

Abstract

This research is my understanding and conceptualization on the topic in question which is the **“EFFICIENCY IMPROVEMENT IN THE NON PROFIT ORGANIZATIONS RELATING TO THE CHINESE CONCEPT.”** It deals with the research base on two different types of data which includes the empirical analysis of the associated literature and academic references that were selected with relevance to the topic, along with an Interview session that was conducted through 7 participants with current or prior experience in this sector of nonprofit organizations.

The data was analyzed through summarizing and analysis structuring which helped in revealing what the major learnings were through the experiences and opinions of the interviewees. The method of analysis chosen was qualitative, the reason being that this is not a common topic of debate and discussion, hence relevant research material will not be as readily available as it is for the other topics. Major findings from both aspects of data analysis helped in the conclusion of recommendations that will suggest better case apprehension of how the current state of NPOs in China can be made more effective and inclined towards better results and progress for the future.

KEYWORDS: *Nonprofit Organizations, Chinese Culture, Organizational efficiency, Qualitative analysis.*

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LIST OF ABBREVIATIONS

NPO/s: Non-profit organizations

FPO/s: For-profit organizations

NGO/s: Non-Governmental Organizations

SE/s: Social Enterprises

SE/s*: Social Entrepreneurship

ENGO/s: Environmental & Non-Governmental Organizations

EO: Entrepreneurial orientation

MNE/s: Multi National Enterprises

Chapter 1 INTRODUCTION

1.1- Background of the Research

In the recent years, research fields about social problems and social groups received more people's attention. With the fast growing and advancing means of economic development, the overall material standard of living of the people has been achieved and further developing as well. Some people hope to use their redundant social resources to help those in need. Therefore, more and more philanthropy based organizations are now emerging and needed. Besides, with the cultural development, the diversity of people's life has been improved, and help for the vulnerable groups in a society has been extended to all the aspects of life. In this case, NPOs are developing rapidly. By helping vulnerable groups, easing social conflicts, making effective use of non-governmental social resources, and solving social problems, NPOs have great development prospects in many countries, whether they are developed or in the development process as of now. One of those development prospects includes the case of entrepreneurial inclination towards social norms and obligations (Morris et al., 2011). The entrepreneurial aspect in this situation will be its increasingly important role in the stabilizing and maintaining of the economy of the country as well. To attain this feat, EO is established so that there can be an inclination towards the cause without any sort of pressure or fear or risks that are involved in this process. This involves the factor of capturing the manifestation of this aspect of EO in the case of NPOs in Chinese context to grasp more attention and progress along with efficiency. The study will also deal with the case of Social enterprise and Social entrepreneurship both in the relevance of this matter, which highlights the relationship between these two and how these are impacting the state of NGOs and NPOs in the Western communities, used for the inspiration and influence of ones in China (Defourny and Nyssens, 2010). It is essential to note that the concept of social entrepreneurship prevailed in Europe in the year 1990, whereas in the United States, it started around the year 1993. The sustainability of NPOs in the sector of Chinese contexts will also

impact these levels and will also determine how the organizations will perform in the long run (Weerawardena et al., 2010). In today's times, building a sustainable organization has emerged as a critical need of time.

In China, the number of NPOs is increasing year by year. It is evident, even in the record relating to the past 10 years. In 2010, it had only 198 thousand units that were People-Run-non-Enterprise Units, but in 2019, the number has almost doubled, and increased to 451 thousand units. The development trend of China's NPOs is shown in the following table;

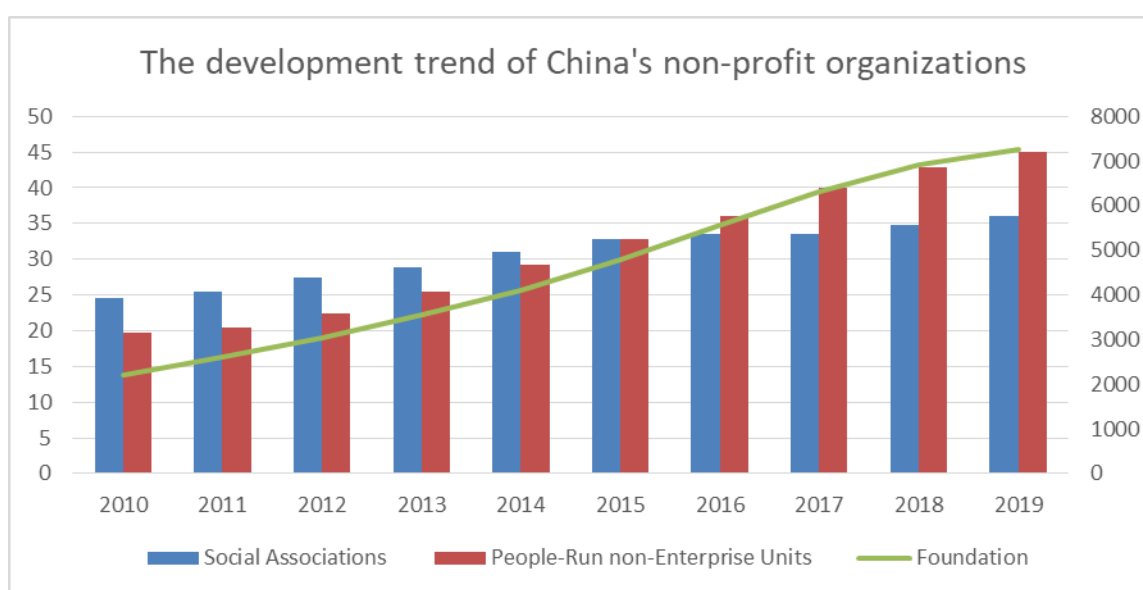


Figure 1: Development trend of China's NPOs

In the US, NPOs have a higher status, as one out of four people in the population statistics work for such organizations. All these figures prove that the development of a society needs a large number of NPOs and that the academic research of such organizations is of great significance to the society in terms of its well-being and development/growth. The theoretical knowledge of how to manage NPOs is becoming more and more important for and in the future times.

However, there are also many problems lying in the developmental progress of NPOs in China. Take an example of the 2011 scandal at the Red Cross society of China, which was caused by Guo Meimei. The scandal has changed public awareness of the extent to which

China's NPOs are managed in a different manner. It has made people think that the top management of a charity organization like the Red Cross would secretly use the money donated by ordinary people to the needy to satisfy their luxurious life. What's more, it makes the public begin to doubt the credibility of such organizations that are currently functioning in China. This kind of mismanagement not only wastes the NPOs' donor resources, but also affects their reputation, makes it difficult for them to raise funds, reduces their work efficiency, and slows down their development process. Besides, staff members of NPOs have little material benefits in their work, which makes the incentive mechanism of such organizations different from that of FPOs. The NPO management and functioning system mainly relies on the enthusiasm and belief of its participants to support them in the achievement of their organizational goals. Compared with the organizational goals of the FPOs, which are driven by and for the economic interests, the employees' motivation factors of NPOs is too abstract. This makes it even harder for the NPOs to motivate their employees than it is for the profit-targeting organizations. Even though China is a relatively strong state, its societies are still lacking at the perspective of these developmental stages that signal towards the NPO demands and attributes (Hasmath and Hsu, 2015). The survival strategies that these organizations have implemented for a better cause include that of the rights relating to the migrant workers, catering to their own transformative potential, increasing their own social productivity levels through funding and the cases of better understanding in this aspect throughout the study by researchers.

Comparing the overall state of the world's nonprofit development, the NPOs stationed in a developed country are still far ahead of the NPOs in a developing country. The percentage of nonprofit workforce amongst all kinds is much higher in Israel (12.7%) and Belgium (11.5%), than Thailand (0.9%) and Brazil (3.7%). As well as the value of work done by the nonprofit institutions. In the percentage of NPOs' contribution to GDP, Canada (8.1%)

took up the top one and Thailand (1.6%), belonged to the bottom one. As a developing country, China is in its infancy in the development of such organizations as well. China's NPOs are poorly managed, and the relevant management methods and regulations are not sound and efficient enough. They have been facing a shortage of talent since many years. According to Civil Affairs authorities and other data, the total amount of charitable donations by the Chinese NGOs in various forms is about 200 Billion Yuan each year. That is only a quarter of the figure in Britain and one in 200 in America. As a result, China's NPOs urgently need to learn the management methods that the other successful and developed countries have adapted to their benefit and requirements.

China's NPOs need to improve their management model, use the perfect rules and regulations to standard NPOs within their employees' behavior, encourage major and tip related guidance by professional personnel to formulate the development strategies of such organizations, improving their work efficiency.

1.2- Statement of the Problem

The main purpose and statement of the problem in this research is the discussion of the efficiency improvement of non-profit organizations in Chinese context, which highlights the current stage and progress of NPOs in China, along with the issues that come in the way of their development and how they can be tackled for better efficiency and results in the future, as the trend of SEs is fast growing in China and across the globe.

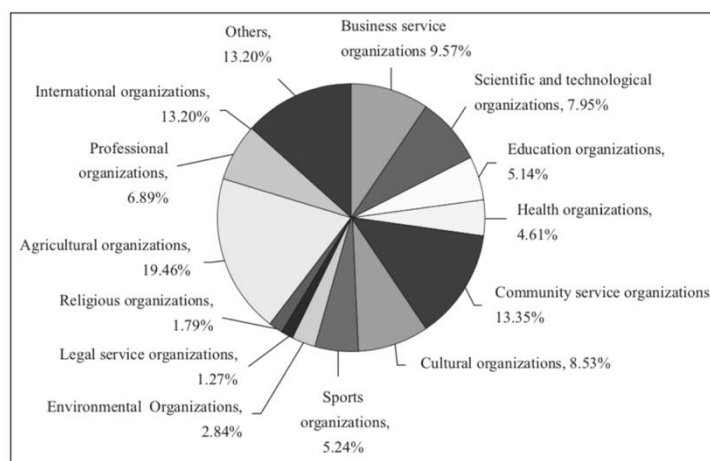
1.3- Significance of the Research

In an FPO, it is important to know which kind of operation management could earn more economic return so that the director will be able to take responsibility of the stakeholders, staff members and employees. The same case is in relevance with the non-profit organizations, even though they don't need to earn money, they need to be accountable to those who served and funded them. Finding the methods to improve the efficiency of NPO operations can enhance the use of materials, which are provided by their contribution and

funds providers. Also, it can reduce the waste of social resources and help more people when there are only limited resources and would be more in line with the expectations of the material donors.

The NPO has a wide range as it contains a lot of work in the social construction and dimension. According to the Social Service Development's report, there are more than 14 categories of nonprofit groups' major service areas in which they target possibilities and function. It means that the operation of NPOs has a great impact on our society and its wellbeing. If the efficiency of NPOs will be improved, all aspects of the society will be

Figure 4.4
Number and Proportion of Nonprofit Groups in
Major Service Areas, 2010



Source: Statistics Report of Social Service Development (2010).

Figure 2: Proportion of Non Profit Groups

positively affected as well.

1.4- Contributions and Impact of the Research

This research has both knowledge related and practical contributions, which are given as follows;

1. In the academic aspect, this study can enrich the research materials of the NPOs in the English context through the cases of recent years as well as helping the Western researchers in getting better understanding facts and points about China's development of NPOs. It can also increase the research literatures on the NPO staff's

opinions on their operations, and increase the overall understanding of the internal environment of NPO for scholars and researchers. It might be helpful as well when it comes to distinguishing the differences of scope between the Chinese and Western NPOs in concept, which will be a convenient way forward the for follow-up and future related research.

2. The practical contributions of this research help in guiding the development methods of Chinese NPOs. It can teach the NPOs to make better use of the resources provided by the donors, improve their work efficiency as well as helping more people in need, and enhance the impression of the Chinese NPOs in the public mind in general.

1.5- Purpose of the Research

The importance of NPO in development of the Chinese Society is growing at a fast pace and through various means. In this context, the Chinese NPOs face problems of low management levels and low operational efficiency when compared to the NPOs in the Western countries, which shows that there is still much space for it to gain improvement by learning from the experiences of NPOs in the Western World. But the Development Model of Western NPOs is based on the unique political and economic system of the West, and the expectations and requirements revolving around them are different in China, because they have different economic conditions and cultural backgrounds. Chinese NPOs need to find their own unique business model, and their management methods should be different from their Government departments and enterprises, as well as foreign NPOs that are currently working for different causes and problems. The method by which the NPOs borrows from the management and the Development Model of the NPOs should be decided case by case, to avoid any sort of complication, misunderstanding or faults that can occur in the future.

The basic objective of this study is to improve the operational efficiency of the NPOs. The focus of this research is to improve the overall organizational efficiency. Because there are many ways to improve the efficiency of organizations, some approaches are from the internal

point of view, whereas the rest are from an external point of view. Besides, managing an NPO is a complex program. If the study is conducted without a specific scope for studying its organizational effectiveness, it would be too complex to analyze and to draw valuable conclusions from. This study pays attention to the operation of Chinese NPOs and the influential Human Resource factors from the perspective of NPO employees. Further study is done through the analysis of interviews with NPO staff, to find out ways on how to improve NPO's operational efficiency.

1.6- Scope & Goals/Objectives of the Research

The following objectives are constructed as a framework to achieve the purpose of this study.

1. To delineate a common situation about Chinese NPOs in the present. And also to compare the definition and management methods of such between Chinese and Western NPOs.
2. Through literature research, internal and external factors affecting organizational efficiency are found, that help in analysis of the similarities and differences of solutions to the efficiency problems of NPOs in different environments in China and the West.
3. To study the current difficulties of Chinese NPOs in their operations, and to understand the views of the staff of such on the operation of NPOs and their operation efficiency as well.
4. To explore the role that the government, NPOs and their employees can play in their own development, and to propose feasible measures for improving NPOs' efficiency.

1.7- Structure of the Research

This dissertation consists of the following eight chapters.

- *Chapter 1* includes the introduction of the research background, and explains the significance of this research. This chapter also defines the purpose, goal, scope and

structure of this research. The following two chapters review the literature after the introduction, trying to partially answer some of the objectives, find the research methods suitable for this study, and find the shortcomings to be further studied.

- **Chapter 2** helps readers understand the concept of nonprofit organizations in the Chinese context and compares the differences between Chinese nonprofit organizations and Western nonprofit organizations. This chapter also discusses the history and lessons learned off nonprofit organizations so as to understand the ways to improve nonprofit organization's work efficiency from an academy perspective.
- **Chapter 3** illustrates the research methodology and justifies the selection of the research philosophy, approach and strategies. Empirical research methods are adopted to collect data through semi-structured interviews.
- **Chapter 4** introduces the basic information of interviewees, provides qualitative summaries of the interview questions in the form of theme, and directly quotes summaries of the interviewees' views.
- **Chapter 5** analyses and compares the results of the literature review and interviews.
- Finally, **Chapter 6** summarizes the research results and provides suggestions for the development of Chinese nonprofit organizations. This chapter also provides the direction for future research.

Chapter 2 LITERATURE REVIEW

2.1- Introduction

The major aspects of NPOs in the state of China are still in the state of development, where most of these organizations are still controlled by the Government of the country. There have been many developments in this aspect, leading to the case of whether the difficulties and obstacles faced by this sector in China are waiting to be rectified and reformed, to get better results. Being a state run under the supreme rule of Chinese Government where there is a strict policy for many sectors, the dilemma of the NPOs in China requires action that is prompt and promises results for better deliverance. The basic understanding of SE is mandatory to relocate the problem areas in this aspect. The term Social enterprise is relevant with the organizations that work towards a social cause, and don't focus on earning profits for themselves. Social entrepreneurship is the chance to spot an opportunity, which can only be done by a proper entrepreneur who has an eye for this aspects through experience (Abu Saifan , 2012). Such type of entrepreneurship is required in the state of China as well, to discover the potential areas where these type of organizations can be established and kick-started for operations and functioning as well.

SEs around the world are liable to be treated as Hybrid organizations, more importantly due to the impact that they had on the Global Economic Crisis that occurred in the year 2008 (Doherty et al., 2014). The factors of SEs around the world are also gaining popularity with the passing time, but this is yet to be decided in favor of the state of China. The most easy to maintain and productive conceptual model in this case is that of the SE, where various forms of emerging literature play a vital role in the economic development & social value creation in general (Jiao, 2011). To gain competitive advantage and establish a firm ground of such enterprises in the country, there will have to be a series of reforms and developments regarding the matter (Dacin et al., 2011). These developments will have to be made in the form of social innovation, interest in the entrepreneurial studies and increase in

the general knowledge regarding profit management for any type of an organization. The issues that are faced by the SEs across the globe are not limited to one country or context, but are also growing stronger with the advancements in time (Bacq, and Janssen, 2011). There have been many cases where the SE development process was phased and stalled because of minor issues in the management which in turn affected their productivity as well. These issues can be highlighted in the following areas;

- The SE requires an entrepreneur that is not only performance oriented, but must have a personal understanding and compassion for the social issues, because without this expression, the decisions will only be made half-heartedly regarding the SE concepts and performance. Research materials and scholars in the past have multiple times argued whether the issues that are in line for the SEs require a Social entrepreneur that is individual or collective. There is evidence supporting both of these stances, showing that a combination of both is crucial for the right maintenance of attitudes. Where being an individualistic entrepreneur will make the leader head strong and determined towards his personal growth and development, the collectivist attitude will allow him to be more sympathetic towards others in and out of the organization, which is the major essence of an SE to be understood. Hence, when combined, both make the entrepreneur stronger in terms of controlling and managing the SE properly.
- Some people argue that SE is a step, or an action, where in actuality, it is the form of a process, which takes time in developing and flourishing to reach its goals of social service. The main core lies in the process of the social venture creation, and highlights that it should be treated as a separate entity to be focused on.

- The environmental factors surrounding that of the SE, is another are that is usually overlooked. This is because it is considered trivial or not useful to the cause and for this reason there has been very little developmental literature on this case. The example indirectly lies in the way that the Western countries like UK and the US treat their Governments and consider them as a special part of their organization's management and this is enough evidence that the success of the organization lies in the relations that the management of that organization have established with the Government of that state.
- There is a lack of awareness when it comes to understanding the actual definitions of the term of Social Entrepreneurship and Enterprise, and this should be taken into consideration generously so that the people and management who are a part of that organization can also take on their jobs with a completely different thinking and approach. The real definition of SE in this context that should be discussed is that the SE is a process of identifying, evaluating and exploiting the opportunities that are given, so that the required level of social value can be created through both commercial and market based activities, which allow more space for development in this sector and industry of work.

The development of SEs in the state of China has always been at a stand-still, with little to no growth in this industry in the last 10 years. This had led to a lack of NPOs in the country which is a necessity in these hard times when there have been natural calamities, disasters and the living standards of the poor have become even worse than they were before, due to inflation and the sudden rise in prices of everyday items. When the development of SEs and NPOs is in discussion, it is also important to note that the reason behind all of these power distribution distortions may not be the only one, as there are multiple reasons backing

the onslaught of this case which include lack of awareness regarding the NPO sector in general, lack of funding and support for this cause and the general mindset of the people residing in the state of China. As it is already been made clear, the sectors in which the NPOs function are not limited to one alone, but in fact there is a wide distribution of such to support different causes and needs. In the past 10 years, China has mainly just focused on the discussions, practices and research regarding the concept of SEs (Defourny et al., 2011). The reason for this is that as socialist state, China has put itself back in terms of social work and mediums to cater to the needy, and since the market economy has grown dynamically, the civil society organizations of China have since then expanded in various different directions.

Over the past 30 years, the debatable topic of labor development and relations in the state of China has been progressing but at a relatively slow rate and level. The reason for this is the economic reforms and substitutions that have greatly affected and altered this process of renewal and growth (Friedman and Lee, 2010). The destruction of the old and renewed social contracts at the hands of complicated processes have further demonstrated that there is less of a scope of improvement in this sector China's economy, hence the country will have to start over to gain better results and efficiency levels altogether. Economic reforms in the state of China helped the party-state-controlled-people's organizations in getting deeply and more thoroughly involved in the case of social works and values to attain peace and uniformity within the country (Chan, 2012). Many labor related and oriented societies within the state of China that have been long backed by the International standards and funds, have established a firm ground to fight for the rights of labor and workers within the country to maintain order and equality as well. These labors oriented NGOs are mainly concentrated and operate from the areas of Pearl River Delta in the South areas of China, from where they have resumed and continued their operations till date. Since 1988, the number of NGOs that were operating in the state of China has almost doubled from a mere 4,446 properly and effectively

registered NGOs (Spires et al., 2014). The state of these NGOs is mostly based on the grass root policies that revolve around the basics of the state. Many scholarships on civil societies within China have also emphasized on the relation between these NGOs and the state of China, which is the governing head of all types of organizations operating within the country. But even with the highlighted importance of such NGOs, there has been little development in terms of its study and research to implore into its details and further prospects for future. The major funding for these organizations comes from mainland china, which comes as no surprise, after which the city of Hong Kong closely follows for the second spot in this manner.

The reforms surrounding the labor related NGOs in the state of China have been much researched upon, and it is also the most common and easily found NPO type in the state. The Labor based NPOs also have a large political influence, as they are responsible for the maintainence of major labor laws and regulations across the country (Franceschini, 2014). These unions and NPOs defend the rights mainly of the migrant workers and take their inputs regarding the developmental status of their areas of expertise, since most of China's earnings are still coming from their agricultural and farming sector. The legitimation strategies of the Labor NGOs in the state of China relate finally to the space that they operate in, their strategies for survival and publication, and their development in the cause of establishing an autonomy to cater to the needs of the workers and labor of the country effectively (Gleiss, 2014). These strategies are important in the aspect that they keep alive the reason for celebrating the rights and needs of the standards that the labor workforce has in within the country, and without such organizations, there would be mismanagement of forces and their demands as well. Religious NGOs in the state of China are also growing, but at a much less pace than the labor and grass root ones. The reason for this is because China is essentially a Buddhist and Atheist state, where there is a very little understanding and tolerance of the

teachings and cultures of other religions, even when there are multi-cultural populations in the state of China (Tam and Hasmath, 2015). This cause requires a specific number of NPOs and NGOs that are ready to voice and advocate for the rights of minorities within the Chinese state to garner them the freedom and stability to practice their own faith without any pressure or fear.

The Chinese societies are becoming increasingly mediated and driven towards environmental causes as well, where they establish an understanding and create awareness regarding the environment safety standards within the country to better maintain the levels for reform and sustainability (Dai et al., 2017). The ENGOs have highlighted the fact that there is still a lot of awareness creation in demand when it comes to the topic of environmental safety in the state of China, to consider any more developments and reform on this in the future, for which the people and government of that country should be fully understanding and supportive. The case of ENGOs in the state of China also shows that these organizations are focusing more towards educating and not activating, at least for now (Yang and Tailor, 2010). The reason and strategy behind this concept is that when the mass population and governmental bodies of the state will be aware of these progress pointers regarding the safety and stability of the environment of their country, they will be more approachable and will bend towards helping to this cause themselves, instead of solely relying on the part of NGOs and NPOs to do so on their own. Civic environmentalism is a movement which was started in the year 1990 in the Urban Chinese societies, to cater to the needs of creating awareness regarding environmental safety standards, procedures and what the people can contribute towards it (Lee and Hsing, 2010). This development phase will take years to be completed, but the outcome will start at the beginning of this phase, even without proceeding to the results, as people will be more caring and understanding of their surroundings and will help in maintaining it, which will also reduce the loads of work which

has been left for these organizations to put up with. Since the year 1970, the state of China has been facing multiple reforms that have been monumental in bringing changes towards the community and societies of the state (Yang et al., 2015). These include the abolition of dual administration of the NGOs in China, which resulted in confusion and mismanagement of the organization's operations at some level, also disrupting the flow of work and progress along the way. This abolition of dual management strategies in the NGOs of China occurred due to the decisive roles that the government has since then played in the development of NGOs within the country, for one or more reasons.

To fully understand the transformative potential of the Chinese ground breaking developmental strategies that will shape the way that their NGOs work and progress, it is important to also bring to light the civil societies of China that play a major role in this aspect of development (Hsu, 2014). The case of NGO development in the state of China demands that there be an understanding beyond the macro-level political change that will shape the communities as well. It is also imperative to understand the strong relationship between the rise of the NGOs in the state of China and the vast and fast growing expansion of the civil societies that play an important role here. The concept and understanding of CSR in China, no matter how quickly spreading, is still spreading without much knowledge and accreditation, which in turn decreases the large number of benefits that are brought with it (Tang and Li, 2009). Another aspect of this case is also in the understanding and debate of whether the focus should be more inclined towards the stakeholders associated groups in question or the Chinese society in general. A balance in this area will be for the best, as it will ensure both entities and parties are satisfied, so that all transitions can be run smoothly.

The state of Chinese NGOs and NPOs can also be calculated from their progress regarding their recent developments into the world of better opportunities and to provide and do more on an international level as well (Hsu et al., 2016). Even though this development

and ruling has received wisdom and has been acclaimed for being ambitious and socially responsible, there is still found to be a lack of resources in this aspect regarding the research of this area and expertise of development of the Chinese NGOs. A beneficial part that is gained from this is the high level of influential and international assistance that is given regarding the concept of Chinese NGOs and their International spreading and operations. The variety of social movement theories within China have been gaining momentum over the past years but there is still a lot of scope left for the development in this sector as the NGOs in the state of China are still lacking in comparison with the ones that are operating the Western states. For this, a framework should be advised, which implements the better status levels for the developmental process in the aspect of the NGOs in the state of China (Ru, and Ortolano, 2009). A political process model comes in help at this stage, for the cause of spotting favorable political opportunities and the areas that are in need of development in the public sector. China has become a favorable spot for the ENGOS to flourish due to multiple reasons, one being that there is a wide range scope and need for such organizations in the country due to the current states of high pollution that are found in China. The strategies that are adopted in the country are also carefully thought out and selected to favor the factors in favor of the development of NGO, catering to the needs through educating the general public and also creating awareness along the way. This process of implementation of new standards started by the ENGOS of the state of China have proven to be more effective in the reason that they make the public of country aware and show them how to help the ENGOS in delivering better results. The work load and stress on the ENGOS within China is also decreased through this manner and there is less need of the factors concerning the activation of related activities. The reason that the ENGOS of China are becoming so effective in what they do is because of the reason that they fulfill their duties according to the inspirations that they get from their Western counterparts.

The study of Chinese NGOs is an emerging field of study. And these organizations are fully expected to convey the message of portraying and implementing the standards that have been set internationally (Hsu and Jiang, 2015). Many NGOs in the state of China have been built around the alliances with party state agencies, to work towards a specific and shared goal. And as a result of these developments, the organizations were strongly influenced by the institutional experiences of their founders. This also minimizes any chances of the onslaught that there might be any party-state experience involved. The limits of the state society and the state corporatism models are also to be noted in this aspect for better analysis and understanding of the concept and issue at hand. The essence of the situation's understanding is also in the concept of China's environmental activism in the age of Globalization, which means that there is no space of lack in development and research in such an advanced era of learning and progress (Xie, 2011). Mounting environmental pressure is faced by the state of China in multiple aspects of its organizational development pertaining to the NGOs and NPOs as well. Contrary to the past, China has become more open and accommodating with the rest of the world, which includes the study of how these major structural changes came to be, including the betterment and efficiency of these organizations. To learn more about the experiences of those that come in the path of this development process, it is important to include the variables that are involved and that help maintain the balance of entities in this industry of social enterprises. Since China is a Statist country, it has a very small number of NPOs currently operating within its boundaries, which is below the minimum to sustain the people and their needs in the sector (Hustinx et al., 2010). The Chinese NPOs have emerged in relatively small and inadequate numbers, yet they are considered to be a force that will bring about major changes within the country, through aids and social welfare conceptualization in different aspects.

2.2- Theoretical Framework

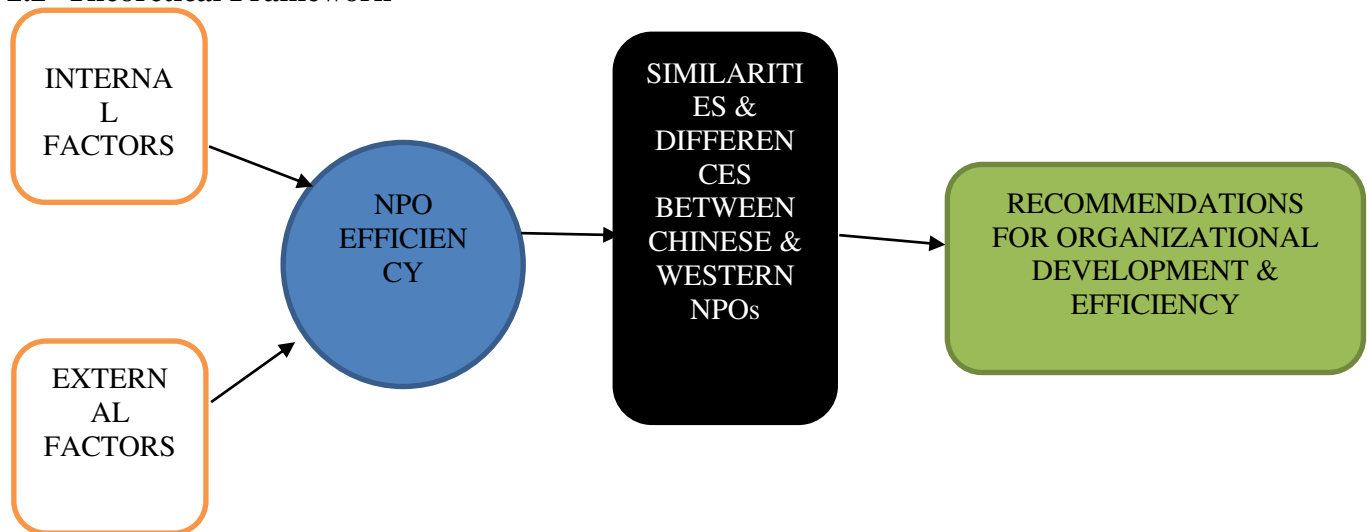


Figure 3: Theoretical Framework

The theoretical framework above discusses the relationship of the various factors involved and their impact on the NPO efficiency in China, and how those efficiency levels can be achieved with the strategic recommendations regarding organizational development. The theoretical framework also discusses and highlights the similarities and differences between the Western and Chinese NPOs. The relationship of each dependent variable with the independent variable of NPO efficiency in the Chinese context can be given as follows;

- H1= Internal factors that are involved directly affect the NPO efficiency in China through positive attributes.
- H2= External factors that are involved indirectly affect the NPO efficiency in China through positive attributes.
- H3= The similarities between the Western & Chinese NPOs indirectly affect the efficiency of such organizations in China through a positive aspect.
- H4= The differences between the Western & Chinese NPOs indirectly affect the efficiency of such organizations in China through a negative aspect.

2.3- Internal Factors Affecting the NPO Efficiency in China

The internal factors that affect the NPO efficiency levels in the state of China are an important part of this research because they are the matters that these type of organizations will have to deal with on a priority basis, because a faulty or lacking system will only provide temporary results and there will be no room for any type of development if this continues to be implemented without any research. The factors that implement the situation and condition of the NPOs in China through internal means can be given as follows for better understanding and strengthening of efforts involved;

2.3.1. Leadership Style

The leadership style that is usually adopted in Chinese organizations is that of authoritative or demanding, where there is a lack of communication, sympathy and understanding between the leaders and the employees. For better results and efficiency of the organization's workforce, there should be an effective leadership plan as well, which does not only focus on the task at hand, but also at the situation and well-being of the employees, workforce and volunteering teams of the NPOs in China. The most accommodating styles of leadership to get better results include a combination of Transformational & Transactional Leadership, where there is the case of a leader-follower basis, in which the employees are motivated and associated with the tasks and goals of the organizations, and work with enthusiasm to achieve them. When the leader of the organization will be ineffective and treat employees like slaves, the motivational levels of the employees will also decrease rapidly, resulting in the associated decrease in the efficiency of their work. In the ear of new public management, the NPO leaders have a vast array of strategies that they can use for implementing a motivating and productive workplace environment in the organization (Osula and Ng, 2014). These strategies can be implemented in the form of new management styles that the Transformational leadership attitude portrays and is also capable of changing the mindsets of the employees and workforce of the organization altogether.

2.3.2. Management & Organizational Structure

The management & organizational structure of any organization is its basic pillar that shows whether it has potential to become sustainable or not. The attitude of the management plays an important role here by making the employees more motivated and by making them feel that they work in an organizational system where they will be taken care of through multiple means. Value creation in this aspect also helps, where the values of the organization helps determine how they treat and perceive the importance of their employees' well-being and happiness with their associated job designations (Lee et al., 2012). The value creation aspect is an important one because of the fact that when an organization's management is aware of those principles and values, they will make it their task to implement them as well. It is also important to note that when an organization has better and innovative co-creation practices, they are less likely to get copied by their competitors in the long run, where they influence others to follow in their steps and attain high levels of organizational efficiency. Organizational structure is a factor that has evolved greatly in the world of business and ruling, where the type and efficiency of any particular organization is dependent on it (Gulati et al., 2012). In a more diverse learning concept, the determination of a better and formative structure of an organization has been debated upon for many years, where there has been no conclusion as to which type of structure is most effective as all types have their own importance. The point to be remembered is that all the organizations in questions, especially the NPOs in China, should revise their structures according to their own requirements and bring about a change in their management attitude that will become beneficial for their own growth and efficiency.

2.3.3. Monetary Aspects

The monetary aspects of any type of an organization are an important factor to be discussed. Here in the case of NPOs, it is even more crucial, because the more stable financially the organization is, the better ways it can function and commit to more social

works and reforms in their area of development. Lack of funds means that there is less marketing and gathering of more sponsors, which means in the end the organization will have to be restrained to doing less social and community work, as they can only manage so much. The basics of this understanding is in the development of how to gather and also maintain/spend in an intelligent way, through which the services can be marketed to the target audience and the social goals of the organization will also be achieved with it. It is an evident example that people and women in general, are underpaid by a margin in the state of China (Cook & Dong, 2011). The unprecedented structural change in the country of China has changed the management methods and brought about multiple reforms, but this issue is yet to be addressed and allocated for resolving under the rights of gender equality, where women are paid far less than what men are paid for the deliverance of a similar natured task. Many countries across the globe are fighting for gender equality, majorly in the wages gap that they have in comparison with the masculine gender. In China, since there was a long period of time when women used to stay at home and only work from the comfort of their homes if needed, there was even less development than the rest of the world, mostly in comparison with the Western side. Hence the understanding arises from the fact that if there are enough and adequate funds for the employees to be happy, there will be increased efficiency in the workplace environment and overall progress of an NPO in China.

2.3.4. Adequate Staff Available For Performing Duties

In a recent study, it was revealed that the number of volunteers in the world (which is around 1 billion), would make up a whole country only second to china in terms of population (Salamon et al., 2011). The requirement of necessary number of staff in the organization is not only limited to the work related functions, but also in the aspect of organizational calm and serenity. This is because when the organization will have an adequate number of staff members and employees/volunteers, there will be less burden of work and hence less negative and stressed attitude of the employee that work in that organization as well.

2.3.5. *Professionalism*

Professionalism is any organizations' workforce's most prized asset. This is because, for a workforce to be unskilled and lacking in professionalism, there will be dire consequences in the form of laid back attitude of the employees and management both, where they will be relaxed in terms of achieving the goals of the organization through hard work and effort (Hwang and Powell, 2009). Professional values and the intention to maintain and stand by them is a trait not many workers and leaders have in an organization.

2.3.6. *Employee Well-Being & Commitment in an NPO*

The importance of employee's motivation levels and association with the workplace is evident to be understood for any type of organization. It is in fact, one of the most crucial factors which is being focused upon in the recent and old studies, which show that happier the employee is, the better work he/she will pay out for the organization through efficiency enhancement which is achieved by behavioral changes. Leadership in an organization is directly and positively associated with the employees' well-being and commitment to their jobs (Mc Murray et al., 2010). To gather the facts on this, many researches that were conducted labeled this phenomena as that of Psychological Capital of an organization. The more investments are made into these capital aspects, the better assets record and less turnover the organization will see through the employees' devotion and hard work. A supportive leader as discussed in one of the factors above will have the following qualities that will help him attain a higher reading on the psychological capital in any type of an NPO;

1. The leader is an appropriate model to follow in the steps of.
2. The leader fosters the acceptance of the goals of the organization.
3. The leader offers contingent rewards based on different analysis and judgment methods.
4. The leader helps in the intellectual stimulation of the employees/team members.
5. The leader provides a vision for the team of employees to progress towards together.

2.4- External Factors Affecting the NPO Efficiency in China

Many people think that external factors are secondary and are not as important, where this thought is not completely wrong, it's not completely right either. Sure these factors come as a secondary part for the organization's management to consider, but for the establishment of a peaceful and supportive relationship outside of the workplace, the management of the NPO should be aware of their surroundings and what the implications are that come with the establishment of a business entity in that environment as well. Better social and external understanding will help the organization in gaining a supportive relationship with the external entities that govern and maintain the rules/regulations of the country. These external factors that highlight the changes and development of an NPO through outside and surrounding means can be given as follows;

2.4.1. NPO's & THE USE OF SOCIAL MEDIA

When there is the talk of external factors, being socially alert is a must. This is also applied in the case of many organizations nowadays that make fruitful use of the internet and all things productive that come with it. The most basic structures of the internet are found in the providing of communication and connectivity methods in a matter of seconds with people all over the world (Lovejoy and Saxton, 2012). This is also primitive and highly important in the case of NPOs as there is a need to create an online presence that sparks interest and conveys the message of the organization being an SE, so to attract potential people who can volunteer and fund for the greater cause. Micro-blogging, or the use of social platforms such as Twitter, are widely spreading as more and more people grow accustomed to this mode of communication and staying in touch with the current trends and happenings in the world's landscape. For an NPO working in any sector of the industry, it is important to know that an online presence will not only enhance the chances of better funds, but also increase efficiency and the motivation to do better work in the present and future both. The media of the current

generations can be considered as a driving force for the stakeholders of any effective NPO functioning in any state of the world.

2.4.2. Marketization of Non-Profit & Voluntary Organizations

The term marketization means creating a framework that is based on the principles which are market oriented (Eikenberry, 2009). The marketization of both NPOs and Voluntary organizations is reliant on major principles, values, practices & vocabularies, which are combined to form a framework that analyzes the establishment of that organization and how it is perceived in different types of markets across the globe. This is different from traditional charity processes as it involves the cause-related marketing strategies which ensure that the brand and the cause of action are put in the same category for better understanding and reach.

2.4.3. Changes in Political Opportunities

The political stability and environment of any country plays a great role in the businesses that function and operate within its boundaries and these political connections that an organization has always affects the corporate diversification in emerging economies such as that of China (Li et al., 2012). This goes for the NPOs as well, where the support from Government of the country is an imminent and evident part of successful operations. It is in the nature of organizations of any sector or industry to take advantage of the political reforms and changes that occur over-time, so as to support their own policies and terms of functioning safely. To dictate and decide the future of the organizations within a country, it is important for the ruling parties to be in support of their decisions as well, because the rules and regulations of any country must be followed for operations within delay and forbiddance. Taking for example the time duration between the years 1980-1990s, when the NPOs of various sectors took advantages of the political and global changes that were occurring, to aid their own progress, funding and reach potential.

2.4.4. External Resources of the Organization

The external resources of the organization can include anything from the support of the country's citizens that they operate in, trust of people who provide funds for the organization's operations, information for functioning and the recognition in general, which any type of organization needs to make a name for itself and to successfully become known for better efficiency methods throughout (Zhan and Tang, 2013). For civil society organizations in the state of China, the independence and obtaining of sufficient financial and human resources for their operations has always been a huge barrier that has hindered the overall progress and better performance of such organizations.

2.5- Similarities & Differences between Western & Chinese NPO's

The Western society has always been an epitome of success, development and growth, in various aspects of life and work both. The general thought process of this factor revolves around the determination of what attributes are similar and what sets apart the Western NPOs from ones in the state of China and why those differences are still evident, even in such an advanced era of learning and growth. The evidence lies in the fast paced development of the NGOs and NPOs that operate in the western world, whereas the Chinese organizations of this magnitude are at a stand-still even after research and development cases that aid its progress throughout. To maximize the case of the developmental study that revolves around this concept, the understanding is first in the similarities that are found between the NPOs of Western and Chinese context which are important to be noted for future research methods and analysis as well. Among the two major similarities that are found between the two entities, one is the way of management of the organization in the operational perspective, and also the developmental progress that has been made through the process of learning and research. The list of differences however is more detailed and demanding in terms of reforms for the Chinese contexts, where they are required to manage their NGOs and NPOs in a way that enables their employees and workforces to become motivated, they need

to put more investments and funds into the marketing and publicity strategies of their organizations so that more people become aware of their cause, improve their level of credibility so that other people can also learn from their experiences and trust them more easily by contributing towards the cause that they wish to support through the organization's progress, and also in hiring professional people to do the job so that they can more easily determine what decisions need to be taken for acquiring efficiency levels at maximum. The differences between the NPOs of China and the Western countries can also be highlighted by the following aspects;

1. Whether to pay taxes or not, where the rules of taxation usually don't apply for the NGOs in the Western countries, this is because they need to save the maximum amount for their social actions, where as in the state of China all types of organizations have the same obligation of paying taxes to their Government.
2. The level of autonomy, where the term shows that there is a certain level of freedom that is allotted to the employees of the organization through which they can also be able to express their feelings and opinions regarding any decisions and matters of the organization. IN the case of Chinese NGOs, the opposite approach is used, where the level of freedom that the employees have within any type of an organization is far lower than that of the employees in their Western counterparts, showing greater amounts of reduction in their work performance and motivational levels through this factor.
3. Development and environment comparison of both types of NGOs, which can be made through the aspects of their growth. Where western NGOs have grown and spread to other countries of the 2world, the case of the Chinese NGOs is entirely different as a very less amount of Chinese NGOs have been able to spread and operate internationally.

4. Time history of both types of NGOs in the political and economic aspect, where the developmental phase of the Chinese NGOs, even when having the potential, has stayed behind due to various reasons which included lack of funds, freedom and the motivation to do more social work in the country and internationally.

2.5.1. Chinese Cultural Perspective

Chinese culture is one that has been carried forward and respected by the citizens of the country since it came into existence. This includes the teachings of their predecessors, their learnings and experiences, their way of life and rule, their standardizing and method of understanding things along with that of associating the present life with that of the eternal one. Chinese history is well kept and maintained till date, and the people of China feel especially proud of their rich culture and heritage, that shows their expertise and learnings for different walks of life. Often the rule of Chinese governments is under the influence of the communist law, where the old teachings and cultural heritages of the country play an important part in the process of decision making, and is considered trivial even in the modern and advanced times of now. This close bond that the Chinese people have with their founders and scholars, enables them to be steadfast and hard working through motivation for the rewards that they will receive in their lives after this one. The concept of living and standardization in the country is still almost the same as the one which was followed in the earlier times, where there is a caste system that many still follow strictly.

To closely understand how the Chinese culture works and what the general public's opinions are regarding the state of NGOs and SEs in the state, it is important to also learn about their cultural background, preferences, heritage and the general attitudes of the people residing in that country. Understanding of the cultural aspect of the state of China will not only help with the topic's understanding, but it will also help identify the areas of development where the general mindset needs to be changed and adopted to get on the same level of success that the Western based organizations of this industry enjoy. The cultural

background of China is a diverse and well-respected part of the lives of Chinese people, as they consider it the most integral part of being true to their roots, even in the time of advancements. But sometimes, the old teachings and thoughts should be adjusted to suit the changes in time, so that organization, societies and the general perspective of the nation may be diverted towards betterment. The culture of China can be studied more closely with the case of Hofstede insights, which provides an outlook and summarizes the six main aspects of any country's culture altogether (Hofstede Insights, 2019). These six cultural dimensions can be given as follows, which highlight the cultural understanding of Chinese concepts and thinking about ways of live;

1. Power Distance, where the score of China is 80, showing that the Chinese societies believe that inequalities between people from different walks of life is not unfair and is acceptable to them. It also shows that there is a difficult and authoritative relationship between the Leader and sub-ordinates and that people don't aspire beyond their current standings and positions.
2. Individualism, where the score of China is 20, showing that China has a highly collectivist culture, that highlights the inclination of people towards social obligations much more strongly than their own individual needs and requirements.
3. Masculinity, where the score of China is 66, showing that the societies of China are success driven and power oriented. The rules and regulations of the country are strictly followed by all and it is an important step to include all the understandings and teachings that are a part of the Chinese culture till date. An example of this factor is that Chinese students pay special attention and are especially concerned when it comes to their studies, as getting grades in their culture is considered something to be ashamed about.

4. Uncertainty Avoidance, where the score of China is 30, showing that Chinese people have a strong belief in myths and even their language contains ambiguous terminologies and messages that may be much harder for the Western population to follow or even understand. The people of China abide by rules but only to the extent when they don't clash with their religious, cultural or mythological beliefs.
5. Long Term Orientation, where the score of China is 87, showing that the culture of China is very pragmatic. The people of China in this aspect, believe that the truths of any kind and nature are dependent on situation, time and the context that is involved.
6. Indulgence, where the score of China is 24, showing that China is a restrained society where people refrain from thrift spending and tend to save their money in different modes of savings and investments for future use. The actions of the people are usually dictated by those that are governed by their own social norms and can only aid in their discipline and efficiency as a nation.

These points above further prove the testimony that China is a nation that still relies on teachings and techniques of the early times, which is not something to be differentiated or mocked upon, but should be developed and made more progressive that will suit the changes in time more efficiently. Letting go of the boundaries in attitudes and work that are set by early times will not only increase the efficiency of the organizations, but also create a more supportive environment where the employees and workforce feel empowered daily.

Chapter 3 RESEARCH METHODOLOGY

3.1- Selection & Justification of Research Philosophy

Researchers are mostly suggested to think of the research philosophy adopted as a multidimensional set of continua rather than separate positions. To support this method, the subjectivist's paradigm was selected for this research because the reality of NPOs are apperceived, constructed, or imagined by the social actors through the processes of social interaction and deliberation in this project assumption.

Considering the objective of classifying and building up the NPO framework, the epistemology of this research is interpretivism. The managing activities in such organizations is complex and there are different regulations and different social requirement backgrounds between China and the other countries. Therefore, the research project needs to explain the differences and summarize the rules in the Chinese context. Besides, the purpose of giving suggestions and making comparison with other overseas NPOs is gained through experience, and as a result, empiricism epistemology is also worthy to be included into research philosophy guidance.

The definition of the NPO is abstract and there are different experiences of different workers that are involved in its successful and efficient functioning.

3.2- Research Approach

This research project is conducted with memo qualitative method in collecting and analysis of the data relating to the NPOs, and the information about nonprofit management helps in mainly using the humanistic approach towards this research through different means. The reason for this is because qualitative methods of research and analysis are better modes of learning when it comes to the understanding of human nature and behavior (Bengtsson, 2016). Qualitative study is also an approachable method when it comes to understanding human behavior in unfavorable situations without much investments and large volumes of data to manage as this can at times be a hassle when the answers are usually opinionated and based on suggestions only, rather than being to the point and relevant to selection. There is a

varied concern surrounding the concept of qualitative study, and it is the thinking which states that there are unbreakable and unapproachable boundaries between qualitative analysis methods and which are found in the thematic analysis. The general meaning and understanding of thematic analysis is that it is a part of qualitative analysis and is the most commonly used methods as well. It deals with the pinpointing, examining and also recording a variety of answers/meanings from the data that has been collected (Vaismoradi et al., 2013). Designs and data gathering criteria usually provide the major differences that are found between these two which are qualitative analysis and qualitative analysis methods.

Empirical research following an empirical approach is applied in this research for crucial analysis. Following the subjectivists' research philosophy for choice making, it tends to use inductive reasoning as the best approach to achieve the objectives of the research overall. The case is important in the context of the Chinese NGOs and NPOs, hence it is important to know what type of research in empirical forms will be of more benefits to the study (Rozin, 2009). The inclusion of an empirical study where the results and findings are general based and have the capability of being applied in the real world are more strongly recommendation for usage in any type of research, case study or data analysis that will not improvise on the quality of research and recommendations that are devised to cater to the problem statement. What's more, according to the interpretivism epistemology that is chosen, an interpretive will never go for a deductive type of research, since for him or her there is no such thing as the Universal laws that need to be tested in practice.

Inductive reasoning means that the researcher observes the patterns and trends that are related to a specific question and/or issue in order to come to a general conclusion. In this way, the research was able to analyze the interviewees' attitudes towards the NPOs and also to gather the potential management problems in these organizations. Essentially, it is also taken into consideration the fact and details of NPOs in the Chinese context that one can

gather in respect to an issue and gradually come to a new theorization that leads to better suggestions that are relevant to the case.

3.3- Research Design

Qualitative methods are particularly useful for interpreting and analyzing the relationships between different variables. In this research project, researchers need to find out the different understanding concepts that revolve around different participants of NPOs in the Chinese context, which would be effected through various elements including the cultural background, the different working experiences and the domestic policies. Therefore, the research process should include triangulation as triangulation gives the opportunity to approach the research objectives from different viewpoints. For this study, triangulation was very useful because the aim was to find the intersection between two very different aspects of one topic. It would be effective to find the relationship among the NPOs' management processes, the employees' evaluation and the external environment that is involved as well.

3.4- Research Strategies

The strategies that were used to make this research more effective can be elaborated as follows;

1. The first research strategy involved was that of gathering relevant academic data and doing an empirical analysis through an elaborated literature reviewing of the whole context.
2. The second research strategy was doing a qualitative analysis and review/collection of data that resonated with the theme of the research. This is because the topic at hand which relates to the efficiency of the NPOs in China is not a diverse one, and there would've been multiple barriers in this aspect which would have slowed the progress and analysis of the study material. The less structured and numbered data which was in a low volume helped with more critical analysis that revealed more personal and in-

depth experiences of the interviewees and helped gain an insight into the topic at hand.

3.5- Sampling Structure of the Data

The data has been collected through an interview session in which there were 7 participants that were currently working or had previously worked for an NPO at any mentioned job position. Each interview was recorded separately and summarized to gather the best results and views/opinions of the respondents on the matter at hand.

3.6- Types of Data

In order to accomplish the target of this research project, a combination of literature research and interviews has been established and studied. The literature research is used to collect the theory and systems of the NPO bracket in the English context in order to help the Chinese NPOs learn from their experiences and lessons as well as making a clear comparison. The interview will be dominated by an open-ended and semi structured style in order to identify the characteristics about NPOs in Chinese context and also to gather the employees' judgments.

3.6.1. Literature Research

Looking back to the literature research about the NPO management in the history, it is clear that the development history of this sector is to be learned from and used in the future. It will also help in finding the most relevant conflicts and significant points of the NPO management.

3.6.2. Interviews

In order to cover more abstract aspects of the research, as a complementary method, structured interviews were chosen consisting of several questions, which were distributed among the representatives of each participant group. The interviews consisted of 8 questions each, which illustrated and paid close attention to the topic in question.

Chapter 4 RESEARCH RESULTS

4.1- Basic Information Regarding Interviewee Data

The basic demographic information regarding data of the interviewees that took part in the associated session to aid this research can be given as follows;

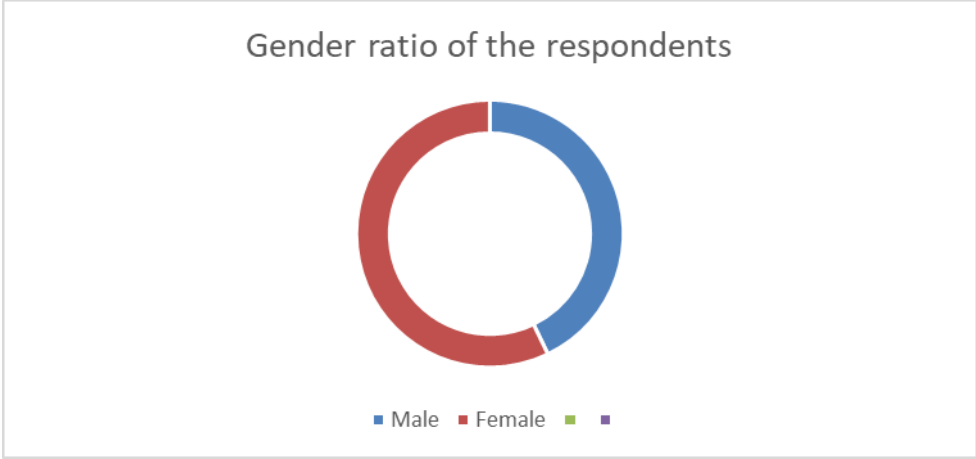


Figure 4: Gender Ratio of respondents

The chart above shows the ratio of genders that were a part of the interview session where 57% of the interviewees were female and the remaining 43% were male respondents.

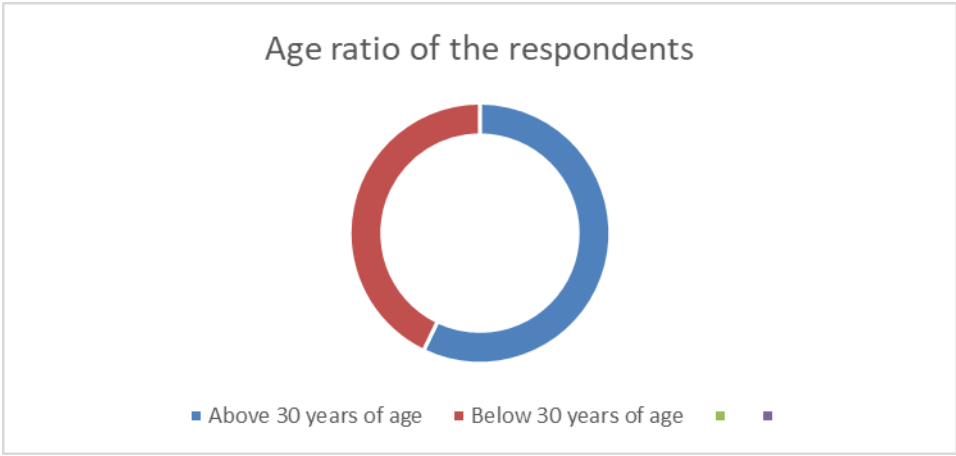


Figure 5: Age ratio of respondents

The chart above shows the ratio of age of the respondents where 57% of the employees were aged over 30 and the remaining 43% of the respondents were aged below 30 years.

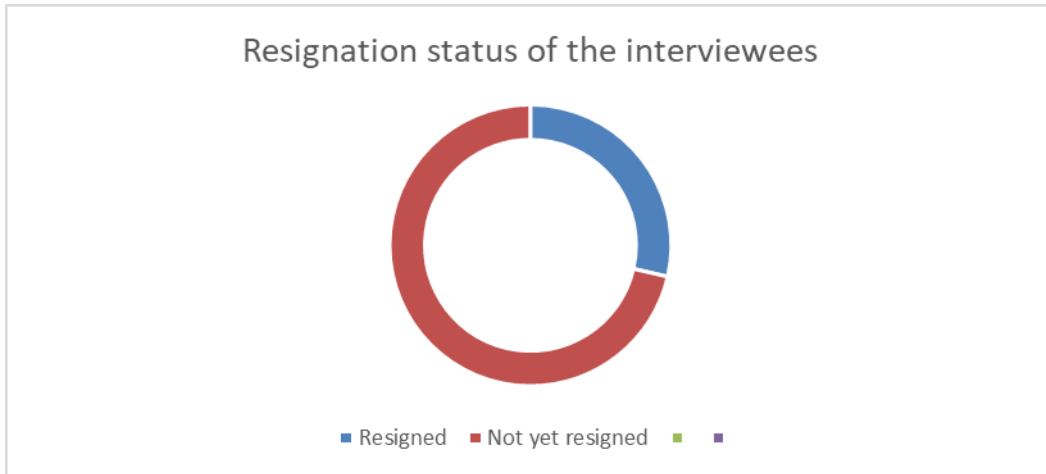


Figure 6: Resignation status of interviewees

The chart above shows the resignation status of the interviewees where 71% of the respondents were currently working and the remaining 29% of the respondents had resigned from their positions.

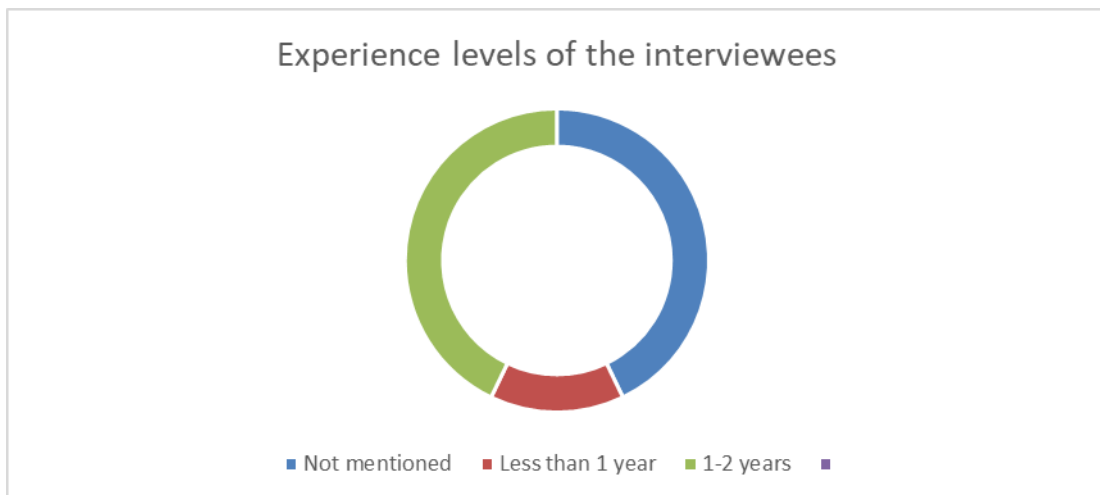


Figure 7: Experience level of interviewees

The chart above shows the experience levels of the employees, where 43% of the respondents did not mention their experience level, 14% had work experience which was less than one year and the remaining 43% had an experience that ranged between 1-2 years.

4.2- Qualitative Discussion of Individual Interview Questions

The qualitative discussion of each individual interview question can be given as follows;

QUESTION #01 (Have You Ever Worked/Served In A Non-For-Profit Organization?):

This question is with relevance to the work experience of the interviewees in the way which shows whether they have any experience working for an NPO in the past or present. All the interviewees that took part in this interview session belonged to various positions in NPOs with different sector of functioning and distributions. The theme of this question revolves around determining whether the interviewees meet the objectives of the research that is being conducted.

QUESTION #02 (What is your job? Could you give me some specific examples of your work?):

This question was relevant to the job position of the interviewees in the NPOs that they were currently or had previously worked in. The interviewees explained their job duties and described how they contribute towards better functioning of the organization through help in a variety of departments. The theme of this question revolves around defining the concept of NPOs in general.

QUESTION #03 (What do you think the organization you work for are different from other non-for-profit organizations? What's your attitude about that?):

This particular question was related to the personal opinion of the interviewees in which they explored the findings, benefits and unique plus points that they found associated with their organization, which showed how their specific organization is different and more efficient than the others in the same industry and field of work. It also dove the mindset of those interviewees to demonstrate what their attitude was, regarding their workplace, what they are asked to do as their job duties and the overall standing and performance of their organization as a whole. The theme of this question revolves around defining the concept of NPOs in general.

QUESTION #04 (Are you still continuing this work? And what prompted you to continue/abandon the job?):

This question relates to the interviewees' interest in particular when it comes to working at their organization through past and present times both, if they have not yet resigned from work completely. The question also located their level of job association and

the reason behind its high or low ranking which also helps in determining whether they are invested in their jobs through interest/motivation or are compelled into working in such a way due to some reason. The theme of this question revolves around the problems existing in this aspect of NPOs.

QUESTION #05 (Are there any conflicts you have ever meet in the past when you were working in a non-profit-organization?):

The question above discusses the interviewees' personal encounters at their past and current jobs in the NPOs and the understanding of how these encounters or unfavorable circumstances helped them grow, learn and improve themselves and their work efficiency. The theme of this question revolves around the problems existing in this aspect of NPOs.

QUESTION #06 (Do you think the efficiency of non-profit organizations could be improved?):

This question deals with the understanding of the interviewees' and their perceptions on the matter of whether their own and other organizations in the industry, need recommendations and more ways to become more efficient, if they think they lack in this manner or not, and the reason to support their answers as well. The theme of this question revolves around the problems existing in this aspect of NPOs.

QUESTION #07 (Do you have any suggestions to improve the working efficiency in the nonprofit organization?):

This question relates to the interviewees' input on how higher levels of efficiency can be achieved and maintained by the organizations in this industry. Their opinions are valuable in the aspect of research that deals with recommendations for further improvement and efficiency in general of the NPOs in China whether they are run publicly or privately. The theme of this question revolves around determining and discussing solutions to the problems discussed.

QUESTION #08 (Do you have any other comments?):

This last question deals with the remaining of the comments, opinions and suggestions for further research and development in this aspect that the interviewees have to offer through the interview session in question. The theme of this question revolves around

the facts that prevented the researcher due to their own limitations regarding the article, understanding that the case is limited in terms of references and content and is not involved or found in some aspects.

4.3- Direct Quotations of the Interviewee's Views

The following table shows the direct quotations that are a summary of each question along with their coding counter parts that define the themes of all questions separately regarding the 7 interviewees and the interview session that was involved for this research;

S. N O.	INTERVIEW QUESTION	SUMMARY OF THE INTERVIEWEES' ANSWERS FOR EACH QUESTION	INTERVIEWEE RESPONSE CODES
1.	Have you ever worked/served in a nonprofit organization?	All interviewees are currently working or have previously worked for various types of NPOs in the past.	1) NPOs 2) NPOs' experience 3) NPOs' employment
2.	What is your job? Could you give me some specific examples of your work?	1. A Project specialist. The responsibilities are mainly divided into two parts, one is the work of project management, and the other one is administrative work. 2. A Volunteer in an international nonprofit organization. Responsibility is teaching the children in Nakuru, Kenya. 3. An Assistant Community Operations. Responsibilities include the matching of volunteers with the children and following up with the related community operations that take place within the organization daily. 4. A head of the station. Responsibilities include publicity work	1) Project specialist 2) Volunteer 3) Assistant community operations 4) Head of the station 5) Labor women in charge 6) Chairman of a statistical society 7) Secretary of a statistical society 8) Project management 9) Teaching the children 10) Administrative duties 11) Volunteer-student matching 12) Follow ups 13) Publicity work 14) Skills training 15) Operating construction 16) Operating management 17) Organizing members

		<p>of the Red cross Society, carrying out skills and training of the first aid methods, and co-operating with the charity fund raising etc.</p> <p>5. A Labor women in charge. Responsibilities include operating the construction and management of maternal and child rooms, and the organization of matchmaking activities for male and female workers etc.</p> <p>6. The Chairman of a statistical Society. Responsibilities include organizing, guiding & promoting members, along with the holding of statistical academic reports among many.</p> <p>7. The secretary of a Statistical society. Responsibilities include assisting the chairman and organizing the events among many.</p>	<p>18) Guiding members 19) Promoting members 20) Assisting the Chairman 21) Organizing events</p>
<p>3.</p>	<p>Why do you think the organization that you work for is different from the other non-profit organizations? What's your attitude about that?</p>	<p>1. Believes there is nothing special, the management processing and organizational structure is as the other ones.</p> <p>2. Believes that the organization's cross-cultural communication standards are what sets it apart from the others.</p> <p>3. Believes it is the motivation to solve the social problems through professional and tested methods that sets apart the organization from the others.</p> <p>4. Believes that the organization being</p>	<p>1) Common organizational structure 2) Cross-cultural communication 3) Motivation levels 4) Rights and interests protection 5) Government association</p>

		<p>a public-welfare one sets it apart from the others in the industry.</p> <p>5. Believes that the Federation of trade unions which is led by the people's government is what sets apart the organization from the others, as it protects the rights and interests of the vast number of workers.</p> <p>6. Believes that the reliance and close link with the Government is what sets the organization apart from the others in the industry.</p> <p>7. Is unable to make any comparison as this is the interviewee's first time working in an NPO.</p>	
4.	<p>Are you still continuing this work? And what prompted you to continue/abandon the job? (Incentives).</p>	<p>1. Has resigned due to bad salary structure and a lack of foresight and future development/growth of the organization.</p> <p>2. Has left the job as it became a barrier in the studies aspect and the volunteering structure of the organization was on a long term basis.</p> <p>3. Plans to continue the job in long term aspects because the team is supportive and job satisfaction levels are high with this position and organization for the interviewee.</p> <p>4. Plans on continuing the job due to high motivation levels for bringing help to the community masses through this work.</p> <p>5. Plans on continuing the job due to</p>	<p>1) Continuation-Zuzhi arrangement</p> <p>2) Resignation-Less salary</p> <p>3) Resignation-lack of foresight</p> <p>4) Resignation-studies barrier</p> <p>5) Continuation-Supportive team</p> <p>6) Continuation-high motivation</p> <p>7) Continuation-job interest</p>

		<p>interest in job position and duties assigned.</p> <p>6. Plans on continuing to work due to the sense of responsibility for managing the bureau of statistics.</p> <p>7. Plans on continuing to work due to inclination towards arrangement of the “Zuzhi”.</p>	
5.	<p>Are there any conflicts you have ever meet in the past when you were working in a non-profit-organization? (Conflicts).</p>	<p>1. No difficult things in particular, but at times, relatively big changes become difficult to handle.</p> <p>2. Two aspects of conflicts which include the volunteering and operational factors of the organization of work.</p> <p>3. Believes that the core conflict is the objective of NPOs which is opposed in terms of the whole economic society’s objective.</p> <p>4. As the workability of the interviewee is limited, the work which is carried out is somewhat hard.</p> <p>5. Interviewee has never encountered any difficulties or conflicts during their tenure and job responsibilities at the organization.</p> <p>6. Conflicts include the fact that the organization is under-staffed, there is a lack of funds for operations, and there is a lack of influential experts to join along with the lack of communication with outside organizations in general.</p> <p>7. Difficulties include a lack of staff in</p>	<p>1) Under-staffed organization</p> <p>2) Big changes</p> <p>3) Volunteering factors</p> <p>4) Operational factors</p> <p>5) Economic society’s objective</p> <p>6) Work difficulty</p> <p>7) Work efficiency</p>

		the organization and there is a need of improvement in the work efficiency of the interviewee.	
6.	Do you think the efficiency of NPOs can be improved?	<p>1. Believes it can be improved. No methods or suggestions given.</p> <p>2. Believes it can be improved. No methods or suggestions given.</p> <p>3. Interviewee is not familiar with any other NPOs and is therefore not sure whether their organization in particular lacks efficiency or not.</p> <p>4. Believes it can be improved. No methods or suggestions given.</p> <p>5. Believes that they are already very productive, stressed and over-worked.</p> <p>6. Believes it can be improved through analysis from the perspective of rules and regulations (systems), personnel and the external environment of the organization.</p> <p>7. Believes it can be improved if there are authoritative figures to join the organization.</p>	<p>1) Improvement possibility</p> <p>2) Lack of knowledge</p> <p>3) External environment</p> <p>4) Authoritative figures</p>
7.	Do you have any suggestions to improve the working efficiency in the NPOs?	<p>1. Believes major work and organizational efficiency can be achieved through monetary funds and hiring required number of employees and volunteers to work, because over-worked employees will not be able to produce quality results.</p> <p>2. Believes that good communication levels play a major role in the organizational efficiency and that the</p>	<p>1) Organizational efficiency</p> <p>2) Monetary funds</p> <p>3) Hiring employees</p> <p>4) Effective communication</p> <p>5) Efficient leadership</p> <p>6) FPOs</p> <p>7) Governmental relationships</p> <p>8) Personnel incentives</p> <p>9) Business strategies</p> <p>10) Volunteer retaining</p>

		<p>charisma and recognition of a leader in an organization are important to its cohesion.</p> <p>3. Believes that there is a huge scope of developing the efficiency of an NPO, which can be done through learning from the methods of FPOs and also hiring people that are professional.</p> <p>4. Believes that NPOs can do better with help of the government and the higher Red Cross, technical training and business strategy guidance, along with regular help from the volunteers.</p> <p>5. Did not advise on any suggestions for the growth and development of the NPOs.</p> <p>6. Believes that it can be done through strengthening of the personnel incentives, having financial arrangements for all kinds of activities arranged by the organization and by raising the performance levels of the organization.</p> <p>7. Believes that some basic steps towards this cause include developing more members, applying for more funds, striving for policy support and making more results to attract attention.</p>	<p>11) Policy support</p> <p>12) Professionalism</p>
8.	Do you have any other comments?	<p>1. Believes that the system of NPOs deals in management from the bottom up, but if it is done in a reverse mode i.e. from top to bottom of the management, the results will be better</p>	<p>1) Efficient management</p> <p>2) Slow development</p> <p>3) NPOs and FPOs</p> <p>4) Academic activities</p> <p>5) Professionalism</p>

		<p>and more efficiency can be achieved.</p> <p>2. No other comments on the matter.</p> <p>3. Believes that most of the Chinese non-profit organizations are developing very slowly, including Chinese social workers, and that there should be maintainence of differentiating levels between the FPOs and NPOs in the industry.</p> <p>4. No other comments on the matter.</p> <p>5. No other comments on the matter.</p> <p>6. Believes that as a mass organization, the statistical society should actively carry out various forms of academic activities, serve the society and its members, and give full play to the role of "one bridge and three platforms".</p> <p>7. Believes that under the new era, the statistical society integrates the advantages of data resources, organizations and talents into one, and that there should be an identification of the need for a specialized talent team as well.</p>	6) Data resources
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Table 1: Direct Quotation of interviewee views

4.4- Literature Review Findings

The findings of the literature review can be stated as follows in the form of bullets, highlighting the main courses of history regarding the NPO development and maintainence in the state of China;

- The Chinese ENGOs are striving towards the cause of finding better cases and strategies that help implement better standards for development in their own sector.

One of these strategies includes that of educating and creating awareness within the

people, instead of leaving things as they are and directly starting on the activation aspect of it.

- The labor related and based NGOs and NPOs in the state of China are the most active ones that have been adamant on bringing about a change in the lives of the workforce and labor societies of China.
- The major changes in the development of Chinese NGOs and NPOs included that of the abolition of twin or multiple sectioned management levels, as it created distortion and was found to be leading the organization towards mismanagement of resources and tasks that were to be achieved.
- Political reforms within the country held a major developmental stage where most of the cases were related to that of the study regarding the NGOs and NPOs that were associated with the labor unions and reforms in the state.

Chapter 5 RESEARCH RESULT ANALYSIS

5.1- Analysis of Literature Review Results

The literature review or empirical study in the case of development and efficiency levels of the Chinese NPOs is relevant to the case where it is shown through this empirical study that the results of research proved that there has been some level of development regarding the growth and progress of Chinese NPOs and NGOs. This is evident for the matter that there have been various developments and amendments in the sector which have not yet been revealed to be of much essence, even though these managed to increase the general number of equivalent organizations in the state of China overall. The understanding is the fact that the number and their increase is not an only requirement and solution, in fact it is the implementation of the efforts and strategies that are needed in these cases to get better results. For efficiency to be achieved and maintained in the organization, there must be a list of counter strategies that should be ready to implement in dire times and in the times when research methods fail.

One such strategy is being implemented by the ENGOs in the Chinese context, and that includes the strategy of using the educational purposes and methods to first create awareness amongst the people of the country. This is also an important step and clever strategy because activation of any task will be useless if the people of that country fail to acknowledge their own parts in this and other associated social campaigns. It is important that they realize that the more aware the people are, the better results will be in the form of better acknowledging aspects overall. The study of the literature and academic references also allowed for the study to become more prominent in terms of discussion of the history of these associated organization and societies that were operating in the state of China.

5.1- Analysis of Interview Data Results

Major findings from the interviewee data is listed as follows, which highlights the scope of improvement in the sector and the key opinions that were collected from the participants;

S.NO.	INTERVIEW QUESTION	CODES ASSIGNED TO INTERVIEWEES' ANSWERS	THEME OF THE QUESTION
1.	Have you ever worked/served in a nonprofit organization?	1) NPOs 2) NPOs' experience 3) NPOs' employment	The general theme of this question revolves around the fact that all the participants of the interview had been or were currently part of NGO of various types. The common reading in this aspect is the employment of all the participants in an NGO.
2.	What is your job? Could you give me some specific examples of your work?	1) Project specialist 2) Volunteer 3) Assistant community operations 4) Head of the station 5) Labor women in charge 6) Chairman of a statistical society 7) Secretary of a statistical society 8) Project management 9) Teaching children 10) Administrative duties 11) Volunteer-student matching 12) Follow ups	The theme of this question in particular was the fact that all of the participants had been working at different positions within different NGOs and that they had an array of different duties to look after, hence they was no common ground or reading in this aspect.

		<ul style="list-style-type: none"> 13) Publicity work 14) Skills training 15) Operating construction 16) Operating management 17) Organizing members 18) Guiding members 19) Promoting members 20) Assisting the Chairman 21) Organizing events 	
3.	<p>Why do you think the organization that you work for is different from the other non-for-profit organizations? What's your attitude about that?</p>	<ul style="list-style-type: none"> 1) Common organizational structure 2) Cross-cultural communication 3) Motivation levels 4) Rights/Interest protection 5) Government association 	<p>The theme of this question revolves around the major factors which participants thought made their organization better than the others. Since everyone had different views on this, the common ground was achieved when there were more evidences of how participants told their organization was better. These ways of differences included the ones mentioned in the coding part of the analysis.</p>
4.	<p>Are you still continuing this work? And what prompted you to continue/abandon the job? (Incentives).</p>	<ul style="list-style-type: none"> 1) Continuation-Zuzhi arrangement 2) Resignation-less salary 3) Resignation-lack of foresight 4) Resignation-studies barrier 5) Continuation- 	<p>This question in particular deals with how some participants were motivated to continue work at their current positions within the NGOs, which included their Zuzhi-arrangement reference, high motivational levels, supportive teams and high levels of job interest in the work that they do. 3 out of the 7 participants had resigned</p>

		<p>supportive team</p> <p>6) Continuation-high motivation</p> <p>7) Continuation-job interest</p>	<p>from their positions already in which the reasons were either related to the jobs becoming a barrier in their education, putting forward a lack of foresight for them or even showing that in some NGOs across the state the employees were not paid enough, which is another point of difference between the Chinese And Western NGOs, as it decreases the motivational levels of the employees.</p>
5.	<p>Are there any conflicts you have ever meet in the past when you were working in a non-profit-organization? (Conflicts).</p>	<p>1) Under staffed organization</p> <p>2) Big changes</p> <p>3) Volunteering factors</p> <p>4) Operational factors</p> <p>5) Economic society's objectives</p> <p>6) Work difficulty</p> <p>7) Work efficiency</p>	<p>The theme of this question revolves around the conflicts that they participants faced during their tenures of working in an NGO. Major areas of conflicts included the less number of staff and over-worked people, sudden big changes in the organization which change the course of operations and progress, lack of activities that ensure volunteer retaining, the difference in how the operational factors are dealt with in the Western NGOs, and the work difficulty and efficiency levels maintainence that the participants have had to face within their organizations.</p>
6.	<p>Do you think the efficiency of NPOs can be improved?</p>	<p>1) Improvement possibility</p> <p>2) Lack of knowledge</p> <p>3) External environment</p> <p>4) Authoritative figures</p>	<p>The theme of this question revolved around whether the efficiency of the NGOs in China could be improved and most of the participants believed it has scope of improvement. Some even gave suggestions to garner desired</p>

			improvement levels which included focus on the external environment, hiring less authoritative but supportive figures, hiring people who are skilled and professional and those that have knowledge and experience of working in such an organization.
7.	Do you have any suggestions to improve the working efficiency in the NPOs?	<ol style="list-style-type: none"> 1) Organizational efficiency 2) Monetary funds 3) Hiring employees 4) Effective communication 5) Efficient leadership 6) FPOs 7) Governmental relationships 8) Personnel incentives 9) Business strategies 10) Volunteer retaining 11) Policy support 12) Professionalism 	The theme of this question revolves around the suggestions that the participants gave with respect to the efficiency increase of the NGOs of China. These included the increase in monetary funds and benefits, hiring an adequate amount of staff members, using efficient leadership and communication methods to motivate the employees of the organization, differentiating between FPOs and NGOs of the country, awarding the employees through personnel incentives system, retaining the volunteers through better practices and also creating a workplace through professional means of conduct and operations. It also included the better and stable relations with the Government of the country, so that the organizations can become more stable in the future.
8.	Do you have any other comments?	<ol style="list-style-type: none"> 1) Efficient management 2) Slow development 3) NPOs and FPOs 	The theme of this question revolves around the question of whether any of the participants had anything else to say on the matter. Where some

		<ul style="list-style-type: none"> 4) Academic activities 5) Professionalism 6) Data resources 	<p>participants were quiet on this, some gave suggestions that came from years of experiences. These suggestions and sharing of experiences included the discussion of history and current state of Chinese NGOs, inculcating more impactful management terms for such organizations, using academic activities to stimulate growth of the general public in this aspect, understanding that even with given scope the development of the Chinese run NGOs has been sluggish and that better data handling and professionalism will also have to be applied within the workplace.</p>
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Table 2: Interview Coding

5.2- Comparison of Literature Review and Interview Data Results

The results of the literature review and the data that was gained from the interview results can be compared with the understanding that the academic references were more in relevance to the points that were being asked of them, whereas the data from the interview results more opinionated answers from the interviewees, which shows that they were able to shed some light on the topic through their vast experiences of working at NPOs in different areas of development. Both modes of data collection and analysis were helpful in creating a set of recommendations that will further be highlighted in the last chapter for better efficiency achievement in the Chinese NPOs.

Chapter 6 CONCLUSION & RECOMMENDATIONS

6.1- Summary of the Research Results

The major research results regarding the data that was collected from both the interviewee data and that of the Literature review as well, revealed many things that were important to be kept in mind for future research purposes.

6.2- Suggestions For The Development Of Chinese Npo's

For the development of the Chinese NPOs, the following recommendations can be made, based on the case where they are required the most to induce progress;

6.2.1. Developing Efficient Marketing Strategies

To maintain any level of efficiency in the aspect of marketing and business development sector of an organization, it is important to note that there should be a vast number of strategies that can aid in the development of that organization's progress and final growth. This is majorly done through the case of marketing strategies and their implementation within the workplace, which ensure that the target audiences are being reached through relevant content and materials. The strategies that are required for an NPO to become successful and have a standing of its own include that of using proper mediums for portrayal of their data, figures and messages, to not only retain their current followers and funding prospects, but to also attract new ones that have the possibility of defending and bringing more followers into this concept along with them (Pope et al., 2009). This case of the sudden change in marketing strategies is more relatable in the concept that there will be more opportunities for the development and progress of the NPOs in China, as marketing strategies are less frequently used and applied there for better contextual results altogether. These findings are not only theoretical, but are backed by the researchers claim of better results and are also proven by many organizations that have made use of them in the past times for multiple reasons. The basic teachings in this aspect will be to create an online presence, as that will be the pillar of the basic structuring that the marketing department of that organization will use for attaining better prospects and efficiency standards. The biggest

proof of this recommendation is that the NPOs have grown through large numbers in the last decade, and this marketing strategy implementation is one of the major reasons behind this development.

6.2.2. USAGE OF QUALITY AWARD MODELS FOR BETTER RESULTS IN THE NPO'S

Whenever quality standards are implemented in an organization, the results are always astonishing and much faster than the ones that were being attained with the previous methods of implementation and progress induction. The quality award models or otherwise known as MBNQA, have become increasingly popular not only with the organizations that focus on supply chain standardization, but also on the organizations that are a part of other industries across the globe (Al-Tabba et al., 2013). These performance standards have been making changes across the industries and organizations without any difference regarding the nature of the business. To many people that may not be familiar with this concept, it is traditionally referred to as the method in which proper quality management methods and their implementations are recorded, for better understanding of where the employees or the management of the organization are lacking. This historical advancement of quality measurement and standardization was discovered when the Japanese were gaining competitive advantage and benefits through trades with the Western countries by export of different materials that were not manufactured or produced anywhere else in the world. In context of the NPOs, the implementation of such a method and plan for quality management will aid through the increase in interest in the quality awards when it comes to improving quality and also establishing better input and outputs processes of the businesses. NPOs have a general perception in China that there is no such need of quality management and control, because of which they are falling behind in many aspects of their development stages and fail to reach optimal levels even when they have the potential for it. This is another major reason why such methods of management should be implemented by the Chinese NPOs as this is what the Western NPOs are doing to gain competitive advantage strategically.

6.2.3. Creating New Business Models for the Developing Markets

Multinational enterprises these days have a strict ruling to follow whatever they are told to, the reason being that they are in fear of taking risks and want to continue producing the same way that they did decades ago. This puts back the enterprises and their capabilities as there is a lack of innovation, lack of creativity and freedom to express, lack of general participation and motivation that is non-existent in the employees of that organization because the policies and practices remain unchanged (Dahan et al., 2010). For a positive change to occur, there has to be the implementation of better policies, organizational structures and new business models will have to replace the old ones, to cater to the requirements of the advancements and requirements of the time. This change in the sector and organizational structure will bring about an adequate amount of change that was previously required for the NPOs to progress without fail. Chinese NPOs have less taste of creativity and innovation in them, and the ideation of these concepts is lacking which forces people to resign from their jobs as well. To gain competitive advantages through mutual consent and partnership, NGOs and companies can give each other the benefits of providing where needed, where they will be helping themselves as well and also creating a trusting relationship in between the two entities. The four basic strategic imperatives that are involved in this aspect of development include the incorporation of innovation and skills, inculcating a trust-worthy relationship/environment, understanding each other and helping each other in the attainment of their own individual and mutual goals. This will not only aid the NPO in question, but also the organization that it will be working through mutual consents with in the present and future.

6.2.4. Implementation Of Quality Management Systems In The NPO's

The implementation of the quality management systems in the basic concepts of understanding include that which are associated with the needs of the organization whether it is an NPO or an Ngo, and using those factors to make the implementation process even more

impactful. The basic structuring of any such facility that aids in the development process of an NPO through quality management should be researched upon and implemented for better use in the present and future aspects. This will help the organizations in reaching their own goals of betterment and becoming more productive by gaining more funds and using them for greater social causes that speak volumes about the work that they do (White et al., 2009). The rationale for choosing this approach has long been researched upon and implemented, to cater to the needs of those organizations which seek better opportunities and wish to enhance their own performance levels even further. In the Western NPO management standards, quality is always an imperative topic of discussion and much attention is paid to the details in this aspect so that nothing goes out of order at all. The finale is reached and attained through the successful implementation of these goals that are not only bound by these structural changes for one time, but keep making use of in their developmental process to aid their respective organizations in the future times as well. Hence it can be said that through the proper implementation of a quality management system, there can be better developmental cases in the NPO and relevant societies of the state of China as well. The possibilities are endless with this case as there will be much more development in the scenario if Chinese NPOs were to adopt the same quality management systems that the Western world has grown accustomed to in the past decades of using them.

6.2.5. NPO Succession Planning & Organizational Sustainability

Succession planning is an integral part of any type of business development process, in which major changes occur, relating to the future success or demise of the organization in question. Succession planning refers in general to the case of how the owners and board members of an organization refer to the case of how an organization's ownership will carry forward in the future and is by far the most used and trusted method of determining who is fit for the position beforehand in case an emergency situation or need occurs at any time. Succession planning is as important in the NPOs as it is in the other industrial organizations

of the world (Santora et al., 2015). This however, does not come easy. There are many hurdles and tests along the way of succession planning in an NPO's environment which include the careful selection of the executive. If the executive selection is lacking in any sort of manner, there will be chaos in the management of the organization and its operations in the future. The challenges that can come in the way of effective succession planning include lack of research, time restraints, lack of co-ordination and administration capabilities along with the interests that can be found on part of the existing executive directors for any reason. For better methods in this process, it is necessary that the major aspects not be overlooked, and much research be conducted so that selection of the perfect candidate can be made imminent and productive as well. This process also requires proper scrutiny and checking methods that show whether the candidate that was selected will be fit for the position or not. This will in turn impact the progress of the NPO greatly in the future.

6.2.6. Volunteer Retention In NPO's

The process of volunteer retention is crucial in any part of an NGO or NPO, which shows the relevance it has with the situation and its importance as well (Garner J., and Garner L., 2011). The process of volunteer retaining starts from the initial stage of hiring that volunteer. This is because there are specific steps that are involved throughout the process of selection, hiring and retaining of volunteers in an NPO. Many of tasks that take place in an NPO are dependent upon the volunteering teams as are the management board themselves, because such organizations don't have a high budget to hire employees on a salary and paid basis. Hence, certificates of participation and awards are handed to the volunteers in the end which hones their talent and good social work. This is also a choice of work for many students as it is available on temporary basis as well. To retain the volunteering teams at the NPOs, the Chinese management should look forward to preparing material and content that highlights their progress and dedication as well. This will provide motivation for the employees which is a necessary option required in order to retain them.

6.2.7. Adopting Web-Based Accountability Practices In NPO's

The most used strategy for the development of the NPOs in China and western organizations is the implementation of the strategies and outlooks regarding the adoption of Web-based tools that help in the successful reaching of content to the targeted audience globally. Better content practices are also required as they help in the case of such organizations which need to show their credibility and implementation for better causes and to support their own expenses as well (Saxton and Guo, 2011). The replacing of old school data strategies with new ones that influence the target audiences through the case of hiring various celebrities and influential personalities and their valuable viewing content on various social media platforms helps in the understanding of how the NPOs in China can also make effective use of their cinematic, sports related and political people to influence through social media platforms regarding various NPOs that are operating in China for a good cause. Websites, combines with valuable survey data, also help the organization in increasing their efficiency through getting opinions from other people who might offer some valuable advices for growth and development. This is also a way forward to increase the organizational effectiveness I the NPOs of China.

6.2.8. Better Leadership & Communication Practices in The NPO's

Two of the major reasons why NPOs of the Western communities are more successful than the ones in China include better leadership practices and communication that is effective and without any sort of barriers as well. This helps the organization in regaining a leader-follower relationship between the employees and the leader of that organization and also helps in the case of the communication effectiveness where the employees don't feel shy or fearful when contacting their superiors for any reason (Rowold et al., 2014). Since this is a dominant issue in the state of China, not many might be willing to adopt to this behavioral change, but research provides strong evidence that once adopted, these factors can help in

retaining of key employees and volunteers easily which is a valuable asset for the Chinese NPOs.

6.2.9 Combining Agency Theory with Stakeholder & Stewardship Theories

The combination of some entities is a relevant need for the required amount of efficiency levels to be achieved. The combination in this case should be of the agency theory with that of the stakeholder and stewardship theories, as this helps in making better management standards for the NPO's management boards (Van Puyvelde et al., 2012). There is an explicit decision making standard that has to be maintained by the managers in the NPOs, which shows that there is a need for development in every stage of the managerial duties and activities within the organization. To get better results in this aspect, better managerial standards will have to be set as well. Since all Stakeholders in an organization don't have the same interests, it is important to keep their individual interests in mind as well, so as to keep them satisfied. The interest an internal stakeholder might have may not resonate with the one another stakeholder or the one that an external stakeholder has regarding the progress, success and productivity of the NPO. In China, the culture is such that only allows for group and mutual needs to be discussed and this should be overcome through developments in the attitude regarding consideration for others' needs as well. These changes in attitude no matter how small, will highlight the individual needs that the stakeholder has and use them for the benefit and growth of the organization. A variety of stakeholders that can be found in an NPO of any country include the Board members, the Managers, Employees, Operational volunteers, Funders, Beneficiaries, Suppliers and contractors, competitors, organizational partners which are the most important ones but are not limited to these are there are many more relevant to the organization in one way or another. The theme of the Agency theory in this context revolves around the resolution of conflicts that arise between the agent and the partner companies in ways that prevent such conflicts from occurring again.

The stewardship theory on the other hand includes that the managers of the organization always act on their own through responsible actions whenever they are left alone with the assets of the organization. This is so that the managers can have a sense of responsibility while handling the assets of the organization and that they learn how to use them efficiently and only for the purpose that benefits their organization truly. It is important to understand that the agency theory and stewardship theory be treated in the way that they complement each other, instead of relying on the individual activities and gains that are associated with their cause and inception. This will benefit the NPO in more ways than one which includes managers becoming responsible not only for efficient caring and utilizing of the assets of the organization, but also in playing their parts as the ones that resolve conflicts within the workplace environment and the external associated environment of the organization. For this to happen, there should be adequate amount of resources and professionalism in the organization, as there will be a need to not only resolve the conflicts that arise, but also to try and limit these types of situations for the future references as well.

6.2.10. Public Service Motivation in Relevance with the NPO's

The relation of the public service motivation with that of the NPOs in the state of China is of utmost importance to be understood. There is a need to create awareness and more reliability in this aspect, which can be done through education and schooling of the general public on this matter (Wright, and Grant, 2010). The research areas regarding the public's motivation for service is gaining momentum every day. But there are still some questions that are waiting to be answered in this matter, which include the unsure attitude about whether the public service motivation attitude has any sort of effect on the job satisfaction & performance levels of the employees in an organization. This is another fundamental assumption in this case as many researchers think that employees with greater levels of Public service motivation will perform better throughout in their respective

workplaces. The reason for this is because the employees when associate themselves with Public service motivation, get rewarded through the fulfillment of their own values and beliefs regarding compassion, sense of well-being and care for their surroundings, their civic duties and policy making as well. This helps in making the employees more stable in terms of accepting their own culture and country's rules, and it also motivates them to play their part in doing what is best for their country in different ways. To enhance the level of Public service motivation, the three ways have been found to be more efficient in terms of results which include the randomized and controlled field experiments, where there are interventions that help in the increasing of Public service motivation levels. The second method is to recognize and implement the effectiveness of goal-setting campaigns within the organizations, as the successful reaching of those goals and targets will be a reward in itself for the employees. Small steps like these can help with employees' growth on a personal and professional level as well. The last recommendation in this aspect is conducting research into the relevant topics regarding the social psychology, which is to be done and implemented by the management of the organization. It can be done through methods that require self-persuasion interventions, ultimately helping the employees recognize their self-worth and also the importance of the well-being of their environments and surroundings. When these three types of interventions are applied, it is important to note that there should be enough relevant material that would help in the recording of data showing whether or not there has been any effect on the Public service motivational levels of the employees. If Chinese NGOs manage to inculcate this system effectively, they can increase their efficiency levels by maximum through motivated employees that show association satisfaction with their respective jobs.

6.3- Limitations of the Research

The limitations of this research can be stated as follows, which posed a threat to the successful deliverance and approach of the research in different aspects;

1. The use of qualitative data analysis methods became a cause of limited data enhancement and generation due to the lack of content that is generated through the quantitative aspects of the study.
2. The data collection method served to be tedious and time consuming due to the fact that there were Chinese participants and the interview answers had to be translated properly so as to not temper with the answers and opinions that they stated.
3. The topic of discussion has little to no research material provided in both academic and other modes of references which posed as a threat to credible information being sourced for the research purposes.

6.4- Suggestions & Directions for Future Research

The suggestions on this matter for the betterment of future research purposes includes the use of better data collection methods where the sample size is bigger and provides a larger scope of learning on the concept, the quantitative method of analysis also be tries for better practices that can aid the analysis through conformity of results and more in-depth research on the topic and the data that is available in relevance to it.

6.5- Conclusion

The development of the Chinese NGOs and NPOs is highly dependent on the case of the political standings and rules in the country, this is the way of work and operations for them because of the reason that such organizations have mainly been managed publicly through the policies and control of the Governmental agencies which monitor all the operations of the organizations. Hence the importance of understanding lies in noting that the Chinese SEs have to rely heavily on China's social system, to avoid being shut down or cancelled for any reason by the Government. Even though they are all in the market economy model, China is ruled by the public management systems that have been in action since the early years of the country's inception. The case of Chinese SEs in this aspect and standing has become less clear as they have very little rights and management processes of their own,

which stop them from bringing efficiency through the incorporation of change and innovation in their work. In short, the Government of China greatly impacts the decisions and actions of the Chinese state SEs and NGOs. The research can be finalized with the understanding of how the strategies of the NPOs in the Western context help influence the Chinese ones for better efficiency and performance levels through structural changes that are required to be made in the organization's internal and external factors both. As the limitations of this research were also discussed, another issue was highlighted which was that of the reduced sample size, which in turn led to less valuable sets of opinions from people who had first-hand experience working at an NPO or NGO of any sort. If these recommendations are followed closely, the course of the NPOs and their efficiency levels will surely be changed in the aspect of the state of China.

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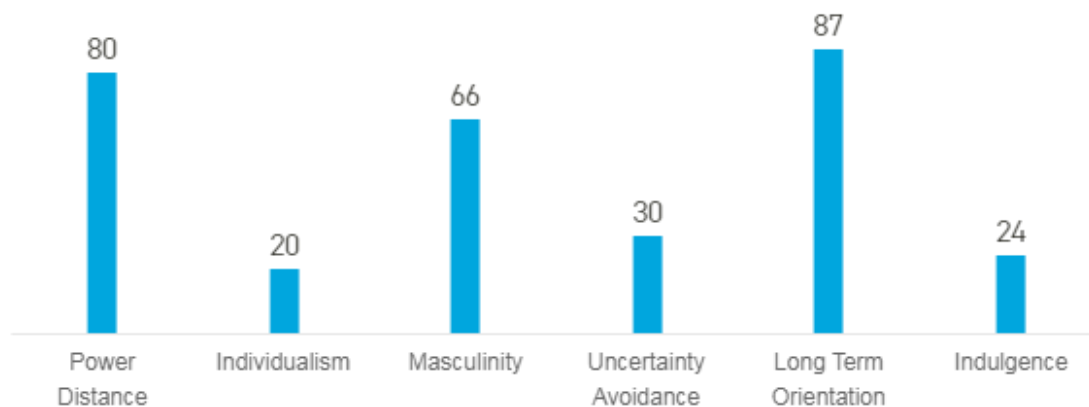
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Chapter 8 APPENDICES

A. The interview outline

1. Have you ever worked/served in a non-for-profit organization? (We only collect the “yes” samples.)
2. What is your job? Could you give me some specific examples of your work?
3. What do you think the organization you work for are different from other non-for-profit organizations? What’s your attitude about that?
4. Are you still continuing this work? And what prompted you to continue/ abandon the job? (Incentives)
5. Are there any conflicts you have ever meet in the past when you were working in a non-profit-organization? (Conflicts)
6. Do you think the efficiency of non-profit organizations could be improved?
7. Do you have any suggestions to improve the working efficiency in the non-for-profit organization?
8. Do you have any other comments?

B. Chinese Culture Levels



Source: (Hofstede Insights, 2019).

c) Interview Outline

1. Have you ever worked/served in a non-profit organization? (We only collect the “yes”

Student #

samples.)

2. What is your job? Could you give me some specific examples of your work?
3. What do you think the organization you work for are different from other non-profit organizations? What's your attitude about that?
4. Are you still continuing this work? And what prompted you to continue/ abandon the job?
(Incentives)
5. Are there any conflicts you have ever meet in the past when you were working in a non-profit organization? (Conflicts)
6. Do you think the efficiency of a non-profit organization could be improved?
7. Do you have any suggestions to improve the working efficiency in the non-profit organization?
8. Do you have any other comments?

d) Interview Notes

In all the interview notes, all questions are bolded, respondents answer in quotation marks, and interviewers' remarks are in parenthesis and underlining.

Interview notes 1

Interviewee information

Number 1 respondent

Female

Under 30 years old

- 1. Have you ever worked/served in a non-profit organization? (We only collect the "yes" samples.)**

"Yes,"

- 2. What is your job? Could you give me some specific examples of your work?**

"My specific job is a project specialist. My responsibility is mainly divided into two parts,

Student #

one is the work of project management, and the other is administrative work. In terms of project management, my main work in the early stage was to contact the partners. Specifically, it is in contact with primary schools and university societies to match primary schools and universities. Because we need the university community to recruit volunteers to teach in primary schools. Another work is to train volunteers recruited by the university community. The training is mainly divided into three parts. The first part is for the main person in charge of the university community. It is also the person who connects with our organization. We call him “Gaowei”, which is a college staff. We will train him. The second part of the training is for the trainer's training. This training is to train a group of trainers, and then the trainers go to the volunteer training. The third training is the training of volunteers. In communicating with the partners, this is mainly through online contacts, such as WeChat, and telephone, to communicate with them and then match. It will mainly match according to the distance between the university and the primary school, the recruitment ability of the university community, and the actual conditions of the cooperative primary school. My specific job in recruiting volunteers this area is mainly responsible for planning. It is the overall plan and process of the three pieces of training, and organize what materials need to be prepared. Then follow this plan and implement it. Besides, the main work in the middle of this project is to monitor the quality of our courses. The main form is through online communication. If the courses are in Beijing, we can take offline classes (Because of the organization based in Beijing). But like other cities, such as Chengdu or Tianjin, we can only communicate online. Then through the university community, the “Gaowei” give me a feedback, including, the project report, and some usual pictures, and some of their text descriptions, just something similar to this kind of information. I will use their feedback to check the situation of their class. Also, we have a volunteer management system here. Volunteers will fill out a class scale if they have taught the class. We will use these methods to go and see how they are going to class (the volunteers). And find what problems are there through their feedback to me. Then I will coordinate again. At the end of the project, I need to carry out a post-project work.

In addition, my administrative work is mainly organizing the project's data and materials. This part is involved in both the early stage of the project, the mid-term of the project, and the final stages of the project. For example, in the early stage of the project, the contract for the cooperation of volunteers here, the teaching materials of volunteers, and some other materials for them. I need to prepare all these materials and data and send them to the volunteers and primary schools. In the final period, there is a more important thing, that is, give a subsidy for volunteers. The volunteers need to provide their bills to me, and then I will submit this application to our finance department. According to this, I can reimburse the volunteers for the fare. Also, in the final stage of the project, I need to recycle the materials I gave the volunteer in the early stage. For example, the contract, and some teaching materials. All these need their signature and stamp before they are sent to our organization. I need to organize and recycling the materials here because these materials need to be used in auditing work and other projects.”

3. What do you think the organization you work for are different from other non-profit organizations? What’s your attitude about that?

“I think that if my organization has any characteristics compared with other non-profit organizations, it is they are all public welfare organizations. In fact, from our organizational structure to the composition of our staff, there is nothing special. Just the same with the normal organizational structure. If it is said that we must have a specific point, compared with the education non-profit organizations, that is, we provide our unique service (the

products and services we provided are independent research and developed by our organization) to the client. We have our own teaching materials. There is a department focus on research and develop teaching materials in our organization. I think this feature is an advantage of our organization. having a department to develop such a textbook is a precedent in the industry, no one has done this before. Through our organization's unique teaching materials, our volunteers can teach and improve the primary school's children's ability to solve problems and creative thinking. But it wasn't widely recognized and approved. We have shown it to education experts, but they feel that it is no evidence. At least, is not a bad thing. Regardless of whether our organization has achieved our purpose or not, we are doing so for the children. Even if the volunteers took children to play a lesson, the children felt happy, that is also good.

Another one is that I think this is a very young organization, is a disadvantage. We are not very sure about many rules, such as personnel training, and the entire project process. It is not clear. The project commissioner doesn't have something that is passed down in the project process. There are a few fixed rules in our project process. At least when I was there, there was nothing fixed in the one I got from above. No fixed and accurate process. In fact, this is a very common phenomenon in our education industry and is a common phenomenon in the whole public welfare industry. This is actually related to the turnover problem in public welfare industry. I think to work in such an organization test my abilities in all aspects. It is possible that if you are in a big company, in the same position, you may only need to do one specific thing. But if you are in our organization, you can do one thing well is not enough, you have to do ten things and even twenty things at a time so that you can guarantee your work in your position can be a success.”

4. Are you still continuing this work? And what prompted you to continue/ abandon the job? (Incentives)

“I have been resigned. The reason for giving up is because of the low salary and bad foresight. Our organization is too small. I feel there is nothing to do. ”

5. Are there any conflicts you have ever meet in the past when you were working in a non-profit organization? (Conflicts)

“In fact, there are no particularly difficult things, but sometimes when the changes are relatively big it will be difficult to handle it. Like something is changing anytime, anywhere. For example, within a month before the start of the project, you received three or four or more times the change notice about one same thing. That is within one month. Like I told you last week that this project in this case. Then I will tell you that this is not the case in the second week, and then another person would tell you what to do in the third week. Things always changing. There is a lot of uncertainty. One of the most important things that affect uncertainty is money. We had a difficult project at the time we originally said that there would be some training fees and some other fees. Because we need money to operate our project. But in the end, nothing was given to us. We only had the teaching aid fee for the child, which was given to us at the last moment. All the materials we used are from the remaining materials from other projects. I also spent some of my own money, but not much. What's more, we originally promised to give the volunteers the transportation subsidy, and then the subsidy money is also gone. In the end, the volunteers sent our situations on the Internet to fundraising and we set up a project on the Internet to prove it. They fundraise under our project and raise money for their transport activity.

I had some conflicts in cross-departmental communication, too. Because our organization is

very small, only a dozen people. If we organize training, we need to write a plan and coordinate a variety of people. For example, we need to communicate with the product research and development department, because they provide teaching materials and they send trainers to train. Besides, we have to communicate with the finances department to apply for money for the operation. I had some conflicts with the product department at that time. It was not very pleasant. But then I rethink why this happened. In fact, there is nothing, but a communication misunderstanding.”

6. Do you think the efficiency of a non-profit organization could be improved?

“Yes.”

7. Do you have any suggestions to improve the working efficiency in the non-profit organization?

“In terms of the efficiency of our organization, I am impressed that we have some fixed point in time when working on a project. For example, in the primary school, if it is spring, they will start classes in March, then we need to start our project there one month later, at the latest in early April, We have to teach eight lessons, and finish classes on June 1. We can't change the point in time as the primary school would not change their commencement date. Therefore, we will try to improve the efficiency of this work as much as possible. Of course, efficiency is possible to improve. The other is that the improvement of work efficiency is mainly a matter of money. If you don't have money, there are some things that you can't do. For example, the volunteer subsidy. At that time, the volunteers kept chasing for money, but there was really no money. I want to give him the transportation subsidy, but I can't because there is no money. Besides, there are not enough people. In those big companies, you may apply your application according to the fixed process and fixed administrative department soon. Because there are many people in big companies, and people can be very quick. But in our organization, there are very few people here, so you really have to do a lot of things, I think it is difficult to improve our efficiency in this part. For example, we need to send some materials to the volunteers. There are 100 universities in the country, I have to pack the package one by one, and then send them one by one. It is really very time-consuming. So I recommend to standardized the workflow and project process”

8. Do you have any other comments?

“What the public welfare industry does is from the bottom up. The ultimate goal may be to change a "system", that is a long way to go. For example, the recent Shanghai garbage sorting news, it is from top to bottom, you can quickly see the effect. It is almost impossible for a public welfare organization to launch such a garbage sorting project, or a university community to launch such an environmental protection campaign.”

Interview notes 2

Interviewee information

Number 2 respondent

Male

Under 30 years old

1. Have you ever worked/served in a non-profit organization? (We only collect the

Student #

“yes” samples.)

“Yes,”

2. What is your job? Could you give me some specific examples of your work?

“I was a volunteer in an international non-profit organization to teach the children in Nakuru, Kenya. We taught them Chinese related things like Kungfu, football, volleyball, and some English reading materials will be prepared for teaching. We living with children, providing basic services such as water fetching, cleaning, and cooking at that time. I also worked for its sub-organization (Organization B) in my school. It’s also a part-time job. Our responsibilities including developing and checking out the volunteer teaching line; Volunteer recruitment (such as designing posters to attract more students, sending tweets, etc.); Organize volunteer interviews; Screening volunteers; Pre-trip training; Make a summary report of the whole period. To be specific, there are two periods of summer and winter vacation every year. At that time, we need to send our internal staff to go through the volunteer route, select the route suitable for college students, and then apply from the international center. The staff from their headquarters would give us permission, and then we would recruit volunteers. This process was basically like this when I went in. It is almost fixed. In the two years that I experienced, WeChat just came out, public account and other new media communication methods just came out, and our scale was expanded relatively fast in the two years, with the help of new media communication methods. The process is basically standardized and is left by the previous two generations. Not much has changed since I was here.”

3. What do you think the organization you work for are different from other non-profit organizations? What’s your attitude about that?

“I think the difference is that we could have a totally different life experience. Cross-cultural communication let me see the lifestyle of young people in other countries.”

4. Are you still continuing this work? And what prompted you to continue/ abandon the job? (Incentives)

“No. First of all, I did not finish my studies and could not carry out long-term volunteer teaching activities. At that time, due to the outbreak of Ebola virus in Kenya, I ended my volunteer teaching trip in advance. And I quit the sub-organization in our school because I had some conflicts with the leader at that time. I thought she was a bitch. She only cared about her boyfriend but ignore the other member’s profit in our organization.”

5. Are there any conflicts you have ever meet in the past when you were working in a non-profit organization? (Conflicts)

“There are two aspects of conflicts. In the volunteer aspect, there are difficulties to accompany the local Nakuru, Kenya children. Due to the different growing environment and personality, some local children or orphans will become difficult to contact, and their personality will appear withdrawn and irritable. Adapting to local life is also difficult and takes time. Given Nakuru’s poor infrastructure and suburban location, the challenge of changing lifestyles is there.

Another aspect is the operational aspect. Sometimes we are hard to coordinate the volunteers to join different projects. I mean, in some projects there will be a lot of volunteers want to

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join, because some projects have a better accommodation environment but some not. In addition, there are also volunteers who will default before the project starting. Therefore, coordinate volunteers into different project averagely are difficult. ”

6. Do you think the efficiency of a non-profit organization could be improved?

“Yes.”

7. Do you have any suggestions to improve the working efficiency in the non-profit organization?

“It is important to improve organizational efficiency through good communication. Once there was a parent in my city, who wanted to take his seven-year-old son with him to Sri Lanka of our voluntary project, but we had a rule in our project that no underage children were allowed, and no outsiders of our school were allowed. But the parent tried hard, and then we got in touch with the international center, and he was permitted. Since then, we started off-campus programs. Besides, the charisma and recognition of a leader in an organization are important to the cohesion of the organization. Leaders need to have a reasonable plan for the development of the organization. It was because the leader only cared about her boyfriend and didn't put the energy and enthusiasm on the job, that our projects were gradually replaced by other competitors.”

8. Do you have any other comments?

“No.”

Interview notes 3

Interviewee information

Number 3 respondent

Female

Under 30 years old

1. Have you ever worked/served in a non-profit organization? (We only collect the “yes” samples.)

“Yes, I work for a Left-behind children care center (Organization C), which is a professional public welfare institution focusing on the psychological companionship of left-behind children. Before I came here, I didn't have a full-time job in a public welfare organization. I have only ever volunteered. I have been working here for about two months.”

2. What is your job? Could you give me some specific examples of your work?

“At present, I am mainly responsible for the content of community operation direction. At present, I am still at the assistant level, mainly to follow up with the related “community” operation with my colleagues. We are engaged in the one-to-one summer accompanying program for left-behind children. So we'll have a lot of ambassadors (volunteers) to match up with the kids. Our "community" is dominated by these ambassadors, and then there are other people, including core volunteers and marginal volunteers. Our job responsibilities include to keep in touch with these volunteers, to organize off-line communication activities between ambassadors and left-behind children, such as holding summer camps. We also have some online activities, such as invite volunteers to write letters to the left-behind children and so on. There will be more activity online. We will specially design some relevant activities suitable for our volunteers, as well as spread and promote our activities.”

(Editor's note: The left-behind children are a special group in China, whose parent doesn't accompany them but work outside. It is because of Chinese special economic conditions. Most of the experts of psychology believe that these children would have psychological defects cause their parents are not around when they were young. So the left-behind children care center is a voluntary organization to let public warmth to help those children and accompany with them.)

3. What do you think the organization you work for are different from other non-profit organizations? What's your attitude about that?

“I think the difference is non-profit organization is non-profit. They don't want to earn money. And they solve some social problems with some professional methods. I think these are the missions of the non-profit organization. Compared with other for-profit organizations I have ever worked for, I think the difference is their objective is different. There's a whole set of differences because of different objectives, including the compensation difference, organizational structure difference, the individual's and organization's purposes are different and even the organization's working style/mode are different too. But now I am more concerned about the common point between non-profit organizations and for-profit organizations. It is necessary to cross-reference their operation mode and management, there are a lot of similarities. A non-profit organization, in fact, also needs to survive, needs to have some stable source of income, these are the same with for-profit organizations. But they have different methods to raise the money, a non-profit organization is more fundraising oriented, and for-profit organizations are more value-exchange oriented. The nonprofit organization is

Student #

more concerned about what the economic society, economic practices, and the government didn't concern and has failed to do well. Nonprofit organizations work for a longer-term social purpose, not for short-term economic value or profit (like for-profit organizations). I think this characteristic has decided the public welfare organization is not easy to do, this road is not easy to walk. But the need calls for action, there should be some people to do that, to satisfy the needs.

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4. Are you still continuing this work? And what prompted you to continue/ abandon the job? (Incentives)

“I'm just getting started this work. It's not time to give up now. Before I came here, I had a lot of time to think about whether I should choose this job or not. The team here is also very good, in the short term I may keep this job. What's more, in addition to the aspect of the team, this job satisfied my inner need, gave me value recognition. At first, it was an internal need when I was volunteer, but now it's more like a sense of responsibility, that makes me feel I need to do something.”

5. Are there any conflicts you have ever meet in the past when you were working in a non-profit organization? (Conflicts)

“Of course there are conflicts. I think the core conflict is the objective of our nonprofit organization is opposed to the whole economic society's objective. It is like a kind of nonviolent confrontation, as they concerned two different aspects (profit vs contribution). It is meant to be more difficult for nonprofit organizations to develop. Other small conflicts are caused by this core conflict. For example, some parents don't agree with what we are doing, as they said, they are more concerned about their children's academic performance and housework performance. I think the parents' concern is too real and ignore some inner psychological needs of their children. But their thoughts are normal and we have to face it.”

6. Do you think the efficiency of a non-profit organization could be improved?

“I am not familiar with other nonprofit organization so I am not sure about our efficiency is good or bad. But we must concern about our efficiency as our resources, our fund is limited, we want to get the maximum harvest by our limited resources. Besides, the efficiency is related to our organization's survival as nowadays, the donors prefer to donate their money to the really effective, efficient, and valuable project. Therefore, we need to promote our work efficiency to attract donors.”

7. Do you have any suggestions to improve the working efficiency in the non-profit organization?

“The scope of developing the efficiency of a non-profit organization is huge. We need better management, better staffs, better operation methods to improve efficiency. I think nonprofit organizations should learn the methods of for-profit organizations. I think for-profit organizations are better than nonprofit organizations in the aspect of organization structure and operational strategy. In these aspects, for-profit organizations are more mature and forward, nonprofit organizations could learn for-profit organization's experience. Even though their objectives are different, the management methods could be shared. Besides, if

you want to improve the organization's efficiency, you really need professional people. The work conducted by a lot of nonprofessional people and conducted by several professional people will have a different situation. It is not only about the efficiency, but also relate to the quality of the whole project.”

8. Do you have any other comments?

“Most of the Chinese non-profit organizations are developing very slow, including Chinese social workers. In recent years, the social workers' group in China developed rapidly, the number of social workers increased rapidly but they are not professional. I think they still have a long way to promote their professional abilities and management skills. I know most of them have already begun to explore how to move up, they need some time to push their thoughts from ideal to practical. What's more, recently I found a part of the for-profit organizations adjusted their purpose. Some for-profit organizations added some nonprofit purpose into their working list, to do something that non-profit organizations ignored. I think that's good. So I am wondering what's the real difference between non-profit organizations and for-profit organization? Only in the aspect of profit? ”

(Editor's note: I think she mentioned a kind of social enterprise at last. Like Alibaba has made a contribution in “planting more trees in the desert” in the not-for-profit area.)

Interview notes 4

Interviewee information

Number 4 respondents

Female

Over 30 years old

1. Have you ever worked/served in a non-profit organization? (We only collect the “yes” samples.)

“Yes, I work at the Red Cross community service station.”

2. What is your job? Could you give me some specific examples of your work?

“I am the head of the station. My responsibilities include the following

: 1. Do the publicity work of the Red Cross society within the community, such as publicize *the law of the Red Cross Society of the People's Republic of China*, the policies of the Red Cross society at higher levels and the government at higher levels, and volunteer blood donation.

2. Carry out skills training of health and first aid, disease prevention and treatment, disaster first aid and other skills.

3. Develop the Red Cross's membership in the community.

4. Cooperate with the charity fund-raising work in the community.

5. Complete other work assigned by the Red Cross society.”

3. What do you think the organization you work for are different from other non-profit organizations? What's your attitude about that?

Student #

“It is a public welfare organization. I hope there will be more and more people can understand and support this kind of public welfare activities.”

4. Are you still continuing this work? And what prompted you to continue/ abandon the job? (Incentives)

“Yes. It can bring help to community masses and I can get the public's acceptance.”

5. Are there any conflicts you have ever meet in the past when you were working in a non-profit organization? (Conflicts)

“Because my workability is limited, the work is carried out somewhat hard.”

6. Do you think the efficiency of a non-profit organization could be improved?

“It can be improved. Where there are deficiencies, there is space for improvement.”

7. Do you have any suggestions to improve the working efficiency in the non-profit organization?

“Take our service stations as an example, it can do better with the help of the government and the higher Red Cross, with technical training and business strategy guidance, and even better with regular help from volunteers.”

8. Do you have any other comments?

“Nope.”

Interview notes 5

Interviewee information

Number 5 respondents

Female

Over 30 years old

1. Have you ever worked/served in a non-profit organization? (We only collect the “yes” samples.)

“Yes, I work for the XX Federation of Trade Unions”

(Editor's note: According to a search, the group is not technically a nonprofit organization, but a government department. It is an organization which works for labor, but it is led by the Municipal Party Committee.)

2. What is your job? Could you give me some specific examples of your work?

“I service for labor women. Such as operating the construction and management of maternal and child rooms, the organization of matchmaking activities for male and female workers, the organization of psychological counseling for workers, training for female workers, and organize some other kinds of cultural and sports activities related to female workers.”

Student #

3. What do you think the organization you work for are different from other non-profit organizations? What's your attitude about that?

“Federation of trade unions is led by the people's government to protect the rights and interests of the vast number of workers. Our work focuses on conveying the government's care for employees. Our work has a strong purpose, clear work objectives, detailed content. I feel the work I do is very meaningful.”

4. Are you still continuing this work? And what prompted you to continue/ abandon the job? (Incentives)

“Yes, I'm going to keep doing it and I'm not going to give it up because I love it. “

5. Are there any conflicts you have ever meet in the past when you were working in a non-profit organization? (Conflicts)

“No. As an ordinary staff member, I have never encountered any difficulties or conflicts in my responsibilities, which may have something to do with each person's position and personal feelings. I love this job so I don't think there are any real difficulties.”

6. Do you think the efficiency of a non-profit organization could be improved?

“We are already very productive, stressed and overworked.”

7. Do you have any suggestions to improve the working efficiency in the non-profit organization?

“No, not at the moment.”

8. Do you have any other comments?

“Nope.”

Interview notes 6

Interviewee information

Number 6 respondents

Male

Over 30 years old

1. Have you ever worked/served in a non-profit organization? (We only collect the “yes” samples.)

“Yes, because of my major job, I am now working in XX Statistical Society(organization F).”

2. What is your job? Could you give me some specific examples of your work?

Student #

“I am the chairman of XX Statistical Society. By rules and regulations design, the statistical society has many job responsibilities:

First is to organize, guide and promote members to participate in statistical academic activities actively; Second is to summarize, exchange and promote research results and statistical work experience of statistical science; Third is to hold statistical academic reports and statistical scientific seminars, organize the compilation, translation, and publication of statistical books and periodicals; Fourth is to popularize and popularize statistical science knowledge and organize statistical training; Fifth is to investigate the problems in statistical work, put forward suggestions for improvement, and carry out statistical consulting activities. If it's a higher level institute, it has more functions and responsibilities. As chairman, my main responsibility is to coordinate and carry out the above work.”

3. What do you think the organization you work for are different from other non-profit organizations? What's your attitude about that?

“Our organization is closely linked to the government, relying on the government. Statistical societies at all levels rely on statistics bureaus at all levels, and the majority of their members are public officials. This situation has both advantages and disadvantages. On the one hand, relying on a strong government, all kinds of work are guaranteed by policies, with a minimum guarantee for rules and regulations, personnel, funds, and other aspects. Basically, there is no risk of dissolution. On the one hand, the disadvantage is that policy guarantees equal to policy constraints. Members are basically public officials, they have their own work. Their investment of time, funds, knowledge and ability are very limited in the institute. It makes the statistical societies difficult to perform at a higher level. ”

(Editor's note: The reasons for the poor development of the organization are attributed to the lack of full-time talents in the organization. Employees cannot only engage in a specific job and give up their major jobs in government departments.)

4. Are you still continuing this work? And what prompted you to continue/ abandon the job? (Incentives)

“Yes. First is it is "Zuzhi "'s arrangements; Second, my major job responsibility in the bureau of statistics decides me to continue this work”.

5. Are there any conflicts you have ever meet in the past when you were working in a non-profit organization? (Conflicts)

“Yes. First, our staff is not enough, it makes the development of our work received great restrictions, sometimes we can only reduce the work as far as possible. Second, the funds are not enough, the activities are not abundant. Third, the lack of influential experts and scholars to join. Fourth, the lack of communication with outside organizations.”

6. Do you think the efficiency of a non-profit organization could be improved?

“It can be improved. All the organizations relying on government are all subject to certain restrictions of the government. It needs to be analyzed from the perspective of rules and regulations(systems), personnel and external environment. The situations in different regions may be different and cannot be generalized. As far as statistical society is concerned, the

current work efficiency is formed based on objective conditions, and corresponding changes must be made to improve it.”

7. Do you have any suggestions to improve the working efficiency in the non-profit organization?

“First is to strengthen personnel incentives. Non-profit organizations are not equal to voluntary labor organizations. Now, everyone here is in a part-time job, mainly rely on personal dedication to promote the work. It is a disadvantage. To produce results and improve efficiency, it is necessary to motivate members of the organization individually and collectively, including but not limited to economic incentives, policy incentives, and honor incentives. Second, we need to improve funding security. All kinds of activities organized by our organization need to have financial arrangements, including venue, vehicles, materials, meals, all kinds of other consumables, etc., if you need to hire relevant experts and scholars to attend the activities, you need to pay extra. In the absence of financial security, many activities can only be postponed or canceled. Driven by the leisure time of several members, it will inevitably develop slowly. Third, to raise the performance level of the organization. To find ways to invite the industry experts and scholars to join, to inject vitality and vitality for the institute, improve the overall level of the organization. ”

8. Do you have any other comments?

“As a mass organization, statistical society should actively carry out various forms of academic activities, serve the society and its members, and give full play to the role of "one bridge and three platforms".

First, we need to build a bridge between academia and the business community. The academic world has the advantage of thinking deeply about problems and grasping the theoretical frontier. The business community, especially big data enterprises, has rich data resources as they grasp the actual trend and demand of the market. Statistical society should build a good platform to strengthen communication between academia and business. Through this bridge and link, strengthen the cohesion to overcome difficulties. Activities could be held through institutions of higher learning or enterprises for better communication. Establish a mechanism to organize regular statistical science seminars jointly with relevant institutions of higher learning and relevant industry associations; maintain close cooperation with research bases to promote the transformation and application of scientific research results; To stimulate the creativity of the majority of scientific research teams through project management and scientific projects. Establish a mechanism to organize regular statistical science seminars jointly with relevant institutions of higher learning and relevant industry associations; maintain close cooperation with research bases to promote the transformation and application of scientific research results; To stimulate the creativity of the majority of scientific research teams through project management and establish some scientific projects.

Second, to build a good platform for member exchange their thoughts. Learn to become the communication link between a member and the platform. To establish and improve the liaison mechanism, strengthen regular communication with members, understand the needs of members, listen to the views of members, recognize members who have made contributions to our organization, stimulate their enthusiasm, and constantly strengthen the centripetal force of our organization, guide members to make greater contributions to the cause of statistics. "Life is movement, learning is activity" , we should adopt various forms, do a good job in organizing and coordinating, and arouse the enthusiasm of the general membership by

carrying out activities such as training lectures, research papers, investigation and study exchanges, etc. To unite the wisdom and strength of the general membership. We should focus on outstanding talents, recruit statistical elites, and improve the quality of our members. By employing a number of well-known experts with outstanding achievements in the fields of statistics, economy and society as expert consultants of the Statistics Society, the incentive mechanism for statistical scientific research has been established and improved, and attention has been paid to the training of statistical talents and the building of professional teams. Create conditions for statistical researchers to achieve more and better results.

Third, we should build a good platform for statistics and science popularization. To let the public know statistics and statistical work is conducive to the smooth development of statistical work. Statistical societies at all levels have the responsibility and obligation to build up a platform for the popularization of science, popularize knowledge of statistical science and methods, and disseminate statistical ideas and culture. Through carrying out statistical propaganda activities, editing statistical popular science books and other ways to build a bridge to communicate with the public. At present, especially around the "Internet +", big data, promote statistical theory innovation, transformation, and upgrading, service society, promote statistical reform and development.

Fourth, we should build a good platform for statistical services. The broad membership is the foundation of the existence and development of society. Giving full play to the advantages of the industry and providing good service to the member units is the basis of the development of society. One is to member demand-oriented, to provide targeted, timely data and information. Through the continuous reform and innovation of statistical products, to solve the "production is not docking with needs" problem. The second is to optimize the statistical service channels to achieve convenient and efficient statistical data services. Channels are the last and most important part of learning to serve your members. We have a lot of valuable statistical products, statistical data, survey report, also has the practical function to the member unit, because of the channel reason, may have "nobody know situation". For example, our annual compilation of "Township Street Development Survey", reflecting the development level and overall strength of the city's township streets, business layout, store location is very useful; Some of our survey reports on job satisfaction and salary levels are very valuable for companies to attract talents and establish salary systems, but these products, because of the channel, our members might not even know. Therefore, in order to achieve the substantial transformation of statistical data more closely with the public, it is necessary to actively adapt to the development of modern information technology and the diversified needs of the public, and broaden the channels for data services to make statistical results better benefit society members and the general public.

Fifth, the establishment of a reciprocal partnership with members. To build a public service platform in which government statistics provide product-based data feedback initiatives. And to establish a mutually beneficial partnership with members of enterprises and institutions, taking into account the special requirements of enterprise users, load up on data and advice about the economic situation, policy direction, industry development, etc. .”

(Editor's note: Some respondents mentioned organizational goals, while others did not. The comparison found that in the organizations with more contact with government departments, support from the government and less autonomy, the staff members have a deeper understanding of the organizational goals than the respondents of other private non-profit organizations. It may be that the organization propaganda work, the organization culture construction is good, the ideology construction is good)

Interview notes 7

Interviewee information

Number 7 respondents

Male

Over 30 years old

1. Have you ever worked/served in a non-profit organization? (We only collect the “yes” samples.)

“Yes, I am currently working in XX Statistical Society(organization F). Assigned by the “Zuzhi”.”

(Editor's note: This belongs to China's special national conditions. Since the Chinese government is led by a single party of the communist party of China, sometimes party orders are synonymous with government orders. In this case, “Zuzhi” refers to the communist party of China. Sometimes government employees have both governmental and party positions. XX statistical society is academic, nonprofit social organizations that study statistical science in XX province. It is composed by the individual members with intermediate or above technical titles in professional statistics branch of municipal statistical society, enterprises, and institutions engaged in scientific research, teaching and practice of statistics voluntarily.)

2. What is your job? Could you give me some specific examples of your work?

“My present position is secretary of XX Statistical Society. The main content is to assist the chairman to carry out various specific work. Including but not limited to organizing all kinds of academic activities related to the society, organizing the society's conferences and other activities, organizing the society's materials, writing research reports, and taking charge of external contacts.”

(Editor's note: This is the content of the interviewee's position in the non-profit organization, not in the government department. Here, respondents hold positions in both government departments (bureau of statistics) and non-profit organizations (statistical society).)

3. What do you think the organization you work for are different from other non-profit organizations? What’s your attitude about that?

“First time in a nonprofit position, no comparison.”

4. Are you still continuing this work? And what prompted you to continue/ abandon the job? (Incentives)

“Yes, I've been working on it since this year. This is the arrangement of the “Zuzhi”. I will follow the order until “Zuzhi” makes another arrangement.”

5. Are there any conflicts you have ever meet in the past when you were working in a non-profit organization? (Conflicts)

“Too few people, too much work. It was the first time I took over, I was not familiar with the business, and my work efficiency needed to be improved. Sometimes there are work conflicts with my major job. Most of the time is the same as my major job.”

(Editor's note: Here, respondents hold positions in both government departments (bureau of statistics) and non-profit organizations (statistical society))

6. Do you think the efficiency of a non-profit organization could be improved?

“Yes. At present, there are few employees, members have less time, my ability is limited, and I am a novice. If there are authoritative figures to join, the efficiency should be improved.”

7. Do you have any suggestions to improve the working efficiency in the non-profit organization?

“I just took over this job this year, so I can only offer some immature views: one is to develop more members; Second, apply for more funds; Third, strive for policy support; Fourth, making more results to attract attention.”

(Editor's note: Here, “apply for more funds” is because in this nonprofit organization, it is supported by the government and they need to apply to a government department to get more money to spend.)

8. Do you have any other comments?

“Under the new era, the statistical society integrates the advantages of data resources, organizations and talents into one, integrating the talents of government, enterprises, colleges and universities, and research institutions into one. It is the duty of statistical society assume, their inevitable choice to build new Think Tanks, It is also based on a certain endowment of resources, innate advantages on the strength of play. To build a new think tank, statistical society has two advantages: one is the advantage of data resources. Government statistics departments produce and aggregate data on economic and social development, collected all kinds of data all over the city, has a large number of macro and microdata. Meanwhile, in the era of big data, the emergence of unstructured data such as image, text, and video, as well as the gradual interconnection and sharing of statistics and administrative record data of industry, commerce and taxation departments greatly enrich the data sources of government statistics. Second is the specialized talent team. The statistical society can fully cooperate with statistical institutions of governments at all levels, industrial authorities, colleges, and universities, professional research institutions, and enterprises and institutions of all walks of life. Make use of the existing regulation and government information collection network to gather a large number of talents with intermediate and senior professional titles of statistics, rich experience in statistical investigation and research, strong statistical serviceability, and rich experience in front-line statistical practice. To provide important talents for the construction of the department's Think Tank, realize the purpose of providing consulting services for leaders to make decisions on the basis of in-depth research and scientific analysis of data.”