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# Understanding Ambiguity in Knowledge, Value and Institutional Structure: A Case Study of Chinese Open Network Community

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*Abstract-* Being a space for organizations to realize their value, it is necessary to minimize the structural Uncertainty of the virtual world. The analysis shows structural problems are the internal logical starting point of ambiguity in the network community and the underlying cause of gradual accumulation and precipitation in social tension. Analyzing the structural stain from the dimension of knowledge, value, and institutional structure in the network community, multifarious ambiguity is found in Chinese network governance. A representative survey object is selected to understand Chinese network governance after COVID 2019. The paper choose The Changtze River Cloud community on TikTok as the survey unit to analyze the public space management satisfaction ratio. Through theoretical discussion and case study, specific countermeasures are proposed, such as broadening the channels of expression, constructing cultural diversity in virtual space, and establishing clear specification standardization.

*Keywords:* *ambiguity, knowledge, value, institution, structure, network community.*

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# Understanding Ambiguity in Knowledge, Value and Institutional Structure: A Case Study of Chinese Open Network Community

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*Keywords: ambiguity, knowledge, value, institution, structure, network community.*

## I. Introduction

The dynamics of today's discontinuous, open, and complex virtual space order have challenged the tenets of existing internet governance. In Habermasthe's structural transformation of the public sphere, the public sphere is defined as a field between the state and civil society whose fundamental principles are participatory and equal conversations with reason. Characterized by free expression and collision of an idea, network communities are recognized as a critical factor in enhancing knowledge diffusion, declaration of political or cultural rights, and practical resource transfer to overcome the limitations of traditional one-to-one communication mode. While the epidemic introduced by the epidemic is unprecedented, for it challenges the government's responsibility and ability in multiple dimensions, social media makes the net citizens' voices heard through various channels.

"Network communities are dense, overlapping structural groups within a network" (Jingbei Wang et al., 2019). In this paper, the term "network community" refers to a virtual public space that engages governors and users (knowledge contributor, knowledge interpreter, and knowledge communicator) in social interactions, in which the building of publicity is a crucial outcome of such interactions. When there is an imbalance between expectations in the social domain and the institutionalized reality, uncertainties in structure will occur. "It is noted that where frustration derives from the inaccessibility of effective institutional means for attaining economic or any other type of highly valued 'success,' for adaption (innovation, ritualism, and rebellion) are possible." (Robert Merton, 1938)

Currently, the network community are filled with a sense of confusion around the technological agility and institutional rigidification, such as irregular interaction rules, unclear boundaries between public and private, which made it necessary to construct enthusiastic network action rules based on publicity. To promote the virtual space for multiple actors to realize their value, the main consideration of this study is to illustrate the underlying mechanisms involved in structure of the open network community and to descend the structural uncertainty, to fill a critical research gap between preference and order within institutional design and sustainable practice. The research study use a case study approach to explore the open network community selected in TikTo through data analysis and try to explain how certain functionalities can explain the structural tension from the dimension of knowledge, value, and institutional structure.

## II. Literature Review

Network governance is essential in digital management, which has already aroused broad concern in theoretical and practical circles. Researchers on network communities mostly focus on utility and influence (Sytch et al., 2014), the specific characteristics (Guan-Lin Chen, 2013), nontraditional security problems (Yefeng Ruan et al., 2016), development mode of its regulatory governance (Jae et al., 2014), management of boundaries (Barrett et al., 2016), building stakeholder association (Yuqing Ren et al., 2012; Carla L et al., 2018), knowledge dissemination, adaption, and collaboration(Huang et al., 2019; Chidiebere Ofoegbu et al., 2020), users' contribution behavior and intention

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(Stefania Castello et al., 2022), network governance roles.

Integrate the possibility of qualitative and quantitative metrics to measure specific aspects or indexes of an online community in this topic is urgent. One representative of communities is an interdisciplinary knowledge network that integrates universities, government departments, core enterprises, and other innovation bodies as a whole, pursuing knowledge transfer and transformation. Based on citation data, it reveals the hidden network structure of interdisciplinary knowledge flows in China and demonstrates its homogeneous link structure and heterogeneous weight distribution (Liu C et al., 2011). For the public networks, formalized mechanisms with a pool of network administrators are responsible for their governance to construct a kind of shared-governance network which has already formed a set of discourse norms based on the public's opinions and expressions (Daniela Cristofoli et al., 2014). A survey led by Tsinghua University found that social networks with a high degree of heterogeneity are not conducive to resource integration and not beneficial to entrepreneurship (Jing Song et al., 2019). These approach has yielded important insights, but offers limited understanding of the community regarding its institutional or value structure.

Prior researches about open knowledge network communities center on knowledge dissemination, adaption, and collaboration (Huang et al., 2019; Chidiebere Ofoegbu et al, 2020), users' contribution behavior and intention (Stefania Castello et al., 2022), network governance roles (Peter Raeymaeckers et al., 2020), etc. Highlighting the motivations behind sharing networking, coordinative, cooperative and collaborative knowledge network have enhanced the relationship between governance and follow-up practice (Umor Sarimah et al., 2020).

According to a survey to the social media circles, organizational relationships formed based on technological innovation, such as Facebook, Twitter, and YouTube can be cited as examples of non-reciprocal, which creates a sense of unpredictability around the long-term sustainability of such communities (Vindaya Senadheera et al., 2017).

With the increasing centrality of social platforms in citizens' cognitive ability, researchers are keen to unveil the relationship between governance and the performance of network communities from the perspective of users or mechanisms. The procedural or content legitimacy of the social platform system is analyzed for it shapes net citizens' social demands and psychological preferences (Claire Connolly Knox, 2013). The rise of static, dynamic, and increasingly multimedia and related infrastructure has been one of the leading forces behind the phenomenal growth of the Internet (Volker Stocker et al., 2017). Similar studies investigate how Twitter and Facebook use affect citizens' knowledge acquisition and whether the effect depends on people's political interests (Mark Boukes, 2019). literature also reveal the patterns of structural evolution about of knowledge community, showing how loosely connected set of Twitter users can increase their connection and enrich diversify of values through their participation(Luping Wang et al., 2019). And Network organizers who are emphasized to address the complex problems of establishing goal consensus in lead organization-governed networks. Compared with the role of facilitator, the commissioner and co-producer are much better equipped to reach an agreement on a set of goals in service networks (Peter Raeymaeckers et al., 2017). Moreover, to explore the decision-making mechanism of the network community, Chinese scholar proposed a method of repairing incomplete fuzzy preference relations based on the divided social societies to balance the different centrality of the community (Junfeng Chu et al., 2020).

Despite the growing number of literature in the open community, it still needs to magnify the citizen's experience or public value to cope with structural stain from the dimension of knowledge, value, and institution unsolved present. Now there is significant consensus that: (1) Governance in network communities involves integrated management out of existing order, which is distributed across borders; (2) open innovation of these public communities mostly stays at its early stage (Ham Juyeon et al., 2015) and empowerment of the network community is built on open, order and collaboration instead of misinformation, disorder and manipulation; (3) it still intertwined with the traditional managerial process or spirits such as emphasis on highly polarized power or embedded authority. Building on this consensus, we present that structural problems are the internal reason of wicked problem in the network community and the underlying cause of gradual accumulation and precipitation in social tension. For these factors, the network community embodies a series of problems that made constructing a true spiritual home for urban citizens unnecessary. To provide valuable suggestions for these problems, we aim to analyze the reasons for ambiguity hidden in its structure and put forward insights to reduce ambiguity to fill a critical research gap between the existing order and institution design.

## III. Research Framework and Methods

As a presentation of a contradiction between the demand side and supply sides of virtual space, the tension stands mainly on fragmentation and diversity and requires further theoretical development. Structures are needed for stakeholders to address social responsibility issues to clarify responsibilities and often inconsistent and random probabilistic events rooted in

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the institutional framework through which the society culture is conditioned. In drawing on the work of Stéphanie Dameron on discourse and subjectivity, we view structural problems as inconsistent and random probabilistic events rooted in an institutional framework through which the society's culture is conditioned.

Technical rationality, entrepreneurialism, and citizen participation are compatible with public administration practice (Thomas A. Bryer, 2020). Due to its diversity and complexity, the dynamics of network community governance based on technology fusion and citizen participation in China are still facing multiple strains. When we address problems with incomplete fuzzy preference relations, the feasibility and advantages of the method should be considered (Junfeng Chu et al., 2020). To understand the functions and characteristics of network governance after COVID-19, a representative object is selected, the community formed by the official governmental Release on TikTok, which represents the new media mode dominant by the government to conduct the survey.

*a) Research Object*

Understanding the internal relationship and operating mechanism of virtual space, which is often directly associated with the level of governance, is pressing. The form of expression of social members in the new era is carried out in the process of technological and scene exchange. Transitivity is found to be one of users' most common behavior related to sharing and commenting behaviors in online community manifested as the convergence behavior of users' motivation, aim and will. Therefore, we assume that respondents with the same cultural background and psychological cognition may make the same or similar choice when facing the same question, and classify the Indicator from the supply side, namely the knowledge, value and institutional dimension.

The object network community formed by official governmental Release on TikTok is a typical example of network governance mode. In this paper, we choose the representative case of the network community led by Changtze River Cloud on the TikTok platform. In implementing the modernization of national governance, new media modes gradually developed various management tools with more interactive social localization, like content promotion more fashionable, user-centered, and increased penetration into the aspects of people's lives in content dissemination. While plates may promote resilience, formal and informal social interaction may influence the decisions of individuals to participate.

As an open and innovative community, short video accounts on TikTok have caught the public's eyeballs. It always focuses on recording users' preferences and updating its contents and procedures following customer feedback. The development of the community has the motive from spontaneous to conscious and provides knowledge popularization with broader interaction. For an official account of official governmental Release on the platform, the content is presented chiefly to keep up tightly with current affairs and politics, and its function in deep exploration is limited.

*Table1:* Survey Design of Structural Uncertainty in Network Community

| Level Indicators | Secondary Indicators | Thirdly Indicators |
|---|---|---|
| Knowledge Structure (A) | Content (A1) | (A11) diversity of knowledge |
| | | (A12) timeliness of knowledge publishing |
| | | (A13) existence of tacit knowledge |
| | Form (A2) | (A21) visibility of form, such as articles, pictures, music, short videos and its combination |
| | | (A22) released selectively |
| | | (A23) adhere to certain political, cultural or utilitarian orientation |
| Value Structure (B) | Aim (B1) | (B11) value heterogeneity |
| | | (B12) freedom of expression |
| | | (B13) rights to defend opinions if has conflict with other members |
| | | (B14) cultural identity |
| | Objective (B2) | (B21) clear purpose to serve the public |
| | | (B22) open, inclusive and innovative atmosphere |
| | | (B23) user's demand for knowledge, pleasure and interest can fully met |
| | | (B24) theme and related activities of the community are in line with its positioning |
| | Reciprocity (B3) | (B31) awareness of user's' demand and related action |
| | | (B32) cooperative consciousness among users |
| | | (B34) sense of gain among users |



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| | | |
|---|---|---|
| Institutional Structure (C) | Accountability (C1) | (C11) clear rights and responsibilities |
| | | (C12) equal distribution of power among the communities members |
| | | (C13) master consciousness in the network community |
| | Norms (C2) | (C21) clear definition of norms |
| | | (C22) norms can ensuring the rights of users |
| | | (C23) existence of unspoken rules |
| | Organization (C3) | (C31) information release mechanism, decision-making process and consultation mechanisms is transparent and clear |
| | | (C32) regulation of the network community run in an orderly manner |
| | | (C33) adoption of suggestions is open and transparent |
| | | (C34) users' participation can influence the development of policy and policy implementation |

The survey design is meant to identify the source of structural problems that are potentially applicable for the construction of an innovative and responsive community. In the survey, the evaluation of virtual communities' knowledge structure, institutional structure, and value structure is supposed to be analyzed based on subdivided indicators. Factors like contents, objectives, accountability, norms, and organizations that can affect online communities' operation and their internal relationship should be highlighted.

*b) Survey Process*

The survey is divided into four steps. The first step is conducting a literature survey and collecting relevant information (Situation). The second step is to carry out the interview outline and establish objectives and tasks (Task). The third step is to select the targeted group and implement the interview plan (Action). The fourth step is to analyze the survey result (Result). All efforts are carried out by an overall train of thought and order.

Firstly, to fully grasp the character of objects and subjects, with the details that can be tracked more keenly and timely, researchers conducted a literature survey to learn about the "Changtze River Cloud" community and experience it through various channels before the interview. "Changtze River Cloud" is an official news administration client attached to Hubei Radio and Television station. Its radio, television station, and the Wetchat public account have shared the same name with the TikTok platform since 2017. Until October 2020, almost ten works have been viewed more than 100 million times according to total visits. Significantly, the national new office press conference and Hubei epidemic prevention press conference series have been clicked 1.2 billion, and the whole network has hit 200 million. Beyond doubt, its influence is significant in the local area. The data shows some differences when conducting separate investigations with the official governmental Release on TikTok. Generally speaking, except for a few hot topics like advanced deeds in fighting the COVID-19 can reach more than 100,000 clicks and thumb-ups, the average number of views for each work is 40 to 80, and usually, no user would like to give any comments.

Secondly, the task is fixed. For an in-depth analysis of this topic, the method of purposive or judgmental sample is adopted in the survey, and a total of 28 representatives are obtained, including students, cadres of public institutions, employees of enterprises, and other occupational groups. The object interviewees are mostly college students, white collars, couriers, and small vendors. Male and female interviewees accounted for 55.55% and 44.44%, respectively. Most interviewees are 18-35 years old, and most have a bachelor's degree. Overall, the scope and level of the research samples reflect the basic structure of the Chinese community citizenry.

Thirdly, the interview outline is based on the technical points of semi-structured in-depth interviews, comprehensively considering the subject and dynamic dimensions and continuously improving the depth during the interview process. The content involves three significant issues: expression of knowledge needs, value coupling degree with the platform, and problems of the institution design. To ensure that all interviewees can answer the significant questions on the outline and have something to say, the researcher surveys in the form of a free chat but ensures that the discourse initiative is in our hands. Each interview takes about 20-30 minutes, and the location is randomly determined.

Lastly, summarize the interview from two sides. In the demand side, according to the characteristics of each subject, focus on the issues that interviewees care about most. Through discussions, researchers can learn that males care much about news and politics and usefully have deep knowledge accumulation and unique insights into network governance; females care about news timeliness, extensive content, and related value conflict. Due to the different knowledge backgrounds of occupations, the focus is also different. For College Students, their biggest concern is whether the Changtze



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communities can bring a better audio-visual experience, build a smooth platform for communicating with peers, and solve practical problems such as making friends and gaining identity. Their second most significant concern is whether each participant has a clear role orientation to avoid nontraditional security issues, such as information safety, adverse selection, direct knowledge transmission about COVID-19, etc. This group has a strong sense of participation in the virtual community, and their discourse is only sometimes in line with official discourse. White collars care about the value coupling degree with the platform most; the logical starting point is that governmental TikTok short videos should spread more in-depth knowledge in addition to news reporting. Most white collars do not care if they participate in the space but care about policy configuration and power distribution behind. For couriers and small vendors, only a little demand expression but care about the reliability and utility of knowledge. At the same time, different age groups have little difference in their focus on online virtual communities.

On the supply-side, the lens thus seems unable to capture the law, standard, or focus of official knowledge. Generally speaking, community governors and knowledge users formed two polarities: knowledge creators and receivers. Although this point of view has specific characteristics of simplexes, it lifts the discussion from the level of the event to the underlying structure. The relationship between creators and receivers is smooth as a means to upgrade knowledge and cultural services but needs reciprocal, two-way communication. Only a few users would like to act as interpreters of official governmental releases on TikTok for various reasons, such as having no sense of participation, not enough time, limited by political sensitivity, etc.

*c) Satisfaction Effect Analysis*

After the survey's data collection, the transcribed texts should be analyzed. The satisfaction with the community created by the official governmental Release of TikTok mainly comes from its timeliness, reliability, and comprehensiveness: (1) As the primary source of local authoritative news, the new media community led by Changtze River Cloud provides equality of information access and authentic and reliable information. The underlying is that knowledge sharing between the government and the public is smooth for common cooperation goals or solving problems encountered in the process. 90% of interviewees reflected that the atmosphere of governmental Official Release on TikTok is objective and fair; (2) The intuitive expression method and lifestyle expression of short videos changed the length, capacity, and segment of the traditional Official Release to output works more refined and conducive to net citizen participation; River Cloud platform in TikTok or other network (3) Officials promote short videos that report more comfort and personal benefits.

Although decentralized and fragmented knowledge transmission has its value orientation, shared interests already drive discourse platforms at a certain level. Dissatisfaction mainly lies in knowledge, value, and institutional structures. From the dimension of knowledge structure, the imperfect down-top expression mechanism is an outstanding problem. 50% participation revealed that the community's news is not tightly with their daily lives, with a certain degree of utilitarianism. As is commonly known, the network community tends to focus on typical and personalized hot spots. The dissemination, reinterpretation, and consumption of clustering knowledge made the hot topic of individual events quickly evolve into public concerns.

Furthermore, the focus of the public's long-term problems can ascend through accidental exposure or the revelation of Changtze River Cloud, Huber lease, and other hot new media. Further, due to the low threshold of users' participation and the varying knowledge level and knowledge-sharing ability of users, the knowledge presented in virtual communities dominated by authority needs to be more cohesive in content, exacerbating the difficulty for community members to gather depth value. For these reasons, the manifestation of content and form has the characteristic of goal-fixed and lends support to the predominance of the will of leading officials.

From the perspective of the degree of value heterogeneity, the level is low. 77.78% of interviewees expressed their agreement with the mainstream promoted by the government. Further, they deem it is responsible for government to launch the sharing project of information dissemination related to authority news. The paradoxical relation is also studied in the impact of the community on users' perception or experience. Almost 66.67% reveal that when their value orientation is not in line with the platform, they usually keep silent, and expressing diverse opinions is unnecessary. It shows an incomplete participation scheme and mismatching between preferences and decision-making of the community governors.

For institutional structure, the public participation of the community created by the official governmental Release of TikTok shows the characteristics of weak involvement in the present stage. Some interviewees revealed their experience of passive and symbolic participation in this field, such as being forced to forward or thumb up. Even for the net citizens interested in the content, their participation rate is separate from the launch activities. The symbolic participation based on spreading patriotism, interest, or favor focuses on one point. For interaction activity, most interviewees said that their experience of comments was not broadcast or did not receive responses from the



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official platform. For example, a public leader board was measured by thumb-ups and forwarding, showing the most interesting news and dedicated fans. Only 33.33% of interviewees indicated that the official release encouraged users to share their ideas by interacting and reflecting their support in forwarding, commenting, thumbing up, etc. Some interviewees expressed their experience of isolation during the feedback process. Sometimes, they need to defend their opinions in front of other stakeholders.

To sum up, the satisfaction ratio is closely correlated with the welfare of citizens during active expression and participation as effective indicators of public space management. The active degree of participants in the network community is affected by the quality of knowledge products (services) supplied and the motivation intensity of the individual. As a result, the nurture of collective consciousness depends on its specific situation. The analysis should not be limited to the field of communication or culture. Still, it should be connected with the more far-reaching national structure, even political operation mode, and the power relationship behind media publicity. Reflected by the public's selective preferences, ambiguity arises from a structural problem with complex norms. To understand its mechanism, we need to analyze the underlying reasons lying behind in-depth.

## IV. Analysis of Reason for Ambiguity Lying in the Network Community

The uniqueness of network governance in China can be highlighted as event-centered, path-locking, and order-oriented, respectively means giving special attention to sustaining standard rules and categorization. In this paper, structural Uncertainty is deemed an inconsistent and random probabilistic event rooted in a framework through which the institutional path is locked, and practitioners can experience it. Specifically, structural problems are the internal logical starting point of ambiguity in network community and the underlying cause of gradual accumulation and precipitation in social tension.

### *a) The Inadequate Expression of Hidden Demand*

Both the New Public Service theory and the Co-production theory emphasize demand orientation, which requires the government to optimize the decision-making process based on the collective demand of the public. As a result of rational communication and two-way understanding between humans and the outside world, tacit knowledge is the carrier of a hidden order. For an official account of official governmental Release on TikTok, it stays at an event-centered level with not much in-depth analysis. Furthermore, this epitomizes the mainstream governance model dominated by top-down transmission. Bloggers conducting in-depth research on current affairs and politics are usually not official but business hobbyists or paid knowledge operators. This different propensity to exploration incorporates a hierarchical spread of knowledge, which may lead to the problem of identification differentiation between the folk discourse and official discourse to a certain degree.

Only recently has the field of knowledge management always addressed the question of what it means to be knowledge structural equilibrium. Dominant trends of official knowledge sharing have mutually shaped changes in organizational culture's pattern, pace, and style, enhancing internet communities' knowledge content and transmissible intensity while neglecting the dialectic relationship behind the tension of explicit and implicit knowledge. In most cases, citizens are unwilling to express their values, ideas, or demands, so silence cannot be considered a unanimous but inadequate expression of hidden requests. Accordingly, the crisis of structural equilibrium of knowledge structure in the web community comes from such phenomena as identification differentiation in public online participation and the game between folk discourse and official discourse.

Ambiguities remain in institutional settings. Compared with art and entertainment accounts of TikTok, the reason is an inadequate expression of tacit demand in the official version of official governmental Release can be concluded for many reasons. Firstly, as the number of interactions on the web has increased, it is becoming difficult to keep track of the actual demand contained in its discourse (Punam Bedi et al., 2016). Tacit knowledge includes many metaphors because some first-hand experience cannot be obtained and transformed in the network, which brings difficulty in knowledge absorption and presentation fraught with Uncertainty. As it is presented, top-down knowledge informing is intricate for the potential consequences, benefits and risks, agenda making, and identifying stakeholders' problems. Secondly, knowledge structure is complicated and obscure because the knowledge transmission does not follow a balanced spread pattern but aims to reach any gathering point in the network. Researchers also found that higher levels of web community interactivity lead to a more intense experience of knowledge cohesion, resulting in more favorable behavioral responses, such as positive feedback and exemplary behavior (Guda van Noort et al., 2012). Thirdly, due to the turbulent flow of information on the diverse platforms, the information glut to citizens' use makes the valuable information complicated to judge and further elicits a quick response to resonate with the official spirit. One representative case is that the public health crisis pervades through complex networks, representing a non-linear spectrum of cognition among the public. For example, Doctor Wenliang Li issued an alert to remind his family and friends of the dangers in the early stages



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of the epidemic, which triggered massive concern among the public but no positive response from the government. One underlying reason is that tacit knowledge is an accumulation of experience often acquired through personal practice with the characteristics of significant individual attributes and lastly, limited by Chinese society's cultural tradition and stake over a long-lasting time, path dependence in the city's governance locks deeply in the existing order.

Being a space for organizers to realize its value, it is necessary to focus on public engagement and their inner world. Only expression with symbolic value and meaning represents modern society and open spirit. Analyzing the external environment, there is no regular and clear channel for the presentation of explicating hidden demands and endowing special care. Thus, the strain between the inadequate expression of implicit knowledge and explicit request will long exist.

*b) The Structural value stain between Univariate Authoritarian and Pluralism*

The network community represents a mixture of rationality and sensibility; promoting civic awareness and diversified expressions is what it is meant to do. Then, balancing diversified expression with common-identified psychological construction according to situation changes has always been a nontraditional safety problem that the Official still needs to realize. When examining the value structure tension of a government-dominant network community, opposed themes stand out: Univariate authoritarian vs pluralism. In the open network community, the representation of web order turns to democratic discourse, harmonious discourse production is needed to lay the foundation of public space, for value structural equilibrium is better justified in some "rational-expectations" situations than others.

Assessing the effects on network structure, the organization with substantial heterogeneity and inclusiveness tends to gain critical information and control advantages. Can the index of heterogeneity and inclusiveness measure the degree of difference in social relations, market share, and innovation index be used to test the relationship of social recognition and pluralism of ideas among stakeholders within the virtual field? Pluralist notion sees networks as flexible and fluid, consisting of complex interdependencies through which innovative subjects steer policy development and its implementation.

Network communities space presents the prototype of the multiple public spheres, but there is a gap between authoritarian and public rationality. For example, due to the dual advantages of information and interaction in political or cultural participation, higher social strata may give them leading power on public issues. Controversy remains at a high theoretical level but lacks practical meaning, for it only affects personal action and has no concrete consequent institutional implications (Hajer et al., 2003). To balance the scale, traditional measures of information release as a univariate phenomenon may need to be more dynamic to adequately describe the complex nature of social interaction. In the 5G age, open information disclosure and online service, extensive public participation are regarded as the relaxed attitude and the main functions of e-government promoting the formation of joint action. Though the network communities' openness lowers the participation threshold and enhances the power of the public, it cannot automatically bring open minds and harmonious movement. Its complex and uncontrollable Internet features make cleaning up insufficient resources and malicious users in the open community difficult.

In this research, the creation of public value not only refers to the services provided by the government but also include the value of trust or fairness generated in public interaction. However, shared values are rarely mentioned in co-governance in the Chinese virtual community. The 'public value' is a fuzzy concept consistently used to measure government service effectiveness (Moore, 2000; Kelly, 2002; Alford & O'Flynn, 2005). Beyond the diverse value underlying, it has already been confirmed that introducing innovative participatory tools will create new divides when it comes into play (Alessio et al., 2017). For these unbridgeable gaps between individual and collective vision, strain from confusion or conflict of values forms. Inconsistent values may lead net citizens to vote with their feet, and the phenomena of a "silent majority" rise. As a typical case represented in the Suzhouwenzhong BBS, the influence of public opinions in government-led virtual communities needs to be increased and further affected by the diversification of modern value orientation of official orientation and social interests (Lwi Song, 2017). Either the control or the empowering aspect can be experienced as shaped community action according to the wishes of a leading dominant, depending on the relations of power and trust that surround the implementation of the web system. For differences rooted in socioeconomic, cognitive, and cultural resources, the social reality of network empowerment in political discourse, the divide will not quickly disappear. From a management perspective, to successfully achieve the value goal of public governance, an ideological consensus must be formed on the priority of public interests (Lin Zhang, 2017). Further analysis shows that new media transmissions, such as Twitter and Facebook, are closely related to the citizens' willingness to participate in political activities and communication ability (Mark Boukes, 2019). The coefficient of interaction effect reveals that value identification in structural space is strengthened or weakened by the sense of participation.



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c) *Blurred Process and Disequilibrium of Transmission in Institutional Ambiguity*

From public production, consumption, and entertainment to political participant activity, public and private policies, and management standards, policy preferences and orientation have increasingly blurred borders, especially presented as infiltration of a boundary with each other and off shoring or contraction problems. In these boundary-ambiguity situations, organizations may be inclined to carry out governance actions to maximize self-interest driven by rationality-expectation. This can easily lead to path lock and accountability avoidance, using ravine among internal and external stakeholders, and damage to the welfare of the citizens. Exploring more profoundly, though the orientation of network governance advocates mutual benefit where all parties in the field can actively take self-discipline in competition and cooperation, what prevails is its opposite on the practical level. At the same time, unanswered questions raise many topics worth discussing for policy settings about virtual space construction. For example, Norris put forward that digital technologies could create new inequalities and reinforce the dominance of elites (Norris, 2001). Based on the empirical study of Japanese online gaming communities, researchers found that online communities provide access to bridging social capital through heterogeneous populations in shared contexts (Kobayashi, 2010).

Research treats social media as an information system try to construct a new model to provide dynamism to social media strategy in support of greater social agility and smooth communication. A context of analytical thinking to guide the public users into a context-sensitive enough to the situation. Conducted social network analyses on two online communities concerning refugees and COVID-19 in different time period, scholars found that networked social influence and strategic information manipulation fueled the dissemination of misinformation in online communities, and examined how social network dynamics and strategic actions shape misinformation transmission in open online communities (Lichen Zhena et al., 2023). For now, it faces various skill barriers in operation, such as information manipulation and distortion, the dilemma of collective action, the lack of unifying operation rules, and the difficulty of acquiring public response, which creates a sense of unpredictability around the long-term sustainability of such communities.

Establishing robust connections between net citizens and institutions and leveraging its existing institutions with competence requires mapping web users' demand with reaction rather than strategically choosing. In the traditional model, due to hierarchical empowerment, the transmission effectiveness was limited by numerous regulations and laws. To be specific, tangled with its size and complexity, China's long administrative history has entrenched a strong government culture resistant to power-sharing with external actors unfavorable to the collaborative relationship between government and social organizations (Yijia Jing et al., 2017). In the specific management of today's web order, although there is a typed thinking of categorization and standard, the macro policies and management standards present a certain degree of vagueness. On the one hand, most policy texts cannot form operable rules and tend to present the technical governance of 'one case, one law' in the network community.

A prominent example is that one Official ordered the demolition of the bird's nest in the community because of bird droppings and reordered to build the bird's nest due to media disclosure. On the first day's reporting, the official Release rendered the pollution caused by bird droppings while the other day advocating the importance of protecting birds. There are other cases, such as policy formulation both online and offline, is often guided by political interests rather than being underpinned by robust evidence, which aims at "policy-based evidence-making" rather than employing "evidence-based policymaking" (Arshed N et al., 2014). Conversely, policy preferences for formalism often hinder the decision-making system's rapid and proper response in its self-organizing system, for rigid superstructure form cannot match a flexible and broad mass-based governance system.

Internal stakeholder's struggle to reach authority may lead to structural disequilibrium in the community. Among internal stakeholders, different roles played by different groups form an asymmetric network containing a variety of relationship ties, the authority on a small scale, as concerns and being concerned, opinion leaders and followers. A widespread notion that specific interactions with opinion leaders can drive the diffusion process implies the disequilibrium of information transmission in the network structure (Rogers, 2003). The snowball-like chain of the standard network structure grants the specific initiator, the information publisher, a kind of dissemination power and requires the receivers to respond accordingly. The general strategic arrangement promotes a core leading force to effectively integrate the demand information of all parties and coordinate the interest relations. This requires meta-governance to be invoked as a response to the more specific changes of non-hierarchical modes of governance as alternatives to hierarchical top-down steering by national governance (Luc Fransen, 2015). Practices prove that an integrated centralized decision-making mode in network governance can easily lead to problems such as the 'silent majority' among internal stakeholders in an administratively dominant network community, which cannot be overcome or changed. This may make it an insurmountable obstacle to

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fragmented authority phenomena. Moreover, the established policy preferences may lead to a certain degree of neglecting the individual's cognitive, affective, and behavioral responses. Further, users subjected to extensive transparency regimes develop mixed habits of resistance and emancipation that could allow themselves to be invisible for professional or ethical purposes (Stohl C et al., 2016).

Exogenous tensions foster the dilemma of nontraditional security issues for boundary ambiguity. As a mixture of various organizations and individuals, the distinction between inside and outside organization issues in strategic thinking remains a means of structuring for strategists; discourses on strategy highlight a tension between an exogenous-based view (Stéphanie Dameron et al., 2014). Another decision-making mode of networks is replacing the integrated centralized decision-making mode with the relatively decentralized decision-making mode to realize the transformation from the traditional single-center to the multi-center, which can form a strategic path for reforming the macro-management structure. If a division has autonomy, a lack of coordination between the divisions and central management systems will occur, for organizers might engage in actions that benefit their stakeholders. At the same time, it hurts the maximum well-being of the inter-organizational relationship (Julio et al. et al., 2019). The increase of the coefficient of cross-border level brings institutional ambiguity in this situation. Around how to actively cope with the public crisis, open access, and platform-based information mechanisms come into play. For one case, the invisible spread of knowledge about Covid-19 involved an unbalanced multi-centered discourse authority that draws together different and even opposing ideas from i-space, including WeChat, blogs, BBS, and discussion forums. Different trends of thoughts can quickly spread rumors and distorted information. Under these circumstances, the government leads the internet community as a centered field play to meet the challenges of collaborating with stratified potential classes to promote open communication. The access gap of political, industrial, and cultural information has narrowed uncertainty, such as the crisis of confidence using ravine among internal and external stakeholders still exists. Key factors should be considered to cope with Uncertainty, both of historical and structural importance. What attitude and methodology should the competent authority adopt to avoid vagueness in institutional construction?

## V. Countermeasure

In looking for solutions within an open framework, it is possible to appreciate innovative management involvement throughout all initiative stages. Under the guarantee of scientific design, the premise of co-governance in an open, innovative community needs the equal participation of multiple subjects to realize the stated goals:(1)Users' willingness to fully express their own needs is the pillar of virtual space governance; (2)Cultural identity based on diverseness can be bare value footing; (3) Consolidating collaborative accountability, standardization but flexible process, and long-term goal orientation in a multiple-subjects participation system is needed to lay out solutions.

Broadening the channels of expression to address the demand transparency of users is needed. The fuzzy front end's openness and interaction make decision-makers evenhandedly integrate changes in the external environment with explicit knowledge, allowing previously made creative associations to be reconsidered (Katrin Eling et al., 2014). Aron verified that group reflection as a neurocognitive function tends to make resilience-related knowledge explicit (Aron et al. et al., 2014). Furthermore, attention paid to the semi-structured knowledge contains helpful information, such as self-created work and practical discourse transmitted by the media, promoting existing order among governments, communities, and citizens. Deep mining of knowledge can be developed not only from the internal path and discovery of the community but also has its distinctive external source and professional data collectors, such as extracting knowledge from the diverse data types used in web communities and transforming it for application (Christian Severin Sauer et al., 2014). Big data processing, at the heart of the transfer process, makes almost no time difference between production and consumption by analyzing user information and browsing, accessing the user's interests, etc. With the help of modern technology, readability, and automatic matching, it can transform the demand of daily lives into valid data to realize transparent governance. The explicitness process is also facilitated by sharing knowledge among knowledge contributors, knowledge interpreters, knowledge communicators, and organizers while extending uniform standardization to the network society.

Cultural identity based on diversity has been introduced into this context to provide reasonable legitimacy for consensus-based partnerships in the virtual world. Within an innovative social environment, it is essential to understand what is necessary for the managerial mode to change and the multiple values hidden in the structure through which citizenship is cultivated as it can successfully be translated into creativity and vitality. Cultural identity provides a relatively goal-oriented context for multiple subjects and offers insights for multi-interest organizations while diversity advocating pluralism in specific scenario applications, as presented in the Changtze River Cloud community. To relate organizational value with pluralism, coordinating internal stakeholders with



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external stakeholders, trust is highlighted to achieve diversified governance objectives and the goal of functional linkage. Analysis shows that contracting among government and NGOs over time may lead to the generation of mutual trust, acquisition of governing resources, and consolidation of collaborative accountability (Yijia Jing et al., 2017). As performance is characterized by information flow or interactivity, the core value of co-governance in the network community is to use the wisdom of the masses to enhance governance performance. Shared value is promoted, and associated with accessing, transferring, and assimilating knowledge outside to optimize various demands. Under this circumstance, internal and external stakeholders can seek a balance between multiple, potentially competing demands depending on multivariate analysis.

Empowerment according to the specific need based on organizational support is the foundation of the modernization transformation of the network community. Following the consolidation of collaborative accountability in a multiple-subjects participation system is the key to addressing structural problems related to unclear responsibilities in this field. In supporting the policy configuration of the network community, the premise is to straighten the relationship between various parties and to give community organizers and knowledge users a shared chance to participate in governance. Measures such as transparent procedures, explicit accountability specifications, and a commitment to share should be taken to ensure the balance of power distribution (Xue Lin, 2017). Regarding the application scenario, replacing the short-term governance orientation to reduce conflict values systematically can reduce structural Uncertainty related to unclear responsibilities in this field. More specifically, values such as accountability and reciprocity have been shaped systematically within a governance field by embeddedness of alternative knowledge, value or institutional combinations. Research also evidenced that networking approaches based on coordinative, cooperative, and collaborative networks have enhanced the effectiveness of follow-up in governance arrangements (Umor et al., 2020).

## VI. Future Research and Conclusion

Understanding ambiguity in structure means the beginning of solving problems and awareness of constructing a higher level of welfare for net citizens in the digital age. Handling structural ambiguity brought by Uncertainty and tradition emphasizes several concerns: awareness of existing problems, a locus on social psychology, consensus and coalition building, and a transparent reconstruction mode. Network communities are no technical barriers to participation but a lack of channel between demand and supply sides, vagueness in the institutional setting, and tensions in measurable practice.

At the organizational level, all the underlying contradictions focus on ambiguity. Depending on social, technological, and cultural co-governance processes, the open community's reconstructive arrangements provide the framework and foundation of mutual influence between actors and institutionalized context. Through the discussion, it can be reached that explicitness instead of ambiguity transmitted by the authority promotes existing order to more open, creative, and satisfying welfare for net citizens.

In the post-epidemic era, enhancing people's sense of participation and gaining means fulfilling public value from various aspects. Further motives to push the knowledge, value, and institutional barriers come from the pluralistic dialogue mechanism advocated by multiple governance movements and more from the recessive development force. To cope with challenges and risks, an open network community should be fully exploited to transform the hidden demand of net citizens into valuable data for governance, to replace the complex orientation with cultural diversity, and to make clear the border of the institution by consolidating the collaborative accountability in its system. Open network communities can sustain ecological equilibrium in a given context by continuously seeking transparent digital governance.

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