The Realistic Dilemma and Construction Exploration of Youth Social Organizations Participating in Social Governance

Dazhi Xu, Xiaoyong Xiao*

College of Economics and Management, Hunan University of Arts and Sciences, Changde 415000, China
*Corresponding Author

Abstract: With the rapid development of the times, youth social organizations play an important role in various fields of society and become an important carrier for the majority of young people to participate in social governance. This article uses qualitative research methods to find that in the face of the reality of society and in the process of participating in social governance, youth social organizations are facing poor results in driving their own development by participating in government public service purchases, limited initiative of the subject, and insufficient professional service capabilities and other dilemmas. This article proposes building measures such as improving the basic cultivation policies that promote the growth of youth social organizations, optimizing the government's policy system for purchasing youth social organization services, and attaching importance to the construction of organizational systems and organizational culture.

Keywords: social governance, social organization, construction

1. Introduction

Social governance has formed a social consensus and has become a hot topic of research nowadays. As one of the participants in social governance, social organizations are ushering in major development opportunities. The state should push the focus of social governance down to the grassroots level, give full play to the role of social organizations, and achieve a benign interaction between government governance and social regulation, and residents' autonomy. The Fourth Plenary Session of the 19th Central Committee of the Communist Party of China also proposed to build a new pattern of grassroots social governance and give full play to the role of group organizations and social organizations. This further highlights the unique role of social organizations in creating a social governance pattern of co-construction, co-governance and sharing. In practice, a large number of social organizations with youth as the main participants or youth as their service objects have been established [1]. Based on the above conclusions, based on the current status of youth social organizations' participation in social governance, this article pinpoints the crux of their participation in social governance, and proposes improved strategies for enhancing the effectiveness of youth social organizations' participation in social governance, thereby promoting youth and youth social organizations better assume social responsibility.

2. The real dilemma of youth social organizations participating in social governance

2.1 The government's purchase of public services to promote the development of youth social organizations has limited results

From a global perspective, it is a very common behavior for the government to purchase public services from social organizations, and it has long been a consensus that social organizations are important providers of public services. As early as the 1990s, China's coastal areas such as Guangdong and Shanghai have begun to explore government purchases of services [2]. After more than 20 years of development, an institutional framework for the government to purchase public services from social organizations has been gradually established from the central to the local level. However, according to investigations, the government's ability to help young social organizations participate in social governance through the purchase of public services is limited, mainly due to the following two aspects.

First, it is difficult to balance the pursuit of public service quality and the cultivating of youth social organizations. The "Main Objectives" section of the "Guiding Opinions on Supporting the Cultivation and Development of Social Organizations through Government Purchase of Services" issued by the Ministry of Finance and the Ministry of Civil Affairs clearly stated that it is necessary to "form a group of social organizations with standardized operations, strong credibility, and high-quality services. How to fulfill the goal? Through the interpretation of the policy text, the government's purchase of public services from social organizations has both the original intention of purchasing services and the significance of cultivating social organizations [3]. However, in the government's purchase of public services from social organizations, its cultivating function is actually unsatisfactory. There are at least two contractual relationships in the process of the government purchasing public services from social organizations. The first is the contractual relationship between citizens and the government, that is, citizens entrust the government to serve their interests and pay taxes to raise funds for the government to achieve public services; the second is the government and the government. In the contractual relationship between social organizations, the government purchases services from social organizations, and social organizations must provide services in accordance with government requirements. Based on this contractual relationship between citizens and the government, when choosing public service providers, the government is more inclined to choose those with a high rating, a high level of specialization, or who have undertaken government projects based on the principle of being responsible to the public social organization. From the perspective of the government and the public, this is no problem. However, compared with those senior social organizations, youth social organizations often do not have an advantage, and they are often marginalized "alternatives" in participating in the government's purchase of public services. The growth of any social organization needs to go through a process. The main members and service targets of youth social organizations focus on youth groups. The industry experience is relatively lacking, and they often need the government's attention and support most. In reality, the government often ignores this objective difference in the purchase of public services, and fails to fulfill its duty of cultivating youth social organizations. Some youth social organizations reflect the phenomenon that the government "supports the strong but not the weak", resulting in the emergence of the field of social organizations.

Second, it is difficult to grasp the yardstick for preventing risks and stimulating the vitality of youth social organizations. The government purchases public services from youth social organizations, and a principal-agent relationship is formed between the two. However, as pointed out by the principal-agent theory, due to the information asymmetry between the two parties before or after signing the contract, it may lead to adverse selection caused by the asymmetry of information in advance and moral hazard caused by the asymmetry of information afterwards [4]. This requires the government to do a good job in the prevention and control of risks in the process of purchasing public services, to ensure that youth social organizations have no objection to this and express their understanding and approval. Judging from the risk prevention and control measures adopted by the current government, it can be summarized as follows: Check beforehand whether the organization is registered, the number of full-time staff and professional social workers, and the organization's rating, etc., and check whether the use of funds is standardized, the quantity and quality of services, and the satisfaction of the service targets. Afterwards, look at the comprehensive operation status of the purchased service items. In general, because the government failed to establish a scientific and complete evaluation index system in the process of purchasing public services from social organizations, it is difficult to control the scales by which government functional departments implement risk prevention and control measures and stimulate the vitality of youth social organizations.

2.2 "Dependent autonomy" restricts the initiative of youth social organizations

Independence and autonomy have always been regarded as the two salient characteristics of social organization, but the characteristics of Chinese social organization cannot be simply classified as independence or autonomy. It is a complicated question of how the two are combined. The active "response" of Chinese social organizations to the "system complexity" they face has led to the complex combination of independence and autonomy of Chinese social organizations, and generally presents the characteristics of "dependent autonomy" [5]. This phenomenon is more prominent in youth social organizations. "Dependent autonomy" is essentially a resource-dependent relationship. The legitimacy of youth social organizations requires government approval, and even economic resources and site resources also rely on the government. The strong dependence of the government restricts the initiative of the subject. Since youth social organizations have relatively few funding sources, some organizations always think about how to obtain government funding subsidies and participate in government purchases, rather than raising funds through multiple channels. Judging from the existing

research results, the vast majority of youth social organizations are eager for the government to provide financial subsidies and service purchases; some youth social organizations even choose to abandon their organizational autonomy in order to obtain government funds; there are also youth social organizations. Organizational project design relies too much on government purchases. In short, in the process of interaction between the government and youth social organizations, the government is in a dominant position because of its resource advantages, and youth social organizations will gradually tend to cater to the needs of the government rather than the needs of the public in order to seek their own development. The consequence of this is that social organizations lose autonomy or independence in actions aimed at obtaining government resources and participating in public services, distorting their missions when seeking government funds, bureaucratization or over-specialization, and losing flexibility.

2.3 The professional service capabilities of youth social organizations have become prominent shortcomings

Whether youth social organizations can solve problems in economic and social development is an important indicator of their ability. The constituent elements of social organization capabilities include internal organization governance capabilities, strategic planning capabilities, project management capabilities, credibility maintenance capabilities, professional service capabilities, etc. Among them, professional service capabilities are currently the shortcomings of youth social organizations, which are mainly manifested in the following two aspects: One is the shortage of full-time personnel and professional talents. Second, the matching degree of service item design is not high. The most direct judge of the effectiveness of youth social organizations' participation in social governance is the public. Therefore, targeting social issues and designing service projects that meet the needs of the public are the core indicators of the professional service capabilities of social organizations. Some cities, prefectures, youth league committees, finance, and civil affairs departments reported that there is still a big gap between the services provided by some youth social organizations and the expectations of the government and the needs of the public. Some service projects provided by youth social organizations lack detailed research on public needs in the early stage, or even ignore public needs, and only rely on the subjective decision-making of a few people within the organization to determine service projects, resulting in a low degree of matching between supply and demand. The services provided by other youth social organizations are highly homogenized with other social organizations. Their services are concentrated in areas such as poverty alleviation, old-age assistance, and disability assistance, while employment services, environmental protection, disaster relief, marriage and family services, etc. In reality, there is a strong demand, but there are fewer related service providers [6]. Therefore, the project design of youth social organizations must be able to keenly identify the needs of the public, and then stand out in the differentiated development.

3. Exploration of youth social organizations participating in the construction of social governance

Socialism with Chinese characteristics has entered a new era, and the main social contradictions have been transformed into contradictions between the people's growing needs for a better life and unbalanced and insufficient development. The changes in the main contradictions of Chinese society in the new era reflect the shift from the contradiction between supply and demand at the lower level to the contradiction between supply and demand at the middle and high levels, and from the contradiction between "quantity shortage" and "quality shortage". The participation of youth social organizations in social governance in the new era must be based on changes in the main social contradictions and changes in the needs of the public, with effectiveness as the guide, and the resolution of social problems, the increase in public interests, and the satisfaction of the public as a measure of governance effectiveness.

3.1 Improve the basic cultivation policies that promote the growth of youth social organizations

With the rapid increase in the number of social organizations, more attention should be paid to the quality of social organization development, especially the basic problems in the early stage of the establishment of youth social organizations, and the positive cultivating role of government policy tools should be brought into play. One is to increase the cultivation and use of supportive youth social organizations. Supporting social organizations are a type of social organization that provides services and support to other social organizations. Its goal and purpose is to serve and support the development

of other social organizations. It is a network platform for other social organizations. At present, the Civil Affairs and the Communist Youth League should jointly create and optimize the construction of three-level supportive social organizations at the provincial, city, and district levels. Supportive youth social organizations should be taken as the starting point, with reference to "government funding support, professional team management, multi-party collaborative participation, and social The operation model of "public benefit" provides space, policy guidance, talent training and other services for young social organizations that are in start-ups or have operational difficulties, realizes support and supervision of youth social organizations, and injects growth momentum into youth social organizations [7]. The second is to strengthen talent support for the development of youth social organizations. Departments of finance, human resources, civil affairs, and the Communist Youth League should strengthen the construction of training teams, and actively seek out excellent talents with profound theoretical foundation and rich practical experience from universities, scientific research institutes, and well-known social organizations to form a teacher pool, and strengthen the training of backbone talents in youth social organizations ; At the same time, it is necessary to improve the salary incentive policies for full-time staff and professionals. The finance and civil affairs departments can provide appropriate funding subsidies, commend and reward young social organization staff with both ability and political integrity and outstanding performance, focusing on enhancing the social recognition of social organization practitioners degree and professional sense of honor make social organization practitioners a respectable profession. The third is to build a communication platform for the healthy growth of youth social organizations. As a youth organization of the ruling party, the Communist Youth League is inherently attractive to various youth social organizations and can provide youth social organizations with various resources and social effects that a single organization cannot obtain. On the one hand, the Communist Youth League should build a platform for the exchange of experiences among youth social organizations. Organize youth social organizations to formulate institutionalized and regular experience exchange mechanisms around project design, organizational management, fund raising, and external publicity. In particular, it is necessary to strengthen the exchanges between youth social organizations in developed and underdeveloped areas, and the establishment of well-known social organizations in the early stage or for exchanges between youth social organizations with operational difficulties, a paired assistance mechanism for youth social organizations should be established. On the other hand, the Communist Youth League should build a policy exchange platform for youth social organizations. In order to effectively deal with the communication problems between youth social organizations and government functional departments, the Communist Youth League should play a good role as an intermediary, improve the opinions, suggestions and difficult information collection mechanisms of youth social organizations, and provide timely feedback to the corresponding government functional departments by the Communist Youth League to help youth social organizations in a timely manner solve common problems in growth.

3.2 Optimize the government's policy system for purchasing services from youth social organizations

The government's purchase of public services from social organizations is a complex process involving the government, social organizations, and the public. The government is at the center of the chain of the three relationships. It is not only responsible to the public, but also supervises and nurtures youth social organizations [8]. In the field of purchasing public services, the government can actively explore strategies for optimizing the policy system from the following three aspects: First, it is appropriate to favor youth social organizations and take into account the responsibilities of nurturing in purchasing public services. The government should coordinate the screening of public services that can be completed by social organizations, form a relatively stable guiding catalog of government purchases of services, and further screen out projects suitable for youth social organizations to undertake, formulate a special purchase service plan for youth social organizations, or appropriately lower the threshold for youth social organizations to participate in government purchases of services. The government should pay attention to the service capabilities of youth social organizations and the scientific nature of project design plans to prevent the threshold of government procurement from being reduced to organizational levels and the number of institutions; at the same time, it should also refine the price list of government purchases of public services, taking into account that youth social organizations are providing for all costs in public services, appropriately increase the proportion of expenses spent on personnel expenses. The government should stipulate the highest standards in principle for volunteer subsidies and expert labor fees in public services; under the premise of ensuring service quality, youth social organizations are allowed to retain organizational development funds within a certain range. Although youth social organizations are non-profit organizations, they can be considered as appropriate to have a proper balance through project services, otherwise it will be

difficult for youth social organizations to grow. The second is to lead the construction of a demand expression mechanism involving tripartite participation to improve the fit between the purchase of services and the needs of the masses. In the process of government purchasing public services from social organizations, the government is the purchaser of public services, the youth social organizations are the producers of public services, and the public is the consumers of public services. In the new era, the characteristics of the public's diversified and multi-level service needs have become more prominent, and the government should take the lead in establishing a demand expression mechanism involving relevant functional departments, youth social organizations, and the public. The government as a purchaser should be guided by the needs of the public, and conduct demand surveys of the public by publicly soliciting opinions, holding symposiums, collecting networked information, commissioning professional investigations, and building participatory governance to improve the purchase of services and the public. The degree of conformity between needs can avoid the waste of resources caused by the government's unilateral decision-making and the negative effects of deviating from reality. The third is to improve the evaluation index system for government procurement of public services based on public satisfaction. The government's purchase of public services is an effective way to improve the efficiency and level of public service supply, and the quality of public services provided by youth social organizations, the public as "consumers" have the most say. Therefore, in the acceptance process of purchasing public services, the government should pay special attention to the weight of service object satisfaction in the evaluation, and use questionnaire surveys, on-site interviews and other forms to summarize the evaluation opinions of the public to ensure the public's discourse in project evaluation. At the same time, it is necessary to ensure the role of government functional departments, evaluation experts, and third-party organizations in the evaluation process. In the construction of the evaluation index system, we must follow the "4E" principles of economy, efficiency, benefit, and fairness: economy mainly refers to the cost of government input; efficiency is mainly used to measure the ratio of input to output, that is, the service that can be obtained at unit cost quantity; effect is used to measure the impact and quality of services provided by social organizations; fairness is mainly used to measure whether service targets can be treated fairly. The application of the "4E" principle should run through the entire process of the government's evaluation of the services provided by youth social organizations, and in specific applications, several sub-level indicators should be refined. At the same time, risk prevention and control measures should be prevented from being alienated in the specific implementation.

3.3 Attach importance to the construction of organizational system and organizational culture

Youth social organizations have gradually grown up on the basis of the active and voluntary participation of young people, but this does not mean that the organization can relax its system construction, nor does it mean that its management should simply follow the subjective wishes of the organizers or leaders of the organization. Although charismatic authority is a realistic choice for many social organizations in the initial period, it is unrealistic to require a newly established social organization to be highly institutionalized and highly standardized, but in the long run, social organizations use scientific systems to promote organizational operations and excellent organizations. It is necessary for culture to gather people of insight. In terms of organizational system construction, youth social organizations should clarify their concepts, objectives, and development goals, and on this premise, establish suitable recruitment and promotion, learning and training, salaries, staff and volunteer management, project operation, financial management, organizational publicity, etc. Aspects of the system enable the organization to operate in the institutional space. In addition to strengthening the construction of organizational systems, it is also necessary to establish an organizational culture that can unite young people, allowing young people to recognize the functions of social organizations, their own social values, and their careers from the bottom of their hearts. The cultivation of core values of social organizations should be the focus, taking the social functions undertaken by various social organizations as the reason for existence, and with the goal of promoting the overall level of social governance through social organization's own management, and cultivating the quality of its members to form their own spiritual outlook, so as to achieve the goal of infecting people with cultural power and the purpose of organizational spirit to shape people and to serve people with humanistic care.

4. Conclusion

Grassroots social governance is the basic integration point of the party's central government and the public's participation in national governance. It not only directly determines the overall effect of social

governance, but also relates to the realization of the country's overall policy goals and affects the overall level of national governance. From the perspective of theory and practice, the participation of youth social organizations in social governance can assist the government in solving some of the problems in economic and social development, avoid the disadvantages caused by "market failure" and "government failure" in the public service sector, and provide members of society with more effective public service.

Acknowledgements

References

[1] Kurani S, Theel E, Greenberg-Worisek A. Diagnostic Testing for Zika: Observing Rapid Translation during a Public Health Emergency. Clinical and Translational Science, 2018, 11(2):103-105.

[2] Peng, J. P., Quan, J., and Peng, L. 2019. "It Application Maturity, Management Institutional Capability and Process Management Capability," Journal of Organizational and End User Computing (31:1), pp. 61-85.

[3] Xiuquan D, Zhu L, Xinmiao Y, et al. Formation Mechanism and Coping Strategy of Public Emergency for Urban Sustainability: A Perspective of Risk Propagation in the Sociotechnical System. Sustainability, 2018, 10(2):386-400.

[4] Kegao Y, Binbin R, Qingqing A. Establishing a Social Governance Model Based on Collaboration, Participation,and Common Interests:Value,Structure and Roadmap. Contemporary Social Sciences, 2019, 15(01):77-90.

[5] Yang B, He Y, Long W. Alienation of Civic Engagement in China? Case Studies on Social Governance in Hangzhou. Voluntas International Journal of Voluntary & Nonprofit Organizations, 2015, 27(5):1-23.

[6] Z. Lv, B. Hu and H. Lv, ""Infrastructure Monitoring and Operation for Smart Cities Based on IoT System,"" in IEEE Transactions on Industrial Informatics, vol. 16, no. 3, pp. 1957-1962, March 2020.

[7] Jun-Hong Z, Kai-Huang C, Xiao-Ling L U, et al. A Study on Incubating Rural Social Organizations in the Perspective of Social Governance Innovation——A Case Study of the Incubating Base of Rural Social Organizations in Chonghua,Guangzhou. Journal of Guangdong Youth Vocational College, 2015, 106(3):183–186.

[8] Crawford E D, Batuello J T, Snow P, et al. The use of artificial intelligence technology to predict lymph node spread in men with clinically localized prostate carcinoma. Cancer, 2015, 88(9):2105-2109.