

Comparative Study on the Mode of Cultivating Social Organizations in Urban Community

——Taking S District of Hangzhou as an Example

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Abstract: The research on the nurturing model of community social organizations is an effective combination of improving community research and social organization research. This study focuses on the development model of community social organizations in Hangzhou. Through qualitative research methods, it analyzes government-oriented community social organizations, market-oriented community social organizations, and government from the perspectives of fostering ideas, nurturing the main body, organizing mechanisms, and organizing specialization. - Market-oriented community social organizations in order to promote community social organizations to cultivate and improve social governance.

1. The Question Raised

Urban community construction is the focus of urban residents to carry out community autonomy. As a manifestation of community autonomy, community social organizations are an important part of social organization and community construction. It is also the basic way to innovate grassroots community governance mode and build grass-roots social governance system. This article takes the urban community social organization as the research object, focusing on the following issues: What is the basic situation of the current community social organization? What are the modes of fostering community social organizations? The characteristics and similarities and differences of community social organization training mode; The current dilemma and solution of community social organization cultivation.

2. Conceptual Definition

Xia Jianzhong believes that community social organizations refer to: The scope of activities is community-based, residents of the community are regarded as members or service objects, and private non-enterprise units and community organizations are established for the purpose of meeting the different needs among members². However, Liu Xuan believes that the so-called community social organizations are set up spontaneously by residents. Within the community's geographic scope, they are able to satisfy the diverse needs of community residents by strengthening the

participation of community residents. Kang Xiaoqiang pointed out that community social organizations can bring together individual resources and energy from the grass-roots level to form an organizational network supported by community mutual assistance; and collective actions, public spirit, and shared resources formed by community citizens in active and orderly organization activities, etc. It has also become an indispensable social capital that sustains democratic autonomy and freedom.

This paper abandons the traditional way of dividing organizational functions into perspectives and divides community social organizations into: government-oriented community social organizations, market-oriented community social organizations, and government-market-oriented community social organizations. The first is the government-oriented community social organization: refers to the government's project funds as the main source of funds for the organization. The organization's activities are centered on the government's demand for services and community social organizations. The second is market-oriented community social organization: refers to the collection of service fees or dues to the service object as the main source of funds for the organization, and the organization's activities are community social organizations that are carried out in response to the demand for market services. Third, the government-market-oriented community social organization is a kind of community social organization between the government-oriented community social organization and the market-oriented community social organization. Its source of funding sources is not limited to government project funds. There are multiple access channels for funds, and there is often a need to balance the needs of the government with the needs of the market (service target) when conducting activities. Taking the community social organizations in Hangzhou as the research object, we selected the Lakeside Rain and Clouds Public Opinions and Public Welfare Service Center, Fuying Youth Public Service Center, and the Helping the People to Serve the Community, the comprehensive analysis and analysis of the community-based social organizations under the different orientation and fostering model difference.

3. Comparison of Status Quo of Community Social Organizations

3.1 Major types of community social organizations

1) Government-oriented community social organizations

Lakeside Rainfall Public Opinion and Public Opinion Studio is a representative case of government-oriented community social organization. From 2009 onwards, Lakeside Street, Shangcheng District, "Lakeside Rain," is an official organization that collects public opinion and reflects the barometer of the public. Lakeside Sunny Rain Studio through the community to recruit the public observers, extensive collection of social conditions and public opinion, at the same time, through the letter to visit the Office, special symposium newspapers, special forums, as well as the National People's Congress and the National People's Congress proposal proposals and other forms of implementation.

2) Market-oriented community organizations

Fuying Youth Public Welfare Service Center, established in Hangzhou in 2013, is a paradise for parents and children to grow together and communicate with each other. Under the pressure of commercial education model market competition, a group of people who are worried about youth education and full of public welfare undertakings have united to establish the Fuying Youth Public Service Center, which brings together the experience of education experts and professors, and integrates the education wisdom of many famous universities. With the long-term strategic cooperation with Zhejiang University, 9,000 doctoral students at Zhejiang University will directly connect the children of the Eagle Training to become their "dream mentor." This is a type of

community social organization established specifically for family education. At the same time as advancing the construction of a diversified social governance system in Hangzhou, it is also an organic combination of “family education, school education, and social education”.

3) Government-market-oriented community social organizations

Helping a Community Service Agency was founded in 2009 and is an organization dedicated to community-based care for the elderly. Helping the public serve the owners is the vision of the government. It actively invites elderly care service groups in the water to provide community residents with services such as home-based care, community convenience, housekeeping, nursing, maintenance, food delivery and volunteer services. The government-led market coordination will systematically build community-based pensions. Helping the people to serve the social management model is a dual model, that is, the government and the market cooperate but work together. The main service content is to accompany doctors, accompany chatter, housekeeping, and disputes.

3.2 Comparative analysis of social organizations in the community

Through the five aspects of cultivating the concept of community social organizations, the role of government departments, organizational independence, organization of professional capabilities and access to resources, it can be clearly found that there are still great differences between these three types of community social organizations:

Table 1

	Government-oriented community organizations	Market-oriented community organizations	Government-Market-Oriented Community Organization
Cultivating ideas	Target government needs	Target market demand	Finding a balance between the needs of the government sector and market demand
Government departments play a role	Guardian	Director	Supervisor
Organizational independence	Weak, easily perceived as a vassal of government	Strong	Not completely independent, the key is to see whether organizational resources are more dependent on government departments or markets.
Organization of professional competence	weak	Strong	Stronger
Resource acquisition capability	Weak, single way	In general, there are many ways	Strong, rich approach

The government-oriented community organizations and market-oriented community

organizations have their own advantages and disadvantages. The government-oriented community social organizations have sufficient operating funds and do not care about the existence of the organization. However, due to the close relationship with the government, lack of independence, no Facilitating the long-term development of the organization, it is easy to become the vassal of the government department and lose the independent status of the "third sector" of the social organization; The market-oriented community social organization is relatively independent of the administrative orders of the government departments and has strong independence. In the sense of "the third sector", however, there are still many limitations in focusing on specific industry sectors, such as private education institutions and private hospitals, which are suitable for the higher degree of marketization. The government-market-oriented community social organization is a mixed-development community social organization that combines the advantages of government-oriented community organizations and market-oriented community organizations—it has good relations with government agencies and is qualified to undertake government procurement services, at the same time, it does not lose the flexibility of the market mechanism. Judging from the actual operation of community organizations in the H-street community, the three types of community social organizations are converging—the community organizations at both ends are moving closer to the intermediate hybrid model. In the process of nurturing community social organizations, special attention is paid to the development of social organizations in the community, focusing on supporting government-oriented community social organizations, dislocating the development of market-oriented community social organizations, and strengthening and strengthening the government—the market-oriented community social organization enables the community organizations in the "third sector" to have different positions, sound different voices, and provide services in dislocation due to their different organizational nature, thus enriching the diverse social governance ecology of the H Street.

4. Analysis of Problems in the Cultivation Mode of Community Social Organizations

4.1 Diversified organizational concepts and delayed service awareness

The establishment of community social organizations has an irreplaceable role in strengthening community construction, improving community service standards, and promoting community autonomy. As a kind of tangible social force, community social organizations have the function of power restriction and coordination of society and are conducive to the formation of grassroots social democracy. However, as far as community social organizations are concerned, the development of social organizations in our country is still at an initial stage. "Quality" and "quantity" are far from enough. The service to residents has not yet been fully implemented. It requires strong theoretical guidance to support its delicate body, has clear goals, and guides the direction of organization, thereby increasing the cohesiveness of community organizations in the community. Improve service levels. At present, community social organizations are subject to government, self, and social triple positioning, how to clarify their own organizational concepts, truly implement community autonomy, and meet the increasingly diverse and complex needs of the community people are the first issues that need to face squarely.

4.2 Subject confusion hindering the development of the organization

The mutual cooperation and cooperation mechanisms between community organizations, government departments, and market enterprises have yet to be established. The structure of "big government and small society" in China has caused the government to play an important role as a fund provider and regulator in the construction of community social organizations. However, as

people's needs for a better life are increasingly diversified and complicated, community social organizations are required to cultivate and expand the space for state power and grass-roots society activities. At the same time, because of the partnership between communities social organizations and the market is a provision of goods and services. However, currently social community organizations in our communities are generally in a situation where resources are scarce. The development of community social organizations is mainly government-led and market-coordinated. The supply of its resources is allocated by the government in macroeconomic terms, and no effective cooperation mechanism has been established between the market and community social organizations.

4.3 Miscellaneous organizational mechanisms and limited social identification

There is a lack of independence of the main body of social organizations in the community, and the administrative tendencies are obvious. Many community social organizations in China are now more dependent on the government in terms of funding sources, operating networks, and public trust. At the same time, community social organizations themselves are limited by issues such as management systems, operational mechanisms, project funding, personnel expertise, and liquidity, which have a major impact on the sustainable development of social organizations. It is worth noting that at present, community social organizations are mainly affected by funds from the government, and the government's funds lack long-term effective mechanisms, resulting in community social organizations being limited by activity funds and places during the organized activities. At the same time, community service stops. At the display-based community level, more services of community social organizations remain at the level of display, lack of application and reflection of professional skills, and social recognition and recognition are naturally low.

4.4 Lack of professionals and slow service capabilities

Most community social organization staff are appointed by the government and are mostly composed of government staff or various community personnel. They lack specialized knowledge and skills such as public management, and are limited by the bottleneck of professional quality, knowledge, and practical operating experience. Many community work processes rely on their own accumulated experience, lack of a systematic management model and thinking, lack of the ability to respond to marketization and socialized management practices, and often feel deeply attentive and insufficient, and the challenges faced by community social organizations are gradually emerging. The work environment and welfare benefits of community social organizations do not have an advantage over other jobs. Therefore, it is impossible to attract social workers and professional staff with professional knowledge to work in community social organizations. The number of personnel in the organization is relatively small, but the work tasks of the organization are relatively arduous. They have to make them learn to deal with the various tasks within the organization. They are qualified for a few jobs and their work is not professionally targeted.

5. Countermeasures and Suggestions for Improving the Mode of Cultivating Social Organizations in the Community

5.1 Accelerate the research process and improve the theoretical system of community social organizations

Community construction needs to guide the fundamental principles of the land, requires reasonable support of institutional policies, and requires effective regulation of legal norms. In

order to clarify the boundaries of community social organizations, encourage and restrict organizational behavior. While strengthening professional theoretical guidance, while constructing local social work experience in practice, the deficiencies in community social organization work are refined and rethought so as to continuously improve the theoretical system of local social work.

5.2 Change government functions and accelerate self-development of community social organizations

The cultivation of community social organizations must cultivate their autonomy on the basis of legitimacy so as to promote sound sustainable development, identify the roles of the government, the market, and the social tripartite parties, clarify the boundaries of the three parties' powers and responsibilities, enhance community social organization capabilities, fund raising, organizational planning, management operations, professional services, and other functions, and give full play to the social functions of social organizations in the community.

5.3 Improve the internal system and strengthen self-construction of community social organizations

The construction of community social organizations requires the completion of its own internal system to regulate the internal organization of the organization, establish an organizational structure for rational division of labor, guarantee the rationality and legitimacy of the decision-making and procedures, and enable the organization to continue its stable operations. At the same time, openly accept the supervision and inspection of the community public to promote the healthy development of community social organizations. Actively "going out" to achieve the sharing of resources within the industry, experience exchanges, flexible personnel exchanges, to achieve mutual supervision and study among industry organizations and organizational personnel to form a good atmosphere of mutual assistance.

5.4 Raise the attractiveness and cultivate community social professionals

We will vigorously cultivate social work majors, provide support for professional talents, and encourage college graduates to enter social organizations to realize their own values. Conduct exchanges, study, and training for the staff of the existing community social organizations to improve professional service skills and levels of social work. Strengthen the publicity efforts of the social work industry and attract professional talents to join the ranks of community social organizations voluntarily.

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