Combining Emotion with Reason: The Inner Logic, Practical Difficulties and Action Paths of Emotional Governance of Community Sports in China

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Abstract: As an integral part of the national governance system, community sport governance is beneficial to the construction of civilized and harmonious communities, and also plays an important role in promoting the modernization of the grassroots governance system and governance capacity. The study uses literature research and comprehensive analysis to sort out, summarize, and reflect on the internal logic and practical dilemmas of community sport emotional governance, and then completes the construction of a roadmap for action. The study considers that the inner logic of community sport emotional governance involves "conceptual reshaping—mechanism rebuilding—organizational reconstruction—emotion-driven" and faces real challenges such as emotional connection dilemma, emotional governance alienation dilemma, talent support dilemma, and institutional guarantee dilemma. The study proposes an action route for community sport emotional governance in terms of improving the emotional governance literacy and ability of grassroots sports workers, using social psychological mechanisms, establishing emotional connections between multiple subjects, broadening emotional connections, and building institutional norms for community sport emotional governance.

Keywords: Community Sport Emotional Governance; Reality Challenges; Internal Logic; Action Route.

1. Problem Formulation

The report of the 20th Party Congress emphasized the need to "improve the social governance system of common construction, common governance and sharing, and enhance the effectiveness of social governance ...... to build a social governance community where everyone is responsible, everyone does their part, and everyone enjoys"[1]. General Secretary Xi Jinping has repeatedly emphasized that "the community is the foundation of the grassroots, and only when the foundation is strong can the nation's edifice be solid"[2]. In 2000, the community building movement began to spread in cities across the country, marking a shift from the unit system and neighborhood system to the community system of urban grassroots governance in China [3]. Community sport governance is the basic content of social governance and the micro element of national governance. Based on this, building a community sport governance community and improving the effectiveness of community sport governance is not only the key to serve the “last mile” of the people, but also the right thing to do to realize the national strategy of national fitness and healthy China.

The modernization process has accelerated the impact on urban communities, making them a place where many conflicts gather, especially after the collapse of the acquaintance society, emotional indifference has increased the difficulty of community sport governance. From the perspective of governance strategies, existing community sport governance practices focus on institutional governance and technical governance, ignoring the important value of emotional governance and falling into the shackles of rigid governance to varying degrees. From Chinese historical and cultural traditions, which range from "All governance must be based on human feelings" to "Nothing touches people's hearts like emotions" to "Emotions are the foundation, reason is the principal and law is the last", China's historical and cultural traditions have always reflected the importance of emotions in our historical and cultural traditions. The Chinese people see the state as an object of emotional and moral maintenance, rather than a state imagined in the Western sense based on contract [4], and in the interpersonal interaction and social order of Chinese society, "emotion" is the primary factor to be considered [5]. Emotional governance is rooted in China's traditional culture, and Confucianism has built a tradition of "affection", which in turn is externalized into a social moral code that constrains and guides people's behavioral choices, which not only contributes to social stability, but also provides a unique idea for community sports governance. The necessity and rationality of emotional governance, which is distinctly different from rigid institutional and technical governance tools and favors flexible social governance [6], stems from the fact that social governance in China cannot be separated from the human emotional element. Embedding emotional elements in community sport governance can help eliminate the shortcomings of rigid governance, establish emotional ties among subjects, and create a warm community sport community with residents' common emotions as the core. Therefore, it is inevitable to focus on emotional elements in governance practices and to emphasize the return of emotions in community sport governance. For this reason, we need to embed emotional governance into the community sport governance field, and explore the inner logic, real-life dilemmas, and action route to alleviate the problems of community sport emotional governance.

2. What is Community Sport Emotional Governance?

Emotion is a core element in the construction of social order, and one of the unique characteristics of human beings is their dependence on emotion [7]. Community sport emotional governance is a resident-centered flexible governance approach, which points to the emotional
relationship and construction among subjects, and through the cultivation of emotional resources and the use of emotional strategies to achieve the regeneration of positive emotions to establish the emotional connection among subjects, and then build a community sport governance community with residents' common emotions as the core, and ultimately promote the realization of community sport governance goals. Community sport emotional governance is proposed mainly because the current community of China sport governance overemphasizes rigid governance based on scientific procedures, quantitative indicators and instrumental rationality, which makes community sport governance face the problems of prevalent formalism, insufficient emotional endogeneity and indifferent emotions and lack of communication among governance subjects. Compared with the rational governance of community sport, the emotional governance of community sport has significant characteristics in terms of value orientation, rule carrier and action logic (Table 1).

First, the emotional governance of community sport, from a value orientation perspective, is people-centered and emphasizes the establishment of emotional connections among subjects. For individuals, individual emotional belonging and identification with the group acquires a shared, collective value representation that is about who I am and how I act appropriately [8]. The emotional two-way interaction between subjects is emphasized in the process of emotional governance of community sports to achieve emotional resonance, which facilitates the endogenous development of emotions and the establishment of a warm, co-constructed and shared community sport governance community. The rational governance of community sport insists on efficiency first and emphasizes quantitative indicators. In the governance process, due to the constraints of time and efficiency, multiple parties seek to maximize common interests, ignoring the emotional element in the community sport governance process, making it difficult to gain the empathy of others, which in turn reduces the efficiency of community sport governance. Second, from the perspective of rule carriers, community sport rational governance emphasizes governance in accordance with formal rules and various laws and regulations at all levels, which are often determined before governance activities begin. Community sport emotional governance, on the other hand, relies on the traditional customs, human face and community culture that have been formed over time by living in a common area. Finally, in terms of the logic of action, community sport rational governance is based on quantitative indicators, specifying specific tasks and requirements, emphasizing procedures, and valuing apparent performance over potential performance. Community sport emotional governance, on the other hand, uses the thinking of "heart for heart", the method of convincing people with reasoning, and the temperament of feeling people with emotion to effectively deal with the problems involving human feelings and matters shared by multiple subjects but with disputes and the distribution of common interests [9], aiming to gain emotional understanding, recognition and harmony, and thus generate an emotional community.

Table 1. Comparison of community sport rational governance and community sport emotional governance

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<tr>
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<th>community sport rational governance</th>
<th>community sport emotional governance</th>
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<tr>
<td>Value orientation</td>
<td>Efficiency first</td>
<td>People-centered, emotional connection, emotional community.</td>
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<tr>
<td>Rules carrier</td>
<td>Formal rules, rules and regulations, etc.</td>
<td>Informal rules, traditional customs, spiritual culture, etc.</td>
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<tr>
<td>Action Logic</td>
<td>Emphasize procedures and efficiency</td>
<td>Emphasis on emotional understanding, recognition and rapport</td>
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3. The Internal Logic of Chinese Community Sport Emotional Governance

Figure 1. The internal logic of community sport emotional governance

3.1. Re-imagining the Concept: Human-Centered, Meeting Emotional Needs

After the establishment of the market economy, enterprises and most institutions have gradually become market players, and social affairs formerly undertaken by enterprises and institutions have been gradually divested and handed over to the community, and a significant part of the social needs of individuals and families have been transferred to the community [10]. The transformation of the unit system to the
community system also implies the disintegration and restructuring of the social order. So far, community sport has faced the challenge of meeting the diverse sports needs of residents. Facing the atomized society, the grassroots regime has achieved efficient community governance in the short term through rigid governance, but due to our long-term reliance on rigid governance and the disregard and neglect of emotional elements, the problem of community indifference in China has become prominent, and community sport governance has gone to the paradox of modernization.

Community sport emotional governance promotes the change of governance concept from "top" to "bottom" accountability, and facilitates the change of community sport work from passive service to active service. Community sport work from passive service to active service. In the practice of community sport emotional governance, grassroots sport workers not only meet the growing material and cultural needs of people, but also pay attention to the emotional needs of residents. By caring and communicating with the residents, community sport workers can eliminate their negative emotions and understand and meet their sport needs in time, which will lead to positive evaluation of the work of community sport workers and eventually form a two-way emotional interaction and continuously promote positive emotions. Thus, the concept of human-centeredness and meeting residents' emotional needs not only contains the governance logic of serving the people and embodies the concept of public and human-oriented services, but also leads the development of community sport.

### 3.2. Reengineering Mechanism: Unification of Native Emotional Mechanism and Instrumental Emotional Mechanism

Native emotional governance focuses on the maintenance of emotions, such as "sending warmth" and "playing emotional cards" to stimulate empathy, while instrumental emotional governance emphasizes the use of emotions, such as meeting residents' needs for sports and stimulating their interest in the community. The instrumental emotional governance emphasizes the use of emotions, e.g., meeting residents' sporting needs and stimulating their sense of community identity [11]. Although the mechanisms of action of native emotional governance and instrumental emotional governance are different, both of them emphasize the importance of emotions and human subjectivity. In the practice of community sport emotional governance, primary emotional governance and instrumental emotional governance do not exist independently, but complement each other and co-exist in the practice of community sport emotional governance governance practices.

Community sport emotional governance mainly establishes the emotional connection between subjects and forms an emotional community through two paths. The first is to soften the relationship and break the "indifference barrier". The second is to achieve emotional resonance by meeting the needs of sports. With the combined effect of primary and instrumental emotion mechanisms, it is conducive to the establishment of emotional connection among subjects and the creation of emotional community.

### 3.3. Organizational Reconstruction: A Collaborative Governance Structure with the Participation of Multiple Subjects

Community sport emotional governance needs to rethink the relationship between the government and society, the market and residents, and how to achieve a positive interaction among the subjects. Under the guidance of traditional cups and medals mania, the development of sport tends to emphasize national-level goals, and the development subjects show the distinctive characteristics of government taking charge of sport affairs; the development mechanism mainly allocates sport resources through administrative instructions, and the development assessment mostly adopts quantitative indicators to evaluate the performance of sport development [12]. Since the development of community sport in China has been dominated by the government for a long time, social forces are less motivated to participate, the relationship between the subjects is generally indiff erent, and there is a lack of communication and exchange, resulting in the situation of "sweeping the snow in front of each door" when they encounter real problems, which makes it difficult to gather community sport governance.

Community sport emotional governance intervenes in people's emotions by using such strategies as human feelings and face-to-face. The government, as an important player in community sport governance, breaks the single "transmission" protocol, leads the construction of community sport emotional governance network, and embeds emotions in the network of community governance actions. The government, as a key player in community sport governance, is leading the construction of a community sport emotional governance network, embedding emotions in the network of community governance actions, unblocking the channels of community information dissemination, and achieving warm governance. The emotional governance creates community residents with strong feelings for the community, who actively participate in community sport governance activities. In addition, emotional governance also enhances the resource allocation ability of sports social organizations, which can accurately grasp and respond to the actual sports needs of community residents through active concern and communication, and finally realize the collaborative governance with the participation of multiple subjects.

### 3.4. Emotion-driven: Emotional Connection Supports the Improvement of Community Sport Governance Effectiveness

Modern grassroots governance is influenced by governance theories that overemphasize rationality, institutions, efficiency, and technology, and overemphasize the "impersonality" of governance [13], while community sport governance, as a component of social governance, cannot be overemphasized. governance, as a component of social governance, inevitably reveals its "dehumanizing" character. In sports governance, there has long been a reliance on institutions, systems and technology, and behind the cold "rules" is a neglect of emotional expression and participation. The overemphasis on rational governance not only makes it difficult to gain the empathy of others, but also leads to the prevalence of formalism and the gradual collapse of the social foundation of acquaintances and the lack of emotional communities, which leads to "community indifference" and puts community sport in a situation of weak governance.
emotional governance is rooted in China's traditional culture, and Confucianism has built up a tradition of "valuing emotions", which in turn is externalized into a social moral code that constrains and guides people's behavioral choices, which not only contributes to social stability, but also provides a unique way of thinking for community sport governance. It not only contributes to social stability, but also provides a unique way of thinking for community sport governance. The emotional element embedded in community sport governance will give birth to warm and emotional governments, communities, sports organizations and even residents. The emotional governance makes up for the deficiency of emotional endogenousness in the governance process, enhances emotional interaction, and establishes a strong emotional connection, which is conducive to promoting the transformation of community sport workers from passive services to active services, and consolidating the residents' "community ownership" role. This is conducive to promoting the transformation of community sport workers from passive services to active services, consolidating the residents' perception of their role as "community owners", and thus promoting the formation of a community sport governance community with warmth and shared construction and governance, forming a collective wisdom of cooperation and governance, and promoting the leapfrogging of community sport governance effectiveness.

4. Reality Challenges of Chinese Community Sport Emotional Governance

4.1. Emotional Connection Dilemma

In the field of community sport governance, emotional connection refers to the establishment of mutual trust and interdependence between the two parties. Emotional connection is a necessary element of community sport emotional governance and an important indicator of the relationship between subjects. However, there are multiple challenges to the establishment of emotional connection. First of all, there is a lack of social basis for the establishment of emotional ties. The accelerated modernization process has led to the collapse of the "acquaintance society" and the gradual disintegration of informal norms. Most of the residents are distant from each other, lacking spiritual collision and emotional communication, and are trapped in a state of "emotional isolation", and there are "barriers of disconnection and indifference" in the community space. The indifferent atmosphere in the community makes it difficult to establish emotional ties. Second, there is a lack of cadre to build emotional ties. On the one hand, grassroots cadres are subjectively reluctant to devote their energy to the maintenance of emotions, and tend to pay more attention to some more obvious numerical indicators than vague emotional labor, for example, holding xxx community sport games, adding xxx social sports instructors, and so on. On the other hand, emotional connection is unstable, when the government or community sport workers take care of residents and meet their sports needs in a timely manner, a positive emotional atmosphere will be formed and mutual trust with residents will be achieved, but once the work is faulty, the newly established emotional connection will become fragile and fragile, and even the residents will lose their trust in the government. Therefore, there are many challenges to build a long-lasting and stable emotional connection.

4.2. The Dilemma of Emotional Governance Alienation

The emotional connection built by grassroots cadres in the process of community sport governance enables them to gain the understanding and support of the people when they carry out their work. However, "water can carry a boat, but it can also overturn it". When the emotional connection exceeds a certain limit, it can lead to alienation of emotional governance. Some community members may use the emotional connection to climb up the ladder and approach the grassroots sports workers whenever they have problems. In this case, the grassroots sports workers cannot leave the situation unattended, otherwise the people's emotions will be weakened. This shows that the limit of community sport emotional governance is difficult to grasp, ignoring emotion will cause indifference of governance, and it is difficult to obtain empathy and understanding of others, while over-emphasizing human feelings will lead to the exclusivity of governance and the formation of a bad culture, which will have a negative impact on community sport governance. On the other hand, there is also a risk of alienation of emotional governance among grassroots sports workers. Grassroots sports workers have the pursuit of material and status needs, some sports workers and the people's interaction are not to serve the people as the starting point, but to get status and money, and the false performance, at this time the emotional governance will lose its original value.

4.3. Talent Support Dilemma

To embed emotional elements in community sport governance, we must first recognize the important value of emotion. On the one hand, at the present stage, some grassroots sports workers have difficulty in defining the connotation and value of community sport emotional governance, and the operation mechanism of community sport emotional governance is even more ambiguous, resulting in the role of emotional elements in community sport governance activities often being the role of the emotional element in community sport governance is often belittled and ignored. Secondly, the quality and level of community sport emotional governance largely depends on the community sport emotional governance ability of grassroots sports workers. On the one hand, influenced by limited education level, age stage and ideology, most grassroots sports workers have less exposure to and perception of on the one hand, most of the grassroots sport's workers are less exposed to emotional governance, weaker in perception, and do not know how to establish a long and stable emotional connection. On the other hand, emotional governance requires a lot of energy and time, and many grassroots sports workers are tired of coping with grassroots affairs and are not willing to devote their time and energy to the exploration and practice of community sport emotional governance, resulting in a lack of solid talent support for community sport. The lack of solid talent support for emotional governance.

4.4. Institutional Protection Dilemma

The reliance on the old system and the lack of top-level design for community sport emotional governance are important reasons for the neglect of community sport...
emotional governance. Although community sport emotional governance can enhance the effectiveness of community sport governance and promote the formation of a community sport governance community of common construction and governance, community sport governance has formed a dependence on technology and institutional governance, so it can only continuously strengthen the existing institutional design, but does not keep pace with the times to strengthen the top-level design of community sport emotional governance, so that community sport emotional governance is inhibited. governance is inhibited. In addition, emotional labor is a kind of work process that involves emotions, and it has important characteristics such as value, communal, social, and potential. Among them, value means that emotional labor is a special kind of labor power (emotion) invested in the work process, where "emotion" has value and use value like other commodities. Therefore, emotional labor must be rewarded and remunerated [14]. The performance-based work system of grassroots governments, which lacks an evaluation system for emotional work, has largely ignored the emotional work of grassroots sports workers, which in turn has led to negative emotions among grassroots sports workers.

5. Paths of Action for the Emotional Governance of Community Sports in China

5.1. Improve the Emotional Governance Literacy and Ability of Grassroots Sports Workers

The emotional output of grassroots sports workers enhances the necessary conditions for the generation of other deep-seated emotions. Therefore, for community sport governance emotional governance to get off to a good start, it must start with grassroots sports workers. First of all, the governance thinking of community sport workers should be optimized, and their political beliefs, emotional identity and behavioral cognition should be constantly improved, so that community sport workers can always adhere to the value and logic of "people first" in community sport work. The concept of "people first" and the logic of action in community sports work. Secondly, we should optimize the knowledge structure of community sport governance subjects through propaganda, training and guidance, so as to enhance the emotional governance ability of community sport workers.

5.2. Using Psychosocial Mechanisms to Build Emotional Ties between Multiple Subjects

In community sport governance, it is necessary to use social-psychological mechanisms in order to properly establish emotional ties among subjects and achieve the goal of community sport emotional governance. For example, reciprocity is the essence of emotions, and interests and emotions are not opposed to each other, they can be transformed into each other under certain conditions. Community sport workers can carry out community sport activities and community sport competitions that are popular among the people, meet the residents' sport needs, get positive evaluation of their own work, and then form mutual benefits to achieve a positive emotional interaction.

5.3. Broaden the Way of Emotional Connection

The core of emotional bonding mechanism is to create contextual emotions [15]. Therefore, grassroots sports workers should strengthen community sport activities and sports events to bring the distance between grassroots sports workers and community residents and between residents and residents, create collective memory, and break the "community indifference". In addition, we should speed up the establishment of "community sport consultation rooms" to provide residents with sports health knowledge and sports skills guidance on the one hand, and on the other hand, residents can reflect their sports needs in the consultation rooms and give suggestions for community sport construction. Through these ways, we can reach out to the life of community residents and build up the trust between residents and grassroots sports workers. Second, an online platform should be built to establish a multi-channel communication. Through constant emotional communication and sharing, the breadth and depth of emotional connection is expanded.

5.4. Constructing Institutional Norms for Community Sport Emotional Governance

In response to the current dilemma of neglecting or belittling emotional governance caused by the reliance on institutional governance and technical governance and the dilemma of institutional guarantee of emotional governance, it is necessary to actively build community sport emotional governance. First of all, the government should break the traditional governance thinking, establish the concept of institutional innovation, and use corrective measures or complementary policies to constantly amend the original institutional content. Secondly, the top-level design of community sport emotional governance system should be strengthened, for example, to pay attention to the emotional labor of grassroots sports workers, to include it in the governmental assessment as well as to establish the supervision system of community emotional governance. Again, we should pay attention to the emotional needs of grassroots sports workers and provide space for emotional expression and emotional detachment in order to overcome their negative emotions.

6. Conclusion

Community sport emotional governance is the key to improve the effectiveness of community sport governance, and it is also the right thing to do to realize the national strategy of national fitness and healthy China. For how to promote community sport emotional governance in the new era, the author has completed the closed-loop thinking of inner logic-reality challenges-action route and proposed an action route for community sport The author has completed a closed-loop reflection on the inner logic-reality challenges-action route of community sport emotional governance, and proposed an action route of community sport emotional governance, which can help provide a reference for current community sport governance. However, this study mainly thinks about community sport emotional governance from intermediate and macro perspectives, and lacks empirical research. To address the shortcomings of this paper, subsequent research will realize the downscaling from macro issues to micro scenarios.

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