

The NGOs Integration Mechanism of Self-discipline and Heteronomy:

Taking Yunnan as an example

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Abstract—For a long time, Yunnan NGOs pay more attention to heteronomy in the process of governance. Annual inspection is the main form of government management to NGOs. The way which only focuses on external forces dampens enthusiasm for the participation of NGOs. This paper investigates 25 NGOs through questionnaire survey and interviews in order to grasp the situation of their self-discipline and heteronomy. We find that self-discipline and heteronomy are an indivisible whole. Self-discipline is the internal driving force of heteronomy, and heteronomy is the conduct norm of self-discipline. Therefore, it is necessary to construct the mechanism of NGOs' integration between self-discipline and heteronomy. Our results indicate that the integration mechanism is composed of responsibility mechanism, supervision mechanism, evaluation mechanism and safeguard mechanism.

Keywords—NGO, self-discipline, heteronomy, integrated mechanism

I. INTRODUCTION

NGO as the main body of civil society, its self-discipline level affects the public trust, service ability and social support. The self-discipline of the organization is the important condition to promote development and realize social responsibility, and good self-discipline need reasonable regulation and supervision from the heteronomy. But in fact, the level of NGOs' self-discipline in our country are relatively low, the implementation of the rules and regulations is also poor. Heteronomy is the external conditions to self-discipline. In the current practice of heteronomy, government regulation is too strict in some areas, and in other areas there is a lack of effective supervision. Therefore, the key of non-governmental organizations with strong vitality is to realize the integration of autonomy and heteronomy. The integration between Self-discipline and heteronomy means that the NGO can adapt to the changes of social environment, and actively cognize social norms, internalize social norms, constitution and aim to their own value during the process of their own survival and development. Then it can guide the organizational activities, and can focus on the construction of the credibility, and ultimately to realize self-education, self-management, self-supervision and self-motivation.

II. THE NECESSITY OF INTEGRATING THE SELF-DISCIPLINE AND HETERONOMY

If you want the regulation of heteronomy is internalized into self-discipline behavior, must carry out the integration of self-discipline and heteronomy. Self-discipline and heteronomy of non-governmental organization is the mutual influence, complement each other. Raising the level of self-discipline can help to realize heteronomy; heteronomy is external conditions to formation of self-discipline. Without discipline, self-discipline will lose the external supervision and restriction. Self-discipline is a process of constantly internalizing values and social norms that heteronomy advocates. The highest level of NGOs' management is capable of forming self-discipline consciousness and behavior on the base of learning heteronomy, or forming self-discipline consciousness and behavior without discipline. Therefore, NGOs will lose the goal of heteronomy without self-discipline, also lost the value of heteronomy. When the individual citizen consciousness is not high, there is no self-restraint and external power without heteronomy. Because our country's NGOs have dual attributes, namely governmental and folk property. In the process of urging its members to self-discipline, too much stress is laid on the influence of heteronomy. This kind of practice suppresses the members' autonomy, and to some extent makes the members' self-discipline awareness and perception rather low.

The construction of social responsibility mechanism of NGOs requires achieving the integration between self-discipline and heteronomy. In the development of the democratic society, the sense of responsibility is necessary for the individual and the social group. If Social subject has no sense of responsibility or sense of responsibility is relatively weak, it is a major obstacle to social operation. Whether it is self-discipline, or heteronomy implementation, NGOs and its members are required to have a high sense of responsibility. NGOs should be responsible for the whole society, including all stakeholders involved in their activities. We must establish mechanism of integration between self-discipline and heteronomy both out of external press of NGOs and internal management. Therefore, the integration between self-discipline and heteronomy is helpful to construct a self-accountability mechanism of NGOs.

Acquisition of NGOs' credibility demands to realize the integration of self-discipline and heteronomy. The NGOs'

credibility is the ability to win the trust of each subject in the society. The credibility is the basis for NGOs' survival. If they can't gain credibility or lose credibility, legitimacy may die away. NGOs only must comply with the relevant laws and regulations, and meet the needs of social development and be able to internalize values and social norms required by the social, can we truly win credibility for a long time.

For NGOs this process does not only reflect their self-discipline, abstinence, adhering to the mission, but also reflect acceptance of supervision, performing norm, daring to bear responsibility for the heteronomy behavior.

III. THE CONDITIONS OF FORMING INTEGRATION MECHANISM BETWEEN SELF-DISCIPLINE AND HETERONOMY

The integration between self-discipline and heteronomy can not be established in each NGO. It needs to have a certain social environment condition and organizational capacity. At the same time it also needs to have a certain civil consciousness and perception.

A. Perfect Social Norms is the External Conditions of the Integration between Self-discipline and Heteronomy

A good social norm is the premise of heteronomy activities. Social norms are the standards of members' behavior, and which can be recognized and internalized. At present, the social norms of NGOs mainly include moral norms, legal norms and organizational management norms and so on. Among them, in the social transition period, the binding of moral norms reflects a clear downward trend, and the effect of legal norms is obviously insufficient. The constitution, the Social Organization Registers Administration Regulation, and the Interim Regulations on the Registration Administration of a People-run Non-enterprise and Regulations on Funds are the main legal norm for the regulation of the NGOs in our country. The legislative content of these laws pays more attention to the definition of the concept of organization, management system, capital management and registration, cancellation and other aspects of NGOs. System about tax, financial, accounting, personnel management and employee social security and other aspects of the content should be improved as soon as possible. The level of self-discipline of NGOs in Yunnan needs to be improved. Management-Style of Some NGOs is patriarchy, and it means that a person is responsible for all the leadership and management work. The organizational regulations lag behind the needs of the actual development of the organization. The NGOs, which are not legally registered, have a lot of hidden activities themselves, and the day-to-day supervision is relatively difficult to do.

B. Playing the Function of the Social Supervision System is the Main Power of the Integration between Self-discipline and Heteronomy

NGOs' activities require a relatively high public publicity, and the impact's range on the public is wide. When citizens' consciousness is at a low level, civil behavior may be excluded from the public surveillance system. In this way, the

consciousness and behavior of self-discipline also lost the external power. High level of self-discipline is based on the moral level, and it need to play the role of the main body. This moral level of self-discipline can be affected by a variety of factors. In the process of the interaction between the individual and the society, it is impossible to make all of us to have moral level self-discipline. Therefore, it is necessary to depend on an extrinsic social supervision system that exists in the individual (including organizations and individuals). The external supervision of NGOs is the manifestation of heteronomy. At present, the government's supervision of NGOs is mainly reflected in the registration and annual inspection work. This situation is the direct reason that government pay less attention to daily management and supervision activities of NGOs even if the NGOs' behavior deviates from the purpose of the organization and the articles of association. Government departments can not grasp the situation very quickly. The supervision for the social forces and related interest groups need to depend on the degree of transparency of management and social openness.

C. The Organizational Identification of Members and Civil Consciousness are the Inner Condition of the Integration between Self-discipline and Heteronomy

Organizational identification and civic awareness of organizational members can impact on the level of NGOs. The corresponding research shows that the level of organizational identification has a positive impact on the level of self-discipline. If a member has strong identification with the organization, he may conduct self-constraint. Therefore, the consciousness and behavior of self-discipline can be produced. a higher level of organizational identification can help to implement effectively organizational rules, regulations, and system. The citizen consciousness of the members in the organization is also an important factor that influences the self-discipline of the members of the organization. There is a significant correlation between the sense of citizenship and the self-discipline of the members. The citizen consciousness is higher, the more the members of the organization likely to achieve higher self-discipline. Meanwhile, the legal consciousness is higher, the sense of responsibility and the right consciousness of the members of the organization maybe easier to form. In this case, the NGO members can comprehend the objectives of the organizational management, and adjust their behavior, then strive to combine organizational goals and personal goals. The citizen consciousness is higher, the organization members maybe easier to participate in the process of formulating and perfecting the rules and regulations. These processes do not only improve the social necessary norms, but also reflect the organizational self-discipline consciousness.

IV. THE CONSTRUCTION OF THE INTEGRATION MECHANISM BETWEEN SELF-DISCIPLINE AND HETERONOMY OF NGOS

Integration mechanism between self-discipline and heteronomy of non-government organization emphasizes

ability to internalization of organizational about social norms, and on the basis of the organizational activities, forming guideline function, and then it is reflected by self-discipline behavior.

In fact, this integration mechanism and the individual's socialization process are very similar. NGOs themselves must acquire abilities for self-discipline in constant learning, and improve their credibility, so its sustainable development is guaranteed.

At present, formation of integration mechanism of non-governmental organizations between self-discipline and heteronomy requires corresponding social environment and social conditions, also need to have a certain ability to respond to the needs of the public.

A. Responsibility Mechanism

The responsibility mechanism is stabilizer to the integration mechanism between self-discipline and heteronomy. It is composed of three parts: the government responsibility, the NGO responsibility and the citizen responsibility. Lack of any respect, the responsibility mechanism can not effectively play a role. The construction of the responsibility mechanism needs to define the relationship between the government, non-governmental organizations and citizens. In the relationship between government and society, the responsibility of the government is to establish the public policy of the non-governmental organizations, to supervise the implementation of the public policy and to deal with the feedback information and adjust the policy in a timely manner. The responsibility of NGOs is to maximize the protection of public interests, and to fulfill the objectives of public interest, which are advocated by the articles of association and purpose. The citizen's responsibility is to take various measures to supervise the behavior of the government and NGOs, and to create a good social atmosphere for the implementation of policies. The social responsibility of NGOs mainly includes complying with the Constitution, commitment to fulfill the mission, providing public service and mutual benefits, effective management and using of social resources, safeguarding the legitimate rights and interests of the public, promoting social development and progress, explaining to the society and so on. In the past, the Social account of our country is mainly to the annual inspection. During the inspection process, some of the behavior of government regulation mainly stands for their own interests.

B. Supervision Mechanism

The supervision mechanism includes external supervision mechanism and internal supervision mechanism; it reflects the unity of self-discipline and heteronomy. Supervision mechanism should be a clear distribution of responsibilities, and the mutual supervision between the various subjects. The government has right to be responsible for the implementation of the supervision, at the same time, non-governmental organizations have right to supervise the government. Citizens and mass media also have right to supervise the behavior of the government and non-governmental organizations. At

present, China's non-governmental organizations, government, mass media, the relationship between them is complex. Only by straightening out the relationship between them, a good supervision system can be formed. The law of "social group registration administration regulations" provides that the Civil Affairs Department, the business department, the financial sector, the audit organ for the social groups of the official supervision department. But the Regulations on Funds show that foundation shall also accept the supervision of the people's Bank. Therefore, ours needs to reform the current dual control system, straighten out the relationship between the various agencies, and distinguish the oversight functions of the various agencies. The identity of some non - governmental organizations is illegal, and their behavior is hidden. They are often in a state without supervision. They are often in pursuit of economic interests, and behavior deviates from non-profit goal. Some implementation of the regulation of the industry Association drive to economic interests, the behavior of its regulatory brought about the "entropy" is more obvious. Non-governmental organizations, which are not registered, are relatively weak in system regulation. The huge cost and effort require to the registration is an important reason for no registration of non-governmental organizations. Of course, multi supervision, multi-level supervision and administrative supervision are an important part of the supervision system. In our country, we can use various forms of supervision, such as network or e-government, case investigation, inspection business, community participation and so on.

C. Evaluation Mechanism

If there is no correct assessment methods and assessment system, the NGO will be difficult to form a reference standard of self-discipline. The establishment of correct evaluation mechanism needs to have the support of theory and practice. The establishment of evaluation mechanism does not only help to provide effective information for donors, but also help to establish public trust of non-governmental organizations. At the same time, it can also help NGOs to effectively select the funding target and improve service levels. The evaluation mechanism should be composed of five parts: the main body, the object, the content, the evaluation standard and the evaluation procedure. The main body of evaluation is the third party organization, which is independent of the non - governmental organization or government. Practice shows that, most of the non-government organizations in China have the features of government involvement. By the government as the main body of evaluation, its role can not be effectively played out. Therefore, the use of the third-party evaluation as the main body of evaluation will likely become a trend. Because there are many kinds of NGOs in China, the divisions are also differences. Therefore, the effective classification of NGOs is the theoretical premise of the evaluation. In terms of the content of the assessment, organizational behavior, quality of service and effectiveness, organizational effectiveness and influence of charitable acts and other aspects need to be considered.

D. Security Mechanism

The so-called security mechanism is to achieve the goal and mission of NGOs. The form of support mainly includes policy, funding, personnel, and other aspects. The development of NGOs needs institutional support and preferential policies. On one hand the establishment of this kind of safeguard mechanism has the vital role to the non-government organization which the development potential is relatively weak, on the other hand it is an effective social support for all kinds of non-governmental organizations that are developing vigorously. Of course, such support should be recognized in the form of law or system, so as to avoid random changes in policy behavior. Financial support for the sustainable development of non-government organizations is a must, which is lack of credibility, social charity mechanism is not perfect, the lower the credibility of individual charitable activities.

Security mechanism is the basic position of the mechanism of the integration between self-discipline and heteronomy. Whether it is perfect or not, security mechanism directly is related to the effectiveness of responsibility mechanism, supervision mechanism and evaluation mechanism. That is to say, the establishment of guarantee mechanism provides the institutional environment for the development and improvement of the above three. Responsibility mechanism, supervision mechanism and evaluation mechanism of the three parties need to have a system of protection. At present, the development of NGOs in our country has some problems: the responsibility consciousness is not strong, the responsibility is not in place, the supervision efficiency is not high, the supervision subject is chaotic and so on. These problems are closely related to the system security. Therefore, from the system to start, building the integration of self-discipline and heteronomy is the key to solve the problems of NGOs management.

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