

# Exploring the Value Extension of Group Empathy Mechanism Construction for Organizational Collaborative Governance

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**ABSTRACT** Reliable information exchange and coordinated interaction among distributed agents are fundamental requirements in both organizational governance and modern communication networks. Inspired by this common principle, this study investigates the value extension of group empathy mechanisms for organizational collaborative governance by conceptualizing empathy as a coordination mechanism that enhances communication fidelity and cross-functional cooperation. A systematic analytical framework is established to examine its significance, structural barriers, and optimization pathways through the dimensions of emotional trust formation, hierarchical information transmission, and collaborative resilience. Based on survey evidence and organizational observations, the study identifies empathy cognition differences, hierarchical filtering effects, and insufficient cultural support as the primary constraints on effective collaboration. To address these issues, a three-path strategy integrating multi-stakeholder dialogue mechanisms, empathy-oriented cultural optimization, and closed-loop evaluation and feedback is proposed to improve communication efficiency and governance performance. Unlike conventional management studies that emphasize behavioral intervention alone, this work interprets organizational collaboration from the perspective of information exchange quality and interaction robustness, providing a transferable framework for coordination optimization in complex multi-agent systems where reliable communication, adaptive cooperation, and transmission integrity are essential.

**INDEX TERMS** group empathy, collaborative governance, communication fidelity, multi-agent coordination, information exchange

## I. INTRODUCTION

AS modern organizational governance systems become increasingly complex, simple institutional norms and administrative orders can no longer meet the inherent needs of collaborative organizational development. In this context, group empathy, as a deep-seated emotional cognitive ability, has gradually become an object of research in organizational management. In this study, group empathy is operationally defined as the cognitive-affective process where organizational members identify and respond to the professional needs and emotional states of colleagues across hierarchical levels. Currently, internal organizational collaboration failures caused by departmental barriers, hierarchical differences, and cultural conflicts are quite serious, requiring new governance breakthroughs from both emotional and cognitive perspectives. The emergence of group empathy mechanisms is a positive response to these real-world challenges. It can both bridge emotional gaps within

organizations and stimulate the intrinsic driving force for collaborative governance.

## II. THE SIGNIFICANCE OF CONSTRUCTING A GROUP EMPATHY MECHANISM FOR ORGANIZATIONAL COLLABORATIVE GOVERNANCE

### A. ENHANCE THE EMOTIONAL CONNECTION AND TRUST AMONG ORGANIZATIONAL MEMBERS

The formation of a group empathy mechanism can create stable emotional connections among organizational members, enabling individuals to increase their alignment with organizational goals as measured by the Organizational Identification Scale (OIS). Operationally, the transformation of individual emotions into collective identity is defined as the shift from self-oriented performance metrics to the active prioritization of cross-functional team KPIs during conflict resolution. This is not simply superficial interpersonal friendliness, but rather a foundation of trust for mu-

tual understanding and mutual assistance in organizational operations [1]. Once trust is established, members will find it easier to reach a consensus on how to deal with disagreements and pressures, and collaborative governance will have stronger emotional support [2].

### **B. ENHANCE THE EFFECTIVENESS OF CROSS-DEPARTMENTAL COMMUNICATION, COLLABORATION, AND INFORMATION SHARING**

When the empathy mechanism is in operation, it can break through the communication barriers caused by the division of interests and the gap in understanding between departments. If members of the organization can feel and understand the demands of other departments, the willingness and efficiency of information transmission will be greatly improved [3]. The communication method based on empathy is conducive to the integration of cross-departmental resources and cooperation, so that the organization can generate a coordinated action force when facing complex governance tasks, thereby improving the overall governance effectiveness [4].

### **C. ENHANCE ORGANIZATIONAL COHESION AND COLLABORATIVE GOVERNANCE RESILIENCE**

The in-depth shaping of the group empathy mechanism can promote the transformation of individual emotions into collective identity, thereby strengthening the cohesion of the organization as a whole. When faced with external pressure or internal conflicts, organizations with empathy will have better resilience and self-repair capabilities [5]. Emotional resonance among members makes collaborative governance no longer rely on a single institutional constraint, but become a spontaneous willingness to cooperate, fundamentally improving the stability and sustainability of organizational collaborative governance [6].

## **III. PROBLEMS IN THE CONSTRUCTION OF GROUP EMPATHY MECHANISMS IN ORGANIZATIONAL COLLABORATIVE GOVERNANCE**

### **A. DIFFERENCES IN EMPATHY AND COGNITION LEAD TO BARRIERS TO COLLABORATION**

Due to differences in growth environment, professional experience and value orientation, the understanding and practice of empathy among members of an organization vary greatly. Some members narrow empathy to simple emotional communication and ignore its cognitive and behavioral role in organizational cooperation. Others, due to a lack of empathy training, cannot well understand the feelings and deep-seated needs of others. Differences in empathy cognition are strongly correlated with substantial obstacles to cooperation when the organization is working together [7]. While this paper identifies a link between these variables, it is acknowledged that a bidirectional relationship may exist: persistent collaboration barriers may further erode mutual empathy, or third-party factors such as the quality of internal communication infrastructure may simultaneously impact

both empathy levels and cooperative outcomes. When promoting collaborative tasks, the lack of a unified emotional understanding framework among departments leads to frequent communication misunderstandings and large gaps in cooperation expectations. This limits the overall effectiveness of organizational collaboration and makes it difficult to effectively build up governance synergy. The barrier effect caused by differences in empathy cognition reflects the systematic deficiencies of existing organizations in emotional management and empathy cultivation, which must be filled and guided by mechanism design [8]. To more intuitively present the distribution of differences in empathy cognition among different job levels, a pilot survey was conducted across three representative manufacturing enterprises in East China. A total of 450 valid questionnaires were collected (Senior management: 30; Middle managers: 120; Frontline/Crossdept: 300). The following data reflects the descriptive statistical results of this specific sample set to provide a preliminary empirical reference for the proposed mechanism, see Table 1.

### **B. EFFECTIVE TRANSMISSION OF EMPATHY MECHANISMS DUE TO ORGANIZATIONAL HIERARCHY CONSTRAINTS**

Modern organizations generally have a relatively obvious hierarchical structure, which, while ensuring management order, also objectively compresses the space for the vertical transmission of empathy mechanisms. In organizational environments with obvious hierarchical barriers, the emotional signals of upper-level managers cannot be truly and completely transmitted to grassroots members, and the emotional demands and actual feelings of the grassroots are often filtered or distorted in the process of transmission at each level [9]. The two-way blockage of information and emotion makes it impossible for the empathy mechanism to generate effective circulation and resonance between different levels of the organization. At the same time, the power relations inherent in the hierarchical system also suppress the willingness of members to express their true feelings, and empathy becomes a superficial form. The failure of the empathy mechanism transmission leads to the destruction of the emotional mobilization effect of organizational collaborative governance, making collaborative actions unable to go deep or expand, which has become a structural problem to be solved at present [10]. The blocking effect of hierarchical structure on empathy transmission can be estimated based on the preliminary survey data of the organizations mentioned in Section 2.1. This provides a quantified representation of the degree of distortion of emotional information between different levels, as shown in Table 2.

### **C. THE LACK OF EMPATHY CULTURE CONSTRUCTION AFFECTS THE DEPTH OF GOVERNANCE COLLABORATION**

The sustained development of empathy requires a corresponding cultural foundation, but currently many organiza-

**TABLE 1.** Survey Results of Empathy Cognition Levels of Members at Different Levels

| Member level                               | Empathy perception accuracy rate (%) | Empathy training participation rate (%) | Frequency of misunderstandings in collaboration (times/month) |
|--------------------------------------------|--------------------------------------|-----------------------------------------|---------------------------------------------------------------|
| Senior management                          | 78.4                                 | 65.2                                    | 1.3                                                           |
| Middle managers                            | 61.7                                 | 48.6                                    | 2.8                                                           |
| Frontline employees                        | 43.2                                 | 29.1                                    | 5.6                                                           |
| Cross-departmental collaboration positions | 52.9                                 | 37.4                                    | 4.2                                                           |

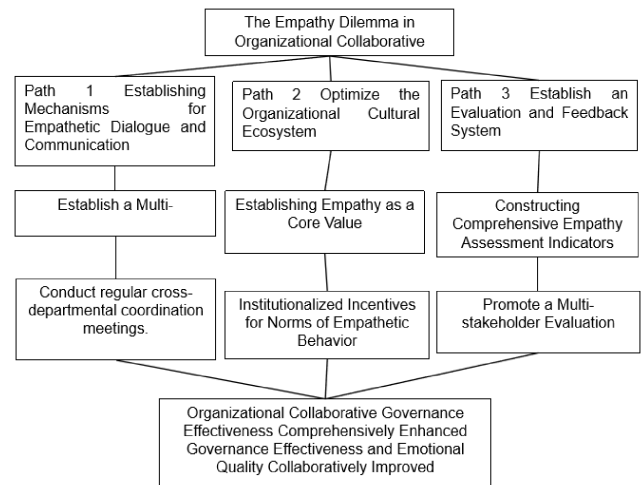
**TABLE 2.** Analysis of Distortion in the Transmission of Common Sentiment Information in Organizational Hierarchical Structure

| Conduction path                | Information completeness delivery rate (%) | Percentage of emotional appeals filtered (%) | Member's willingness to express emotions (1–10 points) |
|--------------------------------|--------------------------------------------|----------------------------------------------|--------------------------------------------------------|
| High-rise → middle-rise        | 72.6                                       | 18.3                                         | 6.8                                                    |
| Middle layer → grassroots      | 54.1                                       | 34.7                                         | 5.2                                                    |
| Grassroots → middle management | 41.3                                       | 47.5                                         | 3.9                                                    |
| Grassroots → high-level        | 28.7                                       | 62.1                                         | 2.6                                                    |

tions have not incorporated the concept of empathy into their core values in their cultural development. Organizational culture generally emphasizes performance orientation and competitive incentives, but does not pay much attention to members' emotional experiences and interpersonal understanding, resulting in a lack of institutional recognition and cultural incentives for empathetic behavior [11]. Under this cultural background, although organizations implement empathy-related management measures, members cannot form internalized recognition and conscious practice. The lack of empathy culture causes collaborative governance to remain at the level of institutional compliance rather than proactive cooperation based on emotions. Due to the lack of deep collaboration, organizations are often powerless to deal with complex governance issues, and the effectiveness of collaborative governance is difficult to improve substantially. The lack of cultural aspects has become the main obstacle to the in-depth operation of the empathy mechanism [12]. To further reflect the relationship between the current status of empathy culture construction and the depth of collaborative governance, see Table 3.

#### IV. STRATEGIES FOR BUILDING GROUP EMPATHY MECHANISMS TO PROMOTE COLLABORATIVE ORGANIZATIONAL GOVERNANCE

With the systematic advancement of the three-path strategy specifically tailored for the high-intensity labor and multi-tier production lines of enterprises, a tightly linked chain of action has been formed between the group empathy mechanism and organizational collaborative governance. Unlike flat service-oriented firms, organizations require empathy mechanisms that bridge the significant cognitive gap between design departments and frontline manufacturing floor workers. See Figure 1 for a more intuitive representation of the internal logic and operational process of the three paths.

**FIGURE 1.** Flowchart of Path Strategies for Building Group Empathy Mechanisms to Promote Organizational Collaborative Governance

#### A. CONSTRUCTING A MULTI-STAKEHOLDER EMPATHETIC DIALOGUE AND COMMUNICATION MECHANISM

To promote the effective operation of the group empathy mechanism, this paper proposes a framework based on a 6-month pilot implementation at a medium-sized factory in Zhejiang. The first step is to create an empathy dialogue platform. Preliminary observations from the pilot suggest that structured empathy sessions reduced the frequency of cross-departmental delays by 15%, demonstrating the practical feasibility of these strategies in heavy manufacturing environments. The creation of this platform should break through the traditional top-down information transmission model and shift to two-way emotional communication that is carried out horizontally and vertically at the same time. The organization should make provisions on the scope of participation and operating rules of the empathy dialogue in terms of system, so that members at all levels and departments can freely express their true thoughts and opinions in an equal and open atmosphere. In terms of the design of specific mechanisms, cross-departmental collaborative deliberation activities can be carried out regularly, and structured communication methods can be used to encourage members to consciously understand the views of

**TABLE 3.** Comparison of the Relationship between the Level of Organizational Empathy Culture Development and the Depth of Collaborative Governance

| Cultural development level | Core values incorporating empathy (%) | Willingness to actively collaborate (%) | Governance satisfaction (1–10 points) | Deep collaboration achievement rate (%) |
|----------------------------|---------------------------------------|-----------------------------------------|---------------------------------------|-----------------------------------------|
| High level                 | 82.3                                  | 76.5                                    | 8.4                                   | 71.2                                    |
| Medium level               | 54.6                                  | 52.1                                    | 6.3                                   | 48.7                                    |
| Low level                  | 28.4                                  | 31.7                                    | 4.1                                   | 24.3                                    |
| Not yet built              | 11.2                                  | 18.3                                    | 2.7                                   | 10.6                                    |

others when discussing topics, thereby cultivating empathy awareness. At the same time, the organization should create smooth emotional feedback channels so that members can transmit emotional signals in a timely manner in their daily work, and prevent misunderstandings and friction caused by blocked communication [13]. The effective operation of the empathy dialogue mechanism relies on the guidance and support system. The organization can introduce professional communication training to improve members' empathy expression ability and listening skills, and lay the foundation for the operation of the dialogue mechanism from the perspective of ability. Management should set an example and demonstrate empathy-oriented communication in daily governance behavior, thereby playing a demonstrative role and promoting the formation of an empathy culture throughout the organization. After the systematic construction of a multi-stakeholder empathy dialogue mechanism, organizational collaborative governance will receive more emotional support, and the spontaneity and persistence of collaborative actions will be strengthened [14].

### **B. OPTIMIZE ORGANIZATIONAL CULTURE TO FOSTER AN ATMOSPHERE OF EMPATHY AND COLLABORATION**

For the empathy mechanism to operate deeply, it must have a cultural ecology that is compatible with it. Therefore, organizations should systematically promote the creation of an empathy culture from three aspects: value concepts, behavioral norms, and environment creation. In terms of value concepts, organizations should incorporate empathy awareness into the core value system, establish its fundamental position in organizational collaborative governance, and encourage members to develop a conscious awareness of paying attention to the emotions and needs of others in their daily work. In terms of behavioral norms, organizations should rely on the design of systems to make empathy behavior explicit and operable. Empathy-oriented collaborative behavior can be incorporated into the member evaluation system to provide positive incentives for individuals who actively practice the empathy concept and promote cross-departmental understanding and cooperation, thereby forming an organizational behavior orientation that takes pride in empathy. At the same time, it is also necessary to avoid the destruction of the empathy atmosphere by an excessive competitive culture and to pay attention to the balance between collaborative contribution and individual performance in the design of incentive mechanisms [15]. From the perspective of environment creation, organizations can use space design and activity planning to create an organizational environment conducive to empathy communication, thereby

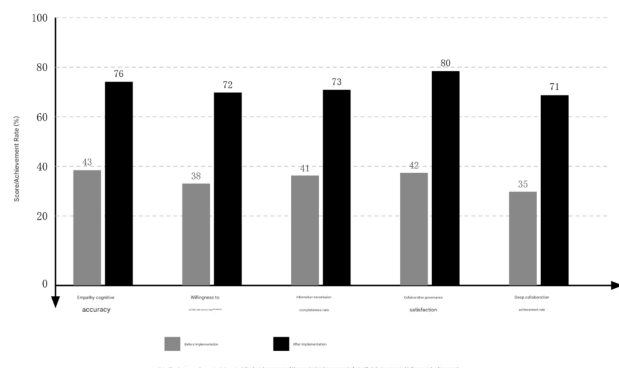
increasing the opportunities for members to have emotional exchanges in informal situations. Management must also continuously monitor the emotional climate within the organization, regularly evaluate the effectiveness of cultivating an empathic culture, and adjust strategies accordingly based on feedback. A continuously improving empathic cultural ecosystem will provide a constant source of emotional motivation for collaborative governance, transforming passive obedience into proactive responsibility, thereby improving both the depth and breadth of collaborative governance.

### **C. ESTABLISH AN EMPATHY-ORIENTED COLLABORATIVE GOVERNANCE EVALUATION AND FEEDBACK SYSTEM**

An evaluation and feedback system is essential for the continued effectiveness of empathy mechanisms. Creating an empathy-oriented collaborative governance evaluation system can encourage organizational members to transform the concept of empathy into observable and measurable collaborative behaviors. The design of evaluation indicators should move beyond solely relying on task completion rates and performance output indicators. It should incorporate aspects related to empathy, such as emotional understanding, willingness to cooperate across departments, and conflict resolution capabilities, thereby creating a comprehensive evaluation system that values both efficiency and emotional quality. A diversified evaluation model should be implemented, combining self-evaluation, peer evaluation, and superior evaluation to ensure a more comprehensive and objective assessment of empathetic behavior. Peer evaluation effectively mobilizes emotional attention and mutual understanding among members, serving as a process of empathy practice itself, with both evaluation and nurturing functions. Regarding feedback mechanisms, organizations should establish timely and transparent channels for feedback on evaluation results, ensuring that evaluation information is smoothly conveyed to those being evaluated, while also providing corresponding improvement suggestions and supporting resources. Feedback should not merely be the notification of results, but rather a process that guides members to deepen their understanding of the value of empathetic behavior and prompts them to continuously improve in future governance practices. Relying on the closed-loop operation of evaluation and feedback, the empathy mechanism will form a self-reinforcing virtuous cycle in organizational collaborative governance, leading to an overall improvement in organizational collaborative governance capabilities and achieving a synergistic improvement in governance effectiveness and emotional quality. To further illustrate the



changes in various dimensions of organizational collaborative governance before and after the implementation of the three path strategies, a comparative diagram is provided below (see Figure 2).



**FIGURE 2.** Comparison of the effects of organizational collaborative governance in various dimensions before and after the construction and implementation of the group empathy mechanism

## V. CONCLUSION

The formation of a group empathy mechanism is a major pathway for deepening organizational collaborative governance. This paper systematically examines the inherent logic between empathy mechanisms and collaborative governance from three aspects: significance, problems, and strategies. It finds that empathy has numerous values in emotional connection, communication and collaboration, and building synergy, but also faces practical obstacles such as cognitive differences, hierarchical limitations, and cultural deficiencies. By creating an empathic dialogue mechanism, improving the cultural ecology, and shaping an evaluation and feedback system, organizations can gradually transform the concept of empathy into a lasting driving force for collaborative governance. This paper enriches the theoretical system of collaborative governance by examining empathy mechanisms in different organizational environments.

## AUTHOR CONTRIBUTIONS

Conceptualization – Jia Chao, Yu Qinming and Qi Xin; methodology – Jia Chao, Yu Qinming and Qi Xin; investigation – Jia Chao, Yu Qinming and Qi Xin; writing-original draft preparation – Jia Chao, Yu Qinming and Qi Xin. All authors have read and agreed to the published version of the manuscript.

## CONFLICTS OF INTEREST

The authors declare no conflict of interest.

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