

Analysis of Market Operation Mechanism of Chinese Sports Non-Profit Organizations Based on Harmonious Management

Guiyun Liu

Janghan University, Wuhan, Hubei, 430056, China

Keywords: Harmonious Management, Non-Profit Sports Organizations, Market Operation Mechanism

Abstract: Building a Harmonious Society is an Important Strategic Concept in Chinese Socialist Modernization Construction, and It is Also a Comprehensive and Systematic Target System. Non-Profit Sports Organizations, as the Third Force in the Society, Play an Important Coordination, Auxiliary and Supplementary Function between the Government and the Market. Their Development Has Effectively Promoted the Construction of a Harmonious Society. as a Major Organizational and Institutional Innovation Outside the Market System and the National System, Sports Non-Profit Organizations Play an Important Role in Promoting Administrative Reform, Providing Public Goods, Promoting Social Public Welfare and Realizing Social Harmony in the Process of Public Management with Their Unique Nature and Unique Advantages. Harmonious Management Theory is a Practical Problem-Oriented Theory. It is of Great Significance to Construct a Coordination Mechanism of Sports Non-Profit Organization Alliance Based on Harmonious Management Theory to Resolve the Dilemma of Collective Action within the Alliance.

1. Introduction

Sports Non-Profit Organization Refers to an Organization with Legal Personality, Public Service as Its Mission, Tax Exemption and Preferential Treatment, Non-Profit as Its Purpose, Organization Surplus Not Distributed to Its Internal Members, and Non-Governmental Independence [1]. the Realization of Harmony is a Beautiful Ideal That Human Beings Have Been Striving for through the Ages. in the Important Strategic Opportunity Period of Chinese Development in the New Century, Harmony Has Been Endowed with New Connotation by the Ruling Party and Established as an Important Strategy for Governing the Country [2]. Sports Non-Profit Organizations Cover a Wide Range of Fields, Including Arts, Charity, Education and Environmental Protection. the Theory of Harmonious Management Positions Itself as the Solution of Complex Management Problems in a Changeable Environment. It Takes “Harmonious Theme” as the Basic Starting Point of Management Analysis, and Takes the Interaction between People and Things as Well as the Autonomy and Initiative of People and Systems as the Premise [3]. the Operation of Sports Non-Profit Organizations Does Not Produce Economic Benefits and Has the Characteristics of Folk, Volunteers, Non-Profit, Etc. Developing Non-Profit Sports Organizations and Making Them the Third Force in Parallel with Government Departments, Enterprises and Market Departments Are of Great Practical Significance for Improving Chinese Political and Economic System Reform, Promoting Socialist Modernization and Meeting the Growing Material and Cultural Needs of the People. However, There Are Still a Series of Problems to Be Solved in the Development of Sports Non-Profit Organizations. Therefore, in-Depth Study on the Harmonious Development of Sports Non-Profit Organizations is of Great Significance to Promote Their Healthy Development and the Construction of a Harmonious Society.

2. Necessity of Market Operation of Sports Non-Profit Organizations in China

2.1 It is Favorable for Non-Profit Sports Organizations to Raise Funds

Sports Non-Profit Organizations Have to Some Extent Made Up for the Blind Spots Outside the

Role of the State and Market Forces and Gradually Become a Solid Force, But Their Development is Still Far from What They Should Have Played [4]. Whether in Developed Countries or in China, Raising Operating Funds Has Always Been a Problem That Sports Non-Profit Organizations Continue to Face. There Are Three Main Sources of Funding for Non-Profit Sports Organizations: Government Funding, Charitable Donations, and Fee Income. In Public Management Activities, the Government Department Has Been Unable to Become the Only Management Subject, It Must Jointly Manage Social Public Affairs with the Non-Profit Department and the Public [5]. Obviously, the Financing Methods of Sports Non-Profit Organizations Have Been Commercialized, and the Income from Their Business Activities Has Been Accepted by More and More Sports Non-Profit Organizations. Some Even Assert That as Long as Sports Non-Profit Organizations Continue to Rely on Charitable Donations, Government Subsidies and Other Forms of Generosity, They Will Never Be Sustainable or Self-Sufficient. Therefore, the Goal of Financial Management of Sports Non-Profit Organizations is to Obtain and Effectively Use Funds to Maximize the Social Mission of the Organization [6]. What's More, Sports Non-Profit Organizations Should Adjust the Maladjustment in Time, Explore the Construction Ways That Conform to Their Own Characteristics, Form the Harmonious Development of Internal Mechanism and External Environment of the Organization, So as to Meet the Needs of the Current Harmonious Society Construction. Social Organizations Can Coordinate Interests, Alleviate Conflicts and Protect the Environment by Serving the Masses, Gathering Public Opinion and Other Methods to Lay a Mass Foundation for Improving the Social Management System and Improving the Level of Social Management.

2.2 Is Conducive to the Sustainable Development of Chinese Sports Non-Profit Organizations

In the past ten years, Chinese sports non-profit organizations have been growing stronger and playing an important role in the national fitness work. However, most sports non-profit organizations are not optimistic about their operation and are facing problems such as insufficient funds, shortage of talents, imperfect internal management, weak service ability and unsustainable development [7]. Many sports non-profit organizations cannot obtain the legal person status in the registration. In order to obtain the legal status, they have to register with relevant government departments according to the industry affiliation. However, some sports non-profit organizations that cannot find their own departments can only find neighborhood committees or streets, and some even go to the industrial and commercial departments for registration. The goal of financial management of sports non-profit organizations can also be specifically described as: to maximize fund raising, raise fund raising efficiency and maximize the social utility of fund use [8]. Although Chinese sports non-profit organizations have made great progress, they have played an important role in meeting the needs of the public for the diversification of public goods, enhancing the function of social security and promoting the sustainable development of economy and society in the process of adapting to the establishment of the market economy system. There is no doubt that sports non-profit organizations have gathered people who agree with the organization's good social mission. Their original intention is very good, but they cannot make the organization grow and develop. Some organizations have experienced honesty problems after a period of successful operation. However, the development of activities needs funds to ensure that the essence of marketing is to obtain benefits through the target, which conflicts with the statement that sports non-profit organizations do not make profits.

2.3 It is Conducive to the Marketization of Chinese Sports Public Services

With the deepening of the reform of government functions in our country, the trend of marketization and socialization of sports public services is becoming more and more obvious. In developed regions, the government has tried to purchase the services of sports non-profit organizations. Compared with western countries, the establishment and development of Chinese third sector has more obvious characteristics. Many sports non-profit organizations are either directly established by government agencies or transformed from government functional departments. This exogenous planting soil makes Chinese sports non-profit organizations and

government departments closely linked [9]. That is, the government can directly transform the institutions that gradually lose their functions and those that should be handed over to enterprises and social management into sports non-profit organizations. Although the sports non-profit organization alliance has the characteristics of integrating resources and sharing information, the cumulative effect of resources and information can help organizations effectively solve problems, but it will not achieve an absolute balance of resources. In our country, sports non-profit organizations only pay income tax on the part of their operating balance, while the rest are exempt from tax. Its financial characteristics determine that the focus of the organization's financial management naturally falls on the management of income and expenses. In our country, sports non-profit organizations only pay income tax on the part of their operating balance, while the rest are exempt from tax. Its financial characteristics determine that the focus of the organization's financial management naturally falls on the management of income and expenses. However, the market-oriented operation of sports non-profit organizations can play a positive role in promoting the functional transformation of government sports administrative departments.

3. Theoretical Basis for Market Operation of Sports Non-Profit Organizations

3.1 Marketization Theory of Public Service

The market operation of sports non-profit organizations is promoted by the marketization and socialization of government public services. In our country, the managers of sports non-profit organizations are mostly from government agencies, and nearly two thirds of the cadres of sports non-profit organizations either come directly from the dispatch and appointment of the competent departments, or are nominated by the organizations and approved by the competent departments [10]. Income management plays a key role in the financial management of sports non-profit organizations. Whether it can complete the task of raising funds to the maximum extent and improving the efficiency of fund raising determines the effectiveness of organizational cost management. In order to improve the ability and quality of public service supply of sports non-profit organizations and enterprises, the new public management advocates to replace traditional public administration tools with competitive contract system. In order to stimulate competition among producers, the public's right to choose public services has become one of the standards to measure the quality of public services. Therefore, for sports non-profit organizations, marketing has become a move that adds insult to injury. Sports non-profit organizations do not belong to government departments, but exist among the people and have certain independence. The organization handles affairs according to its own wishes and ideas, completely closing itself off from outside interference, which leads to the inability to conduct better marketing to the outside world. The public management functions that should be undertaken by the society should be handed over to the society to exercise, so as to really let other social organizations other than the government, mainly sports non-profit organizations to undertake.

3.2 Public Interest Property Right Theory

Different from the private sector and government departments, the assets of sports non-profit organizations are collected from the public in diversified forms. The main sources of funds are government support, social donation and operating income. Although with the improvement of the market economy and the government's decentralization to society and the market, such sports non-profit organizations have objectively reduced their dependence on government departments, due to the greater influence of the government on their growth and development, they are still making difficult positioning and transformation of their independence in the process of adapting to the market-oriented society. In particular, public institutions with a large proportion of financial supply population can be reformed into sports non-profit organizations, and the problem of expenditure can be solved by raising funds from society. Transferring funds or projects to non-profit sports organizations is only a transfer of government functions, and the nature of its assets is still oriented to public interests. Similarly, the nature of government project funds, membership fees and other

operating income is still public welfare, that is to say, the property owners of sports non-profit organizations should be the public and have public welfare. The reality is often that those organizations with more resources or more critical resources have more voice in the alliance, thus they have greater power or influence in the alliance, while other organizations are very passive in obtaining resources or actions, and may even be marginalized.

3.3 Voluntary Failure Theory

Any organization has function failure, just like market failure and government failure, social organizations also have voluntary failure. For sports non-profit organizations, the government not only gives reasonable assistance in funds, but also further stipulates that they enjoy a certain degree of tax concessions due to their public welfare performance by means of laws and regulations. In addition, for donations provided by enterprises and private individuals, appropriate tax relief will be given to support the growth of sports non-profit organizations. In this way, the government can save a lot of public costs and also serve and manage the society. According to the characteristics of organizational income, income management can be divided into non-self-generated income management and self-generated income management. The members of sports non-profit organizations come together because of their common beliefs and psychological demands. Most organizations rely on self-supervision, moral restraint and some simple documents. This management mode is easy to form its own way, loose discipline, corruption and brain drain. As a result, the government's administrative efficiency is low and the quality of public services and public products is not high. In the wave of socialization of public management, the government has decentralized or transferred power to the society, leaving many social affairs to the society to complete. Sports non-profit organizations have a poor sense of competition. They think that the products provided by sports non-profit organizations are necessary for consumers and there is no need to formulate marketing measures to attract consumers. This series of erroneous views has led to the non-existence of marketing in sports non-profit organizations.

4. Construction of Market Operation Mechanism of Chinese Sports Non-Profit Organizations Based on Harmonious Management

4.1 Internal Elements of the Market Operation Mechanism of Sports Non-Profit Organizations

The market operation of sports non-profit organizations is the demand for the market-oriented operation of sports public services in our country, for the diversified sports public services of the people, and for the sustained operation of sports non-profit organizations. But at the same time, there are also some problems in the production of public goods, such as low efficiency, inefficiency, shortage and crowded consumption. The financial departments of some sports non-profit organizations are even monopolized by only one person, and incompatible accounting work is mixed together, thus greatly increasing the probability of corruption of accounting personnel. Through effective market operation, improve the operation ability of sports non-profit organizations, thus effectively participating in the supply of sports public services, and achieving the goal of meeting the needs of the masses for diversified sports public services. However, due to congenital deficiencies, most of Chinese sports non-profit organizations are too dependent on the government in terms of personnel, funds and operation mechanism to work according to the organization's own operation requirements. Some sports non-profit organizations even still play a role as subsidiary functional organizations of the government. For product marketing, most of them are volunteers, so the enthusiasm and creativity of personnel are very low. Because in terms of management, no one can scientifically and reasonably plan and arrange time and activities, which makes members of the organization just have fun and fall into a state of having to dissolve. However, in order to achieve the market operation of sports non-profit organizations, besides the good operation within the organization, it also needs the joint supervision of the government, the society and the industry.

4.2 The Thoughts on the Factors Influencing the Market Operation Mechanism of Sports Non-Profit Organizations

4.2.1 Build a Management System Based on “Harmony” and “Harmony”

Firstly, the existing coordination management system in the alliance is analyzed, mainly including the coordination system arrangement, coordination organization construction, coordination process, the mission, purpose and interpersonal relationship of the alliance, etc. Then, according to the existing coordination work, a double-rule coordination mechanism is constructed according to the coordination theme. With the development of society and the continuous improvement of people's material and cultural living standards, social needs are increasingly diversified, which puts forward higher requirements for public goods in terms of both quantity and variety as well as quality satisfaction. Based on this premise, the market operation of sports non-profit organizations can adopt enterprise management within the organization, can implement service charges lower than the market price, and can participate in the government's purchase of sports public services. According to the viewpoint of resource dependence theory, organizations must have an exchange effect with the outside world in order to survive and develop, so they will have dependence on the outside world. Leaders of sports non-profit organization alliance should learn to identify various dependency relationships, analyze their influencing factors, and then build harmonious rules and harmonious rules on this basis. There are already social organizations with the same or similar business scope in the same administrative region, and the registration authority that is not necessary to be established will not approve the preparation. Establish and improve the professional ethics of the code of conduct for full-time or part-time staff, so that the words and deeds of the staff of non-governmental organizations can be followed by rules, and the system can be implemented. In particular. It can play the role of a bridge between those intermediate people who have close ties with many organizations, and make use of their advantages in interpersonal relations among various organizations to achieve the goal of improving inter-organizational relations and enhancing cooperation.

4.2.2 Tax Incentives for Non-Profit Sports Organizations to Operate in the Market

It is a common practice all over the world to effectively reduce the operating cost of organizations, encourage social donations and promote fund raising through tax incentives. However, the legal system of tax incentives for sports non-profit organizations in China is not yet perfect. Tax incentives for sports non-profit organizations are scattered in the new tax law, implementing regulations and various notices issued by functional agencies of the State Council. Sports non-profit organizations can publicize themselves in various ways, vigorously publicize to the public the value of public goods and public services they provide to society, combine the utility obtained by individuals with their donations, and also cooperate with the government or other sports non-profit organizations to set up a common fund to issue lucky lottery. The systematic nature will limit the harmonious management theory to philosophy and methodology, i.e. it is more inclined to guide the management thinking and practical design, and focuses on the guidance of specific and detailed management operations. Strict internal control is conducive to the establishment of a scientific decision-making, standardized management and sustainable development mechanism within the organization. It is an effective means for sports non-profit organizations to reduce consumption, improve efficiency and increase output. Using existing funds and adopting scientific and effective marketing strategies, we will lay a firm foundation for future public welfare activities and accumulate experience in product marketing. Only by strengthening the organization's image building, adopting career marketing strategy and paying close attention to the development trend of sports non-profit organizations can sports non-profit organizations gradually mature.

4.2.3 Micro-Marketing Mode of Sports Non-Profit Organizations

Marketing can determine the service content of sports non-profit organizations, expand the channels of resource absorption, convey the needed information to the public, and obtain more social voice. The government should abandon the traditional “ruling” concept, change the existing

negative administrative enforcement system, and affirm from the heart the indispensable and important position of sports non-profit organizations. While strengthening the support and trust to sports non-profit organizations and the communication with them, sports non-profit organizations should be given a reasonable and legal third-party subject status. There are internal and external differences in an organization's financial system. External financial system is the basis for effective implementation of internal financial control. Internal financial system cannot replace external financial constraints. In view of the particularity of sports non-profit organizations, a strong external financial restraint mechanism is particularly important. Sports non-profit organizations actively cooperate with companies to develop marketing alliances aimed at public utilities, instead of enjoying direct corporate sponsorship. Organization managers should turn their attention to profit-making organizations that were their opposites in the past, learn their management methods and seek to establish strategic alliances with them. Building organizational brands, WeChat marketing focuses on direct communication with customers to meet the needs of service groups in a timely manner; The two marketing systems will be seamlessly connected to further expand the audience group for organizing micro-marketing.

5. Conclusion

At present, social management is facing new problems, such as the aging of the population, the crisis of the education system, the social service industry becoming the main body, the needs of the health care system, etc. These are new tasks and requirements for social management, and also show the urgency of improving the level of social management. The coordination mechanism from the perspective of harmonious management is the process of harmony and harmony interacting around the theme of harmony, coupling and interacting with each other to jointly solve organizational problems. We should explore a supervision system that is conducive to the healthy development of sports non-profit organizations and does not inhibit the innovation ability of sports non-profit organizations, relax the registration control of sports non-profit organizations, strengthen the management of the operation process of service organizations, and form a standardized social development environment for legal supervision and social supervision. The team managers of sports non-profit organizations should improve their own quality, study hard scientific and cultural knowledge, cultivate all-round professional talents and continuously grow. Only in this way can the marketing of Chinese sports non-profit organizations be well developed, and the public welfare undertakings in China will be more and more smooth.

References

- [1] Megheirkouni M. (2017). Leadership styles and organizational learning in UK for-profit and non-profit sports organizations[J]. *International Journal of Organizational Analysis*, vol. 25, no. 4, pp. 00-00.
- [2] Chen J, Liang L, Yao D Q. (2017). Pre-positioning of relief inventories for non-profit organizations: a newsvendor approach[J]. *Annals of Operations Research*, vol. 259, no. 1-2, pp. 35-63.
- [3] Wang Ziyue. (2017). Non-profit organizations accounting and financial management problems analysis and countermeasures [J]. *Small and medium-sized enterprise management and technology* (in Xunkan), no. 5, pp. 43-44.
- [4] Anjiapeng, Li Xia. (2018). An analysis of the impact of non-profit organization employees' perception of financial fairness on job satisfaction [J]. *statistics and decision*, no. 1, pp. 178-181.
- [5] Yang Li. (2017). Research on Accounting Target Setting of Non-profit Organizations [J]. *Management and Technology of Small and Medium-sized Enterprises (Zhongxun Journal)*, no. 6, pp. 71-72.
- [6] Hu Aimin. Embedded Survival and Convergent Development of Non-profit Organizations in

Public Service System [J]. New Oriental, 2017(6):58-63.

[7] Hu Fengjuan. (2017). Analysis of Chinese non-profit organizations internal control issues-to the Red Cross as an example [J]. Accounting Studies, no. 2, pp. 225-225.

[8] Zhou Shulin, Guo Jianliang. (2018). Influence of Social Media on Advocacy Behavior of Non-profit Organizations-Taking Taiwan Crowdsourcing Platform as an Example [J]. China Nonprofit Review, no. 2, pp. 60-78.

[9] Huang Na. (2019). Analysis of Key Management Points of Pension Institutions from the Perspective of Non-profit Organizations [J]. World of Labor and Social Security, no. 14, pp. 68-68.

[10] Xiao Shuqian. (2019). Research on the teaching of accounting courses for government and non-profit organizations [J]. China Management Informatization, no. 12, pp. 203-204.