

The Practical Predicaments and Institutional Strategies of Human Resources Management of China's Social Organization

Haotian Liu

Chinese Academy of International Trade and Economic Cooperation, MOFCOM, Beijing, 100085, China

Abstract: The human resources management problem of China's social organization is the main difficulty in the development and innovation of social organization. In this thesis, the author researches on the human resource management problems of China's social organization and analyzes the strategies on institutional respect, so as to provide valuable references for the development of social organization.

Keywords: China's social organization; Human resources management; Predicaments and strategies

1. Introduction

In China, social organization refer to non-profit organization which service to the public. The human resource management for them is different from ordinary authority organization or profit organization. These non-profit organization have higher demands to their staffs in subjective sense, such as the sense of mission, the ideal and faith. Their management often rely on the core values and aims. In reality, however, restricted by many factors, the human resources management of social organization in China can hardly deal with the reality of "civil society". It is in lack of adaptability and flexibility in human resources management and configuration. These disadvantages make human resource management in predicament and needs to be resolved on institution level.

2. The practical predicaments of human resources management of social organization

2.1. The human resources management and development of social organization of social organization are not synchronized

Since 1998, China has revised and issued "REGULATION FOR REGISTRATION AND MANAGEMENT OF SOCIAL ASSOCIATIONS", "REGULATION ON THE ADMINISTRATION OF FOUNDATIONS" and a series of laws, regulations and rules to provided a legal basis and policy guarantee for the establishment of social organization and management. Meanwhile, with the rising of people's living standard and the deepening of the concept of public welfare, many people actively involved in public benefit activities, such as non-profit education, health care and Poverty Relief activities which all make

China's social organization grow stronger. From 2009 to 2013, for example, only in four years, the number of china's registered social organization increased from 430,000 to more than 540,000, rises by 25%. However, the scale of the social organization shows a tendency of rising sharply, but the human resources management of social organization shows no improvement.

In China, in spite of the overall quality of social workers is promoted to a certain extent, the overall level still can't meet the needs of the growing social organization. In recent years, China's colleges and universities do has trained a number of society major graduates, but only less than 30% of them work in social organization now. According to statistics, by 2012, the number of social worker who passes the national certification examination is less than 40,000. But the number of social worker who are keep to their posts now is more than 5,000,000. So highly qualified social workers in organization are particularly scarce. In some period of time, the actual number of people employed in social organization in our country did fall which even made quite a part of the social organization in idle state and could not undertake corresponding social responsibility.

2.2. The quality of human resources in social organization can't meet the actual needs of social organization

With the constant innovation and development of social organization in our country, many social organization seem to be more professional and their services are more and more targeted. However, our country's social organization are in a serious lack of high-quality talents which leads the requirements of "special technology, profes-

sional ethics, organization and social acceptance” can’t be realized.

On one hand, the quality of workers in social organization is uneven, many worker’s education background and professional level is low, most of them are not educated by systematical social work professional education or training. Vigor and enthusiasm is the only skills they have when they are engaged in the related work. Lacking of effective working methods and means makes it difficult to deal with the complex social problems under the new situation. For example, after Wenchuan Earthquake in Sichuan Province, many social organization rushed to the disaster areas to assist relief and post-disaster reconstruction work, but their ability of professional rescue and relief strength is insufficient, many of them can’t carry on the professional psychological counseling and psychotherapy work to the victims which lead to many social organization can’t play rescue role.

On the other hand, the logistics support personnel in social organization also lack the necessary quality. Many social organization have the problem of opaque and troubled financial management, it is the crux problem of many social organization which caused bad influence for the image of many social organization. The main reason is the lack of professionals logistics support personnel in social organization. “nepotism” are still adopt by many social organization. The logistics support personnel and financial administrative staff are elected or recommend by the founder or initiator. And their dedication spirits are more important than professional skills when they are elected which will lead to financial chaotic situation in the process of operation and make the participants lose their confidence of their organization, thus affect the long-term development of the social organization.

2.3. The reality of economic and social development causes a certain impact to human resources management of social organization

Social organization originated in western culture, rooted in western religion and strangers society which conflicts with the concept of traditional Chinese clan and human society, etc. Since the reform and opening-up, our country vigorously promotes market economy. At the same time, we also introduces their concept, such as social organization, public welfare which somehow has caused a certain change of people’s concept in our country. But these foreign concepts can’t work well in our country. Especially in the big environment of reform and opening-up, the utilitarianism, egoism, and the accompanying money idea of the market economy are constantly testing Chinese people’s awareness and understanding. Under the circumstances, social organization with altruistic tendency will inevitably be affected.

First, lack of development platform. The posts in social organization have no ranks, thus the posts are set up more

casually. According to actual conditions or needs, some posts would be changed at any time which leads to a lack of clear specification and development platform so as to reduce the appeal to employees.

Second, lack of economy security. The funds source of social organization is originator raised funds or donations. Also some support funds from the government. But the funds should be used exclusively for its intended purposes. So the employees’ income will be greatly limited. Some social organization even can not guarantee the basic life needs of their employees. Not every social workers are willing to sacrifice their interests to engage in social activities. So a significant number of people leave the social organization or only part-time-employed in social organization activities which make human resources management of social organization more difficult. Third, the degree of public recognition is not high. Due to a lack of development space and driven of interests, the vast majority of social workers are impelled by faith to engage in social activities. However, at present, China’s social organization management lacks a clear industry regulation and good and bad social organization mixed up. Some even seek personal gain. These all influence the overall image of social organization and the public recognition which make it difficult for social organization career to gain a esteemed Prestige and status. With other people’s misunderstanding and days and months work, it will kill social workers’ elan.

3. Institutional Strategies of Human Resources Management of Social Organization

The practical predicaments of social organization’s human resources management shows that we need pay more attention to institution construction in management and operation, enhance the cohesion of social organization by elevating organizational culture, further standardize the function and behavior of organization members, thus make the human resources management form a corresponding architecture system and continually promote the normal operation of the social organization of human resource management.

3.1. Enhance institutional construction of social organization’s human resources management

In the short term, the management should strengthen the management and guidance to social organization, use public power to regulate and safeguard the legitimate interests of the social organization staff, and help establish and perfect the institutions construction, promote the rapid construction of human resource management of social organization. In the long term, the government should gradually help to do the basic work, such as set up and improve the organization and institution constructions, bring the human resources management of social organization into our national law and policy system,

establish human resources management institutions for social organization, strengthen the self-discipline management of social organizations, set up relevant departments and jobs. These measures will help to make social organization's human resources management more systematic and professional. At the same time, the government should properly concede partial power to social organization and let them running independently, strengthen the industrial autonomy of social organization, let social organization industry association be responsible for the management and the coordination of social organization and make human resources management break away from administerization. At the same time, the government should properly release partial power to social organization to make the management of social organizations more practical and more strictly engaged in social service.

From a long-term development perspective of social organization, the the foundation of a "double combination mode" which refers to the combination of business executives and industry management, the combination of government supervision and industry self-discipline, can not only help to promote the improvement of social organization, but also can provide a certain degree of institutional guarantee for social organization members which are helpful for enhancing the overall cohesion of social organization, attracting more professionals to involved in social organization activities and making the human resources management easier.

3.2. Improve the logistics support institution of social organization's human resources

The logistics support of social organization, especially the financial management, is the important guarantee for the smooth implementation of human resources management of social organization. Under the current circumstance that social endowment, business income and investment is still not enough to support organization's operation, the government should further increase the intensity of financial support. We can learn the social organization staff training mode from western countries. On one hand, strengthen the motivation system of compensation and benefits to employees. On the other hand, by pouring into specialized training funds, the government can help to train professional social workers to ensure that on the premise of flush with funds, the financial input can be used on important occasions.

In addition, the social organization should gradually improve their financial management and other logistics system construction, strengthen the management and disposal of all kinds of money, not only ensure that the funds is used exclusively for its intended purposes, not misuse or abuse, but also increase the organization's capital gain, strengthen the capital gains, to better meet the economic needs of it's members and help to recruit more

people with professional knowledge in society to participate in social organization activities.

3.3. Strengthen the training of value for human resource

The nonprofit nature determines that the organization's human resources can not rely on job promotion and economic stimulus. So we must solve the problem of employees' values and concepts fundamentally to ensure that the organization members always have the sense of loyalty and dedication to the social organizations.

Therefore, social organization must build perfect recruitment system for human resource management and consider the applicant's comprehensive qualities when selecting employees. Firstly, the employees should have the same or similar values with the fundamental goal of the social organization, willing to work for social organization in spite of giving up power, money and other pursuit. Secondly, the employees should have the required post quality and professional ability and can meet the practical needs of the organization work. Thirdly, the employees should have certain enterprising spirit. They should be able to work hard on the posts and continuously explore and promote the development of their work. For staffs who are working for the organization now, the organization should strengthen the performance evaluation and the corresponding rewards and punishment mechanism, involve the personal qualities, values into comprehensive evaluation, thus strengthening the organization members' sense of mission. For staff whose ability is outstanding and with more achievements, the organization should take the way of material reward and spiritual motivation to strengthen the inside and outside incentive with which to make employees more willing to sacrifice their power for the social and at the same time, to get good staff family support.

3.4. Improve the social influence and recognition of social organization

The key point of social organization's human resources management lies in the condensation of heart. But social worker's heart are easily affected or manipulated by the social public and public opinion. Therefore, we should focus on strengthening the positive propaganda of social organization, enhance the public understanding, recognition and acceptance to social organization, make the employees feel respect in social organizations. The government should speed up to foster the social public awareness and guide the public to learn about new things, such as social organization and public welfare activities. For society, we need to strength the correct media guidance of public opinion. For social organization, positive news should be reported timely, and negative events should be supervised to get more support and bad social organization will gradually eliminated by the society.

For social organization itself, should earnestly and positively practice its organization objectives, standardize its industry behavior, thus make its activity understood and supported by public people.

4. Conclusion

Due to the dis-synchronization between the objective current development situation of social organization and the subjective cognitive of the social public's welfare concept, it is difficult to make the human resources management of social organization keep up with the pace of the rapid development of social organization, which result in many problems. By strengthening the construction and perfection of human resource management of social organization and the collaborative among government,

society and organization, the human resources management of social organization will be continuously improved and benignly developed which will make China's social public welfare career undertake a new stage.

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