respect law enforcement objects, fully consider the actual situations of law enforcement objects, start from ideological work to provide guidance, suggestions, reminders, persuasion and other flexible guidance, making the law enforcement process more humane, warmer, more persuasive, forming stronger law enforcement emotional resonance, and better enhancing law enforcement effectiveness.

4.5 Innovate Operating Mechanisms for Constructing Flexible Good Governance Community

The flexible good governance community has governance substantial attributes, namely emphasizing the interaction and collaboration of multiple subjects in social governance process. Constructing multiple subjects' interaction and collaboration governance mechanisms can transform social subjects' roles, making them truly become society's governors, and also promoting social governance for public development.

First, establish village and residential grid-based liaison officer system. Based on village and residential distribution conditions and population distribution conditions, conduct area division and zoning, set up corresponding grid-based liaison officers in specific areas, through going deep into the front line and field research, accurately and effectively grasp public demands and community development issues, meanwhile also timely convey government planning and arrangements to the public through grid-based liaison officers, achieving two-way interaction. Second, establish and improve online and offline communication systems, fully utilize modern media technology combined with digital government construction to build platforms for public opinion collection and feedback, quickly and accurately grasp first-hand materials; combine daily administrative work arrangements to formulate consultation, symposium, hearing related systems, extensively understand public real demands, absorb public participation, enhance problem-solving targeting. Third, build information intercommunication and sharing platform, enabling government, village committees, liaison officers and other relevant subjects to conduct regular information intercommunication and sharing using the platform, enhance social governance work effectiveness, and also strengthen continuity between various links and processes of social governance.

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