

Enhanced Public Service Delivery through Community Governance and Innovation in Shenzhen, China

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Abstract

This study investigates the enhancement of public service delivery through community governance and service innovation in Shenzhen, China. With a focus on early warning, triggering, emergency preparedness, recovery, and change, the research evaluates how these governance dimensions interact with innovative practices to address evolving community needs. Using the Yantian Model of community governance as a case study, the research examines the transition from traditional administrative power to community autonomy and explores the role of smart city technologies and collaborative frameworks in fostering resilience and adaptability. The study employs an evaluation survey design, collecting data from 250 community residents and 100 local government officials using a structured questionnaire. Statistical analyses, including Pearson's r and correlational testing, revealed a significant relationship between community governance and service innovation. Community governance was rated as very good (VG) across its dimensions, emphasizing effective communication, collective engagement, disaster preparedness, and flexibility. Similarly, service innovation demonstrated VG ratings in providing new services, expanding recipients, adopting technologies, engaging partners, and streamlining processes, with key highlights on responsiveness and leveraging data analytics. The study concludes that effective community governance is crucial for fostering service innovation, particularly through collaboration, inclusivity, and strategic policymaking. These governance practices create conducive environments for innovation to thrive, enabling the development of tailored services that meet diverse community needs. The findings emphasize the importance of addressing areas with lower performance scores to further enhance governance and service innovation. Recommendations include improving early warning systems, promoting inclusive decision-making, fostering public-private partnerships, and integrating advanced technologies to strengthen service delivery frameworks and drive sustainable urban governance.

Keywords

Community Governance; Service Innovation; Public Service Delivery; Shenzhen.

1. Introduction

Over the past three decades, urban community governance in China has undergone notable change marked by the collapse of the conventional danwei system and the advent of neighborhood-based community building as a new governance model. The shift from office-centered governance systems to neighborhood-based ones has changed the interaction between the government and urban people. Efforts to strike a balance between administrative control and more community autonomy have defined this change and promoted grassroots involvement and localized government systems.

Early 1990s development of the Yantian Model in Shenzhen marked a turning point in this change. Combining conventional administrative power with means to support community self-

government and autonomy, this paradigm offers a novel approach to governance change. The Yantian Model has changed state-society interactions in urban China and shown the possibility for localized government to propel social and political innovation by helping grassroots power shifts (Ma et al., 2012).

Novel ideas like the "open recommendation and selection" approach used in Suining Municipality, Sichuan Province, have also shaped governance reforms. This strategy shows a complex change to governance systems since it lets more people participate in the choice of community leaders while keeping governmental supervision. It shows how institutional changes can reconcile inclusivity with the maintenance of central authority by customizing old governance models to fit modern needs (Saich & Yang, 2022).

Particularly in the field of smart cities, technological developments have completely changed urban management. By allowing real-time information sharing, community self-organizing, and adaptability promotion, the merger of online and offline aggregation services has improved government efficacy. By using data-driven decision-making and cooperative platforms to handle local problems, these technologies help to create resilient urban communities (Zhu et al., 2023).

Emphasizing the need of resilience and adaptation, the COVID-19 pandemic tested urban government systems directly. To control disturbances and guarantee public safety, community administration during this era mostly depends on coordinated efforts and technological integration. Theories like the innovation ecosystem framework underline the need of cooperation among many stakeholders, sustainable resource management, and constant innovation to handle difficult urban challenges (Hsu, 2020).

Notwithstanding these developments, major differences still exist between metropolitan areas and smaller towns or counties. While major cities have benefited from legislative assistance and resource allocation, smaller municipalities sometimes suffer from poor finance, limited technology infrastructure, and an inclination to imitate conventional rather than context-specific approaches. These constraints draw attention to the requirement of customized governance plans considering the particular socioeconomic and cultural settings of smaller urban regions (Durand et al., 2020; Spires, 2018).

This study investigates, via case studies including the Yantian Model and smart city projects, the development of urban community government in China. Emphasizing routes to create strong and sustainable communities, it investigates the interaction between conventional traditions and modern inventions. Through addressing governance dynamics at several administrative levels, the research adds to the larger conversation on efficient urban management among China's fast growing socioeconomic change. It emphasizes the need of designing flexible governing structures that can support diversity, resilience, and innovation while allowing many urban settings. Statement of the Problem.

2. Theoretical Framework

This study utilized the Public Service Innovations in China, Yijia Jing, Stepphen P. Osborne 2017 as its theory. The transformation of China's public services over the past decade in China. As the country has experienced fundamental changes in its demographic, economic, social and environmental structures, demands on public services have been increasing tremendously, and have become unprecedentedly diverse. In response, innovations to provide new services, expand service recipients, adopt new technologies, engage partners, and streamline service processes have been employed widely in China to increase service efficiency, enhance quality, enlarge coverage, and improve citizen satisfaction. This book examines prominent cases of public service innovations in China, disclosing their causes, patterns, diffusion, and effects. These cases provide interesting evidence about the nature and effectiveness of public service

innovations in China while highlighting to what extent these innovations can be explained by accepted theories and whether new theory building is needed. This book will be of value to academics and policymakers seeking to understand the evolving Chinese political system. Building a new model of urban community governance with online and off line aggregation services Community governance based on innovation ecosystem needs to pay attention to the basic elements of the system, namely: principles, participants, contents and models. Starting from these four basic elements, this paper first expounds the new ideas of urban community governance, and then puts forward a new governance model. Establish a full cycle community governance mechanism covering early warning, triggering, emergency, recovery and change, and promote the flexible connection between the public emergency management system and the basic community governance system. In addition, we should promote multiple subjects to participate in community governance. Community governance all parties involved in the construction of community should innovate community governance ways and methods, in particular, we need to give play to the spirit of community residents as masters, mobilize their governance initiative, stimulate the third-party auxiliary construction role of universities, citizen organizations, enterprises and other professional institutions, and give full play to the complementary advantages of resources to alleviate the phenomenon of excessive government arrangement and market failure

3. Statement of the Problem

Is there significant relationship in the assessment of respondents between community governance and service innovation?

3.1. Research Methodology

This study uses the evaluation survey research design to assess community governance in Shenzhen, China, focusing on early warning, triggering, emergency, recovery, and change, and promoting flexible connection between the public emergency management system. The research is quantitative, involving large samples and a self-made questionnaire with an introduction letter to the respondents. The questionnaire consists of three parts: demographic profile, assessment of community governance, and service innovation.

The study uses cluster sampling for population and single-stage sampling for sample selection. The researcher initially wrote a letter to local officials for their approval. Statistical analysis tools include frequency and percentage computations, weighted mean scores, Pearson's r , and Pearson's correlation test.

Ethical considerations include being fully briefed on the purpose of the research, making participation voluntary, clearly explaining data collection and analysis, providing consent forms, maintaining confidentiality, and not affecting respondents' employment status. The study's findings are analyzed using Pearson's r and a sample size of 250 community residents and 100 Local Government Officials.

The study's findings provide valuable insights into community governance, service innovation, and the role of community governance in promoting flexibility and adaptability in the public emergency management system.

3.2. Results and discussion

The two groups of respondents assessed the community governance in terms of early warning as "very good" based on the overall mean score of 3.32. The respondents are in strong agreement on the statement, Warning communication to package the monitoring information into actionable messages understood by those that need, and are prepared, to hear them which was rated with the highest mean score or 3.55 interpreted as "strongly agree". This suggests

that there is a recognition of the importance of effective communication in conveying monitoring information and ensuring preparedness.

On the other hand, Consistent and meaningful manner to allow the generation of alert messages obtained lowest mean score of 3.16. This implies community governance in China should work towards improving the consistency and meaningfulness of alert messages, enhancing the overall effectiveness of the alert system in ensuring public safety during emergencies.

Community governance in China, particularly in terms of early warning systems, plays a critical role in enhancing public safety, disaster preparedness, and overall community resilience. Early warning systems are designed to provide timely and accurate information about potential risks and hazards, allowing communities to take proactive measures to mitigate the impact of disasters and emergencies. China's commitment to robust community governance in terms of early warning systems reflects a comprehensive and proactive approach to disaster risk reduction, ensuring the safety and well-being of its citizens in the face of various hazards.

Table 1. Mean and Verbal Interpretation on the assessment of the two (2) groups of respondents on the community governance in terms of Early warning

Early Warning	Local Gov't Officials		Community Residents		Overall	
	Mean	VI	Mean	VI	Mean	VI
Understanding about risks (hazards and vulnerabilities) and priorities at a given level	3.58	SA	3.41	SA	3.50	SA
Monitoring to keep up-to-date on how those risks and vulnerabilities change over time.	3.23	A	3.15	A	3.19	A
Response capability to reduce risk once trends are spotted and announced	3.15	A	3.20	A	3.18	A
Consistent and meaningful manner to allow the generation of alert messages	3.20	A	3.12	A	3.16	A
Generation and transmission of alert messages to the citizens at risk by means of warning communication	3.43	SA	3.35	SA	3.39	SA
Warning communication to package the monitoring information into actionable messages understood by those that need, and are prepared, to hear them	3.58	SA	3.51	SA	3.55	SA
Overall	3.36	SA	3.29	SA	3.32	SA

Legend 4 - 3.51 – 4.00 Strongly Agree (SA)/Very Good (VG); 3 - 2.51 – 3.50 Agree (A)/ Good(G); 2 - 1.51 – 2.50 Disagree(D)Poor(P); and 1 - 1.00 – 1.50 Strongly Disagree(SD)/ Very Poor (VP)

Table 2. Mean and Verbal Interpretation on the assessment of the two (2) groups of respondents on the community governance in terms of Triggering

Triggering	Local Gov't Officials		Community Residents		Overall	
	Mean	VI	Mean	VI	Mean	VI
Families who do own toilets discover that they are just as prone to faecal-oral contamination due to the actions of those who don't	3.38	SA	3.11	A	3.25	SA
Landless people are often criticized and abused for defecating on other people's land.	3.23	A	3.11	A	3.17	A
Women and young girls suffer the most from the lack of privacy in open defecation, often having to do it only before dawn or after dark	3.15	A	2.85	A	3.00	A
Religious leaders realize the meaninglessness of wearing clean clothes as they are dirtied by flies that have been on human excreta	3.53	SA	3.25	SA	3.39	SA
Triggering on stimulating a collective sense of disgust and shame among community members as they confront the crude facts about mass open defecation (OD) and its negative impacts on the entire community	3.75	SA	3.62	SA	3.69	SA
Overall	3.41	SA	3.19	A	3.30	SA

Legend 4 - 3.51 – 4.00 Strongly Agree (SA)/Very Good (VG); 3 - 2.51 – 3.50 Agree (A)/ Good(G); 2 - 1.51 – 2.50 Disagree(D)Poor(P); and 1 - 1.00 – 1.50 Strongly Disagree(SD)/ Very Poor (VP)

The two groups of respondents assessed the community governance in terms of triggering as “very good” based on the overall mean score of 3.30. The respondents are in strong agreement on the statement, Triggering on stimulating a collective sense of disgust and shame among community members as they confront the crude facts about mass open defecation (OD) and its negative impacts on the entire community which was rated with the highest mean score or 3.69 interpreted as “strongly agree”. This indicates that this approach is perceived as effective in community governance. On the other hand, Women and young girls suffer the most from the lack of privacy in open defecation, often having to do it only before dawn or after dark obtained lowest mean score of 3.00. This suggests that there may be challenges or a perceived need for improvement in addressing the specific concerns of women and young girls in the context of open defecation.

In the context of community governance in China, triggering refers to the process of initiating community action or behavioral change through the use of specific stimuli, often aimed at addressing social or public health issues. Some aspects related to triggering in the context of community governance in China includes the following: Public Health Initiatives, triggering is often employed in public health campaigns to address issues such as sanitation, hygiene, and disease prevention. For example, campaigns to promote handwashing, vaccination, or community-based healthcare initiatives may use triggering methods to stimulate behavioral change.

Environmental Awareness, triggering can be utilized to raise awareness about environmental issues and encourage sustainable practices. Campaigns focused on waste reduction, pollution control, and conservation may employ triggering strategies to mobilize community members towards positive environmental behavior.

Community Mobilization, triggering is often part of community mobilization efforts. It involves engaging community members actively, fostering a sense of collective responsibility, and motivating individuals to participate in community-driven initiatives, such as clean-up drives or health awareness programs.

Disaster Preparedness, In the context of disaster management, triggering can be crucial. Initiatives to promote disaster preparedness, evacuation drills, and community resilience may use triggering techniques to ensure that community members are adequately prepared for emergencies.

Table 3. Mean and Verbal Interpretation on the assessment of the two (2) groups of respondents on the community governance in terms of Emergency

Emergency	Local Gov't Officials		Community Residents		Overall	
	Mean	VI	Mean	VI	Mean	VI
Encourage Signups for the Emergency Notification System	3.73	SA	3.60	SA	3.67	SA
Identifying local emergency response organizations and leaders and asking them to be part of your education and planning efforts	3.55	SA	3.48	SA	3.52	SA
Use all available communication channels to recruit members of your community to participate in your community emergency response team (CERT).	3.25	SA	3.35	SA	3.30	SA
The first primary objective of the group should be to develop a disaster preparedness plan. By engaging residents in the planning process, they will be more likely to encourage friends, family, and neighbors to get involved and will help spread your message of the importance of individual and community preparation	3.73	SA	3.60	SA	3.67	SA
Make sure your emergency planning takes into consideration seniors, children, and community members with special needs.	3.51	SA	3.41	SA	3.46	SA
Implement an Emergency Notification System	3.23	A	3.45	SA	3.34	SA
Overall	3.50	SA	3.48	SA	3.49	SA

Legend 4 - 3.51 – 4.00 Strongly Agree (SA)/Very Good (VG); 3 - 2.51 – 3.50 Agree (A)/ Good(G); 2 - 1.51 – 2.50 Disagree(D)Poor(P); and 1 - 1.00 – 1.50 Strongly Disagree(SD)/ Very Poor (VP)

The two groups of respondents assessed the community governance in terms of emergency as “very good” based on the overall mean score of 3.49. The respondents are in strong agreement on the statements, Encourage Signups for the Emergency Notification System and The first primary objective of the group should be to develop a disaster preparedness plan. By engaging residents in the planning process, they will be more likely to encourage friends, family, and neighbors to get involved and will help spread your message of the importance of individual and community preparation which were rated with the highest mean score or 3.67 interpreted as “strongly agree”. This indicates that these strategies are perceived as highly effective in the context of community governance in China regarding emergency preparedness.

On the other hand, Use all available communication channels to recruit members of your community to participate in your community emergency response team (CERT) obtained lowest mean score of 3.00. This implies that there is room for improvement in leveraging various communication channels to engage and recruit members for the Community Emergency Response Team (CERT) within the context of community governance in China.

Community governance in China, particularly in terms of emergency management, involves the coordination of local resources, community participation, and government initiatives to enhance resilience, response, and recovery during emergencies. key aspects of community governance in China in the context of emergencies.

China follows a top-down governance structure, where government authorities at various levels play a significant role in emergency management. This includes national, provincial, and local levels of government, each with defined responsibilities in disaster response and recovery.

Community governance in China integrates various government departments, community organizations, and volunteers to create a comprehensive approach to emergency management. This collaboration aims to ensure a unified response and effective utilization of resources during emergencies.

Community-based organizations (CBOs) and neighborhood committees play a vital role in emergency governance. They serve as local hubs for communication, coordination, and resource distribution, fostering community resilience and response.

China has invested in early warning systems to alert communities about impending disasters such as earthquakes, floods, or typhoons. These systems aim to provide timely information to residents, enabling them to take preventive measures and evacuate if necessary.

Table 4. Mean and Verbal Interpretation on the assessment of the two (2) groups of respondents on the community governance in terms of Recovery and Change

Recovery and Change	Local Gov't Officials		Community Residents		Overall	
	Mean	VI	Mean	VI	Mean	VI
Encouraged to form their own pressure groups to encourage others to change.	3.15	A	3.25	SA	3.20	A
Management arrangements recognize that recovery from disaster is a complex, dynamic and protracted process,	3.75	SA	3.62	SA	3.69	SA
Recovery managers are involved from initial briefings onwards	3.43	SA	3.35	SA	3.39	SA
Recovery agencies are properly integrated into disaster management arrangements	3.58	SA	3.41	SA	3.50	SA
Recovery services are provided in a timely, fair, equitable and flexible manner.	3.23	A	3.15	A	3.19	A
Overall	3.43	SA	3.36	SA	3.39	SA

Legend 4 - 3.51 – 4.00 Strongly Agree (SA)/Very Good (VG); 3 - 2.51 – 3.50 Agree (A)/ Good (G); 2 - 1.51 – 2.50 Disagree (D)/Poor (P); and 1 - 1.00 – 1.50 Strongly Disagree (SD)/ Very Poor (VP)

The two groups of respondents assessed the community governance in terms of recovery and change as “very good” based on the overall mean score of 3.39. The respondents are in strong agreement on the statement: Management arrangements recognize that recovery from disaster is a complex, dynamic and protracted process, which obtained the highest mean score of 3.69 interpreted as “strongly agree”.

This suggests that in the context of community governance in China, there is a recognition of the complexity and duration associated with the recovery process after a disaster. This acknowledgment aligns with contemporary

disaster management principles that emphasize the multifaceted and prolonged nature of recovery efforts.

However, Recovery services are provided in a timely, fair, equitable and flexible manner obtained the lowest mean score of 3.19 interpreted as “agree”. This suggests that there may be perceived challenges or areas for improvement in how recovery services are delivered within the context of community governance in China.

Table 5. Mean and Verbal Interpretation on the assessment of the two (2) groups of respondents on the community governance in terms of Flexibility in Management

Flexibility in Management	Local Gov't Officials		Community Residents		Overall	
	Mean	VI	Mean	VI	Mean	VI
Adapting its management strategies to meet the specific needs and concerns of local communities	3.58	SA	3.41	SA	3.50	SA
Ability of the community governance system to make policy adjustments in response to changing circumstances, ensuring a dynamic and responsive management approach."	3.23	A	3.15	A	3.19	A
Actively incorporates innovative solutions and technologies, showcasing a flexible approach to addressing emerging challenges and opportunities within communities	3.15	A	3.20	A	3.18	A
Encouragement of active participation from residents and the establishment of effective feedback mechanisms, facilitating constant adjustments based on community input.	3.20	A	3.12	A	3.16	A
Promptly adjusting its strategies in response to socioeconomic changes, ensuring that community governance remains relevant and effective in evolving circumstances	3.43	SA	3.35	SA	3.39	SA
Overall	3.32	SA	3.24	SA	3.28	SA

Legend 4 - 3.51 – 4.00 Strongly Agree (SA)/Very Good (VG); 3 - 2.51 – 3.50 Agree (A)/ Good (G); 2 - 1.51 – 2.50 Disagree (D)/Poor (P); and 1 - 1.00 – 1.50 Strongly Disagree (SD)/ Very Poor (VP)

The two groups of respondents assessed the community governance in terms of flexibility in management as “very good” based on the overall mean score of 3.28. The respondents are in strong agreement on the statement: Adapting its management strategies to meet the specific needs and concerns of local communities, which obtained the highest mean score of 3.50 interpreted as “strongly agree”. This suggests a strong commitment to tailoring governance practices based on the unique characteristics of each community, reflecting a responsive and adaptable approach within the overall governance framework.

On the other hand, Encouragement of active participation from residents and the establishment of effective feedback mechanisms, facilitating constant adjustments based on community input obtained the lowest mean score of 3.16, interpreted as “agree”. This implies a need for improvements in strategies to involve residents in decision-making processes and to create more responsive feedback loops within the community governance framework.

Community governance refers to the processes, structures, and mechanisms through which communities organize themselves to make decisions, implement policies, and manage resources. Flexibility in community governance management refers to the system's capacity to adapt and respond effectively to changing circumstances, emerging challenges, and the diverse needs of the community. The key aspects to consider in flexibility in community governance management: A flexible community governance system demonstrates an ability to adapt its management strategies to the unique characteristics and challenges of local communities. This involves recognizing the diversity of needs and tailoring governance practices accordingly; Flexibility implies a responsive decision-making process that can address issues promptly. It involves the capacity to make adjustments based on real-time feedback, changing circumstances, and the evolving priorities of the community; Community governance systems that distribute decision-making authority across different levels empower local leaders and residents to make choices that suit their specific context. Decentralization enhances adaptability by allowing for localized responses to issues.

Table 6. Mean and Verbal Interpretation on the assessment of the two (2) groups of respondents on the Service Innovation in terms of provide new services

Provide new services	Local Gov't Officials		Community Residents		Overall	
	Mean	VI	Mean	VI	Mean	VI
Service innovation can provide an effective way to create sustained competitive advantage for a company.	3.15	A	3.20	A	3.18	A
Foster collaboration between government agencies, non-profit organizations, civil society groups, and private sector stakeholders to leverage resources and expertise for the benefit of the community	3.20	A	3.12	A	3.16	A
Enable connections across and beyond government	3.43	SA	3.35	SA	3.39	SA
Ensure that services are sustainable in the long term by considering factors such as funding mechanisms, resource management, and environmental impact	3.58	SA	3.51	SA	3.55	SA
Develop services that are responsive to the evolving needs of the community	3.65	SA	3.51	SA	3.58	SA
Overall	3.40	SA	3.34	SA	3.37	SA

Legend 4 - 3.51 – 4.00 Strongly Agree (SA)/Very Good (VG); 3 - 2.51 – 3.50 Agree (A)/ Good(G); 2 - 1.51 – 2.50 Disagree(D)Poor(P); and 1 - 1.00 – 1.50 Strongly Disagree(SD)/ Very Poor (VP)

The two groups of respondents assessed the service innovation in terms of provide new services as “very good” based on the overall mean score of 3.37 interpreted as strongly agree. Statement, Develop services that are responsive to the evolving needs of the community obtained the highest mean score of 3.58 interpreted as “strongly agree”. This suggests that, among various factors contributing to service innovation, the highest mean score was achieved by services that are not only innovative but also responsive to the evolving needs of the community. This could be interpreted as a recognition of the importance of staying attuned to

societal changes and continuously developing and adapting services to better serve the community.

On the other hand, Foster collaboration between government agencies, non-profit organizations, civil society groups, and private sector stakeholders to leverage resources and expertise for the benefit of the community was rated with the lowest mean score of 3.16 interpreted as “agree”. This implies that the collaborative efforts aimed at introducing novel or improved services were not rated as highly effective as other variables in the study.

Service innovation in China has been a significant focus, driven by the country's rapid economic growth, technological advancements, and evolving consumer demands. China has been at the forefront of digital innovation, with a strong emphasis on integrating technology into service delivery. Mobile payment systems, e-commerce platforms, and digital service providers have become integral to everyday life. Companies often leverage digital solutions to provide more efficient and convenient services to consumers.

Chinese cities are investing heavily in becoming smart cities, integrating technology to enhance efficiency and improve the quality of life for residents. This includes innovations in public transportation, healthcare, education, and environmental sustainability. Collaborations between government agencies, private enterprises, and research institutions are fostering innovation. Public-private partnerships play a crucial role in developing and implementing new services, particularly in areas such as infrastructure, education, and healthcare.

Chinese companies are increasingly expanding their innovative services beyond domestic borders. This includes international e-commerce, financial services, and technology solutions, contributing to China's global influence in service innovation.

Table 7. Mean and Verbal Interpretation on the assessment of the two (2) groups of respondents on the Service Innovation in terms of expand service recipients

Expand service recipients	Local Gov't Officials		Community Residents		Overall	
	Mean	VI	Mean	VI	Mean	VI
Making increased use of innovative tools to anticipate and understand the complexity and uncertainty of societies and nature.	3.25	SA	3.20	A	3.23	A
Work with their leadership to make sure you have a plan in place in the event that such facilities need to be evacuated	3.78	SA	3.25	SA	3.52	SA
Identify all the senior centers, assisted living facilities, daycare centers, schools, and adult day habilitation centers in the community.	3.45	SA	3.35	SA	3.40	SA
Services are relevant and effective in addressing local needs	3.25	SA	3.45	SA	3.35	SA
Collaboration between government agencies, non-profit organizations, civil society groups, and private sector stakeholders to leverage resources and expertise for the benefit of the community	3.65	SA	3.50	SA	3.58	SA
Overall	3.48	SA	3.35	SA	3.41	SA

Legend 4 - 3.51 – 4.00 Strongly Agree (SA)/Very Good (VG); 3 - 2.51 – 3.50 Agree (A)/ Good (G); 2 - 1.51 – 2.50 Disagree (D)/Poor (P); and 1 - 1.00 – 1.50 Strongly Disagree (SD)/ Very Poor (VP)

The two groups of respondents assessed the service innovation in terms of expand service recipients as “very good” based on the overall mean score of 3.41 interpreted as strongly agree. Statement, Collaboration between government agencies, non-profit organizations, civil society

groups, and private sector stakeholders to leverage resources and expertise for the benefit of the community obtained the highest mean score of 3.58 interpreted as “strongly agree”. This suggests that this approach is well-regarded and effective in terms of service innovation for service recipients. It reflects a recognition of the value of collective action and a holistic approach to community service.

On the other hand, Making increased use of innovative tools to anticipate and understand the complexity and uncertainty of societies and nature was rated with the lowest mean score of 3.23 interpreted as “agree”. This suggests that there may be challenges or limitations associated with the adoption of these tools. The low mean score might indicate that service recipients may not fully understand or appreciate the use of innovative tools for anticipating and understanding the complexity and uncertainty of societies and nature. There could be a lack of awareness or education regarding the benefits and potential impact of such tools.

As the country has experienced fundamental changes in its demographic, economic, social and environmental structures, demands on public services have been increasing tremendously, and have become unprecedentedly diverse. In response, innovations to provide new services, expand service recipients, adopt new technologies, engage partners, and streamline service processes have been employed widely in China to increase service efficiency, enhance quality, enlarge coverage, and improve citizen satisfaction (Jing and Osborne, 2017).

Table 8. Mean and Verbal Interpretation on the assessment of the two (2) groups of respondents on the Service Innovation in terms of adopt new technologies

Adopt new technologies	Local Gov't Officials		Community Residents		Overall	
	Mean	VI	Mean	VI	Mean	VI
Human and machine pairing human knowledge with innovative tools	3.50	SA	3.10	A	3.30	SA
Governments are implementing innovative early warning systems in response to increasingly complex and severe challenges	3.41	SA	3.30	SA	3.36	SA
The exponential growth of data unlocks innovation in monitoring and prediction systems	3.50	SA	3.41	SA	3.46	SA
Progress in data analytics helps governments understand complexity and take action	3.97	SA	3.70	SA	3.84	SA
Implementing digital platforms for citizen engagement, e-governance solutions, and online service portals	3.45	SA	3.60	SA	3.53	SA
Overall	3.57	SA	3.42	SA	3.49	SA

Legend 4 - 3.51 – 4.00 Strongly Agree (SA)/Very Good (VG); 3 - 2.51 – 3.50 Agree (A)/ Good(G); 2 - 1.51 – 2.50 Disagree(D)Poor(P); and 1 - 1.00 – 1.50 Strongly Disagree(SD)/ Very Poor (VP)

The two groups of respondents assessed the service innovation in terms of adopt new technologies as “very good” based on the overall mean score of 3.49 interpreted as “strongly agree”. Statement, Progress in data analytics helps governments understand complexity and take action was rated with the highest mean score of 3.84 interpreted as “strongly agree”. This indicates that the use of data analytics is perceived as highly effective in advancing service innovation within the governmental context.

However, Human and machine pairing human knowledge with innovative tools obtained the lowest mean score of 3.30 interpreted as “strongly agree” This suggests that there may be challenges or concerns associated with the integration of human expertise with innovative tools.

China's approach to service innovation involves a combination of government support, a large and tech-savvy population, and a dynamic entrepreneurial ecosystem. As technology continues to advance, China is likely to remain a key player in shaping the future of service industries.

Table 9. Mean and Verbal Interpretation on the assessment of the two (2) groups of respondents on the Service Innovation in terms of engage partners

Engage partners	Local Gov't Officials		Community Residents		Overall	
	Mean	VI	Mean	VI	Mean	VI
Involve organizing town hall meetings, community forums, or online platforms for discussions and feedback	3.38	SA	3.11	A	3.25	SA
Provide a common ground for collaboration	3.23	A	3.11	A	3.17	A
Be a willing and responsive partner	3.15	A	2.85	A	3.00	A
Take feedback into account and reconnect with citizens	3.53	SA	3.25	SA	3.39	SA
Encourage active participation from community members in governance processes.	3.75	SA	3.62	SA	3.69	SA
Overall	3.41	SA	3.19	SA	3.30	SA

Legend 4 - 3.51 – 4.00 Strongly Agree (SA)/Very Good (VG); 3 - 2.51 – 3.50 Agree (A)/ Good(G); 2 - 1.51 – 2.50 Disagree(D)Poor(P); and 1 - 1.00 – 1.50 Strongly Disagree(SD)/ Very Poor (VP)

The two groups of respondents assessed the service innovation in terms of engage partners as “very good” based on the overall mean score 3.30 interpreted as “strongly agree”. Respondents strongly agreed on the statement, Encourage active participation from community members in governance processes as the highest mean score of 3.69 interpreted as “strongly agree” This implies that focus on engaging partners, particularly the community, reflects a commitment to inclusivity, transparency, and leveraging collective intelligence.

On the other hand, Be a willing and responsive partner was rated with the lowest mean score of 3.00 interpreted as “agree”. This suggests that there might be challenges or perceived shortcomings in how organizations or entities in China approach collaboration and partnership. Service innovation in terms of engaging partners involves creating collaborative frameworks and strategies to involve external entities, such as businesses, government agencies, non-profits, and other stakeholders, in the development and improvement of services. Effective partner engagement can lead to the co-creation of innovative solutions, improved customer experiences, and increased overall service quality.

Table 10. Mean and Verbal Interpretation on the assessment of the two (2) groups of respondents on the Service Innovation in terms of streamline service processes

Streamline service processes	Local Gov't Officials		Community Residents		Overall	
	Mean	VI	Mean	VI	Mean	VI
Build trust through transparency	3.73	SA	3.60	SA	3.67	SA
Develop government-wide engagement strategies	3.55	SA	3.48	SA	3.52	SA
Build evaluation into the innovation process	3.45	SA	3.25	SA	3.35	SA
Hold government officials and institutions accountable for their actions and decisions.	3.36	SA	3.35	SA	3.36	SA
Ensure that services are accessible to all members of the community, regardless of socio-economic status, location, or physical ability	3.68	SA	3.58	SA	3.63	SA
Overall	3.55	SA	3.45	SA	3.50	SA

Legend 4 - 3.51 – 4.00 Strongly Agree (SA)/Very Good (VG); 3 - 2.51 – 3.50 Agree (A)/ Good(G); 2 - 1.51 – 2.50 Disagree(D)Poor(P); and 1 - 1.00 – 1.50 Strongly Disagree(SD)/ Very Poor (VP)

The two groups of respondents assessed the service innovation in terms of streamline service processes as “very good” based on the overall mean score 3.50 interpreted as “strongly agree”. Respondents strongly agreed on the statement, Build trust through transparency as the highest mean score of 3.67 interpreted as “strongly agree”. This signifies the recognition of transparency as a crucial factor in establishing and maintaining trust in the context of service delivery.

On the other hand, Build evaluation into the innovation process was rated with the lowest mean score of 3.35 interpreted as “strongly agree”. This suggests that there may be challenges or perceived shortcomings in integrating robust evaluation mechanisms into the innovation process for service improvement.

The researcher infers that service innovation in terms of streamlining service processes involves a holistic and customer-centric approach that integrates technology, data, collaboration, and continuous improvement methodologies. By embracing these principles, organizations can enhance operational efficiency, deliver faster and more reliable services, and ultimately provide an improved overall experience for their customers.

Table 11. Summary of Correlational Analysis Results on Significant Relationship in the assessment of respondents between the Community Governance and Service Innovation

Variables	r_b Correlation Coefficient	Degree of Relationship	p Value	Decision
Between Community Governance and Service Innovation	.697**	moderate positive correlation	.000	with significant correlation
**. Correlation is significant at the 0.01 level (2-tailed).				

The P values for all the variables of community governance and service innovation are individually lesser than the level of significance at 0.01, hence, there is individual significant correlation between the variables of community governance and service innovation which resulted to the rejection of the null hypothesis, which means that there is significant relationship between the community governance and service innovation.

The researcher infers that community governance plays a critical role in shaping the conditions for service innovation to thrive. By fostering collaboration, providing support, shaping policies, and promoting inclusivity, effective community governance contributes to the development and implementation of innovative services that address the evolving needs of communities.

4. Conclusion

The "very good" ratings across several categories-early warning systems, triggering mechanisms, emergency readiness, recovery and transition procedures, and management flexibility-showcase the respondents' generally favorable impressions of community government. Likewise, their evaluations of service innovation-which covers topics such offering new services, increasing service receivers, using new technology, including partners, and simplifying service processes-also obtained excellent marks, thereby attesting to strong efforts in these areas.

Though these positive evaluations, the results exposed areas needing more work. For example, some aspects of community governance and service innovation received somewhat poor scores even as respondents overwhelmingly agreed with the efficiency of present methods. These results underline the importance of improving particular features, such gender-sensitive

triggering systems, clear alert protocols, and fair division of resources during recovery activities. Important areas for development in terms of service innovation are encouraging stakeholder cooperation, streamlining administrative procedures, guaranteeing open assessment systems, and simplification of bureaucratic tasks.

Furthermore, the great correlation between community governance and service innovation suggests their interconnectedness. One area can be strengthened to have a good impact on the other, therefore producing a synergistic effect that might propel sustainable growth. This interdependence emphasizes the need of using a comprehensive strategy for governance and innovation to solve both structural and human elements so attaining long-term success.

In essence, the outcomes call to action for ongoing improvement and adaptation even while they show admirable successes in governance and creativity. Dealing with the less favorable features of this study would not only improve governance methods but also guarantee that service innovations remain sensitive to the changing needs of Shenzhen's populations. Policymakers and stakeholders can cooperate to create a more inclusive, strong framework for community governance and service delivery by using the insights this study offers.

Recommendation

5. Recommendations

5.1. Community Governance

Standardized alert protocols with well-defined criteria and uniform formatting across several alert types are absolutely necessary to improve early warning systems in community governance. This method will guarantee understanding of warning signals and clarity. Regarding triggering, it is imperative to create gender-sensitive communications and aggressively include women into the planning process. Dealing with privacy issues and include ideas from women and girls would help to improve community reaction to problems including open defecation.

Using several channels of communication, including social media, newsletters, local radio, and bulletin boards, helps to efficiently advertise recruiting for systems of emergency notifications. Improving recovery and change systems also depends on simplifying resource allocation and raising the effectiveness of efforts at recovery response. Effective catastrophe management depends mostly on open procedures that fairly meet community requirements. Finally, encouraging community involvement via forums, seminars, and outreach projects helps management to be flexible. This will guarantee that governance plans fit local requirements and issues, therefore promoting active involvement in decision-making procedures.

5.2. Innovation in Service

Effective provision of new services depends on encouraging honest communication among government agencies, non-profit organizations, civil society groups, private sector players. Frequent conferences and seminars help to clear misunderstandings, foster trust, and advance teamwork. Expanding service providers calls for thorough awareness campaigns stressing the advantages and applicability of creative instruments. These projects will improve community acceptance of fresh ideas and knowledge about them.

Adopting new technologies entails running extensive training courses to equip users with the technical skills and collaborative knowledge required to harness the advantages of these tools. Reducing red tape by streamlining bureaucratic procedures would help to enable simpler and more effective alliances among companies. At last, regularly involving outside auditors to evaluate the success of ideas helps to simplify service procedures. Objective assessments will offer insightful information to help to streamline procedures and enhance the quality of services given.

Dealing with these suggestions will help to greatly improve community governance as well as service innovation, therefore promoting more sustainable practices in the target locations.

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