

Research on the Motivation of Social Organizations Integrating into Community Governance Community Construction: Configuration Analysis Based on QCA

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Abstract

The Ministry of Civil Affairs has launched the construction project of the National Community Governance and Service Innovation Experimental Zone. Each experimental zone focuses on the difficulties of community construction reform, strives to eliminate misconceptions and institutional barriers, and provides a number of practical and theoretical innovation achievements. The study selected 42 experimental areas as research subjects and applied Clear Set Qualitative Comparative Analysis (csQCA) to explore the impact of six major factors on the effectiveness of social organizations' integration into community governance communities. Research has found that the construction of community governance communities is the result of a combination of multiple factors, and presents a diversified pattern. The necessary conditions for the integration of social organizations are professional competence and diverse cooperation, while the sufficient conditions are community support and financial subsidies. Through the data sorting and sorting of QCA software, the three combinations with the highest coverage rates were identified, namely social-driven type, multi-driven type, and official-driven type, which facilitate the integration of social organizations into the construction of community governance communities. Based on this, five effective paths for the integration of social organizations into the construction of community governance communities were summarized.

Keywords

Social organization; community governance; qualitative comparative analysis.

1. Introduction

The 18th National Congress of the Communist Party of China first extended the concept of "modern social organizations" and established the principal position of social organizations. Since the 19th National Congress of the Communist Party of China, giving play to the role of social organizations and realizing the virtuous interaction among government governance, social regulation and residents' self-governance has been the key work in promoting the modernization of the grassroots governance system and governance capacity. The 20th National Congress of the Communist Party of China emphasized that social organizations need to participate in building a sound social governance system and strive to build a social governance community in which everyone has responsibilities, everyone fulfills their duties and everyone enjoys the benefits. The construction of social organizations in the new era has received strong policy support and has continuously stepped onto the innovative path of community governance and services.

Regarding the governance model of community multi-interaction with the participation of social organizations, the academic community has explored and discussed the "Three-Social Linkage" of communities, social workers and social organizations, which is an important carrier

and the source of motivation for serving the society, promoting harmony and maintaining stability; the "Four-Social Linkage" of the government, social organizations, professional social workers and residents, which plays the role of pooling scattered resources; and the "Five-Social Linkage" of communities, social organizations, social workers, community volunteers and social charity resources, which has a combined effect of $1 + 1 + 1 + 1 + 1 > 5$ and influences the overall rational effect. Meanwhile, in recent years, various regions across the country have also been carrying out innovative practices in community governance, excavating and creating a variety of multi-social linkage mechanism models such as the "Four-Social Linkage", "Five-Social Linkage" and "Seven-Social Linkage". Whether in theory or in practice, the connotation of the "N-Social Linkage" mechanism with the participation of social organizations has been continuously enriched, which also indicates that the integration of social organizations into social organizations is influenced by multiple factors and multiple subjects.

2. Literature Review

Due to the practical characteristics of community governance innovation, academic research on community governance innovation in China has shown a strong empirical tendency, and mainly conducts research on the integration of social organizations into community governance through case analysis. Most of the existing research on community governance innovation still focuses on descriptive analysis of cases and puts forward corresponding coping strategies according to case problems. For example, taking the construction of a collaborative governance relationship with the participation of multiple subjects as the key point, multi-case studies on the participation of multiple subjects such as social organizations in community governance are carried out. Guided by the idea of "cooperation between the government and social organizations", efforts are made to promote the integration of social organizations into the community governance community. In foreign academic circles, the research perspective on community governance has earlier focused on urban communities. In relevant research on the integration of social organizations into social governance, it mainly takes the power model between the government and urban residents as the starting point, and the situation of social organizations' participation in governance presents diverse governance models due to differences among countries.

Throughout domestic research, most of it follows the research route from case analysis to practical paths. This type of research lacks a deep understanding of the reasons and models for the integration of social organizations into the construction of the community governance community, and also lacks scientific method support for its driving paths. Therefore, it limits the understanding of the interaction of multiple factors in the structure and process behind community governance. Moreover, the practicality of foreign research for China's local context is also limited. In actual situations, there are still problems such as lack of guarantees, unstable sources, unclear directions and insufficient capabilities in the integration of social organizations. This article focuses on analyzing cases of community and governance service innovation across the country, and, based on the "structure-process" theoretical framework and combined with the practical achievements of the integration of social organizations in 42 typical case areas into community governance, explores the influencing factors and combination models that affect the introduction and effectiveness of social organizations in the construction of the community governance community.

3. Research Design

3.1. Research methods

With the advent of the digital economy, fields such as the "VUCA" environment all reflect the complex dynamic interactions between multiple elements. The community is increasingly

aware of the importance of exploring new theories, methods, and paradigms for adapting to complex management systems. Qualitative comparative analysis (QCA, quality comparative analysis) was proposed by Charles Ragin in 1987, and it is product of reflecting on the strengths and weaknesses of quantitative analysis and qualitative research methods. Depending on the different forms of sets, qualitative comparative analysis methods can be subdivided three types: crisp set (cs QCA) qualitative comparative analysis, fuzzy set (fs QCA) qualitative comparative analysis, and multi-value set (mv Q) qualitative comparative analysis.

3.2. Sample Selection and Data Sources

Since the Ministry of Civil Affairs launched the "National Community Governance and Service Innovation Experimental Zones" project in 2011, a of 114 experimental zones in four batches have been confirmed nationwide. The case materials were collected through the website of the Ministry of Civil Affairs, China Civil magazine, local government department websites, various databases, and media platforms, with a focus on reliable case texts. Adhering to the principle of "information-based completeness", 42 cases from the National Community Governance and Service Innovation Experimental Zones from 2017 to 2021 were finally selected as samples, as shown in Table 1. The sample case information is sufficient to respond to the research issues addressed in this article.

Table 1 The third and fourth batches of national community governance and service innovation experimental zones in China

Serial number	batch	region	Serial number	batch	region
1	The third batch	Xicheng District, Beijing	22	The third batch	Nan'an District, Chongqing City
2	The third batch	Haidian District, Beijing	23	The third batch	Wuhou District, Chengdu City, Sichuan Province
3	The third batch	Tianjin City, Hexi District	24	The third batch	Qingyang District, Chengdu City, Sichuan Province
4	The third batch	Guangyang District, Langfang City, Hebei Province	25	The third batch	Jintai District, Baoji City, Shaanxi Province
5	The third batch	Chengqu District, Yangquan City, Shanxi Province	26	The third batch	Karamay District, Karamay City, Xinjiang
6	The third batch	Kundulun District, Baotou City, Inner Mongolia	27	The fourth batch	YuHuaTai District, Nanjing City, Jiangsu Province
7	The third batch	Kuancheng District, Changchun City, Jilin Province	28	The fourth batch	Lishui District, Nanjing City, Jiangsu Province
8	The third batch	Xian District, Mudanjiang City, Heilongjiang Province	29	The fourth batch	Gu Lou District, Xuzhou City, Jiangsu Province
9	The third batch	Jing'an District, Shanghai	30	The fourth batch	Chongchuan District, Nantong City, Jiangsu Province
10	The third batch	Jianye District, Nanjing City, Jiangsu Province	31	The fourth batch	Xihu District, Nanchang City, Jiangxi Province
11	The third batch	Qixia District, Nanjing City, Jiangsu Province	32	The fourth batch	Zhifu District, Yantai City, Shandong Province
12	The third batch	Yunlong District, Xuzhou City, Jiangsu Province	33	The fourth batch	Binhai District, Binzhou City, Shandong Province

13	The third batch	Suzhou District, Suzhou City, Jiangsu Province	34	The fourth batch	Weidu District, Xuchang City, Henan Province
14	The third batch	Shangcheng District, Hangzhou City, Zhejiang Province	35	The fourth batch	Xianning City, Hubei Province
15	The third batch	Xiaocheng District, Hangzhou City, Zhejiang Province	36	The fourth batch	Tianxin District, Changsha City, Hunan Province
16	The third batch	Deqing County, Huzhou City, Zhejiang Province	37	The fourth batch	Tianyuan District, Zhuzhou City, Hunan Province
17	The third batch	Gulou District, Fuzhou City, Fujian Province	38	The fourth batch	Chancheng District, Foshan City, Guangdong Province
18	The third batch	Lixia District, Jinan City, Shandong Province	39	The fourth batch	Jiangbei District, Chongqing City
19	The third batch	Zhijiang City, Hubei Province	40	The fourth batch	Jinniu District, Chengdu City, Sichuan Province
20	The third batch	Yueyang Lou District, Yueyang City, Hunan Province	41	The fourth batch	Lianhu District, Xi'an City, Shaanxi Province
21	The third batch	Xiangzhou District, Zhuhai City, Guangdong Province	42	The fourth batch	Suze District, Jiuquan City, Gansu Province

4. Framework Construction and Variable

4.1. Constructing a theoretical framework

Reflections on the issue of the relationship between individuals and society, many scholars have focused on the concept of "roles", but structural role theorists have the roles people play in social interactions, The later constructed role theory shifted the perspective to the interaction of actors in action. From the overall perspective of role-related theories, the behavior of the affects the process of role action, and the process also shapes the behavior of the subject. In the "structure-process" analytical paradigm, structure is conceived as relationships of varying size and strength among actors, while process is the interaction between different. Therefore, in the analysis of community governance issues, the state, as an actor, is mainly represented by the subdistrict office (Party Working Committee), and the society is represented by the residents' committee and community social organizations, while the process mainly involves specific links such as how power is allocated, how resources are distributed, and how power is exercised. The explanation of the integration of social organizations into the community governance community needs to encompass both the subject structure and the action process, and these variables are widely found in existing academic literature, policy texts, and case materials. We will deconstruct the mechanism of social organizations' integration into the community governance community from the dual dimensions of structure and process.

4.1.1. Main body structure.

In the innovation of community governance and service, the main bodies are represented by the street offices, the two committees the community, community social organizations, and community residents. Therefore, at the level of the street office, policy guidance provides new action security for community governance, and subsidies endow social organizations with continuous motivation in the process of community governance; at the level of the two committees of the community, social organizations rely on support at community level to integrate into the community governance community; at the resident level, the public's need

for community social organizations caused by specific issues also has an important impact the integration of social organizations into the community governance community; At the level of social organizations, knowledge and professionalism are the most important resources of social organizations. Professional capabilities attract government purchases and community initiatives, while community social organization development centers or incubation centers, which focus on cultivating social organizations, also attract the investment and sustainable development of social organizations.

4.1.2. Action process.

According to the "structure-process" theory, the action process is reflected in how power is equipped, how resources are allocated, how power is exercised. In multiple sample cases, the multi-community interaction mechanism is mentioned to varying degrees, which is a reflection of the power and resource allocation of various in the action process, and it is also manifested as a multi-agent cooperation mechanism. Multi-agent cooperation has become an important part of the action process in the "-process" model and is a breakthrough in analyzing the mechanism of social organizations integrating into the community governance community.

4.2. Condition variable setting

According to the research of Charles Ragin et al, in a binary condition ("0" or "1"), as the number of conditioning variables, the number of possible combinations will increase exponentially. There is a correspondence between the number of conditions included in the QCA model and the number of cases, where csQCA, n factors can form 2^n configurations, and the corresponding sample size reaches 2^{n-1} . Generally, the optimal number of condition variables is between 4 and 10. The number of cases in this study is 42. According to the standard relationship between sample size and the number of conditioning variables, the optimal of conditioning variables is set to 6.

Therefore, based on the theoretical framework of "structure-process", and taking the 42 experimental zones in the third and fourth batches of the community governance and service innovation experimental zones as samples, combined with the aforementioned analysis of the subject structure and action process, five condition variables can be selected from the perspective subject structure, namely, financial subsidies, policy guidance, public demand, community support, and professional competence. From the perspective of the action process, one condition variable namely, multi-agent collaboration, can be selected. There are a total of 6 condition variables, and the specific basis and assignment are as follows:

4.2.1. Policy Guidance

The development of social organizations depends on the government's provision of necessary support for social organizations' participation in governance through policy resources. At the same time, when social organizations help to alleviate the pressure of social governance and promote local economic and social development, the government will also provide positive policy environment for social organizations to participate in social governance. Community governance and service innovation were coded 1 if they were explicitly included in the government work report or other important documents after implementation, and 0.

4.2.2. Fiscal Subsidies

Fiscal subsidies are often provided out of macroeconomic necessity and national political interests, and are an important factor in influencing the economy. The government's support is reflected in the legitimacy of social organizations integrating into social governance, and financial subsidies are the concrete manifestation of the government's, so they are also an important influencing factor for integration. In the case sample, the value is set to 1 if the government provides financial subsidies for community and innovation service projects, and 0 otherwise.

4.2.3. Public Needs

The introduction and development of social organizations are influenced by the needs of community residents, which are introduced by specific issues or needs of the. The value of public needs is 1 if there is public participation or if the public has specific issues that lead to the introduction of social organizations. Otherwise, value is 0.

4.2.4. Community Support

Community support is a form of support from the group to the individual. Under community support, community members can receive help from the organization other members within the community. The community's support for the integration of social organizations into the community collective is assigned a value of 1, otherwise it is assigned a value of 0.

4.2.5. Professional Competence

Focusing on professionalism is the fashionable slogan for the prosperity and development of contemporary social organizations. As a tool for providing specialised resources, social organisations also empower communities to allocate resources by leveraging their own professional services in community governance. The value community empowerment or representation of social organisations in community governance and service innovation, including grassroots consultation and incubation, is assigned a value of 1 if it is due the specialised capabilities of social organisations, and 0 otherwise.

4.2.6. Diverse Cooperation

As a reflection of the action process in the "structure-process" model, it involves issues such as how power is equipped how resources are allocated, and how power is exercised. In the case sample, the content of multi-community linkage samples such as "Three-community linkage", "Four-community linkage", and "five-community linkage" is assigned a value of 1, otherwise it is assigned a value of 0.

Depending on the type of QCA method, calibration methods are mainly divided into crisp set (csQCA) and fuzzy set (fsQCA). This paper adopts the crisp set method according to the actual application, that is, dichotomous variable assignment of "0" or "1" to conditions and outcome variables. Based on the "structure-process" theoretical framework, the presence of six conditioning variables, namely Policy Guidance, Financial Subsidies, Public Needs, Community Support, Professional Competence, and Diverse Cooperation, is selected.

Table 2 Variable Description Table for the Integration of Social Organizations into the Community Governance Community Construction

Perspective	Dimension	Variable name	Assignment criteria
Main structure	Local government	Policy Guidance	The value is assigned as 1 if community governance and service innovation are explicitly included in the government work report or other important documents after implementation, otherwise value is assigned as 0.
		Financial Subsidies	Reflecting the government's financial subsidies for community governance and innovative services is assigned a value of 1, otherwise it is assigned a value of 0.
	Community level	Public Needs	Social organizations are integrated with public participation or specific issues raised by the public, which is assigned a value of 1, otherwise it is assigned a of 0.
		Community	Social organizations guide community residents

	Support	to actively participate in community interactions, which is assigned a value of 1, otherwise it is assigned a value of 0.
Social forces	Professional Competence	The community is valued at 1 for introducing or reflecting the participation of social organizations in community governance and service innovation, including grassroots consultation and incubation due to the professional capabilities of social organizations. Otherwise, it is valued at 0.
Action process	Diverse Cooperation	Explicitly mentioning "multi-community collaboration" and diverse interactions is assigned a value of 1, otherwise it is assigned a value of 0.

4.3. Constructing a truth table

TOSMANA is a tool for Qualitative Comparative Analysis (QCA) that is suitable for computing crisp sets and multi-value sets. this article uses crisp sets for analysis, TOSMANA is used to construct the truth table. After determining the variables, the values are assigned by analyzing and the case samples, and the dichotomous table is imported into the TOSMANA software to calculate all combinations, as in Table 3.

Table 3 Truth Table for the Integration of Social Organizations into the Community Governance Community Construction

Number of cases	Condition variable						Outcome
	Main structure					Action process	
	Policy guidance	Financial Subsidies	Public Needs	Community Support	Professional Competence	Diverse Cooperation	
1	0	0	0	0	0	1	0
5	0	0	0	0	1	1	0
2	0	0	0	1	0	1	0
2	0	0	0	1	1	1	1
1	0	0	1	0	0	1	0
2	0	0	1	0	1	1	0
1	0	0	1	1	0	0	0
2	0	0	1	1	1	1	1
1	0	1	0	0	0	0	0
2	0	1	0	0	1	1	1
2	0	1	0	1	1	1	1
1	0	1	1	0	0	1	0
1	0	1	1	1	1	1	1
3	1	0	0	0	0	1	0
1	1	0	0	0	1	1	0
1	1	0	0	1	0	1	0
2	1	0	0	1	1	1	1
1	1	0	1	0	0	1	0
1	1	0	1	0	1	1	1

1	1	0	1	1	1	1	1
1	1	1	0	0	0	0	0
1	1	1	0	0	0	1	0
1	1	1	0	1	0	1	1
1	1	1	0	1	1	1	1
4	1	1	1	0	1	1	1
1	1	1	1	1	0	1	1

Through computation, a total of 26 combinations appeared in the truth table. Among all the combinations with a outcome variable of 1 the combination with the most cases is policy guidance * Financial Subsidies * Public Needs * ~ Community Support * Professional Competence * Diverse Cooperation. This combination corresponds to 4, which means that in the absence of community support, all other condition variables are met. Similarly, among all the combinations with a outcome variable of 0, combination with the most cases is ~Policy Guidance * ~ Financial Subsidies * ~ Public Needs * ~ Community Support * Professional Competence * Diverse Cooperation. This combination is characterized by only Professional Competence and Diverse Cooperation playing a role, and it corresponds to 5 cases. This also indicates that solely relying on the Professional Competence and diverse cooperation social organizations often makes it difficult for social organizations to successfully integrate into the community governance community.

4.4. Necessity analysis of a single condition

After the truth table is constructed, the necessity analysis of individual conditions is carried out using the system software fs/QCA3.0. According the unified criteria, when the consistency of a single condition necessity analysis is above 0.9, it is a necessary condition for the outcome variable. When the is above 0.8 but below 0.9, it is a sufficient condition. The coverage rate reflects the explanatory power of the condition variable on the variable, with its value positively correlated with the explanatory power; a larger value indicates stronger explanatory power. The results are shown in Table 4.

Table 4 Necessity analysis results for single condition

条件变量	outcome variable			
	Success (1)		Failure (0)	
	Consistency	Coverage	Consistency	Coverage
Policy Guidance	0.550000	0.578947	0.363636	0.421053
~Policy Guidance	0.450000	0.391304	0.636364	0.608696
Financial Subsidies	0.600000	0.750000	0.181818	0.250000
~Financial Subsidies	0.400000	0.307692	0.818182	0.692308
Public Needs	0.500000	0.625000	0.272727	0.375000
~Public Needs	0.500000	0.384615	0.727273	0.615385
Community Support	0.650000	0.764706	0.181818	0.235294
~Community Support	0.350000	0.280000	0.818182	0.720000
Professional Competence	0.900000	0.692308	0.363636	0.307692
~Professional	0.100000	0.125000	0.636364	0.875000

Competence				
Diverse Cooperation	1.000000	0.512821	0.863636	0.487179
~Diverse Cooperation	0.000000	0.000000	0.136364	1.000000

4.4.1. Necessity analysis of a single condition for success

As shown in the table, when social organizations are the main integrating subjects of the experimental zone, their professional capabilities and diverse cooperation are greater 0.9, indicating that both are essential conditions for success. The coverage also shows that they can explain 69% and 51% of the cases respectively. Although the other condition variables, such as community support and financial subsidies, do not meet the relevant test standards, their consistency indicators are also above .6, indicating that they also play an indispensable role in the construction of a community governance community. However, more information needs to be obtained through condition combination analysis.

4.4.2. Analysis of the necessity of a single condition for failure

Looking at the cases of failure, the consistency between diversity cooperation and failure is greater than 0.8 and less than .9, constituting a sufficient condition and explaining 48% of the cases. On the other hand, the consistency between other variables such as policy guidance professional competence and failure is at most 0.36, indicating that when these two variables are present, many other variables are often absent. It is difficult social organizations to successfully integrate into the community governance community based solely on the condition of diversity cooperation.

From the analysis of the necessity of a single condition, an important of information can be obtained: On the one hand, diversity cooperation appears as a necessary condition in the analysis of the necessity of a single condition for success, covering all successful cases, and also appears as a sufficient condition in the analysis of the necessity of a single condition for failure, having a place in the cases of failure This largely indicates that the effective integration of social organizations into the community governance community cannot be achieved without the realization of diversity cooperation. However, diversity cooperation also covers half the failure cases, which means that the presence of diversity cooperation in the community governance model does not directly lead to the effective integration of social organizations, but the effective of social organizations almost cannot do without the existence of diversity cooperation mechanism. The analysis of the necessity of a single condition provides an important premise for our subsequent condition analysis.

5. Analysis of Conditions

5.1. Analysis of the combination of conditions for the integration of social organizations into the community governance community

The fsQCA3.0 was used to perform operations on the condition combinations, with consistency set at 0. and case frequency threshold at 1 as the default criteria, and then the standard analysis was conducted. FsQCA3.0 can generate three forms of solutions: complex solution, solution, and parsimonious solution. The complex solution does not simplify and fully relies on the variables set, which is not conducive to subsequent path analysis. The parsimonious solution the potential to oversimplify the necessary conditions, which can lead to results that do not match reality. On the other hand, the intermediate solution includes "logical remainders" that conform to theoretical and practical knowledge in the explanation. Therefore, it is more reasonable to use the intermediate solution as the basis for condition combination analysis, The

parsimonious solutions and intermediate solutions of the cases are shown in Table 5 and Table 6.

Table 5 "Incorporating Social Organizations into the Construction of a Community Governance Community" straightforward solutions

outcome variable	Condition combination	raw unique coverage	unique coverage	consistency	solution coverage	solution consistency
Success	Financial subsidies * Community support	0.3	0.1	1	1	1
	Community support * Professional Competence	0.55	0.3	1		
	Policy Guidance * Public needs * Professional Competence	0.3	0.05	1		
	Financial subsidies * Professional Competence	0.5	0	1		
	~Policy Guidance * Financial subsidies * ~Public needs * Diverse Cooperation	0.2	0	1		

Table 6 "Incorporating Social Organizations into the Construction of a Community Governance Community" Intermediate Solutions

outcome variable	Condition combination	raw unique coverage	unique coverage	consistency	solution coverage	solution consistency
Success	~ Public needs * Community support * Professional Competence * Diverse Cooperation	0.35	0.05	1	1	1
	~ Financial subsidies * Community support * Professional Competence * Diverse Cooperation	0.35	0.05	1		
	~ Policy Guidance * Community Support * Professional Competence * Diverse Cooperation	0.35	0.05	1		
	~ Policy Guidance * Financial Subsidies * ~ Professional Competence * Diverse Cooperation	0.2	0.1	1		
	Policy guidance * Financial subsidies * Community	0.1	0.1	1		

	support * ~ Professional capabilities * Diverse Cooperation				
	Policy guidance * Public needs * ~ Community support * Professional Competence * Diverse Cooperation	0.25	0.25	1	

If a condition variable exists in both parsimonious solutions and intermediate solutions, it will be regarded as a core condition. In contrast, it only appears intermediate solutions, which is an peripheral condition. According to the discrimination criteria of Regin and Fiss, the existence of core conditions is represented by ●, the of peripheral conditions is represented by ●, the absence of core conditions is represented by ⊗, the absence of peripheral conditions is represented by ⊗, and blank means that condition can either exist or not, Table 7 is the condition combination configuration for the successful construction of a community governance community by social organizations

Table 7 Configurations of conditions for the integration of social organizations into the community governance community

	Social-driven type			Official-driven type	Multi-driven type
Antecedent conditions	Path 1	Path 2	Path 3	Path 4	Path 5
Policy Guidance			⊗	●	●
Financial subsidies		⊗		●	
Public needs	⊗			⊗	●
Community support	●	●	●	●	⊗
Professional Competence	●	●	●		●
Diverse Cooperation	●	●	●	●	●
raw unique coverage	0.35	0.35	0.35	0.1	0.25
unique coverage	0.05	0.35	0.35	0.1	0.25
solution coverage	1				
solution consistency	1				

Based on the differences in driving subjects, we can classify the above condition combinations into three types: social-driven type, official-driven type and multi-driven type.

Type 1: Social-driven type. This type includes Path 1, Path 2, and Path 3. All three paths have a of 0.35, each able to explain 35% of the cases. The core conditions are community support and professional competence, the edge condition is diverse Cooperation, and the edge conditions absent are policy guidance, financial subsidies, and public needs. That is, in the absence of policy guidance, financial, and public needs, the structure of community support and professional

competence enables social organizations to integrate into the community governance community, and the action process of diverse cooperation the integration of social organizations into the community governance community.

Type 2: Official-driven type. This type corresponds to path4. The core conditions for Path are financial subsidies and community support, with policy guidance and Diverse Cooperation as the present edge conditions, and public needs as the absent edge condition. This path enables organizations to integrate into the community governance community through the structure of financial subsidies and community support, and the action process of diverse cooperation achieves the integration of social into the community governance community.

Type 3: Multi-driven type. This type corresponds to Path 5. The core conditions for Path 5 are policy guidance, public needs, and professional competence, with diverse cooperation as the present edge condition, and community support as the absent edge condition. This path enables social organizations to integrate the community governance community through the structure of policy guidance, public needs, and professional competence, and the action process of diverse cooperation achieves the integration of social organizations the community governance community.

5.2. Analysis of the Conditions Leading to the Failure of Social Organizations in Integrating into the Community Governance Community

Adopting the aforementioned tools and standards to analyze the conditions under which social organizations fail to integrate into the community governance community, complex solutions, solutions, and parsimonious solutions are also generated. In the analysis of the conditions for failure, the intermediate solution is chosen as the basis for analysis, and the intermediate generated is shown in Table 8.

Table 8 "Failure of the Integration of Social Organizations into the Community Governance Community Construction" Intermediate Solutions

outcome variable	Condition combination	raw unique coverage	unique coverage	consistency	solution coverage	solution consistency
Failure	~ Financial Subsidies* ~ Community Support* ~ Professional Competence*Diverse Cooperation	0.272727	0.0454546	1	1	1
	~ Financial Subsidies* ~ Public Needs* ~ Professional Competence*Diverse Cooperation	0.318182	0.136364	1		
	~ Financial Subsidies* ~ Public Needs* ~ Community Support*Diverse Cooperation	0.454545	0.0454546	1		
	~ Public Needs* ~ Financial Subsidies* ~ Community Support*Diverse Cooperation	0.409091	0.0909091	1		
	Financial Subsidies* ~ Public Needs* ~ Community Support* ~	0.0909091	0.0454546	1		

Professional Competence ~ Diverse Cooperation					
~ Policy Guidance*Public Needs* ~ Community Support* ~ Professional Competence*Diverse Cooperation	0.0909091	0.0454546	1		
~ Policy Guidance* ~ Financial Subsidies*Public Needs*Community Support* ~ Professional Competence* ~ Diverse Cooperation	0.0454545	0.0454546	1		
Policy Guidance*Financial Subsidies* ~ Public Needs* ~ Community Support* ~ Diverse Cooperation	0.0909091	0	1		
Policy Guidance* ~ Public Needs* ~ Community Support* ~ Professional Competence*Diverse Cooperation	0.181818	0	1		

Among them, the total coverage of the first 2 paths out of the 9 paths in the intermediate solution reaches 85%, which can most of the failure cases.

Path1: ~Financial Subsidies*~Public Needs*~Community Support*Diverse Cooperation

This path is the one with the highest coverage among the failed paths, with a coverage rate of 45%. In this path, only-party cooperation plays a role, while other variables are either not met or do not appear. This indicates that in the process of integrating social organizations into the community governance, although diverse cooperation is highly emphasized, the influencing factors of financial subsidies, public needs, and community support are not considered. As a result, diverse cooperation remains superficial and fails to effectively promote the integration of social organizations.

Path2: ~Policy Guidance*~Financial Subsidies*~Community Support*Diverse Cooperation

The path shows that 40% of the failure cases can only be explained by it. In this path, only the diversity of cooperation an effect, while other variables such as policy guidance, financial subsidies, and community support are not met. The absence of these variables indicates that in the process of social organizations, only the construction of a diverse cooperation mechanism is considered, without taking into account the influencing factors of financial subsidies, public needs, and community support. a result, even though diverse cooperation is achieved, it cannot play a role in promoting community governance and service innovation, nor can it facilitate the integration of social into the process of building a community governance community.

Path3: ~ Financial Subsidies* ~ Public Needs* ~ Professional Competence*Diverse Cooperation

32% of the cases can only be explained by this path. In the process of integrating social organizations, only diverse cooperation plays a role, the lack of financial subsidies, public needs, and professional competence makes it difficult to achieve the smooth construction of a community governance community integrated with social organizations.

Path4: ~ Financial Subsidies* ~ Community Support* ~ Professional Competence*Diverse Cooperation

This path explains 27% of the cases, and the conditions of this path are the same as the first three paths, indicating under the condition of multi-agent collaboration, other factors are also needed to enable social organizations to be better integrated into the construction of community governance community. The first four paths have commonalities, that is, only diverse cooperation is effective. Whether it is a single necessary condition analysis or a successful path in the analysis of conforming cases, it can be found that in the practice of community governance, the effective integration of social organizations cannot do without diverse cooperation, but still needs the reasonable combination of professional competence and community support.

Path5 : Policy Guidance*Financial Subsidies*~Public Needs*~Community Support *~Diverse Cooperation

19% of the failure cases can only be explained by this path, which meets both the policy guidance and financial subsidies conditions. This is also demonstrated the successful paths in the analysis of the smooth cases (Path 4 of official-driven type and Path 5 of multi-driven typen). It shows that relying solely on policy and financial subsidies, without the cooperation of public needs, community support, professional competence, and diverse cooperation, it is difficult to achieve successful governance goals

Path6 : Policy Guidance*~Public Needs*~Community Support*~Professional Competence* Diverse Cooperation

This path explains 18% of the cases, where the public needs, community support, and professional competence are missing, but policy guidance and diverse cooperation play a role, indicating that under the premise of policy support and emphasis on the construction of diverse cooperation mechanisms, other factors are also needed to facilitate success of social organizations' integration.

Path7: Financial Subsidies* ~ Public Needs* ~ Community Support* ~ Professional Competence *~Diverse Cooperation

The path explained 9% of the cases. In this path, only financial subsidies played a role. Although this path had a low coverage, it still able to produce successful outcomes as seen in the analysis of the successful paths (Path 4 of the official-driven type). This indicates that solely focusing on financial subsidies while ignoring other influencing factors such as community support and conditions of diverse cooperation, can make it difficult for social organizations to achieve favorable results in integrating into the community community, even with substantial financial support.

Path8: ~Policy Guidance*Public Needs*~Community Support*~Professional Competence* Diverse Cooperation

9% of the cases can only be explained through this path. In this path, the public needs to engage in diverse cooperation to facilitate the integration social organizations into the community governance community. However, due to the absence of other factors, these two factors find it difficult to drive the smooth construction of the community The analysis of the successful paths (Path 4 of the multi-driving type) also indicates that public need is one of the core elements of the path. However without the combination of policy guidance and professional competence, ideal results cannot be achieved.

Path9: ~ Policy Guidance* ~ Financial Subsidies*Public Needs*Community Support* ~ Professional Competence*~Diverse Cooperation

4.5% of the cases can be explained through this path. In this path, the public needs of the main structure and community support come into, but the absence of other factors leads to the failure of the structural process, resulting in a failed outcome.

6. Conclusions and Recommendation

6.1. Strengthen professional training and interactive mechanisms, and introduce and develop social organizations.

From the analysis of the combinations of conditions in the previous section, it is known that professional competence and diverse cooperation are the necessary conditions for smooth construction of a community governance community. Therefore, in order to promote the integration of social organizations into the community governance community and advance the innovation of community governance and, we can promote the cultivation of social organizations and introduce and develop social organizations. Even in the absence of other factors (the five paths in the corresponding condition combination), we can still promote the integration and development of social organizations through professional training and interaction mechanisms. This section will take professional competence and diverse cooperation as the analytical point to solve the problem of social organizations integrating into the community governance community, providing a reference for social organizations to integrate into the community governance community.

6.1.1. Professional Competence

In terms of professional competence, the community-level boosting model with social organizations is explored, and professional talents are promoted and introduced to work community social organizations. For example, in the sample cases of innovation experiment zones, some communities have invited professional legal teams to provide legal aid and consulting services to community in a face-to-face manner, meeting the diverse needs of residents while promoting the professional development of community services. Some communities have established federations of social organizations at street level, which undertake the incubation of social organizations and professional social work service projects. Meanwhile, the construction of social organization cultivation and incubation centers is actively, with the aim of maximizing the breadth and depth of social resource integration, creating a favorable community growth environment for social organizations, enhancing the professional level of social organizations and at the same time maximizing the development of professional resources, with a focus on the long-term benefits of community governance.

6.1.2. Diverse Cooperation

Diverse cooperation, as a necessary condition, covers all cases where diversified cooperation appears, but the space and presence of social organizations vary, to different outcomes. It is undoubtedly true that, as calculated from the case samples, diversified cooperation alone cannot guarantee the integration of social organizations into the construction of a governance community. However, for social organizations to smoothly integrate into the community, the variable of diversified cooperation must exist. Therefore, as a necessary condition, in the of a community governance community, it is essential to establish a diversified interactive working mode with the party organization as the leader, fully mobilize all forces to participate in governance and services, change the single governance mode of the government to a co-governance mode of the government and residents, thereby providing favorable conditions for the and role play of social organizations, and achieving the goal of innovation in community governance and services.

6.2. Focusing on community support and financial subsidies to ensure the smooth integration of social organizations

Although community support and financial subsidies are not necessary and sufficient conditions, the two are still strongly associated with the smooth construction of a community

governance community so when social organizations are integrated into a community governance community, the role of the two can be reasonably played.

6.2.1. Community Support

From the perspective of community support, the community should establish a sound community consultation system, provide the necessary resources for social organizations, and create new engine for community governance and service innovation. Building and strengthening the social work team, the team of Communist Party members, and the team of volunteers, promoting the transformation" of social workers, transforming community workers into leading talents of social organizations, guiding and encouraging social organizations to undertake community governance service projects, and enhancing ability to serve the people. Cultivating and developing community funds, fully integrating various resources of the community, organizing and promoting multiple subjects such as community residents, social, and volunteers to participate in community governance and service innovation, similarly, the introduction and cultivation of social organizations will continuously feed back and extend the breadth and depth of services, and improve the level of community governance and services.

6.2.2. Financial Subsidies

In the analysis of single condition necessity, financial subsidies did not meet the threshold of necessity with a consistency of 0.6. However, in condition combination analysis, financial subsidies were found to be a core condition under the official-driven type. This indicates a close connection between financial subsidies and the procurement of social organizations, which in turn affects the professional quality of social organizations and their performance in the construction of community governance collectives. Although the efficiency of using financial resources more important than the quantity of financial resources, financial subsidies remain a crucial condition for community governance and service innovation. Each year, the government allocates special funds from budget to purchase social services from social organizations. Without financial subsidies, the effectiveness of social organizations in community governance would be compromised.

6.3. Encouraging local communities to explore differentiated approaches based on their specific conditions

As shown in the results of the combination analysis in the previous section, there are three types of driving forces and five successful paths for organizations to integrate into the community governance community. In order to achieve the goal of social organizations integrating into the community governance community and successfully promoting community governance and service innovation local communities can be encouraged to refer to applicable paths according to their own conditions, and conduct differentiated explorations.

According to the diverse conditions for the success of social integrating into the community governance community, three types of driving forces can be summarized: social-driven type, official-driven type, and multi-driven type. Each of these types has five paths, suitable for different regions to conduct differentiated explorations based on the actual situation of their communities. The type with the highest coverage is the social-driven type, the paths with the highest coverage are: public needs * community support * professional competence * diverse cooperation, no fiscal subsidies * community support * professional competence * diverse cooperation, and no policy guidance * community support * professional competence * diverse cooperation. The core conditions for these paths are professional competence and diverse cooperation, the marginal conditions are policy guidance, fiscal subsidies, and public needs. This means that even in the absence of these three conditions, good results can still be achieved leveraging professional competence and diverse cooperation, leading to the successful

integration of social organizations into the community governance community and the effective promotion of community governance and service innovation.

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