



Application of the SECI Model in Developing Community Volunteer Services: A Case Study of HeDong Community in Zengcheng, Guangzhou

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Abstract. In the context of the increasing demand for community development across the nation, it has become imperative to study comprehensive community development models, explore innovative community concepts, enhance urban and rural community governance systems, and promote the holistic development of community services. This study focuses on Hedong Community in Zengcheng, Guangzhou, employing the "SECI" model to analyze and establish governance standards characterized by democratization, specialization, and socialization. By examining the current state of community volunteer services and the living needs of residents, this research integrates community governance with volunteer services to propose effective strategies for the development of community volunteer services. Through a series of volunteer service activities, this study explores practical methods for future community development, improves the living conditions of residents, and fosters the reciprocal growth of community volunteer services. The findings aim to provide a novel perspective on the integration of community governance and volunteer services, thereby injecting new vitality into community development models.

Keywords: Community governance; volunteer service community; "SECI" model; three-empowerment standards; community reciprocity.

1 Introduction

1.1 Research Background

With the continuous deepening of social transformation and the ongoing improvement of community governance, community residents are no longer satisfied with a single community structure and supporting infrastructure. Diverse community construction has received increasing attention. The "Opinions of the Central Committee of the Communist Party of China and the State Council on Strengthening and Improving Urban and Rural Community Governance" propose: "Develop community volunteer services, advocate for changing outdated customs, and foster a good community atmosphere characterized by mutual kindness, companionship, and mutual assistance^[1]." Community volunteer service is an important force in community governance, playing a vital role in innovating community governance structures, meeting community service needs, enhancing community self-governance capabilities, leading community cultural practices, and maintaining community harmony and stability^[2].

Building a volunteer service community not only promotes interaction and communication among community residents but also enhances community cohesion and social participation, injecting new vitality into community development. Additionally, the community volunteer service community helps achieve the goal of shared governance and participation by social organizations and individuals^[3]. Therefore, studying the development model of a community volunteer service community based on the "SECI" model is of significant theoretical and practical importance for deepening the understanding of the mechanisms and effects of integrating community governance and volunteer services.

1.2 Research Objectives and Significance

This study aims to systematically elucidate the application value of the "SECI" model (Socialization, Externalization, Combination, Internalization) in the development of community volunteer service communities. By examining the operational mechanisms and influencing factors of the "SECI" model within these communities, the research provides robust theoretical support for constructing a collaborative development model that integrates community governance and volunteer services.

Exploring the sustainability and innovation of development models for community governance and volunteer service communities is critical. Analyzing the development model of community volunteer service communities based on the "SECI" model helps to uncover the synergistic potential of combining community governance with volunteer services. This exploration promotes innovative and sustainable community development pathways, providing valuable insights for building vibrant and inclusive community governance frameworks.

Moreover, this research aims to advance the social governance system towards enhanced social participation and democratic decision-making. By investigating models and mechanisms for integrating community governance with volunteer service communities, the study broadens the scope of social governance participants. It aims to

enhance community involvement, awareness of self-governance, and a sense of responsibility, thereby fostering the healthy development of democratic decision-making mechanisms and socialized governance systems within communities.

1.3 Research Content and Methods

1.3.1 Research Content.

- Understand the current status of HeDong Community and explore the development model of the HeDong Community volunteer service community.
- Explore the development direction, basic operational methods, and branding project construction ideas for the volunteer service community.
- Review the literature to compare domestic and international research on the issues and needs of community volunteer service communities, analyzing and summarizing the differences and drawing from excellent experiences.
- Organize and analyze the collected data, using the "SECI" model for modeling and analyzing the current problems in community volunteer services.
- Investigate how to encourage more people to participate in community governance and volunteer service practices.
- Propose feasible suggestions for the new "three-empowerment" development model of HeDong Community.

1.3.2 Research Method.

To systematically explore and develop the HeDong Community volunteer service model, a multifaceted methodological approach will be employed, encompassing questionnaire surveys, field observations, and interviews. These methods will ensure a comprehensive understanding of the community's dynamics and the efficacy of volunteer services.

Questionnaire Surveys: At the initial stage, structured questionnaires will be distributed to capture the opinions and needs of local residents regarding community volunteer services. This will include their preferences and requirements for various community services. In the final evaluation stage, volunteer service activity evaluation forms will be disseminated to assess the effectiveness and impact of the volunteer services on the community.

Field Observations: The research team will engage in extensive field observations, documenting the residential environment, community service stations, and various community service activities through photographic records. This observational data will be subjected to rigorous statistical analysis to provide a detailed snapshot of the current status and operational dynamics of the HeDong Community.

Interviews: In-depth interviews will be conducted with a diverse group of stakeholders, including social workers, community committee members, and key community residents. These interviews aim to elicit detailed insights into their perspectives on current community work and suggestions for future improvements. Additionally, post-activity interviews with service recipients will provide critical feedback on the volunteer services, highlighting areas of success and opportunities for enhancement.

This integrative approach ensures a robust and nuanced understanding of the He-Dong Community, facilitating the development of tailored strategies for the enhancement and sustainability of volunteer services within the community.

2 Analysis of Domestic and International Research

2.1 Theoretical Basis

2.1.1 Current Status and Characteristics of Volunteer Service Abroad.

Volunteer services in developed countries exhibit several distinctive characteristics, including the integration of social resources, project-based activities, and the establishment of legal frameworks and incentives.

Integration of Social Resources: Volunteer services in these countries leverage comprehensive mobilization of social resources, engaging non-governmental organizations (NGOs) and community groups to enhance public services. This integration ensures a wide range of volunteer services addressing diverse community needs.

Project-Based Activities: Many volunteer services are organized as projects targeting specific areas or groups that may be overlooked by governmental services. This project-centric approach allows for targeted interventions and the efficient allocation of resources to areas of high need.

Legal Framework and Incentives: Countries like the United States have established specialized laws and incentive mechanisms to support volunteer services. For instance, the Volunteer Service Act of 1973 legally defines the status of volunteers and sets development objectives for volunteer activities, providing a structured and supportive environment for volunteerism.

In developed countries, volunteer services have matured into large-scale operations with a broad public base and an excellent social reputation. Comprehensive operational mechanisms have been established, guiding volunteer services to become more networked, organized, standardized, and systematic. The substantial social benefits of volunteer services have increasingly garnered attention from national governments and society.

2.1.2 Government Policy Support.

Time	policy	Content or Impact
Jan-22	"14th Five Year Plan for the Construction of Urban and Rural Community Service System"	To strengthen the functions of communities for the people, facilitate the people, and provide peace, to achieve the development concept of putting the people at the center, and to promote the modernization of grassroots governance. This plan emphasizes that community services are related to people's livelihoods and connect with the hearts of the people, committed to consolidating the grassroots foundation and making people's lives better.
May 2022	Opinions on Deepening the Construction of Smart Communities	This opinion, jointly issued by nine departments, emphasizes the construction of smart communities, fully utilizing information technology tools such as big data, cloud computing, and artificial intelligence, integrating various community service resources, and creating a new form of community governance based on information technology, intelligent management, and services. This policy platform aims to enhance the level of intelligence and intelligence in urban and rural community governance services
June 2022	The 14th Five Year Plan for the Construction of Urban and Rural Community Service System in Guangdong Province	Jointly issued by the Provincial Department of Civil Affairs and the Provincial Development and Reform Commission. This plan emphasizes the importance of community services as an important component that relates to people's livelihoods and connects with their hearts
May-21	"Several Measures to Strengthen the Modernization of Grassroots Social Governance System and Governance Capacity in the Civil Affairs Field of Guangdong Province"	Guangdong Province has introduced these measures to provide policy support and strengthen community governance. This includes revising the "Election Measures for Village Committees in Guangdong Province", promoting the preparation work for the election of village committees, and organizing democratic evaluations of village committee members throughout the province. Guangdong Province has introduced these measures to provide policy support and strengthen community governance. This includes revising the "Election Measures for Village Committees in Guangdong Province", promoting the preparation work for the election of village committees, and organizing democratic evaluations of village committee members throughout the province.
November 2021	The 14th Five Year Plan for the Development of Social Organizations in Guangzhou (2021-2025)	This plan encourages and supports social organizations to fully play their roles in various economic and social fields. The plan proposes to strengthen the construction of social organization consultation system, support social organizations to participate in consultation in an orderly manner as negotiation subjects, innovate service concepts and models, provide multi-level and diversified professional social services, and participate in the construction of a national demonstration city for modernization of urban social governance

Fig. 1. Policies and planning suggestions for the development of urban and rural communities in China from 2021 to 2023

Based on the analysis of figure 1, In recent years, the development of urban and rural communities in China has shown a stable and positive trajectory. The introduction of significant policies at various levels, such as the "14th Five-Year Plan for the Construction of Urban and Rural Community Service Systems" and the "Opinions on Deepening the Construction of Smart Communities," has elevated community development to a national strategic priority, providing explicit guidance and robust policy support for community governance. This favorable policy environment has facilitated significant advancements in various domains, including community volunteer services, sports, and cultural activities.

However, compared to the current status of community volunteer service communities abroad, China still faces notable challenges in achieving balanced and adequate development across its urban and rural service systems. These challenges are evidenced

by incomplete governance frameworks, insufficient human resources and professional expertise, reduced community autonomy, and persistent issues at both the governance and developmental levels of community services.

2.1.3 Domestic Community Management System.

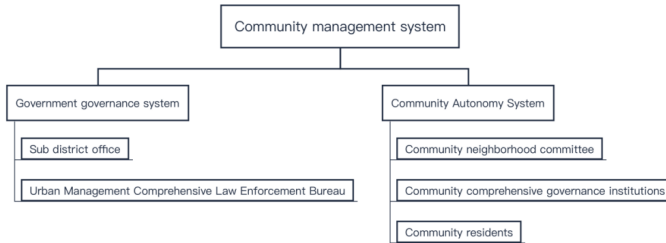


Fig. 2. Domestic Community Management System Architecture Diagram

With reference to figure 2, a comprehensive section-by-section analysis will be presented. The government governance system comprises the institutional framework through which governmental agencies oversee community management and services. This system primarily involves entities such as street offices, urban management comprehensive law enforcement bureaus, and various other governmental departments. Through administrative mechanisms, the government governance system administers an extensive array of functions, including urban planning and construction, infrastructure development, the provision of public services, and the maintenance of community security. It holds regulatory authority and enforcement capabilities, allowing it to govern community management behaviors through the implementation of laws and regulations, thus ensuring community order and safeguarding public interests.

- **Street Offices:** Street offices function as dispatched agencies of urban grassroots governments, assuming the primary responsibility for managing community affairs within their jurisdiction. Their roles encompass coordinating community construction, public services, and infrastructure development.
- **Urban Management Comprehensive Law Enforcement Bureaus:** These bureaus are tasked with comprehensive law enforcement in urban management. Their responsibilities include maintaining environmental sanitation, managing urban sanitation, overseeing traffic management, and supervising and penalizing illegal activities within communities.
- **Community autonomous system:** is organized and managed by the residents themselves, featuring entities such as community residents' committees, comprehensive governance organizations, and other resident-led autonomous organizations. This system emphasizes resident participation and autonomy, facilitating the democratization of community affairs and the socialization of community governance through self-organization, self-management, and self-service. It focuses on the residents' status and autonomy awareness, better aligning with their personalized needs and fostering harmonious community development.

- **Community Residents' Committees:** These grassroots management organizations are elected by community residents and are responsible for handling daily affairs, maintaining community order, and organizing cultural activities.
- **Community Comprehensive Governance Organizations:** These organizations are established in larger communities or specific areas to coordinate various resources within the community and promote comprehensive community governance work.
- **Community Residents:** Residents play multiple roles in community management, including supervision, participation, and assistance. They actively contribute to community management by reporting illegal activities, providing suggestions, and participating in community public welfare activities, thus promoting harmonious community development.

While the government governance system provides structured oversight through regulatory and administrative means, the community autonomous system empowers residents to actively participate in self-governance. This system ensures that community needs and preferences are directly addressed through resident involvement. By fostering active participation, the community autonomous system promotes a more responsive and adaptive approach to governance, allowing residents to contribute to decision-making processes and the implementation of local initiatives. This dual approach, combining top-down regulation with bottom-up engagement, aims to achieve a balanced and effective governance framework. Such a framework enhances community well-being and development by integrating formal oversight with grassroots participation, thereby creating a more inclusive and dynamic model of governance.

2.2 Application of the "SECI" Model in Knowledge Transfer and Innovation

2.2.1 "SECI" Model.

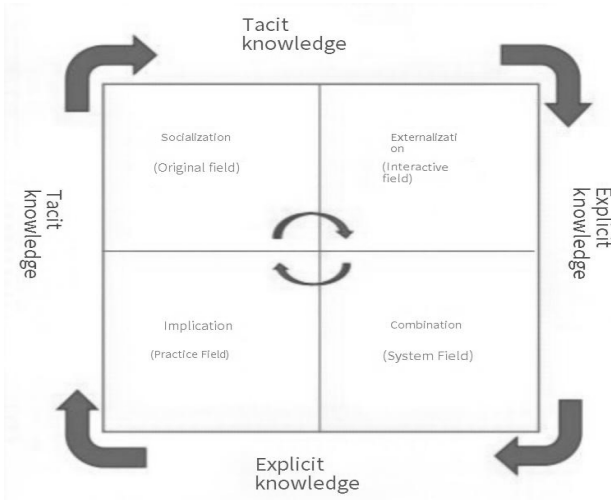


Fig. 3. Analysis Diagram of the SECI Model Based on Multi-Dimensional Data Integration
Analysis of Hedong Community

Based on the multi-dimensional analysis of figure 3, This research undertakes comprehensive field investigations in the HeDong Community, utilizing survey data to establish the SECI model, which facilitates the advancement of HeDong Community into a robust volunteer service community. The SECI model, which delineates four knowledge conversion stages—Socialization, Externalization, Combination, and Internalization—serves as the analytical framework for this study.

Socialization

The initial phase, socialization, involves the conversion of tacit knowledge gained through direct interactions into explicit knowledge. For instance, through the "university + community" combination model, university student volunteer teams engage with community members, acquiring implicit knowledge through these interactions. This knowledge is then transformed into explicit forms through socialization processes, enabling broader dissemination and understanding.

Externalization

In the externalization stage, the implicit knowledge gathered during socialization is articulated into explicit knowledge forms such as documents, reports, and training programs. Mechanisms such as volunteer academies and community skill enhancement institutes play a pivotal role in this process, facilitating the sharing of this explicit knowledge with other volunteers and community residents. This step is crucial in promoting the specialization and refinement of volunteer services within the community [4].

Combination

The combination phase involves synthesizing the explicit knowledge into a cohesive and integrated knowledge system. This stage includes consolidating the experiences and skills of various volunteers to develop comprehensive and innovative volunteer service plans and projects. By aggregating explicit concepts and systematically organizing them, the community can derive diverse volunteer activities tailored to different groups, such as youth services, public affairs services, cultural activities, and assistance for the elderly and disabled [5].

Internalization

Finally, the internalization phase converts the synthesized explicit knowledge back into tacit knowledge, which volunteers internalize as personal skills and competencies. Through practice and application, volunteers enhance their proficiency, thus ensuring the sustainability and effectiveness of volunteer service activities. The internal sublimation model supports the re-transformation of explicit knowledge into implicit knowledge, fostering continuous innovation and improvement within the community volunteer service framework.

The SECI model provides a structured approach to knowledge management within the HeDong Community, promoting a cycle of knowledge sharing, innovation, and practical application. This approach not only enhances the quality and scope of volunteer services but also fosters a sustainable and collaborative community development model.

3 Exploration of Community Governance and the Development Model of Volunteer Service Communities

3.1 Theoretical Basis for the Integration of Community Governance with Volunteer Services

3.1.1 Types of Volunteer Service Communities in China.

Platform-based Volunteer Service Communities

Platform-based volunteer service communities leverage online platforms to facilitate the organization and participation in volunteer activities. These platforms provide essential functions such as volunteer information registration, activity publication, and volunteer evaluation. By enabling streamlined communication and collaboration, these online platforms bridge the gap between volunteers and volunteer organizations, enhancing the efficiency and reach of volunteer activities.

Community-based Volunteer Service Communities

Community-based volunteer service communities focus on establishing volunteer service centers or teams within the community. These centers or teams organize community events and serve community residents, aiming to enhance community cohesion and the quality of services provided. Typically initiated by community residents or local organizations, these volunteer service communities are integral in fostering a sense of belonging and mutual assistance among residents.

Specialized Volunteer Service Communities

Specialized volunteer service communities are typically initiated by professional volunteer service institutions or organizations. They aim to provide specialized volunteer services, often through professional volunteer teams. These teams engage in targeted volunteer service projects such as medical assistance, environmental protection activities, and other specialized interventions. The focus on professional expertise ensures that these volunteer services are effective and meet specific community needs.

Educational Volunteer Service Communities

Educational volunteer service communities prioritize the education and training of volunteers. These communities organize volunteer training courses, lectures, and practical activities to enhance volunteers' understanding of the significance and methodologies of volunteer service. By fostering a culture of learning and skill development, these communities ensure that volunteers are well-prepared and knowledgeable, thus improving the overall quality and impact of volunteer services.

3.1.2 Patterns of Community Governance in China.

	The "linkage" governance model	"Entrusted" governance model	Emotional governance model	"Autonomous" governance model	"Bottom line" governance model
Representing the community	Commercial Community	Placement type community	Oversoluble strong zone	Old style communities	Courtyard style strong area
background characteristics	Unit "Vacuum" Management	Lack of subjectivity among residents	High heterogeneity among residents	Low participation of residents	Scattered distribution of courtyards
Governance subject	Community Party Organizations Industry Committee Property management	Community Party Organizations Property management	Community Party Organizations Community self-organization	Community Party Organizations Community residents themselves	Community Party Organizations Social organization Volunteer service
operating mechanism	Multi party linkage	Full authorization	emotional connection	Resident autonomy	Contiguous bundling
Governance effectiveness	Promote community collaboration, build shared governance and	Provide higher quality community public services	Enhance residents' sense of belonging and achievement	Realize effective connection between supply and demand	Building a comprehensive governance pattern

Fig. 4. Classification Table of Existing Management Models in Chinese Communities

Detailed analysis of Figure 4:

Collaborative Governance Model: This model emphasizes cooperation and coordination among the government, community residents, and social organizations in the decision-making and management of community affairs. The government plays a leading and coordinating role, while residents and social organizations participate actively, collectively fostering community development and governance.

Entrusted Governance Model: In this model, the government delegates specific powers and responsibilities to community residents or social organizations, allowing them to manage and make decisions about community affairs. The government's role becomes more supervisory and supportive, while community residents and organizations take on more responsibilities and obligations.

Emotional Governance Model: This model focuses on fostering emotional connections and mutual assistance among community members to enhance community cohesion and consensus. Residents form close emotional bonds, collaboratively maintaining a harmonious atmosphere and order within the community.

Self-organized Governance Model: Community residents spontaneously organize to manage and serve community affairs, making autonomous decisions and implementing related matters. This model grants resident's greater autonomy and self-determination, enabling them to address and resolve internal community issues more effectively.

Bottom-line Governance Model: The government acts as the "last-resort guarantor" of community governance, providing final support and safeguards in community management and services. The government assumes fundamental responsibilities and obligations, ensuring the basic functioning of the community and meeting residents' essential needs.

3.2 The Approach of Applying the "SECI" Model in Community Volunteer Service Communities

The "SECI" model, originally introduced by Japanese scholars Ikujiro Nonaka and Hirotaka Takeuchi in 1995, serves as a comprehensive framework for knowledge management, elucidating the processes of socialization and accumulation of individual knowledge. This model categorizes knowledge transfer and innovation into four distinct phases: Socialization, Externalization, Combination, and Internalization. It highlights the dynamic conversion and iterative innovation of tacit knowledge into explicit knowledge among individuals [6]. The "SECI" model has garnered widespread acceptance among domestic scholars, prompting extensive and in-depth research efforts based on its principles [7].

Studies have demonstrated that the "SECI" model, as a foundational theory in the field of knowledge management, offers significant insights for facilitating knowledge sharing and innovation within community volunteer service environments. [8] By effectively applying the model's phased characteristics and processes in the context of community governance and volunteer service initiatives, the model can enhance information exchange, experience sharing, and collaboration among volunteers. This, in turn, supports the sustainable development and continuous improvement of volunteer service projects.

The initial stage of the "SECI" model, known as the socialization stage, serves as the foundational point for knowledge sharing and social interaction. Within community volunteer service communities, enhancing mutual understanding and communication among volunteers can be achieved by organizing training sessions and team-building activities. This stage is crucial in establishing trust and cohesion within volunteer service teams, thereby laying the groundwork for subsequent knowledge sharing and innovation [9].

The second stage, externalization, involves the conversion of implicit knowledge into explicit forms. In community volunteer service communities, this can be accomplished by documenting case studies, experiences, and achievements of volunteers, and by creating resources such as volunteer service manuals and textbooks. Moreover, the use of digital platforms and social media tools can further facilitate the sharing and exchange of knowledge among volunteers.

The combination stage, which is the third phase, involves the synthesis and innovation of knowledge in various forms. Community volunteer service communities can foster the exchange and integration of knowledge from different fields by organizing thematic seminars, interdisciplinary exchanges, and cross-departmental collaborations in volunteer activities. This process can inspire new project collaborations and development directions [10].

The final stage, internalization, pertains to the reintegration of shared knowledge into individual knowledge and skills. Community volunteer service communities can support this process by encouraging volunteers to incorporate shared knowledge and experiences into their personal practices and improvements. This can be achieved through regular assessments, reflective summaries, and the establishment of individual

learning plans, thereby continuously promoting the personal growth and development of volunteers ^[11].

4 Case Analysis of HeDong Community in Zengcheng, Guangzhou

4.1 Current Situation of HeDong Community

4.1.1 Development Status of HeDong Community Volunteer Service Community.

In HeDong Community, significant efforts have been undertaken to implement and uphold the principles of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, emphasizing the spirit of dedication, friendship, mutual assistance, and progress. Furthermore, there has been a concerted push towards the institutionalization and normalization of Lei Feng volunteer service. In 2017, Guangdong Province organized the selection and promotion of advanced Lei Feng volunteer service models. Following recommendations from various localities and departments and evaluations by the Provincial Civilization Office, 100 exemplary volunteers and 50 outstanding volunteer service communities were selected. Zengjiang Street in HeDong Community was recognized as the most beautiful volunteer service community in Guangdong Province ^[12].

In January 2015, leveraging the initiative to develop a happy community, HeDong Community mobilized community workers and social workers to conduct comprehensive surveys among residents through visits, questionnaires, and representative meetings. These efforts aimed to extensively gather residents' opinions and suggestions on creating a happy community. Responding to the identified needs of residents, the "Le Shan Volunteer Service Team" was subsequently established.

Upon the establishment of the "Le Shan Volunteer Service Team," an open recruitment drive was conducted, inviting volunteers from the entire community, irrespective of age or background. This inclusive approach allowed individuals willing to participate in community volunteer services to utilize the community as a base, applying their life experiences and professional knowledge to provide various services and address residents' life challenges.

The volunteer service team was systematically organized into groups based on the volunteers' professional skills, forming professional skills groups, cultural and sports groups, youth volunteer groups, and comprehensive skills groups. Specialized training was provided to volunteers, tailored to different genders, ages, and professions. In the realm of community volunteer service, volunteers actively engaged in a variety of convenient services such as free clinics, free haircuts, educational activities, home visits, home propaganda, community cleaning, traffic guidance, and environmental cleaning. They also organized various cultural and artistic activities, including calligraphy training, free writing of couplets, and holiday condolences, which were met with unanimous praise from community residents.

4.1.2 Current Issues in HeDong Community.

4.1.2.1 Lack of Diversity and Inclusiveness.

The volunteer group in HeDong predominantly consists of individuals from specific social classes and demographics, leading to a lack of diversity in age, gender, occupation, and cultural background. This homogeneity can narrow the perspectives incorporated into volunteer service activities, thereby failing to address the diverse needs and interests of different community groups comprehensively. For instance, a volunteer group composed mainly of young individuals or professionals from specific industries may not fully understand or prioritize the needs of the elderly, children, and disabled individuals, resulting in volunteer services that do not adequately cover these segments of the population.

4.1.2.2 Insufficient Resources or Unfair Allocation.

Resource insufficiency is evident in the lack of funds, materials, and manpower essential for effective volunteer services. This deficit can lead to important community needs being unmet. For example, due to limited funding, crucial community activities might be postponed or canceled, and vulnerable groups may not receive the necessary support. Additionally, unfair allocation of resources can marginalize certain groups within the community, depriving them of access to volunteer services and assistance, which exacerbates social inequalities.

4.1.2.3 Poor Management and Lack of Professionalism.

Inadequate management is characterized by poor planning, execution, and supervision within the volunteer organization, as well as a lack of effective teamwork and resource allocation mechanisms. Issues such as non-transparent decision-making processes, ineffective communication, and improper personnel management can significantly hinder the progress and effectiveness of volunteer services. Moreover, a lack of professionalism, evident in the absence of specialized knowledge and skills in planning, executing, and evaluating volunteer activities, can adversely affect the impact and sustainability of these services.

4.1.2.4 Low Participation of Community Residents.

Low community participation can be attributed to a lack of understanding and motivation among residents regarding volunteer services. Misunderstandings or insufficient knowledge about the significance, objectives, and methods of volunteerism can deter community members from engaging in these activities. Even with some understanding, the absence of motivating factors or incentive mechanisms can result in residents perceiving volunteerism as unbeneficial, leading to low enthusiasm and participation rates. This reluctance to participate diminishes the potential impact and reach of volunteer initiatives in the community.

4.2 Strategies for Building and Developing the HeDong Community Volunteer Service Community

4.2.1 Cultivating a Rich Knowledge Environment for Tacit Knowledge Acquisition.

Volunteer service concepts and skills are primarily developed through practical experience. Volunteers not only learn from their personal experiences but also immerse themselves in an enriched environment of volunteer service knowledge through participation in various activities, lectures, and training sessions. Within the supportive atmosphere created by the community and academic institutions, knowledge is acquired through interactions such as exchanges, observations, and sharing, and subsequently integrated into practical volunteer services.

4.2.2 Establishing Interactive Platforms for Explicit Knowledge Dissemination and Absorption.

The dissemination phase of volunteer service development is primarily facilitated through two platforms: the Volunteer Academy and the Community Skill Enhancement Academy. The Volunteer Academy provides a platform for volunteers to disseminate the spirit of volunteerism, develop volunteer skills, and promote experience sharing and exchange among participants. Conversely, the Community Skill Enhancement Academy focuses on enhancing the professional knowledge and skills of social workers, thereby improving the quality of community services and the development of volunteer service personnel.

4.2.3 Enhancing Integrative Platforms to Develop a Comprehensive Volunteer Service Knowledge System.

Given the extensive and complex nature of volunteer services, it is challenging to form a systematic knowledge base solely through tacit knowledge exchange and experiential learning among volunteers. Hence, it is essential to leverage national policies to guide the establishment of a structured volunteer service knowledge system, ensuring its authority and accuracy. Experiences shared by the community and academic institutions can be documented and compiled into structured knowledge points or educational materials, which can be disseminated through various mediums such as videos and documents. Additionally, improving volunteers' document-writing skills, encouraging the regular submission of volunteer service experiences, and fostering the habit of organizing experiences are beneficial for the construction of a comprehensive knowledge system. Collaboration among the government, community, and universities is crucial in scientifically addressing the issues of volunteer service in the HeDong community, thereby advancing the development of the community's volunteer service knowledge system.

4.2.4 Utilizing Practice Platforms to Facilitate the Internalization of Tacit Knowledge.

The internalization phase follows the combination phase and involves transforming systematic knowledge into personal skills and abilities through practice. This process occurs primarily within the volunteers themselves and is facilitated through volunteer service activity platforms. Platforms such as the Volunteer Academy and the integrated community development model, which involves government, society, and universities, enable volunteers and community workers to share their work experiences, new concepts, and methods. This collaborative effort promotes the internalization of tacit knowledge within the organization, thereby enhancing the quality of volunteer service within the community. Given the practical nature of volunteer service, it is crucial to fully utilize the practice platforms to achieve the internalization of knowledge.

5 Conclusion

Community development is a pivotal concern in contemporary society. This research focused on community development projects, using the HeDong community as a case study, to explore the dynamics of community volunteer service. In recent years, as people's lives have become increasingly enriched, traditional community models have struggled to adapt to emerging trends, necessitating the exploration of innovative community development models.

Through methods such as data collection and field visits, a comparative analysis was conducted on the development of domestic and international community volunteer service communities. While volunteer services in overseas communities have become increasingly popularized, institutionalized, and universalized, domestic communities remain relatively underdeveloped. This research delved into the specific challenges faced by the HeDong community, including an aging population, a shortage of community talent and volunteers, and inadequate community management systems.

In terms of management and development, the project applied the "SECI" model to analyze and identify existing problems in the HeDong community volunteer service community. The analysis revealed significant shortcomings, including insufficient personnel reserves, a singular organizational model, imperfect management systems, and a lack of funds. Based on the "SECI" model, corresponding measures were proposed to address these issues. Throughout the research process, the team gained a comprehensive understanding of the HeDong community's development. By consulting extensive relevant data and objectively documenting the research findings, the current situation of the HeDong community was accurately reflected. Furthermore, using the "SECI" model, the existing problems and deficiencies were analyzed in detail, and feasible suggestions were proposed to create a unique development model for the community volunteer service community.

The goal is to transition community volunteer service from a nascent to a robust state, promote the concept of volunteer service within the community, encourage broader community participation, and extend these practices to society at large. This approach aims to explore new pathways for the future development of community

models that meet contemporary needs, transforming single-type communities into integrated ones. This transformation will support the sustainable development of economic communities and foster the formation of a new pattern in community construction.

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Conflict of Interest

No conflict of interest

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